SUSTAINABILITY REPORT 2024



our planet

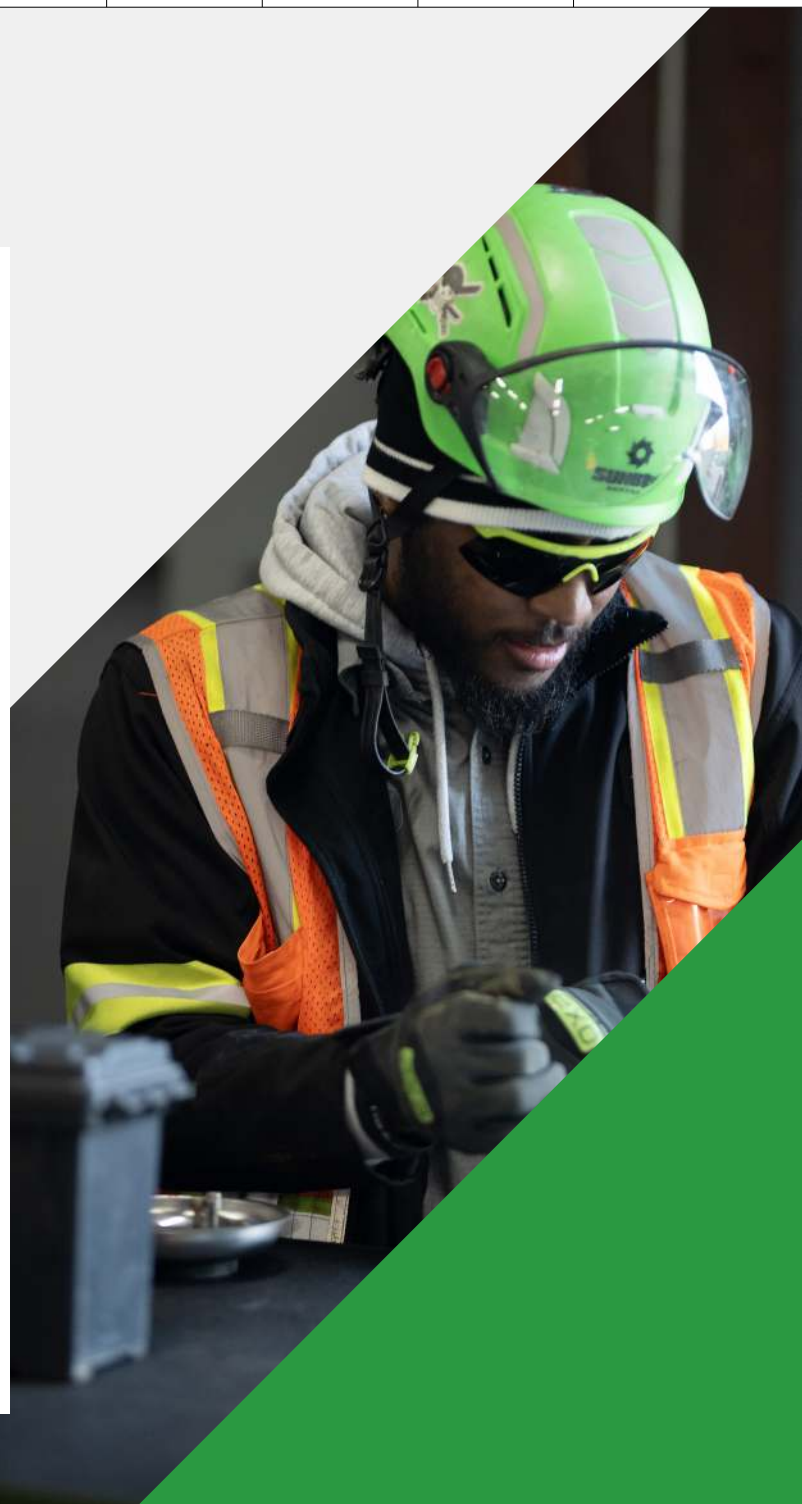
Ashtead group

ABOUT THIS REPORT

Sustainability remains a priority for the Group and is embedded within our core strategic actionable components. We believe renting equipment, rather than owning it, brings inherent environmental benefits. However, sustainability is broader than the environment. It also encompasses a focus on our people and the communities where we operate. In the year ended April 2024, we have further developed our sustainability efforts and reflected these within our new five-year strategic plan, Sunbelt 4.0. This sustainability report provides our stakeholders with insights into our sustainability-related activities, targets and performance across four priority areas: operations; customers; our people; and communities.

This report covers the period from 1 May 2023 to 30 April 2024, as well as providing some narrative as to ongoing activities. Data included represents Ashtead Group plc and its subsidiaries unless stated otherwise. Data pertaining to the US corresponds to Sunbelt Rentals, Inc., the UK corresponds to Sunbelt Rentals Limited and Canada corresponds to Sunbelt Rentals of Canada, Inc. and William F White International Inc. This report should be read in conjunction with the disclosures provided within our Annual Report and Accounts 2024, which includes our disclosures in accordance with the standards and recommendations of the Task Force on Climate-related Disclosures.

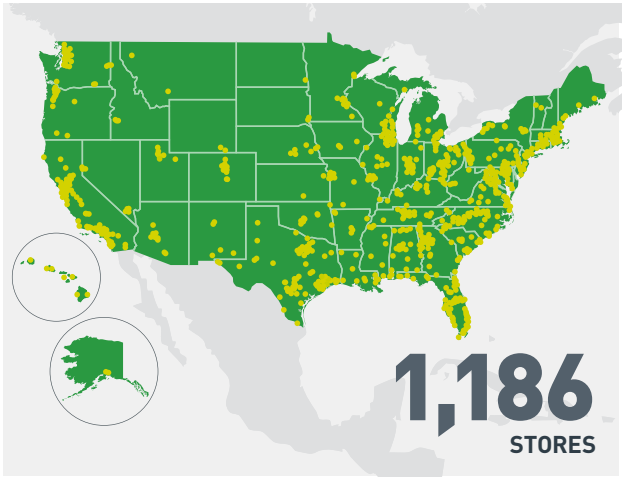
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OVERVIEW OF THE GROUP

Ashtead is an international equipment rental company, trading under the Sunbelt Rentals brand, with national networks in the US, Canada and the UK. We rent a broad range of construction, industrial, general and specialty equipment across a wide variety of applications to a diverse customer base.

US



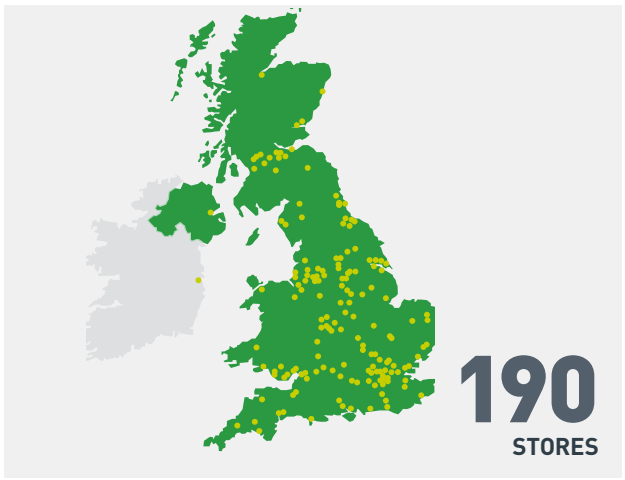
The second largest equipment rental company[1] in the US with 1,186 stores

CANADA



The second largest equipment rental company[2] in Canada with 135 stores

UK



The largest equipment rental[3] company in the UK with 190 stores

1 Sunbelt Rentals, Inc.
2 Sunbelt Rentals of Canada Inc. and William F. White International Inc.
3 Sunbelt Rentals Limited

INTRODUCTION FROM OUR CEO

We have had another year of strong growth with record revenue and operating profit. This performance is only possible through the dedication of our team members who deliver for all our stakeholders every day, while ensuring our leading value of safety remains at the forefront of all we do.

This year has been one of transition. We completed Sunbelt 3.0 in April, executing well against all actionable components of that plan and developing a strong foundation for the next phase of our growth. Our new plan, Sunbelt 4.0, is the next level of our ambition with purpose and our new Runway for Success. In our next phase of growth, we will be guided by five actionable components: customer; growth; performance; sustainability; and investment. These are our areas of focus which will guide how we execute our strategy across our core foundational elements of people, platform and innovation. We outline our plan in detail in our annual report and accounts. In this report, we describe how we are advancing as a thriving and growing organisation to deliver long-term sustainable value for our people, customers, communities and investors.

Sustainability is embedded throughout our business and this report demonstrates the ongoing strengthening of our efforts in this crucial area.

In 2023/24 we made excellent progress on our sustainability initiatives, as we completed Sunbelt 3.0 and entered our next phase of growth:

- **health and safety:** in 2023/24, we achieved our safest year yet in terms of our Total Recordable Incident Rate ('TRIR'). This demonstrates our commitment to the health and safety of our people. Our TRIR result is even more impressive when you take into account our rate of growth through new build greenfield locations and bolt-on acquisitions, where we embed our safety culture from day one. We have further developed our Engage for Life Programme, which forms the backbone of our health and safety work, introducing a new initiative, Principles for Life, which targets critical areas where we can have the greatest impact in reducing health and safety incidents;
- **environment:** by April 2024, we reduced Scope 1 and 2 greenhouse gas ('GHG) intensity by over 30%, compared to a baseline year of 2018, ahead of our 15% target. This enabled us to advance our carbon reduction ambitions under our latest strategy, Sunbelt 4.0, where we announced our commitment to being Net Zero within our operations (Scope 1 and 2 GHG emissions) by 2050, with a shorter-term Scope 1 and 2 GHG intensity reduction target of 50% by 2034. We have a tangible pathway to enable us to reach these goals and you can read about this on page 18;
- **employee engagement:** making sure our team members are thriving wherever possible is fundamental to who we are. In North America, our latest Express Yourself Survey received a 75% participation rate with an 88% engagement score. In the UK, participation in the latest survey was 86% with an 80% engagement rating. Responses to the surveys are both positive and informative and we use the feedback to further enhance employee initiatives;
- **veteran engagement:** we are especially proud of our veterans and we were pleased to be recognised as a 2024 Military Friendly Employer for the fourth year in a row and to be awarded the coveted VETS Index Employer Award for our commitment to recruiting, hiring, retaining, developing and supporting veterans and the military-connected community;
- **inclusion:** we have continued to establish Employee Resource Groups ('ERGs') and now have nine across the Group. These play a crucial role in advancing an inclusive culture that empowers all our colleagues. The ERGs are doing important work building communities inside Sunbelt and outside, where they are spearheading some of our important community initiatives; and
- **communities:** as part of our Sunbelt 4.0 strategy, we have set an ambition to amplify our community investment with a target of 1% of profit after tax going to community investment by 2028/29. In addition to existing signature charitable connections, like the Gary Sinise Foundation, we announced a new partnership with the Leukemia & Lymphoma Society.

It's been a great year for sustainability at Ashtead and Sunbelt 4.0 marks a major step forward in how we prioritise our efforts in this area. As we move into the next stage of our growth, I am excited by the opportunities ahead. We want to be leaders in sustainability and as we progress towards our goals, we will continue to be guided by our long-standing desire to do the right thing.

Brendan Horgan
Chief executive
12 December 2024

Responsible sustainability continues to be core to the Group's day-to-day operations, including in relation to the following areas:

OPERATIONS
+ page 12

CUSTOMERS
+ page 24

OUR PEOPLE
+ page 28

COMMUNITIES
+ page 37

GOVERNANCE
+ page 43

WHAT SUSTAINABILITY MEANS TO ASHTEAD

Sustainability is a core component of how we do business. The world is changing rapidly and we want Ashtead to remain at the forefront of sustainable development.

We are an international equipment rental company with national networks in the US, Canada and the UK, trading under the Sunbelt Rentals brand. We rent a broad range of construction, industrial, general and specialty equipment across a wide variety of applications to a diverse customer base, operating through over 1,500 stores and supported by a workforce of more than 25,000 team members.

Sustainability is central to how we operate and we strive to integrate sustainability into everything we do. At Ashtead, we prioritise our people and their safety, while providing our customers with a reliable alternative to ownership, supporting the communities we serve across our store network, limiting the environmental impact of our operations and ensuring a strong governance framework.

READ MORE ON OUR BENEFITS OF A CIRCULAR SHARING ECONOMY

page 8

Sustainability through the power of rental

We believe that the environmental benefit of renting equipment rather than ownership is clear. Many customers using one piece of well-maintained and safe equipment as part of a sharing economy is better for the planet as it results in:

- fewer assets being manufactured and therefore reducing consumption of natural resources;
- more efficient use of assets as the optimal asset can be used for a customer's specific job;
- lower emissions through equipment transportation, particularly as a result of our scale and clustered markets approach; and
- fewer assets reaching end of life and therefore requiring disposal.

Maintaining our equipment to the highest standards and investing in the newest and most efficient technology reduces emissions further during its use and extends the life of equipment. At the end of its service life with us, our equipment typically has many years of potential use remaining and as such, we sell it in the secondary market. With shared use, reduced resource use, more frequent maintenance and repair and recycling into the secondary market, rental meets many of the principles of a circular economy.

The world is changing rapidly and we want Ashtead to remain at the forefront of sustainable development.



WHAT SUSTAINABILITY MEANS TO ASHTEAD CONTINUED

We believe the best way to engage our people on the value of sustainability is by connecting it to the organisational principle of customer obsession. The Group's priority areas in relation to sustainability have evolved with the roll-out of our new strategic plan, Sunbelt 4.0. We understand that identifying metrics in measuring our performance is important and have a number that we monitor, including health and safety incident rates, employee engagement, staff turnover and GHG intensity. We review our performance on these throughout this report. We also link our KPIs to our goals and to progress against UN Sustainable Development Goals (SDGs).

During 4.0, we plan to strengthen our sustainability focus across four core areas, which are discussed below.

Sustainability under our new strategic plan, Sunbelt 4.0, is about advancing our customer centric approach, while strengthening our operational focus targeted to Sunbelt's key impacts and opportunities.

OPERATIONS

- We are committed to reducing our environmental impact and advancing sustainability through the value chain. This year, as an important part of our new strategy, Sunbelt 4.0, we have made a commitment to be Net Zero within our operations (Scope 1 and 2 GHG emissions) by 2050. In working towards this commitment, we will focus on expanding electric and hybrid solutions applicable to light, medium and heavy-duty transportation fleet, leveraging clustered markets to optimise deliveries and reduce miles driven and increasingly using renewable diesel, renewable electricity and expanding our LED lighting programme. We are also focused on management of waste, partnering with our original equipment manufacturers ('OEMs') to create more streamlined packaging and reducing water consumption and reclaiming water from wash bays and irrigation systems.

CUSTOMERS

- Rental is inherently a sustainable business model, but through providing the linkage between customers and OEMs, we can drive sustainable practices throughout the value chain. Specifically, by leveraging our extensive store network and technology, our expert teams and unmatched partnerships with OEMs, we will help to accelerate the transition to lower-carbon solutions. While we will continue to innovate new products and invest in innovative and advanced fleet, we are also committed to incorporating only products that meet or exceed our customers' requirements.

OUR PEOPLE

- Health and safety remain our key priority. We are committed to continually improving our safety performance, both in how we operate and the equipment and services we provide for customers. Our people strategy under Sunbelt 4.0 also centres around attracting, developing and retaining our team members while enhancing our incredible culture and making it ever more inclusive. We will build on our Diversity, Equity and Inclusion ('DE&I') work, expanding our Employee Resource Groups ('ERG') and continue to prioritise support of our veterans and their families through our award-winning veterans' programmes. We believe our investments in safety and well-being, personal and professional growth, compensation and reward structure and inclusion are important retention enablers.

COMMUNITIES

- we strive to drive greater impact by investing in our communities and finding new ways to connect with our customers on shared values. Supporting communities where we live and work is integral to how we work. We are focused on amplifying the many impactful initiatives happening across our business to support communities through monetary contributions and engagement with eligible nonprofits. Our community investment areas of focus include supporting our veterans, youth support and empowerment, improving health and well-being and supporting communities to recover and rebuild after disasters.

2024 HIGHLIGHTS

SAFETY AMPLIFIED

Our Engage for Life Programme is driving a culture of health and safety through the business. We reduced our Total Recordable Incident Rate which is less than 1.0 group-wide

UNGC

Became a signatory to the United Nations Global Compact ('UNGC'), demonstrating our commitment to human rights, labour, environment, anti-corruption and more broadly advancing societal goals

9 ERGs

Nine employee resource groups operating across the business

1%

Commitment for 1% of Group profit after tax to go to community investment by 2028/29

NET ZERO BY 2050

Established Scope 1 and 2 Net Zero by 2050 target based on a tangible pathway with embedded optionality depending upon technological developments. This is supported by a medium-term target to reduce GHG intensity by 50% by 2034.

By April 2024, achieved 31% reduction in Scope 1 and 2 GHG intensity from baseline year of 2018, exceeding our previous short-term target of 15% reduction.

2050

113

Added 113 new locations in North America – each location provides a positive impact on the communities in which we operate through job creation, volunteering, supporting local causes and responding in times of need

GOLD

Awarded a gold military-friendly award for the fourth year in a row and VETS Index Employer Award for our commitment to recruiting, hiring, retaining, developing and supporting veterans

500,000+ HOURS

More than 500,000 hours on programmes for enhancing the skills of our team members

87%

87% Group engagement score on our Express Yourself Survey, 10% above external benchmark

OUR BUSINESS MODEL

We create value through the short-term rental of equipment that is used for a wide variety of applications and the provision of services and solutions to a diverse customer base through a broad platform across the US, Canada and the UK. Our rental fleet ranges from small hand-held tools to the largest construction equipment.

What we do

We have a platform which enables our customers to rent what they want, when they want and where they want with ease.

BUY
We buy a broad range of equipment from leading manufacturers.

RENT
We rent it on a short-term basis to a broad range of customers.

SELL
We sell the older equipment in the second-hand market.

How we do it

Creating sustainable value across the economic cycle



■ Powering the platform ■ Managing through the cycle

1 DIFFERENTIATING OUR FLEET AND SERVICE
- Broad fleet mix
- Evolution of Specialty businesses
- Broad range of customers and applications
- Scale to meet size and range of requirement

2 ENSURING OPERATIONAL EXCELLENCE
- Culture of health and safety
- Focused, service-driven approach
- Long-term partnerships with leading equipment suppliers
- Industry-leading application of technology

3 INVESTING IN OUR PEOPLE
- Highly skilled team
- Devolved structure
- Maintaining significant staff continuity
- Strong focus on recruitment, training and incentive plans

4 MAXIMISING OUR RETURN ON INVESTMENT
- Effective fleet management
- Optimisation of utilisation rates and returns
- Flexibility in local pricing structures
- Focus on higher-return equipment

Creating value

How we share sustainable value with our stakeholders

OUR PEOPLE
Investing in our people to provide opportunity for development and ensure we take the very best care of our people through reward, opportunity and the provision of wide-ranging benefits which meet their needs at different stages of their life

OUR CUSTOMERS
Supporting our customers through the provision of cost-effective rental solutions to a diverse customer base, but also providing our customers with information which enables them to make equipment choices with reference to their sustainability goals

OUR SUPPLIERS
Developing long-term relationships with suppliers to enable collaboration in the development of alternative technologies and providing support to bring these technologies to market

OUR COMMUNITIES
Enhancing the communities in which we operate, through employment, opportunity and community involvement, as well as working with our charity partners to support military veterans, disaster relief and young people

OUR ENVIRONMENT
Working to ensure we have a positive impact on the environment through reduced consumption of natural resources, better fuel efficiency and high quality assets meeting the latest standards

OUR INVESTORS
Generating sustainable returns for debt and equity investors through the cycle

ENVIRONMENTAL BENEFITS OF A SHARING ECONOMY

Our business model supports many of the principles of a circular economy. These include shared usage, efficient and reduced use of resources, high levels of maintenance and repair, reusability, resale into the second-hand market and recyclability of equipment at the end of its useful life.

The environmental benefits of renting equipment rather than ownership accrue when many customers rent one piece of well-maintained and safe equipment only when they need it, for the right job, as opposed to multiple customers purchasing that same piece of equipment, using it a few times and then disposing of it.

We have hundreds of thousands of rental customers and are a major buyer of equipment from large manufacturers. We are therefore in a strong position to influence how new products are developed and used, reducing environmental impact of the wider value chain.



CIRCULARITY ENABLED BY INNOVATION AND SHARED USAGE

Design
We work closely with manufacturers and customers to help design, develop, trial and bring to market sustainable equipment and solutions, such as combining battery storage technology with diesel generators.

Raw Materials and Production
Our rental model reduces the need to manufacture new products, leading to reduced resources, energy consumption in production and end-of-life emissions.

Up to 75% reduction
in emissions using existing technologies

1 rental asset for 10 owned assets
Taking a 2.5 tonne JCB mini excavator as an example

REDUCING EMISSIONS THROUGH THE RENTAL PROCESS

Distribution
Our approach and investment in technology enables optimised deliveries, reducing miles driven and emissions generated. Our scale and clustered market approach means the right vehicle is used to transport an asset a shorter distance and we seek to reduce this further with low- or zero-carbon emission options.

Consumption, Re-Use & Repair
Our large inventory of rental assets means that our customers can use the right equipment for the right job. Our rigorous maintenance and refurbishment programmes ensure all equipment performs at optimal capacity; maximising efficiency, extending life and reducing environmental impact.

Collection and Waste
We work with our waste contractors across our locations and pursue takeback programmes to reduce waste and recycle our equipment. At the end of its service life, our equipment still has many years of use remaining and we sell it in the secondary market.

Up to 50% reduction in carbon footprint/hr[1]
as a result of more efficient transportation

High utilisation
compared to privately owned assets[2]

50% extended lifespan for reconditioned machines

1. European Rental Association and Climate Neutral Group: Carbon footprint of construction equipment, June 2019.
2. We estimate that our assets are utilised 30% more compared to privately owned assets, in line with assumptions made in our Scope 3 category 11 calculation for future utilisation by second-hand market.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The Group's activities help advance the United Nations Sustainable Development Goals ('UN SDGs').

We have identified eight goals where we believe we can make the greatest contribution through our focus on recruitment and training, diversity, equity and inclusion, the development of our products and management of our operations.

During the year ended April 2024, we became a signatory to the United Nations Global Compact ('UNGC'). As a signatory to the UNGC, we are committed to uphold the UNGC's Ten Principles on human rights, labour, environment and anti-corruption and incorporate those into the core of our strategy, company culture and daily operations. We are pleased to be one of the first organisations in our industry to join this global network of companies committed to taking responsible business action that advance societal goals.

Linkage to sustainability strategy core areas:

- Operations
- Customers
- Our people
- Communities

Development goal	Alignment to our growth strategy	Our actions	Performance
Ensure healthy lives and promote well-being for all at all ages	Operations, Our people	We have built a culture that prioritises the health, safety and well-being of our team through our extensive programmes, training and continuous support. Further details are provided on pages 13 to 16.	**87%** Group engagement score on our Express Yourself Survey **Continued reduction in accident rates** – **TRIR (US):** 0.76 (2023: 0.97) – **TRIR (Canada):** 0.78 (2023: 0.89) – **RIDDOR (UK):** 0.19 (2023: 0.25)
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Our people	We are committed to investing in the training and development of all our people to provide them with the skills and opportunities for career development. We recognise that our people's ambitions and priorities may shift over time, for example to balance family life, caring responsibility or health concerns and our career progression pathway is designed to offer flexibility and equitable learning opportunities to support these changing needs. Further details are provided on pages 32 to 33.	**>500,000** Hours on programmes for training our team members
Achieve gender equality and empower all women and girls	Our people	We are focused on providing equal opportunities and are committed to supporting opportunities for all across the business, regardless of gender. Ashtead pays men and women the same salary for the same role with the actual remuneration being based on skills, experience and performance. Further details are provided on pages 34 to 36.	**13%** of our workforce is female **44%** of our Board of directors is female
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Our people, Communities	Our goal is to continue to expand the business, opening new locations, providing inclusive and productive employment and ensuring sustainable growth. Further details are provided on pages 28 to 36.	**25,965** Team members located in US, Canada and the UK

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS CONTINUED

Development goal		Alignment to our growth strategy	Our actions	Performance
10 REDUCED INEQUALITIES	**Reduce inequality within and among countries**		We believe in providing equal opportunities for all and are striving to make the business more diverse through our diversity, equity and inclusion programmes across the business. Our nine ERGs play a key role in this effort, providing a platform for team members to connect, share experience and advocate for the needs of the wider communities. As commented above, we are committed to supporting opportunities across the business, regardless of gender, ethnicity or other protected characteristic and we seek to represent the communities in which we operate and hire locally. Further details are provided on pages 34 to 36.	**30%** of our workforce in North America identify as non-white
11 SUSTAINABLE CITIES AND COMMUNITIES	**Make cities and human settlements inclusive, safe, resilient and sustainable**		We have the opportunity and responsibility to positively impact the communities in which we live and work through employment, skills development and community support. In addition, our work on 'mega projects' in relation to energy, climate and healthcare initiatives supports this further. Further details are provided on pages 37 to 42.	**c. 10%** of our rental fleet is on rent at a mega project
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**Ensure sustainable consumption and production patterns**		Rental rather than ownership reduces the environmental impact of equipment through enabling many customers to share a single piece of equipment, reducing the use of natural resources and waste. Furthermore, the development of more sophisticated telematics will better enable us to provide feedback to customers on their use of equipment. Further details are provided on pages 7 to 8 and 25 to 27.	**30–50%** reduction in carbon footprint of equipment under rental model[1]
13 CLIMATE ACTION	**Take urgent action to combat climate change and its impacts**		We are focused on reducing the environmental impact of our business, through our own direct operations and through bringing low- or zero-carbon emission equipment to the market. Under our previous growth strategy, Sunbelt 3.0, the Group set a target to reduce our Scope 1 and 2 GHG intensity by 15% by 2024 compared to a baseline year of 2018. By 2024, we reduced GHG intensity by 31%, ahead of our short-term target. This enabled us to advance our carbon reduction ambitions under Sunbelt 4.0, and as such, we set a commitment to reduce our Scope 1 and 2 GHG intensity by 50% by 2034 (compared to a base year of 2023/24) and to be Net Zero within our operations (Scope 1 and 2 GHG emissions) by 2050. Further details are provided on pages 17 to 23.	**31%** reduction in our Scope 1 and 2 GHG intensity compared to 2018 baseline year

1 European Rental Association – Carbon Footprint of Construction Equipment (2019)

Linkage to sustainability strategy core areas:

Operations | Our people | Customers | Communities

MATERIAL TOPICS

As part of our risk management process, we assess regularly the most material matters to the Group, including those related to sustainability, and assess their potential impact on our business and the generation of long-term value.

In 2020, with support from external consultants, we undertook a comprehensive materiality assessment to gain a deeper understanding of our sustainability impacts, risks and opportunities across the short, medium and long-term. The materiality assessment included:

- stakeholder engagement: collaborative workshops and interviews were conducted with key internal stakeholders to gather their perspectives on sustainability matters;
- benchmarking: industry trends and peer practices were analysed to identify relevant sustainability frameworks, standards and emerging market issues; and
- strategic evaluation: review of our sustainability strategy, targets, future plans, programmes and capabilities.

We regularly refresh this assessment and prioritise material topics based on their potential impact on our business operations and importance to our stakeholders. Although some topics have been evaluated as having a 'low' impact on our business, we recognise the importance to our stakeholders. Furthermore, we have an overall interest in reducing environmental impacts and enhancing positive impacts on our communities. For example, while our business model inherently minimises waste and water use, we acknowledge the significance to our stakeholders and our local communities of reducing waste and water consumption and have a number of initiatives in place.

We have segmented our material topics into our four key sustainability areas: operations; customers; our people; and communities.

We review these material topics on an annual basis, taking into account any new emerging risks, and they are considered and approved by the Board of directors together with our annual report. In addition, we will look to expand this process by undertaking a double materiality assessment for the Group. This will help us to better articulate not only how our business impacts society and the environment, but also the financial risks and opportunities that arise as a result. In each section of this report, we detail our current achievements and initiatives across these topics. In addition, our GRI index provides further details.

Current material topics

Topics	Business impact		
	Low	Medium	High
Health and safety			✓
Climate action			✓
Waste and water	✓		
Sustainable value chains			✓
Talent attraction and retention			✓
Talent development			✓
Diversity, equity and inclusion		✓	
Community engagement		✓	
Charitable giving	✓		
Veteran engagement		✓	
Corporate behaviour			✓

Linkage to sustainability strategy core areas:

- Operations
- Our people
- Customers
- Communities

OPERATIONS

At Ashtead, we prioritise health and safety, for our people, customers and the communities we serve, including through limiting our environmental impact.

HEALTH AND SAFETY HIGHLIGHTS

Our success is built on a culture which places health and safety at its core. We believe being known for excellence in health and safety provides us with significant competitive advantage.

- <1.0 Total Recordable Incident Rate.
- Campaign to launch 'Principles for Life', targeting six critical areas where we can have the greatest impact in reducing health and safety incidents. These are: working at heights; line of fire; loading and unloading; leading safety; driving; and controlling hazardous energy.

Alignment to UN SDGs



ENVIRONMENT HIGHLIGHTS

Protecting the environment is not just the right thing to do; we believe rental has a significant part to play in the transition to a low-carbon economy and as such sustainability is a key element of our business strategy.

- 31% reduction in Scope 1 and 2 GHG intensity from baseline year of 2018, exceeding our short-term target of a 15% reduction.
- Under Sunbelt 4.0, we have made a commitment to be Net Zero within our operations (Scope 1 and 2 GHG emissions) by 2050. We have a tangible pathway with embedded optionality to allow for different technologies to enable us to reach this goal, with a 2034 shorter-term target of a 50% reduction in Scope 1 and 2 GHG intensity (from a baseline of 2024).

Alignment to UN SDGs



OPERATIONS CONTINUED

HEALTH AND SAFETY

We are committed to continually improving our safety performance, both in how we operate and the equipment and services we provide for customers. Health and safety is fundamental to our operations and a primary business goal. It is a line of responsibility that begins with management and extends to all stores across the Group. We take seriously our responsibility to provide and maintain a suitable, safe and healthy working environment, safe systems and safe methods of work for team members, contractors and customers.

We are committed to the following basic principles across all our operations:

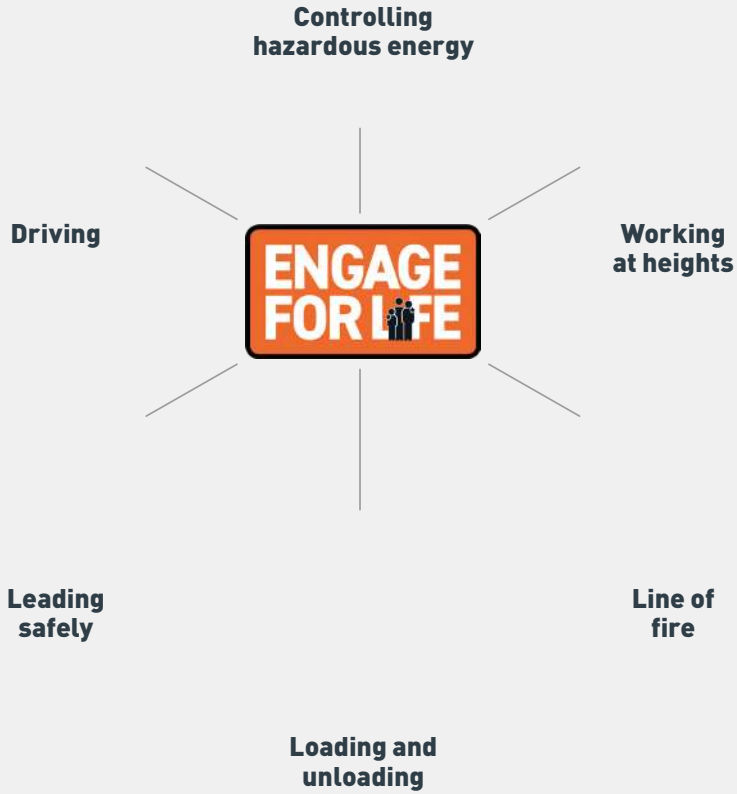
- strict adherence to occupational health and safety ('OHS') legislation. Our Health, Safety and Environmental specialists and operational audit teams continually assess adherence to OHS legislation and best-in-class practices;
- continuous identification and assessment of occupational risks and adoption of measures to control and mitigate them;
- establishment of quantitative and qualitative targets and close monitoring of TRIR, as well as other leading and lagging indicators relevant to our operations;
- continuous provision of information and training to personnel, business partners and customers to ensure competency, equipment quality and safe working practices; and
- the maintenance and update of suitable emergency preparedness plans.

We target safety improvement through health and safety programmes and encouraging our people to always keep their own safety, and that of their teammates, in mind. Our safety training for team members, managers and leaders reinforces the importance of a safety-first mindset and we pay particular attention to near misses as a way of continuing to understand and focus on safety risks. All incidents and near misses are investigated and responded to swiftly.

Safety initiatives

Our Engage for Life programme forms the backbone of our health and safety work and is built on three pillars: culture, community and commitment. We are building a culture that eliminates serious injuries or fatalities, aligns best practices and ensures we all have the right skills to complete work safely. An important component of Engage for Life is that we demonstrate our dedication to the well-being of our team members, their families and communities, while supporting and encouraging team members' safety development. This is an area where we will always strive to do more, and we continue to further embed the ethos of Engage for Life into our culture.

At the heart of our Engage for Life Programme lies a new initiative: Principles for Life. Launched alongside Sunbelt 4.0, these principles target six critical areas where we can have the greatest impact in reducing health and safety incidents. These are: working at heights; line of fire; loading and unloading; leading safety; driving; and controlling hazardous energy. Each principle offers practical guidance for reducing incidents in high-risk areas. We believe that our efforts in the areas identified by this programme will be important for the continual reduction in our TRIR.



OPERATIONS CONTINUED

We seek to engage our team members in their safety and well-being every day. We encourage staff to take responsibility for their own safety and have core safety processes across all our stores. These include:

- regular training on the safe use of relevant equipment for their role, including company-wide weekly safety training videos which offer a more effective way to continuously engage staff compared to lengthy, one-time safety presentations;
- the near miss programme, which provides insights into our exposures across our business;
- the pre-task planning programme (Take 10 Programme), which requires everyone to take at least 10 seconds to think through the job they are about to do using a pre-task planning checklist. Examples of tasks where this is applied are loading/unloading, wash bay work, checking equipment in and technicians repairing or conducting routine maintenance;
- introduction of critical control checks as a foundational element of our safety protocols. These checks involve the systematic identification and verification of critical controls essential for preventing incidents and minimising hazards;
- the Green Guide to Engage for Life, a guide which aims to help our team members understand exposures and key actions required. It provides practical steps on emergency preparedness, transportation safety and injury management. The environmental aspects of the guide include consideration of water usage, waste, chemical storage and environmental permits, and they help our team members to consider the environmental impact of our activities and how it overlaps with health and safety;
- Ready2Go, a company-wide quarterly initiative to declutter, clean and organise our stores in a way that best supports safety, efficiency and workflow; and
- annual safety weeks designed to increase awareness of the importance of safety across the business. Safety Week serves as a platform for promoting collaboration and knowledge sharing among team members, stakeholders and industry partners reinforcing our collective commitment to prioritising safety as a core organisational value.

Safety governance and specialists

Safety governance plays a critical role in enhancing safety at Sunbelt and creating a trusting environment where people feel protected and valued. Setting clear expectations about required safety activities and safe working methods needs ongoing discussion to keep everyone aligned on our unwavering commitment to safety. This is why our team members are supported with a network of safety specialists. Specific roles include:

- Branch Safety Coordinators, who conduct quarterly safety inspections, including but not limited to equipment and facility inspections (fire extinguishers, first aid kits, spill kits, etc.). Any findings and areas for improvement are logged and tracked to ensure corrective actions are taken;
- Branch Safety Council, which ensures stores hold safety meetings and engage in topics such as near miss reporting, being more observant in looking for exposures and corrective action closure. Weekly safety communications and briefings are also issued to all team members, further encouraging continual dialogue in relation to safety matters at all levels of the organisation, via email and through our employee engagement app;
- Regional Safety Managers, who engage on a daily basis with team members. Their role includes truck inspections, facility assessments, training and listening to feedback from our team members;
- Regional Safety Councils and an Executive Safety Council (senior leadership), which have weekly safety meetings to provide focus towards developing solutions that can be replicated across the Group. This includes enhancing safety through investment in innovative Personal Protective Equipment and driver safety technology; and
- Safety Data and Analytics Team, who focus on providing critical information in near real time leveraging industry-leading safety management technology.



QR CODES FOR SAFETY BRIEFINGS

Safety is never more crucial than when working with some of our bigger and potentially dangerous equipment. A major aspect of our digital work processes is to enable immediate access to safety advice and videos on our equipment, using QR codes located around our stores. When scanned, these take operators straight to what they need to know by way of the tasks required for each individual piece of equipment. Videos are embedded into the job hazard/safety analysis for each piece of equipment, showing how to do the necessary tasks safely and including everything an operator needs to know.

OPERATIONS CONTINUED

Driver safety programmes

We deliver to customers across all 50 states of the United States, eight provinces in Canada and across the UK. Covering this distance means safety on the road for our drivers and other road users is paramount. While we have one of the safest fleets in the equipment rental industry, we continue to focus on safety through our commercial vehicle training programmes and defensive driving courses so we can target ways in which we can reduce further our incident rate.

We make use of technology in our driver safety programme, such as onboard telematics to help us prevent unsafe behaviours on the road and dashboard cameras enabling real-time feedback on behaviours which could lead to vehicle incidents (e.g. lane departures, critical distance or in-cab behaviours). Together, this is known as our Road Intelligence Transportation Assistant ('RITA'). To date, over 90% of our vehicle fleet in North America is equipped with telematics and c. 90% are equipped with cameras. RITA also enables recognition of good behaviours, can assist with exoneration in the event of an incident and can assist with customer safety. It can be used to coach drivers to become more aware of their habits through a system of vehicle alerts. We have found that the improvements enabled by these cameras have changed perceptions of their use, and our drivers now embrace them, rather than being wary of feeling monitored. Onboard technologies can also provide incremental benefits through reduced fuel use, enhanced engine and vehicle maintenance and route optimisation.

EMPLOYEE SPOTLIGHT



Scott Falkowitz, Director of Health and Safety ('H&S') Analytics

Scott Falkowitz has spent the last 22 years helping companies navigate safety in the sectors of construction, manufacturing, telecommunications and recycling. Much of his time has been dedicated to supporting the process of safety and associated software systems as both a consultant and a team member here at Sunbelt.

As the Director of H&S Analytics, Scott's team's mission is focused on providing timely and accurate data to those who make data-driven decisions around safety. Understanding data operationalisation is key to success and the team's mission-critical work provides a pathway to information on demand. A cornerstone of the current process is the implementation of Critical Control Checks. These are an opportunity for leaders to observe how their team members identify safety exposures leading to valuable coaching opportunities. The information gained during this process is available on a dashboard within an hour. Data insights like performance trends, inspection strategy, checklist diversity and participation can now all be evaluated and used to provide coaching opportunities. Many of the collected insights are used to power the pre-audit assessment tool ('PAAT'), which helps safety staff leverage risk insights to plan schedules.

"Many companies are data rich and information poor but because our strategy is led by data, Sunbelt has not only seen substantive improvement in safety, but also raised the success bar for an entire industry."

How we monitor performance

This year, we had our safest year yet in terms of TRIR. We monitor and analyse health and safety incidents and 'near misses', investigating and analysing root causes to help identify recurrent issues and risks, and implement preventative controls. The importance of health and safety is reflected in the fact that TRIR is one of our group-wide KPIs (see Ashtead Group – annual reports).

We continue to develop and improve our incident management system which enables us to manage incidents while allowing us to investigate, analyse root causes and track corrective/preventative actions. The tracking and reporting of 'near misses' is an area we are improving continually as the lessons learnt are as instructive, or often more so, than from actual incidents.

Reportable incidents are measured differently in North America and the UK due to different regulatory frameworks. In the US and Canada, reportable accidents are reported in accordance with Occupational Safety and Health Administration ('OSHA'), referenced as TRIR, whereas in the UK, reportable accidents are reported in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations ('RIDDOR'). Under the different definitions, more incidents are generally identified in North America as being reportable than in the UK.

To compare performance between our main operating countries we measure incidents using RIDDOR, as shown in the table below. All safety and health reporting is made through our online reporting system.

We remain committed to reducing these rates as much as possible and continue to see progress across the businesses.

In addition to monitoring reportable incidents, we have developed a set of performance predictors. These are a set of six leading indicators that monitor each month's activities supporting our safety culture and performance. The leading indicators are mostly centred on engagement and include topics such as safety meeting attendance, safety committee participation and defensive driving programmes. These are recorded in our online safety reporting system.

Recordable accidents

		2024		2023	
		TRIR	**RIDDOR**	TRIR	RIDDOR
US	Recordable accidents	**212**	**68**	253	73
	Incident rate	**0.76**	**0.12**	0.97	0.15
CANADA	Recordable accidents	**19**	**3**	18	5
	Incident rate	**0.78**	**0.06**	0.89	0.12
UK	Recordable accidents	**n/a**	**19**	n/a	23
	Incident rate	**n/a**	**0.19**	n/a	0.25

OPERATIONS CONTINUED

Working on safety with our customers and suppliers

Being a responsible business means sharing and promoting our safety culture with our customers and suppliers whenever possible. We have the highest safety expectations for all our equipment suppliers. Our near miss reporting programme mentioned above is an important tool we use to feedback and collaborate with suppliers and OEMs based on what we find. For example, if we identify any heightened risk in a particular asset, we work with the OEMs to fix and repair or to innovate their equipment. Since we work with both customers and suppliers we can influence and innovate both ways. For our customers, we have dedicated equipment trainers and we offer customised training programmes to meet their needs. We work with customers' safety teams to develop customised training courses, sometimes for a specific jobsite, and participate in training days for major customers, demonstrating safe use of equipment and running training seminars. This is in addition to the routine safety briefings that accompany equipment rental. We offer dedicated full-time safety trainers for our customers in 163 markets across North America and have 35 training centres in the UK.

In the UK we are increasing the number of sustainability-related health and safety customer courses, for example domestic and commercial electric vehicle charging installation and site environmental awareness training courses. This reflects the strong link between health and safety and advances in technology and regulation. We see this as an area of added value and a way to enhance safety with those we work with and across our sector more widely.

Our customer training covers a broad range of topics including:

Operator training	Train the trainer	Scaffolding

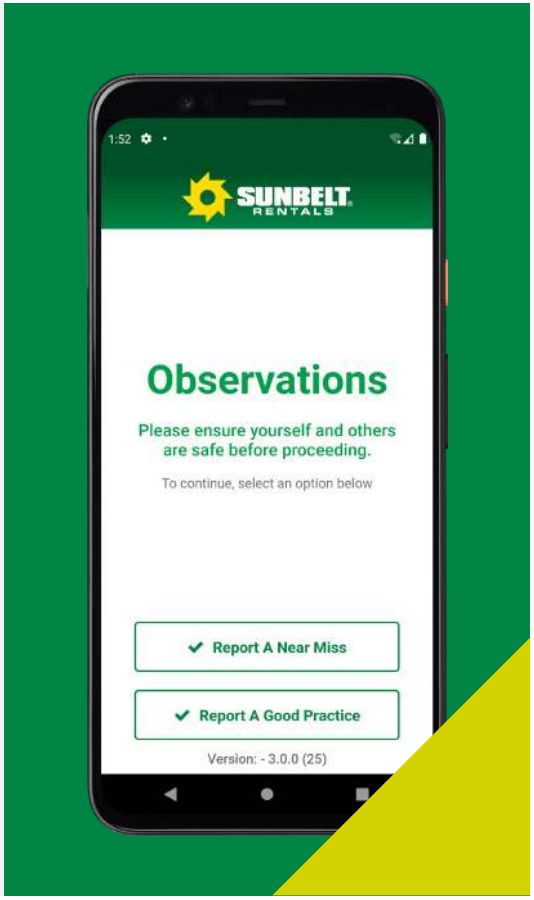
– Mobile elevating work platforms: boom lifts and scissor lifts
– Forklifts: warehouse and telehandler rough terrain
– Earth moving equipment: loaders, excavators, backhoes
– Fall protection:
  – Authorised User
  – Competent Person
	– Mobile elevating work platforms
	– Forklifts
	– Earth moving equipment
	– Fall protection
		– Scaffolding (Supported & Suspended):
		  – Competent person
		  – User Awareness
		– Trench Safety:
		  – Confined Space Awareness
		  – Competent Person Excavation
		  – Evacuation Awareness
		– Customised courses available

SAFETY TRAINED SUPERVISOR ACCREDITATION

The Safety Trained Supervisor ('STS') accreditation is awarded by the Board of Certified Safety Professionals ('BCSP'). In the US, Sunbelt is Diamond certified by the BCSP and has 331 Safety Trained Supervisors. Our Safety Trained Supervisor initiative took hold when we wanted to provide team members outside of the Health and Safety Team a way to become more involved with Engage for Life and safety culture in their market. Typically, our STS holders have safety responsibilities that are adjunct to their day-to-day job duties.

SUNBELT OBSERVATIONS APP

A positive health and safety culture relies on the involvement of everyone across all areas of the business recognising both 'near misses' and good practice. We have a range of tools by which our team members and customers can report near misses or good practice related to health, safety or the environment. One example of this is the Sunbelt Observations App in the UK. Anyone who has downloaded the mobile app can record an observation. This includes customers, contractors and members of the public as well as Sunbelt team members. It is not just about reporting 'near misses', the app also gathers feedback on good practices. This allows us to share and implement best practice more widely and recognise team members and stores going above and beyond on health, safety and the environment. Store managers are required to respond to a near miss as soon as possible and no later than seven days including taking steps to eliminate or reduce the risk of potential injury. Encouraging employees and customers to speak up and share what they notice is key to preventing accidents. To encourage participation, we donate £2 to charity for every event reported.



OPERATIONS CONTINUED

CLIMATE ACTION

Advancing sustainability through the power of rental

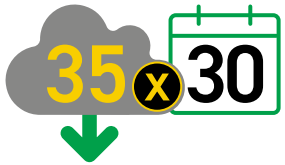
Protecting the environment is not just the right thing to do; we believe rental has a significant part to play in the transition to a low-carbon economy and as such sustainability is a key element of our business strategy. The environmental benefits of renting equipment rather than ownership accrue when many customers rent one piece of well-maintained and safe equipment only when they need it, as opposed to multiple customers purchasing that same piece of equipment, using it a few times and then disposing of it.

Through our scale, processes and technology, we believe that we are better equipped to reduce the greenhouse gas ('GHG') emissions from equipment ownership, operations and disposals than equipment operators. Our scale and market reach enable us to achieve a high utilisation rate for each piece of equipment, reducing the overall number of assets required to be manufactured. Our large inventory of rental assets means that our customers can use the right equipment for the right job. Furthermore, they can be given training to operate those machines in the most efficient way possible, minimising fuel consumption and carbon emissions during operation, and by positioning our assets where they are required, reducing transportation requirements. Additionally, our rigorous maintenance programmes ensure all equipment performs at optimal capacity, maximising efficiency, extending its useful life and minimising environmental impact.

Finally, our investment in technology including battery electric vehicle fleets and telematics, combined with our geographic reach, enable us to reduce transportation emissions by maximising load capacity and route optimisation.

Our commitments and progress

This year, as an important part of our new strategy, Sunbelt 4.0, we have made a commitment to be Net Zero within our operations (Scope 1 and 2 GHG emissions) by 2050. We have a tangible pathway to enable us to reach this goal with flexibility embedded to allow for different pathways subject to available technology. We have also established a shorter-term target of a 50% reduction in Scope 1 and 2 GHG intensity by 2034 (from a baseline of 2024). In working towards this commitment, we will focus on expanding electric and hybrid solutions applicable to light, medium and heavy-duty fleet, leveraging clustered markets to optimise deliveries and reduce miles driven and increasingly using renewable diesel and electricity and expanding our LED lighting programme.



Sunbelt 3.0

By 2030, 35% reduction in Scope 1 and 2 GHG intensity, with a near-term target of 15% by 2024.

Sunbelt 4.0

NET ZERO BY 2050

Scope 1 and 2 Net Zero by 2050, with a near-term target to reduce GHG intensity by 50% by 2034 relative to 2024 baseline year.

Progress

31% reduction in Scope 1 and 2 GHG intensity from baseline year of 2018.

Progress made from:

- increase in renewable electricity procured in the US;
- c. 60% of transportation fleet has active telematics, resulting in improved load capacity and route optimisation;
- completed LED lighting installations at 400 sites;
- 91% of UK company cars are electric or plug-in hybrid electric vehicles; and
- 400 Ford F-150 Lightning electric light duty trucks in the US.

New target

Tangible pathway identified to deliver Net Zero by 2050, with flexibility embedded to allow for different pathways subject to available technology.

In the nearer term, we are targeting a 50% reduction in Scope 1 and 2 GHG intensity by 2034 (from a 2024 baseline).

OPERATIONS CONTINUED

OUR PATHWAY TO NET ZERO

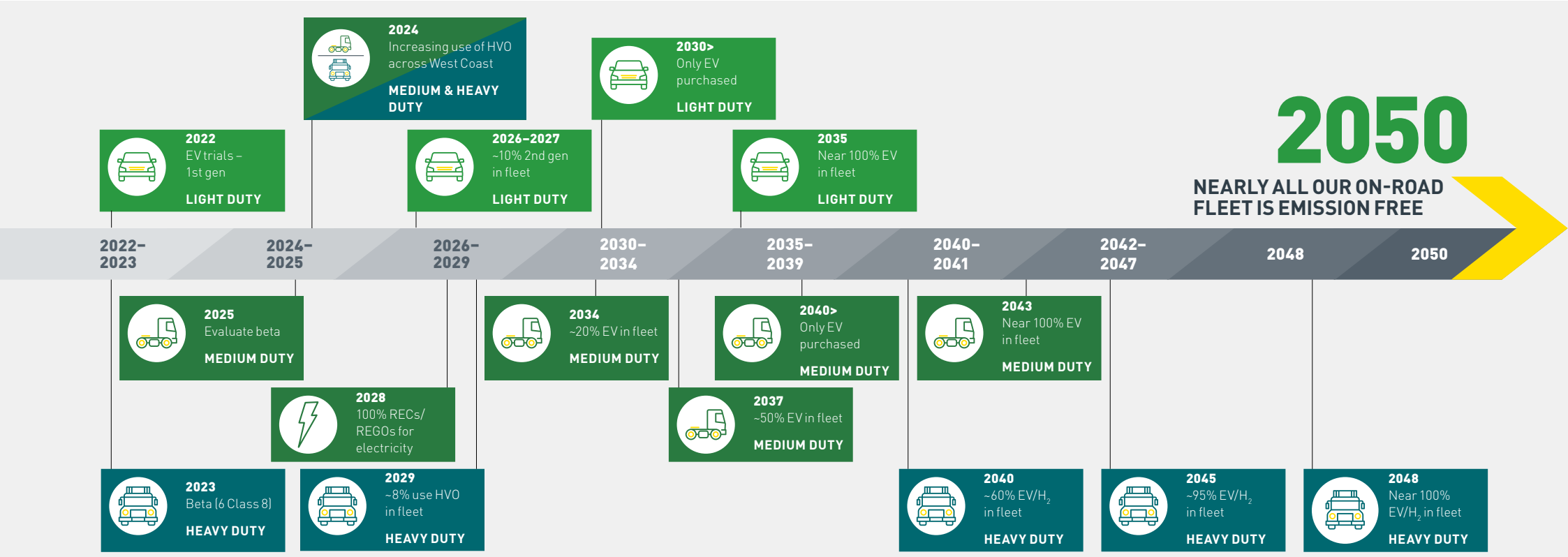
SCOPE 1 & 2

Our Net Zero pathway is informed by the macro-outlook from a range of key sources including OEMs, fuel producers, governments, experts and thought leaders like the International Energy Agency, as well as our own proprietary insights.

We know that the pathway relies on innovation, advancements and refinements in technology and infrastructure. As such our Net Zero roadmap is dynamic and designed to be flexible as both known and unknown factors develop, for example evolving projections around the pace, scale and cost of low-carbon technology and infrastructure and volatility in the renewable energy credit ('REC') markets and associated costs.

We work closely with manufacturers to help design, develop, trial and bring to market innovative, environmentally sustainable solutions, often getting earlier access to sustainable products than others. Our collaboration with OEMs means we get valuable insights into expected timelines and releases of medium and heavy-duty electric vehicles. This allows us to pivot our Net Zero model accordingly, pursuing alternative levers should, for example, technological advancements in zero-emission vehicles be delayed. During the transition period as new technologies develop and emerge for medium and heavy-duty vehicles, we may accelerate the transition of our light-duty transportation fleet to lower emission alternatives, potentially leveraging a mix of gas hybrid, plugin hybrid electric vehicles and fully electric vehicles. Additionally, we may look to increase our use of renewable diesel, expand our purchase of RECs and explore additional energy efficiency solutions. We review our Net Zero roadmap and progress against it bi-annually.

We are also exploring ways to lower the carbon footprint of our stores. For example, in the UK, we are piloting a decarbonisation plan for three stores in 2024/25. This pilot will focus on disconnecting our sites from the gas network, installing solar panels, battery storage systems and air-to-air heat source pumps. We will use this pilot as an opportunity to assess the benefits and challenges of running a fully decarbonised store in terms of operation and cost.



OPERATIONS CONTINUED

Scope 1 and 2 greenhouse gas emissions

The Group's direct energy consumption arises predominantly from the diesel and petrol used in our vehicle fleet, the natural gas consumption in our facilities and our purchased electricity. Our Scope 1 (fuel combustion and operation of facilities) and Scope 2 (purchased electricity) GHG emissions are reported opposite, together with details of the energy consumption used to calculate those emissions.

In order to calculate the GHG emissions, we have used a 'market-based method' in accordance with the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), together with emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2023, the latest available emission factors from the US Environmental Protection Agency and the Environment and Climate Change Canada.

In the US and Canada, due to the size of our operation and range of fuel and electricity providers, we collect data from the significant vendors and then use this to estimate emissions attributable to the balance. In addition, we are required to estimate electricity usage between the most recent meter reading and the year-end date. As such, for the year ended 30 April 2024, approximately 10% of the North American emissions balance was estimated.

In the UK, we collect data from all Scope 1 and 2 suppliers and hence, there is no estimation involved. However, we estimate an amount for invoices not yet received and as such, for the year ended 30 April 2024, 1% of the UK emission balance was estimated.

Our energy consumption and level of GHG emissions vary with our activity levels which are reflected in our revenue levels. Accordingly, we have concluded that the most appropriate intensity ratio for the Group is on a revenue basis.

On a constant currency basis (using this year's exchange rates) our intensity ratio has reduced 2% from 38.3 to 37.4.

Going forward, we will measure GHG intensity based on rental revenue, rather than total revenue, as we believe that this better reflects progress made by the Group without the potential for volatility from the level of used equipment sales.

Our industry has an important role to play in reducing energy consumption and hence carbon emissions, both through bringing low-carbon technologies to market and delivering the benefits of a sharing economy. While our absolute carbon emissions may increase in the near-term as we continue to grow, we are committed to a significant reduction in our GHG intensity. In working towards our Net Zero commitment, we continue to evaluate how best we can limit that increase and bring forward absolute carbon reduction, where possible and where technology allows. To enable comparison of energy efficiency performance over time we have disclosed energy intensity ratio relative to revenue for the first time on page 51.

tCO_2e/year[1]

	2024				2023
	US	**Canada**	**UK**	**Total**	Total
Scope 1	**311,397**	**29,007**	**31,000**	**371,404**	340,782
Scope 2	**31,755**	**2,041**	**748**	**34,544**	30,380
	343,152	**31,048**	**31,748**	**405,948**	371,161

1 tCO_2e/year defined as tonnes of CO_2 equivalent per year.

MWh

	2024			2023		
	Renewable	**Non-renewable Sources**	**Total**	Renewable	Non-renewable Sources	Total
Fuel	**–**	**1,333,435**	**1,333,435**	–	1,215,473	1,215,473
Natural gas	**–**	**185,406**	**185,406**	–	182,868	182,868
Electricity	**20,656**	**106,803**	**127,459**	21,626	91,353	112,979
Total	**20,656**	**1,625,643**	**1,646,300**	21,626	1,489,694	1,511,320

	2024	2023
GHG intensity ratio – emissions per $m of revenue ($tCO_2e$/$m)	**37.4**	38.4
GHG intensity ratio – emissions per $m of rental revenue ($tCO_2e$/$m)	**42.2**	42.7

Our 2023/24 Scope 1 and 2 carbon emissions have been verified by the Carbon Trust covering all global operations including US, Canada and UK. This verification met the requirements set out in ISO 14064-3: *Specification with guidance for the validation and verification of greenhouse gas assertions*. Verification of the energy (MWh) associated with our Scope 1 and 2 emissions as disclosed above has also been assured in accordance with the criteria of the ISAE 3000.

CARBON TRUST
ISO 14064-3
ORGANISATIONAL CARBON FOOTPRINT

OPERATIONS CONTINUED

Reducing emissions from our company vehicles

Over 80% of our Scope 1 and 2 carbon emissions come from our vehicle fleet. Tackling emissions from our vehicle fleet is therefore a key area of focus for us and we are doing this in three ways:

(1) Using the vehicles we have in the most efficient way possible

We do this through onboard telematics to monitor driving efficiency and track fuel use, while also focusing on route and load optimisation, optimal maintenance schedules for vehicles and deploying fuel efficient tyres and tyre pressure monitors. As of 30 April 2024, over 60% of our vehicles had active telematics and an additional 30% had the technology installed but awaiting activation. Our ambition is for our entire fleet to be technology enabled, and at the date of publication, 99% of our vehicle fleet has activated telematics.

In North America, we have also been piloting a new logistics and dispatch application that provides intelligent load building and route planning for delivery vehicles. Other features include alerts to dispatchers, forecasted arrival times and digital management of equipment contracts, eliminating the need for paper return slips. Together, these improvements to our logistics platform will drive improved vehicle utilisation and increase delivery/pickup capacity while reducing miles driven and hours required all while maintaining exceptional customer service. This pilot will also offer valuable insights into the most effective strategies for fuelling our transportation fleet, especially as renewable diesel becomes more widely available.

(2) Using renewable diesel as a transitional fuel source

We believe the development of renewable diesel or other lower-carbon alternative fuels will provide a viable substitute for diesel, particularly in the transition period as alternative technologies are developed.

Renewable diesel can replace diesel with no changes required to the engine or operational infrastructure and is legal for road and non-road use and has been shown to reduce lifecycle carbon emissions by 70 to 90%. Since renewable diesel is not yet widely available and is costlier in most locations as compared with regular diesel, we are in dialogue with governmental stakeholders and suppliers in North America and the UK to identify ways to make renewable diesel more widely available and affordable.

We are also mapping our on-road fleet against renewable diesel fuelling locations in California where renewable diesel is more widely available and cost competitive than any other state. We believe renewable diesel is an important factor in achieving our Net Zero roadmap and provides a transitional solution until other low carbon technologies progress for medium and heavy-duty vehicles.

(3) Incorporating lower-carbon options into our vehicle fleet

This is an area that will deliver significant carbon savings but will take longer to establish. The shift over time requires capital investment, both in relation to the purchase of lower-emitting vehicles but also, for electric vehicles, in developing the charging infrastructure.

Our financial plans include expenditure to facilitate this transition. In the US, our biggest alternative vehicle commitment to date has been the purchase of 400 Ford F-150 Lightning electric light-duty trucks, resulting in Scope 1 emission savings of over 3,410 tCO_2e in the year.

In the UK, the market conditions and charging infrastructure have allowed us to transition a significant portion of our company cars to low- or zero-emission vehicles. c. 90% of our company cars are electric or plug-in hybrid electric vehicles, resulting in estimated Scope 1 emission savings of over 320 tCO_2e.

The pace and scale of technological developments impacts greatly the availability of low-carbon alternatives for medium and heavy-duty vehicles. Currently, there is no tried and tested, widely available transportation solution to replace our Class 8 heavy duty vehicles. As this technology develops, manufacturing capacity will need time to scale up and customers will need time to adopt these technologies. In the meantime, we are working with our manufacturers to test a range of EVs for the business across our sales, service and delivery fleet to start assessing the benefits and challenges of running fully electric heavy trucks in terms of mileage, efficiency, cost and maintenance. In North America, we are trialling six electric Class 8 trucks, focusing on California where distances between our stores and customers are shorter and more suited to EVs. Additionally, we anticipate in the future, there will be an opportunity to incorporate hydrogen powered vehicles as the technology advances.

Lowering emissions from electricity use

In the UK, we source our electricity from renewable sources which are REGO backed (renewable energy guarantees of origin) except for a small number of locations where energy is sourced by a third party.

In the current year, our total Scope 2 emissions resulting from our US operations have been reduced by the sourcing of electricity in certain locations from renewable sources which are REC backed (11% of our US consumption). We will continue to explore the options available to us to extend the sourcing of purchased electricity from renewable sources where market regulation allows.

Another key way we are working towards reducing our Scope 2 emissions is through expansion of our LED lighting programme. Since 2022, we have invested c. $10m and have completed retrofit installations at over 400 stores or approximately 35% of our stores in the US. This investment has resulted in an estimated annual saving of c. $2m or 610 tCO_2e.

We are also exploring where it is effective to generate our own electricity. For example, in 2023, we installed 108 photovoltaic solar panels at our Warner Robins profit centre in Georgia, US. This has led to savings of over $5,000 in electricity cost and a reduction of 50 MWh of energy or c. 80% year-on-year, equivalent to the carbon sequestered by planting more than 500 trees. As we grow organically through greenfield openings and through acquisitions, sustainability will be a continued area of focus. This includes ensuring we have the most sustainable fit-for-purpose sites and expanding our solar power programme where suitable.

OPERATIONS CONTINUED

Scope 3 value chain emissions

Understanding the carbon footprint of our entire value chain, both upstream with suppliers and downstream with customers, is key to unlocking energy efficiencies and working towards a low-carbon economy. The majority of our Scope 3 emissions arise through our customers' use of our equipment on their sites and projects (category 13), emissions from the use of sold rental equipment subsequent to our ownership (category 11), all of which are required to be accounted for in the year of disposal, and the embedded carbon in our supply chain (category 2). Consequently, an estimate of our Scope 3 emissions is based on broad assumptions across a huge number of assets which are inherently difficult to validate, including annual hours of use, average fuel consumption and, for category 11, the total lifetime hours of use of assets subsequent to our ownership. Accordingly, our Scope 3 emissions will always be subject to an application of significant judgement and hence a high degree of estimation uncertainty. However, we are working continuously to refine our estimation approach, including through the use of ever greater amounts of machine telematics data as it becomes more readily available across our asset base.

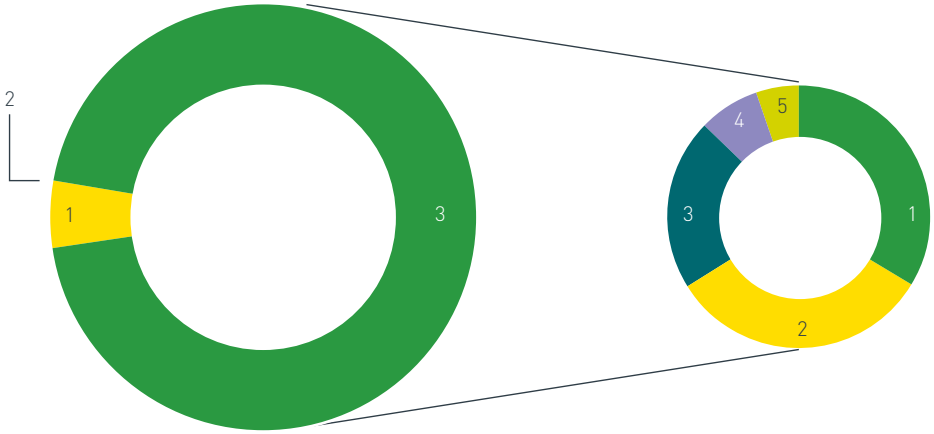
In the year, we have participated in an industry-wide initiative led by the European Rental Association (ERA) to develop sector-specific guidance relating to the measurement of Scope 3 emissions. Drawing from the GHG Protocol, this guidance is tailored to address the rental industry's unique value chain. In calculating our Scope 3 emissions, we followed the GHG Protocol and the ERA's sector-specific guidance. Where data sources were incomplete, we extrapolated emissions using the ERA rental equipment database, which incorporates industry-specific data points from rental companies, OEMs and lifecycle assessments to provide average consumption per operating hour and average engine hours per day for key rental assets, based on factors such as fuel type, weight, energy output or load capacity. Applying this new guidance, we have recalculated our 2023 Scope 3 emissions, resulting in a 3% variance compared to the figures reported previously. By their nature, Scope 3 emissions are difficult to quantify and based on data and assumptions that are inherently uncertain. Accordingly, our Scope 3 emissions will always be subject to a significant degree of estimation uncertainty and not necessarily comparable to other organisations which may have taken an alternative approach to their estimation.

Scope 3 emissions represent 95% of our total carbon footprint. Addressing these emissions is key to advancing the decarbonisation and sustainability goals of the Group, our customers and our suppliers. As we look to the future, we recognise that our Scope 3 emissions are likely to increase in the short to medium-term as we continue to grow. Future reductions in our Scope 3 emissions will be dependent upon the development of technological solutions to allow for equipment to be replaced by equipment with low- or zero-carbon emissions, the availability of renewable diesel and the adoption of these options by customers. Nevertheless, during the period of Sunbelt 4.0, we will continue to engage with our rental equipment suppliers, understanding their commitments to reducing their own emissions, and investigate the possibility of establishing a Scope 3 intensity target for the Group.

Scope 3 emissions

		2024		2023	
	Cat	tCO_2e	% of total	tCO_2e	% of total
Use of sold products	**11**	**2,491,806**	**33%**	1,483,332	25%
Downstream leased assets	**13**	**2,453,328**	**33%**	2,444,206	40%
Capital goods	**2**	**1,616,509**	**22%**	1,359,344	22%
Purchased goods and services	**1**	**521,026**	**7%**	456,982	8%
Upstream transportation and distribution	**4**	**199,994**	**3%**	159,113	3%
Fuel- and energy-related activities not included in Scope 1 and 2	**3**	**90,821**	**1%**	84,518	1%
Employee commuting	**7**	**40,686**	**1%**	37,986	1%
Business travel	**6**	**23,337**	**0%**	22,078	0%
End-of-life treatment of sold products	**12**	**22,356**	**0%**	12,578	0%
Waste	**5**	**19,684**	**0%**	18,724	0%
Downstream transportation and distribution	**9**	**16,997**	**0%**	16,439	0%
Total Scope 3		**7,496,544**	**100%**	6,095,300	100%

Group carbon footprint



1 Scope 1 ..... 5%
2 Scope 2 ..... 0%
3 Scope 3 ..... 95%

1 Cat 11 ..... 32%
2 Cat 13 ..... 31%
3 Cat 2 ..... 20%
4 Cat 1 ..... 7%
5 Other 5%

OPERATIONS CONTINUED

WASTE AND WATER

Reducing waste going to landfill, increasing recycling and reducing water use are all important to our sustainability efforts. We are strengthening our processes in these areas and establishing metrics and targets.

Waste

Our business model necessarily promotes less waste overall going to landfill because we are renting the same piece of equipment to many customers and maintaining it to such an extent that it has a long product life. If each of our customers were buying all the equipment they need, perhaps using it only a few times and then disposing of it, there would be considerably more equipment going to waste than with a rental model.

The waste produced by the Group is predominantly made up of general waste, together with day-to-day waste produced in the operation and servicing of the Group's rental fleet.

The emissions impact of waste generated from the Group's operations has been calculated within category 5 of our Scope 3 emissions. The Group has assessed the types of waste, tonnage and emissions produced. In North America, this assessment is based on the number of waste collections, with the assumption that each collection is full. Due to the number of locations across which the Group operates and the limited granular waste data available, it has been necessary to estimate the Group's waste, based on the data available. This includes the diversion rate of waste from landfill. However, the Group is working to expand our detailed reporting in this area.

While we have several programmes in place to manage waste across the Group and have reliable data in the UK relating to waste diversion given the legislative environment, we are undertaking a waste mapping exercise in North America to better understand our waste composition. We see an opportunity not only to increase our diversion rates but to optimise waste operations by ensuring that each store has a waste collection schedule tailored to its specific needs. This will enable us to reduce emissions, reduce cost and better track our progress in the future.

Plastics

The plastics used in our rental equipment are recyclable, durable plastics designed for long-term use that contribute to the structural, interior and functional components of our equipment. Given the recyclability of these plastics, managing the disposal of the Group's rental equipment in a responsible manner is an important part of our operations – either through the disposal of used rental equipment to third parties or through responsible end-of-life treatment.

We promote the importance of reducing plastic use and increasing recycling wherever possible. We are working with suppliers to reduce the packaging included with products we procure and are partnering with them to develop takeback programmes for equipment packaging and protective materials.

While plastics are a component of the rental equipment which we procure, we do not believe that they have a significant effect on our organisation and instead the Group has prioritised other areas where we believe that we can have a greater impact.

REFURBISHING EQUIPMENT

A key part of our efforts to reduce waste is to refurbish equipment rather than disposing of it. Several of our suppliers have dedicated facilities to refurbish our equipment, where original equipment gets stripped down, new components are added and the equipment is returned to service.

Reconditioned machines that are maintained and serviced to a high standard can extend an asset lifespan by up to 50% and save embedded carbon as a result of decreased steel extraction and waste generation. We are in discussion with our top suppliers to expand this programme including to source new equipment using refurbished products, as a key way to reduce waste and GHG impact.

50%

extended lifespan for reconditioned machines

ELIMINATING REPACKAGING

In the UK, we engaged with our top 20 suppliers by volume to better understand their processes around packaging and identify opportunities for reduction. From this exercise we discovered that some assets were being packaged twice – initially by OEMs and then repackaged and rebranded by suppliers before arriving at our stores. We are working with these suppliers to eliminate this unnecessary repackaging and so far have reduced the amount of plastic and cardboard packaging by 34% (up from 20% in 2022/23). Although this initiative did not result in cost savings for us but rather for our suppliers, we see it as a valuable opportunity to advance environmental services and advocacy throughout our value chain and to strengthen our engagement on sustainability issues. We are exploring a similar programme in North America.



OPERATIONS CONTINUED

Water

We are not a water-intensive business with most of our water usage arising from washing our equipment. Nevertheless, we recognise the value in measuring our consumption and seeking to reduce water consumption across our operations.

Our approach to water stewardship is to focus our efforts where water is scarce. We have used the World Resources Institute's Aqueduct tool to map where we are operating in areas of water stress or high-water stress. Across the Group, 30% of our stores are in areas of water stress or high-water stress, principally in California and the southwest and central states of the US. This provides a blueprint for where we are targeting water-saving initiatives by introducing technology to help reduce water use in these areas. Water-saving initiatives available to us include the use of closed loop wash systems where we reuse water many times over, power washer valves and water recovery systems where we capture water run-off for use within wash-bays. As part of our Sunbelt 4.0 investments, as we expand organically through new greenfields openings, we will install efficient, low-flow water fixtures and actively seek additional opportunities to reclaim water from our wash bays and irrigation systems.

While we expect our water usage to grow alongside our business, we are committed to reducing usage through our water stewardship efforts, particularly in areas of high-water stress. In the year, water consumption has remained consistent in the US and Canada, with only a 1% increase year-on-year compared to 12% growth in the business. The divergence between water consumption and business growth demonstrates that our efforts in reducing water usage through implementing closed loop wash systems and water recovery systems is helping us decouple water consumption from business scale.

While data limitations prevent us from tracking water discharge, we have policies in place to reduce our environmental impacts and prevent wash bay liquids or solid waste from entering public waterways, including a monthly wash bay maintenance checklist. In addition, water supply systems are fitted with non-return valves to prevent backflow of water.

Biodiversity

As an equipment rental company, the nature of our business is that we do not have direct activities in areas important for biodiversity but nevertheless recognise our role in supporting customers to minimise their environmental impact.

We engage with our customers to understand their specific needs and provide tailored solutions to mitigate the risk of any detrimental impact on water ecosystems, animals or human health. For example, we provide biodegradable oils and lubricants for customers working near water systems and near animals. In some cases, we initiate the transition to biodegradable oils up to six months prior to contract commencement to prevent even trace contamination.

In addition, we conduct thorough inspections of hydraulic hoses as part of our pre- and post-rental procedures.



Millions of litres	**2024**	2023
US	**815.5**	813.8
Canada	**76.3**	65.8
	891.8	879.6

Note: we have excluded our UK business from our water-related disclosure in FY24. This exclusion represents c. 8% of Group revenues. Recently, we transitioned to a new water procurement provider in the UK. To ensure the accuracy of our group-wide water disclosure, we deemed it appropriate to exclude the UK data at this time and aim to include UK water data in our disclosures within the next two years.

CUSTOMERS

Many of our customers are on a pathway to reduce their emissions and are already factoring carbon impact into their buying decisions. At Ashtead, helping our customers meet their sustainability goals is paramount.

Alignment to UN SDGs



CUSTOMERS CONTINUED

SUSTAINABLE VALUE CHAINS

Rental penetration continues to deepen and those benefitting from this increased rental penetration are the larger, more experienced, more capable rental companies who can position themselves to be there as partners for this increasing customer base, delivering more complex solutions and capitalising on this larger market. The drivers of this evolution include significant cost inflation in recent years associated with the replacement of equipment, technical changes to equipment requirements and health, safety and environmental issues. The increasing level and pace of regulatory requirements make it more complicated and expensive for customers to maintain compliance. Emerging technology is more complicated, requires a different skill set to maintain and is more expensive, at least initially, than existing technology. As such, it is more efficient for customers to rent rather than buy a new asset.

Fleet composition

As well as maintaining one of the most modern fleets of rental equipment in the industry, we have invested heavily in one of the widest ranges of equipment on the market, including electric and low- or zero-emission models. Every year we invest millions of dollars in new rental fleet which produces less carbon, less particulate matter and needs less maintenance and servicing.

The chart above shows the composition of our rental fleet today. While it will take time before a significantly greater proportion of our fleet moves away from diesel power, approximately 20% of our rental fleet is already powered by alternatives to traditional diesel power, including battery, electric and hybrid options. The large majority of our diesel-powered fleet also meets the most stringent North American and European emissions standards and we have one of the most modern fleets of rental equipment in the industry. Consideration of maintenance and servicing requirements as well as what happens at the end of a product's useful life are a key part of our fleet strategy, which considers a holistic, life-cycle approach. We replace our rental assets every seven to eight years and as we retire older equipment, the new equipment we buy delivers efficiency improvements. As part of our Sunbelt 4.0 strategy, we are investing in next generation, low- and zero-emission technology including battery, electric, solar and hybrid options where the use cases and customer demand are strongest. To support this approach, we continue to work closely with our suppliers to help inform and catalyse the development of more environmentally sustainable equipment.

Group fleet composition



- Fossil fuel 67%
- Electric 18%
- Other, inc. non-powered 15%



INVESTMENT IN CLEAN ENERGY AND THE LOCAL COMMUNITY

Batteries are an important part of our roadmap to providing clean energy solutions for our customers and as such we have made targeted investments, including our partnership with Viridi Parente. Based in Buffalo, New York, Viridi Parente designs and builds battery energy storage systems to provide on-demand, affordable power for a variety of applications including industrial, medical, commercial, municipal and residential buildings. These batteries are 95% recyclable by weight, allowing components to be repurposed for second-life battery applications.

The Viridi Parente battery plant in Buffalo works with GreenForce, a non-profit recruitment and training organisation that connects private industry with candidates from historically disadvantaged neighbourhoods. To date, some 47 candidates, predominantly from the local community, have been hired to work at the plant through the GreenForce programme. We are delighted not only to be investing in clean energy solutions, but also to be providing an important source of employment and opportunity in an underserved community.

CUSTOMERS CONTINUED

Leading and partnering in innovation

We have hundreds of thousands of rental customers and are a major buyer of equipment from large manufacturers. We are therefore in a strong position to understand customer demand for low- or zero-carbon equipment, appreciate the everyday demands made of equipment and support manufacturers to meet these requirements with their product development. At the same time, our desire to invest in new low- or zero- carbon technology demonstrates to manufacturers there is existing demand for their new products. Finally, by bringing new products to a wide audience of customers in the rental market, we help develop acceptance of new equipment and help drive further demand.

Our investment in innovation is a key driver in addressing Scope 3 emissions. We work closely with manufacturers to help them design, develop, trial, and bring to market innovative, environmentally sustainable equipment, including electric versions of the most widely used pieces of rental equipment, often getting earlier access to sustainable products than others. For example, in collaboration with Doosan Bobcat, we helped develop the world's first all-electric compact track loader, the Bobcat T7X, from concept to product testing and customer acceptance.

We engage with a range of suppliers on emerging technology. Our National Signal hybrid light towers come with solar panels and a lithium-ion battery powered by a small diesel generator. Just one tank of fuel can provide about 600 hours of runtime. These towers are programmable so they can be set to run all day or customised as needed. We are also testing and providing feedback on other emerging technologies, including water purification systems and hydrogen engines.

In the UK, our Stronger Together supplier conference is an important touch point with suppliers in encouraging sustainable products and innovation. This event provides a platform for open dialogue and collaboration with key suppliers, ensuring that our products and innovations meet the evolving needs of our customers while aligning with our environmental and social goals. In addition, we have developed partnerships with suppliers to introduce alternative energy and fuel solutions for our customers. In the UK, we have received approval under the Renewable Fuel Assurance Scheme ('RFAS') as a recognised fuel supplier for renewable diesel and Hydrotreated Vegetable Oil ('HVO'). By joining the RFAS, we are demonstrating our commitment to providing our customers with sustainably sourced renewable liquid fuels with credible GHG emission savings.



ELECTRIFYING LARGE MACHINERY AND OVERCOMING CHARGING CHALLENGES

While electrifying larger equipment has been a significant barrier due to charging limitations, we continue to work toward innovative charging solutions. As an example, we have invested in next generation electric telehandler forklifts which have a built-in onboard charging unit at the back of the truck. This comes with multiple adapters to enable easy charging, including through a standard EV car charger.

More recently, in collaboration with Volvo and Turner Construction Company, Sunbelt provided a battery energy storage system ('BESS') to support a pilot of the Volvo EC230 electric excavator. One challenge with electric machinery is ensuring a consistent power supply on demand. To address this, Sunbelt provided a mobile, off-grid energy storage solution that utilises a 600 kWh BESS to power a mobile fast charger. This BESS allows the excavator to recharge during a lunch break and run for a full day. This emission-free, noise-free power solution is ideal for portable site charging, supplementing combustion generators and serving as standby power on jobsites.

CUSTOMERS CONTINUED

Working with customers

Beyond working with our suppliers to develop new equipment, our focus on innovation extends to helping our customers with rental solutions that support them in meeting their own environmental and climate goals.

Our solutions include solar, hybrid and battery-powered generators, lights and charging facilities; energy storage solutions; battery and electric-powered tools and machinery; ecological accommodation units; smart power solutions that reduce emissions from project sites; and ground protection that reduces the environmental impact of foot and vehicle traffic.

Increasingly, we are providing lower carbon solutions using existing technologies as customers seek to reduce their carbon footprint. As an example, energy management as a service is one of our important new offerings where we consult with customers on how best to manage their energy requirements. Whether it is helping power a remote island or a large festival, we work with our customer to understand their energy profile and provide a customised solution that provides only the energy load needed at the time needed, eliminating wasted diesel and reducing carbon emissions. This is often done by combining our battery energy storage system with diesel generation, which can result in up to 75% lower emissions compared with diesel alone.

Many of our customers tell us they are interested in understanding better the carbon footprint of their projects while renting our assets. That is why we are collaborating with select customers to develop a customer carbon reporting dashboard, leveraging equipment telematics data and aligning with reporting guidelines from the GHG Protocol and the European Rental Association.

Whether it is helping power a remote island or a large festival, we work with our customer to understand their energy profile and provide a customised solution

INNOVATIVE MICROGRID SOLUTION TO POWER A LARGE FESTIVAL

Working alongside one of our US customers, leveraging our partnership with Viridi Parente and integrating telematic technology, we engineered a microgrid solution to power a large festival. This complex power grid uses renewable energy, alternative fuels and cutting-edge battery technology displacing fossil fuels and traditional generators. The application included the use of over 90 battery energy storage systems and 14 MWh of energy storage distributed in 20 microgrids, making it our largest microgrid deployment.



REDUCING NOISE AT THE KENTUCKY DERBY

Every year Sunbelt provides Churchill Downs with equipment that makes the Kentucky Derby possible. This year Sunbelt brought new electric units to reduce the impact of noise and air pollution on horses, athletes and the public. This included new electric, solar and zero emission equipment including scissor lifts, mini excavators, mini skid steers, man lifts, welders and 4000-watt LED light stands. These solutions delivered the necessary power for this large-scale event, while simultaneously minimising the environmental impact and safeguarding the well-being of the horses.



OUR PEOPLE

Our team members bring enthusiasm and passion every day they come to work. We want to reward their many contributions with a safe work environment, opportunities to develop and grow and a workplace where everyone is accepted and has a sense of belonging.

PEOPLE HIGHLIGHTS

- Employee engagement scores
  - 88% in North America, 75% participation rate
  - 80% in the UK, 86% participation rate
- 5% increase in employee base salaries
- 90% of our team members in North America completed the performance management process

Alignment to UN SDGs

OUR PEOPLE CONTINUED

TALENT ATTRACTION AND RETENTION

Our people are our priority. They give us an enormous competitive advantage, provide superior service to our customers and exemplify our exceptional culture. Recruiting and retaining the best talent is critical for supporting our growth plans under Sunbelt 4.0.

Our people strategy is focused on accurate recruitment which means finding the right people for the right openings and accurately communicating to candidates what the job entails alongside the benefits of working for Sunbelt. Once through the door, our investments in safety and well-being, personal and professional growth, compensation and reward structure and inclusion are important retention enablers.

In the US, we have our Technician Co-op Program whereby trade school students who are one year or less from graduation are placed in one of our stores for 20 to 30 hours per week as part of their programme. They learn key aspects of the rental industry, about our culture, safety and our equipment, and the core skills they will need as technicians if hired after graduation.

In the UK, a key component of our recruitment at a junior level is our formal apprenticeship programme. We took 19 trainees into our UK apprenticeship programme this year and we plan to recruit more in the coming year. Our apprentice programmes take between one and three years to complete and usually include outside training and a formal NVQ qualification, in addition to on-the-job training. We have six apprentice streams – plant maintenance, customer service, driver, electro technical, mechanical engineering and civil engineering.

NEW RECRUITING CHATBOT, SONNY

We recognise that in today's competitive talent market, delivering an exceptional candidate experience is paramount to attracting top talent. Additionally, we identified a need to alleviate administrative tasks from our recruiters, allowing them more time to focus on sourcing and engaging with top talent. The Sonny recruitment chatbot was designed as a solution to address these dual objectives. By leveraging innovative recruiting technology, Sonny aims to provide instant support and personalised assistance to candidates while freeing up valuable time for recruiters to dedicate to strategic talent acquisition initiatives. Sonny can effortlessly handle over 500 questions, seamlessly switch languages and intelligently match candidates to suitable positions based on skills and location. Acting as a virtual recruiting assistant, Sonny can also schedule phone screens for recruiters, ensuring a smooth and efficient recruitment journey.

CANDIDATES CAN ENGAGE SONNY ON OUR CAREERS PAGE

Veteran recruitment

We are committed to supporting veterans and strive to be an employer of choice for people leaving the military. We want an inclusive organisation where veterans are supported and have fulfilling careers that leverage their leadership, work ethic, training and education. More than 9% of our workforce in North America are military veterans and this is a number we are aiming to grow. The skills gained during active service match well with the skills we are looking for in positions across our business, from our skilled trades to leadership roles. However, translating this experience into a commercial context can be challenging. To address this, we have partnered with a third party to help translate military skills into commercial applications in the United States, Canada and the UK, and to match these skills to open positions across the Group. Our goal is for veterans to be able to find a fulfilling workplace at Sunbelt where they can enrich our culture and contribute to achieving our goals.

We have developed a robust programme for recruiting and retaining veterans and we actively recruit members of the armed forces through job fairs, strategic partnerships and programmes such as the U.S. Chamber of Commerce's Hiring Our Heroes programme and the US Department of Defense, where we are an official Skillbridge provider.

We were honoured to be recognised as a 2024 Military Friendly Employer for the fourth year in a row and to be awarded the VETS Index Employer Award for our commitment to recruiting, hiring, retaining, developing and supporting veterans and the military-connected community.

Our commitment to employing military service leavers and veterans is the same in the UK as in the US and our businesses work together on veteran recruitment strategy, pooling our collective experience and resources. We have an official network of veteran ambassadors across North America and the UK to support existing veteran staff and help attract more team members.

VETERAN SPOTLIGHT

Vince Salemi, Power & HVAC Store Manager

Vince Salemi served in the Canadian Armed Forces for 18 years but now is the Store Manager of our Power & HVAC location in Winnipeg, Manitoba, Canada. Vince is also a member of the veteran ambassador team at Sunbelt which has developed and grown its veterans programme around four key pillars: resources, recruitment, recognition and retention.

"Transitioning from military to civilian life is difficult and can be a long process. I'm proud to work for a company that understands this and has supported its veteran teammates by creating a programme designed by veterans for veterans. It is my hope that we can grow the veterans programme in Canada and provide a supportive place of employment for my Canadian brothers and sisters, who have sacrificed so much in service to our country."



OUR PEOPLE CONTINUED

Pay and benefits

Pay and benefits is one of the most significant factors in attracting and retaining the best people. Our employees' pay and benefits are made up of competitive fixed pay and a range of benefits and incentive programmes to motivate employees and support our business' success. In North America we have adopted a Leading Wage approach to ensure all employees are paid an hourly rate that is more than the state and federal recommended rates and at a level which is competitive to the market. In the UK, Sunbelt is an accredited Living Wage Employer. We recognise the strong link between financial well-being and employee engagement, including mental health and well-being. We closely monitor industry pay, and benchmark our salaries, to ensure a competitive package is offered to attract, retain and appropriately reward our employees.

In addition, we provide a comprehensive package of benefits ensuring they represent affordable and smart choices for employees. Each benefit offering has been designed to work with another, providing a financial safety net that serves those employees in need, as well as providing us all with a proper sense of security. In the US we offer robust and comprehensive medical coverage and have limited increases in member contribution rates despite the increasing costs of healthcare. By continuing to promote wellness, we intend to maintain a fair and balanced health plan that is considered one of the best in our industry. Our retirement plans are well received with an 85% enrolment rate in our US 401(k) plan, 96% enrolment rate in Canada and 93% of UK employees participating in the pension plan.

We recognise that mental health is another vital part of overall well-being, and as such we have an employee assistance helpline which offers free confidential support and advice to those in need. We also have other benefits to promote good health amongst our employees. In the UK we have a flexible holiday arrangement enabling employees to purchase additional holiday entitlement or sell unused or unwanted holiday back to the company, giving the employee more flexibility and choice in how they use their contractual benefits. We offer paid parental leave group-wide for both parents and in the US, employees can use pre-tax money to contribute to health-related purchases and dependent care expenses, including the cost of childcare, babysitters and after school programmes.

Employee engagement

Getting ongoing feedback on how our staff are feeling and then making any changes necessary, is crucial to maintaining a happy and fulfilled workforce. We pride ourselves on having a strong culture, with a strong sense of purpose amongst our team members who take their responsibilities to assist customers and communities seriously. There is also a strong sense of pride in a job well done, such as when we are helping people get back to normal after a natural disaster. We conduct regular employee surveys in North America and the UK, which have received excellent levels of response. We have been delighted with the results so far, which show a high degree of employee engagement and satisfaction but also highlight areas where we can improve.

In North America, our latest Express Yourself Survey received a 75% participation rate with an 88% engagement score. In the UK, participation in the latest survey was 86% with an 80% engagement rating. Responses to the surveys are both positive and informative. We analyse the results and identify areas for improvement, developing action plans down to a local level and report to the Board of directors on progress. Since the launch of the Express Yourself Survey, we have put in place a number of employee initiatives as a result of this feedback and enhanced our employee communication activities to allow better two-way engagement with our team members.

88%

engagement score in the Express Yourself Survey (North America)

80%

engagement score in the Express Yourself Survey (UK)



Key insights from employee engagement survey in the US and Canada

Theme	Question	Score	Benchmark – Top Quartile
Engagement	I have opportunities to learn and grow at work	**81%**	69%
Purpose	I believe Sunbelt Rentals is committed to delivering great service to its customers	**92%**	87%
Safety	I feel safe when I am at work	**92%**	N/A[1]
Inclusion	I believe Sunbelt Rentals is making progress on creating a more diverse and inclusive place to work	**79%**	N/A[1]

1 No corresponding external benchmark for this theme and question

OUR PEOPLE CONTINUED

Mental health and well-being

When our staff are on top form, they provide the best service to our customers. We promote employee well-being daily and recognise that mental health is just as crucial as physical health. We believe there is a link between mental health and well-being, flexible working and managing work-related stress. That is why we offer remote work opportunities where the role allows for it. In some roles, remote work opportunities may not be possible (for instance drivers and technicians), but flexibility is still possible through proactive shift management. We take action to minimise work-related stress including supporting our team in recognising stress triggers and managing workloads. Mental health is a key focus in our weekly safety initiative where topics such as stress, urgency, fatigue and suicide prevention are discussed. This initiative aims to normalise conversations about mental health and provide information on available resources both within Sunbelt and nationally.

We take preventative actions to promote good physical and mental health and well-being. In North America, team members have access to the Interact Well-being engagement app, a voluntary well-being programme that offers employees the opportunity to join habit-changing activities throughout the year. The app provides tools and resources focused on four well-being categories: physical; emotional; financial; and professional. Employees first complete a well-being assessment and set personal goals and interests. Participants can choose activities they are passionate about or engage in recommended activities and topics based on their goals and interests. The programme can be accessed from a desktop or mobile. Participants earn points from engaging in activities, which can then be exchanged for a gift card.

We use the results from the well-being assessment to track employee wellness and tailor our people initiatives to better support our employees. In the year, over 3,000 employees in the US and Canada have completed the well-being assessment and over 2,000 have completed an annual physical examination, dental examination and been seen by the optometrist. This is a proactive way in which we seek to promote whole-life well-being for our team members.

We are also there to help when employees find themselves in difficulties. We have mental health support initiatives across the Group and employees can get help quickly via an app or through our employee assistance programme as needed. In the UK our 'Let's Talk Mental Health' programme included an initiative which saw volunteers completing a two-day professional Mental Health First Aider course and becoming mental health ambassadors within the business.

In North America, the Sunbelt Rentals Employee Relief Fund was created to support employees who are facing financial hardships after a natural disaster or other life-changing events. The fund was established initially to help the victims of Hurricane Charley in 2004 and is now a part of our ongoing approach to assist team members through catastrophic financial hardship. Any employee is eligible to receive relief from this fund for the benefit of themselves or their immediate family members living in their household.

Workforce turnover

Our sector generally experiences high turnover rates, especially in some of our skilled trades, such as drivers and mechanics. Our voluntary staff turnover is 15% in the US (total staff turnover is 20%), 15% in Canada (total staff turnover is 21%) and 19% in the UK (total staff turnover is 24%). Our analysis shows that approximately two-thirds of turnover happens within the first two years of an employee starting to work for us.

As a result, we continue to focus on improving our recruitment process, which means finding the right employees for the right openings. We prioritise our employee onboarding to ensure new recruits get the support and guidance they need from the very beginning of their career with us. Beyond two years, employee turnover drops drastically.

Staff turnover by country

	2024		2023	
	Voluntary	**Total**	Voluntary	Total
US	**15%**	**20%**	17%	21%
Canada	**15%**	**21%**	20%	29%
UK	**19%**	**24%**	20%	23%
Total	**16%**	**21%**	18%	23%

Staff turnover by tenure and gender

	% of voluntary turnover	Voluntary turnover %
By tenure		
Less than two years	**66%**	**24%**
Two to six years	**22%**	**12%**
Six to ten years	**7%**	**7%**
More than ten years	**5%**	**5%**
	100%	**16%**
By gender		
Male	**90%**	**16%**
Female	**10%**	**12%**
	100%	**16%**

DIGITAL WELLNESS: EMPOWERING EMPLOYEES ANYWHERE

In April 2024, the Group's Powerhouse event gathered c. 5,000 of the Group's leaders from the US, Canada and the UK in Atlanta for the launch of the Group's Sunbelt 4.0 strategy and AnyTown exhibit. To help employees have the best event experience, the Powerhouse app was developed as a central hub for essential information including transportation details, event agendas, the AnyTown map and a wellness hub. The wellness section contained resources to support physical and mental health well-being while travelling. It featured bite-sized exercises and assessments such as hotel-friendly exercises and yoga routines, breathing exercises to relieve anxiety, meditation to improve sleep and mindfulness and gratitude exercises.

OUR PEOPLE CONTINUED

Talent development

Developing our people is crucial to our success. The commitment and skills of our workforce contribute directly to how well we do. Whatever level an employee is at in the business, we aim to train them to improve their skills and give them opportunities for career development through clearly defined, but flexible career pathways. To keep the best talent in the business, we need to match our people's career ambitions by providing a clear route for progress and development. We offer a wide range of technical, sales, management and leadership training to all employees.

For our largest group of employees, skilled trades, we have two main approaches to develop talent: career pathing and career progression. Career pathing is about providing employees with a clear promotion pathway within the business. For example, for a driver or technician to become a store manager, we have a career pathway with associated training courses that provide the skills needed for the next step on that career pathway. With this option, a team member can see the skills they need to develop and demonstrate to progress in their career towards a management role.

For those that want to progress within their specific job area, we offer career progression. For example, technicians can achieve four skill levels, with each level requiring progressively more in-depth and expert skill and knowledge. To pass from one level to the next, the team member must pass an evaluation that shows their skills match the next step on the ladder.

For frontline leaders in our store network and other leaders in central operations, we offer a range of leadership or senior leadership training. These courses ensure our leaders are equipped with the skills to deliver on our business strategy. These include inclusive leadership, coaching, performance and financial management, training skills and customer experience.



At senior levels, succession planning for senior management is a key area of focus for the Board, ensuring that appropriate succession plans are in place. The Board regularly undertakes detailed reviews of succession plans for the business.

Our career development and training initiatives include for example:

- technician apprenticeship and training programmes;
- paid apprenticeships for trade school students approaching graduation;
- intern programmes both in stores and at the support office;
- safety training supervisor;
- sales training;
- manager in training programme (Aspire to Lead);
- a leadership curriculum for all store managers (Lead Teams);
- an executive leadership development programme (Lead Strategy); and
- women in leadership development apprenticeship programme.

We understand that an employee's ambition and priorities can change over time for example to balance family life, caring responsibilities or health issues, and our career progression and career pathing pathway enable flexibility and tailoring to balance these needs. We make every reasonable effort to give disabled applicants and existing employees becoming disabled, opportunities for work, training and career development in keeping with their aptitudes and abilities.

Example career pathways: Driver to store manager

Driver

Understanding all aspects of the business, including being part of high-performance teams, safety and customer service.

To prepare for becoming a dispatcher, employees complete a development programme on basic leadership skills.

Dispatcher

12-month period of education, experience and exposure, with leadership and team development training.

To prepare for becoming a store manager, employees complete a development programme on team leadership.

Store manager

The Sunbelt leaders programme provides leadership skills and training to help staff focus on operational and financial performance goals.

OUR PEOPLE CONTINUED

Leadership development – US



ASPIRE TO LEAD

Individual Contributors
All Teammates

Over 1,500 enrolled in Aspire to Lead

Aspire to Lead is an optional personal and professional development learning path that includes self-paced on-the-job practice activities, videos and in-person classes.

In this programme, individuals build foundational leadership skills, such as:

- goal setting;
- self-awareness;
- communication;
- collaboration; and
- time management.



LEAD TEAMS

Frontline Leaders
Branch Managers
Service Leaders
Dispatchers
Managers

Over 4,000 frontline leaders and store managers have completed sessions under the Lead Teams programme.

In this programme, frontline leaders build essential leadership skills, such as:

- introduction to leading a team;
- behavioural interviewing;
- navigating difficult conversations;
- coaching; and
- unconscious bias and inclusive leadership.



LEAD STRATEGY

Executive Leaders
VPs/SVPs

100% of operations VPs and SVPs are enrolled in the Lead Strategy programme.

In this programme, VPs and SVPs build advanced leadership skills, such as:

- diversity, equity and inclusion;
- coaching; and
- advanced financial acumen.

Performance management

To assess the effectiveness of our people development programmes, we have implemented a robust performance management process. Our cyclical performance management process applies to all employees and provides a standardised framework to help team members with skill development and career growth. Regular feedback and evaluations enable team members to track their progress, identify areas for improvement and receive recognition for their achievements. Through this process, we are able to review our people's performance on a quarterly basis. In the year c. 90% of our team members in the US and Canada have completed the performance management process and c. 80% in the UK.

OUR PEOPLE CONTINUED

DIVERSITY, EQUITY & INCLUSION

Creating a diverse work environment where everyone can thrive is essential to our business and culture. We value diversity, equity and inclusion and are committed to creating an ever more diverse workplace. Providing equal opportunities for all is a priority for the Group. We do not discriminate based on a protected status, such as sex, colour, race, religion, native origin or age.

In the US we are required by law to monitor ethnicity in our workforce, and we maintain a diverse workforce with 30% of the US workforce identifying themselves as being non-white, as shown in the table below.

We also gather diversity data as part of the recruitment process in the UK and as at 30 April 2024, 21% of our UK workforce identified as women and 10% were non-white. This translates to an overall diversity of 28%. It is important to note that data collection in the UK is less comprehensive than in the US, where regulations have mandated gathering this information for a longer period. While our current data offers a valuable snapshot, we recognise there is room for improvement as currently 39% of UK employees have chosen not to disclose their race and ethnicity. We are actively monitoring this number and exploring ways to encourage self-identification in a supportive and sustained manner.

Building a truly inclusive workplace is a top priority. We believe by actively cultivating a culture where all employees feel valued and respected, they will be more comfortable self-identifying. This starts by providing a solid understanding of why inclusivity is so important and how it benefits our working environment. This is why we are launching a new training module in the UK for managers called 'Creating an All-Inclusive Workplace'.

Despite working in a traditionally white, male-dominated sector, we are striving to make our workforce more diverse and want our people to reflect the communities which we work in and recruit from. With this in mind, we continue to strengthen our approach to diversity, with the roll-out of a diversity, equity and inclusion ('DE&I') playbook for all team members in North America, outlining our approach to diversity, what it means and our plans in this area. Training is being rolled out to all employees, including unconscious bias training for our onboarding processes. We are committed to providing opportunities for people across our organisation regardless of gender, ethnicity or other characteristic. Our focus on inclusion has been a key element of our sustainability journey.

We have launched nine ERGs between North America and the UK, and their mission is to help advance an inclusive culture that empowers individuals and provides equitable opportunity for team members and the communities we serve. We recognise that fostering diversity, equity and inclusion leads to a better work culture that supports employee mental health. We also launched an online platform, ERG Community, where team members, no matter their role or location, or even whether they are a member of a specific community, can connect with an ERG group, get more engaged and learn more. The platform also provides data in a centralised place to help track growth and engagement. Our goal is to respect our collective experiences and unique perspectives from across the Group.

US diversity by job type

US diversity by job type	Women	Non-white	Overall diversity
Senior and mid-level managers	**13%**	**16%**	**27%**
Professionals	**36%**	**33%**	**53%**
Sales team	**18%**	**23%**	**36%**
Administrative support	**49%**	**27%**	**61%**
Skilled trades	**1%**	**38%**	**39%**
Total	**11%**	**30%**	**38%**

Data provided for the US only based on the Group's most recent Equal Employment Opportunity submission as at 30 April 2024. Overall diversity represents the percentage of employees who identify as women and / or as Hispanic or Latino, Black or African American, Native Hawaiian or Pacific Islander, Asian, American Indian or Alaskan Native, Indigenous, Middle Eastern or Two or More Races.

Our North American ERGs



Our UK ERGs



OUR PEOPLE CONTINUED

Workforce by gender

We are focused on the gender composition of our workforce but recognise our workforce reflects the nature of our business, the industry in which we operate and the markets we serve, with just 13% of the Group's workforce being female. A significant proportion of our workforce are mechanics, technicians and drivers, virtually all of whom have been male historically. Therefore, while across our workforce we seek to promote an increasing presence of women in the business, and we have seen success in some areas of our business such as within professional functions, sales and customer service, we recognise that some roles will continue to attract fewer women.

Nevertheless, we do have women at all levels of the Group, from the Board of directors to store level. While four members of our Board (44%) are female and we have women on our senior management teams and as store managers and sales executives, we realise we still have work to do to increase the number of women throughout the business.

We continue to prioritise recruiting the best people for every role and are working to make it easier for more women to join and remain with the organisation. Additionally, we ensure women have equitable access to professional development opportunities, for instance through our new Women in Leadership Apprenticeship programme in the UK. We believe that in doing so, we will move towards achieving a greater level of female representation across the Group at all levels starting from the grassroots of our organisation.

Ashtead pays men and women the same salary for the same role with the actual remuneration being based on skills, experience and performance. However, as a result of our mix of employees and the roles they undertake, the average pay of men and women differs across the business. Summarised in the table opposite, is the amount by which average pay for men exceeds that for women.

Workforce by gender

	Male	Female	Female %
Number of employees			
Board directors	**5**	**4**	**44%**
Senior management	**23**	**7**	**23%**
All staff	**22,711**	**3,254**	**13%**
By region			
US	**17,093**	**2,158**	**11%**
Canada	**1,974**	**332**	**14%**
UK	**3,644**	**764**	**17%**

Data presented as at 30 April 2024

Gender pay gap and bonus pay gap

	Pay gap	Bonus pay gap
US	**4%**	**29%**
Canada	**7%**	**31%**
UK	**2%**	**27%**

Gender pay gap and bonus pay gap calculated in accordance with the UK Government's gender pay gap requirements, details of which are available on the UK's gov.uk website. Gender pay gap information is not the same as equal pay information. Instead, it is a measure of the difference between men and women's average earnings in an organisation but does not consider people's roles or seniority.



44%

of our Board members are female

OUR PEOPLE CONTINUED

We continue to prioritise recruiting the best people for every role and are working to make it easier for more women to join and remain with the organisation.



UK WOMEN IN LEADERSHIP APPRENTICESHIP

To help women reach higher levels within Sunbelt, we launched a new Women in Leadership Apprenticeship in the UK this year, open to any of our female colleagues aspiring to be managers or wanting to attain a higher level of management. Our two programmes consist of management and leadership courses, with an emphasis on supporting, inspiring and motivating women and recognising female-related challenges and experiences to help break down any barriers to success. Our aim is that colleagues will be able to grow and thrive in a supported learning environment, sharing their new-found knowledge and skills when leading teams.

EMPLOYEE SPOTLIGHT:

Amica Cherry, Director of Diversity, Equity and Inclusion (DE&I)

The elevation of DE&I within Sunbelt has seen Amica Cherry appointed as our new Director of DE&I in the US. Amica comes from a human resources background and she is dedicated to fostering inclusive workplaces where everyone feels valued and empowered. Whether providing resources, offering guidance or promoting professional development, she is committed to enhancing job satisfaction and overall well-being for staff.



My upbringing in a large, close-knit family instilled in me values of kindness, sharing and compassion. These principles have guided my interactions and shaped my approach to connecting with others. At Sunbelt, I am proud to be part of a team that shares my dedication to creating a culture of growth and empowerment.

By leveraging the diverse skills and talents of our team members, we strive to drive superior business outcomes while nurturing a community where everyone can thrive. It is a privilege to contribute to a company that shares my vision of building a better workplace for all."

COMMUNITIES

With our ever-increasing scale, we are present in many local communities with the opportunity to be a force for good through community support, job creation and recruitment, charity support, volunteering and responding to emergencies.

As part of our Sunbelt 4.0 strategy, we have set an ambition to amplify our community investment with a target of 1% of profit after tax going to community investment by 2028/29.

COMMUNITY HIGHLIGHTS

- 113 new locations added in North America. Each location provides a positive impact on the communities in which we operate through job creation, volunteering, supporting local causes and responding in times of need
- Over 260 veteran impact community events
- Amplifying our long-standing signature partnership with the Gary Sinise Foundation
- New signature partnership with the Leukemia & Lymphoma Society
- Activation of ERGs in leading community engagement projects

Alignment to UN SDGs



COMMUNITIES CONTINUED

COMMUNITY ENGAGEMENT

With approximately 1,500 stores, we have a strong presence in many local communities. We strive to have a positive impact in these communities through job creation, charity support, volunteering and responding to emergencies.

Working with local and national charities is important to us, but the value we can bring to communities is broader than just supporting charitable causes. When we open new stores, we bring opportunities through recruitment, economic activity and a new avenue for local support into these communities. Both through the service we provide and the goods and services we procure, we help entrepreneurs and small businesses grow and, together with our customers, we help build thriving communities.

Supporting communities in times of need

In the event of natural disasters or other emergency situations, we are often called in as a first responder. We provide equipment and power to restore services and support clean-up operations, with the aim of getting communities up and running again as fast as possible. In North America, we have an emergency response team ('ERT') which activates in response to weather-related disasters, such as hurricanes and tornadoes, fires, floods and snowstorms, or other everyday emergency situations where communities need rapid support. Every emergency is different and members of the ERT are experts in their field and are able to respond with the right quantity and type of resources for the situation at hand. Involvement in the ERT by our employees is voluntary and all are ready to deploy at a moment's notice in the event of an emergency. We support approximately 20 major responses each year. The team is exceptionally fast at establishing operational teams on the ground and dispatching equipment such as generators, lighting, forklifts and excavators, drying, heating and cooling equipment, scaffolding and pumping solutions. The ERT coordinates our response from its command centre at our support office in Fort Mill, South Carolina. On the ground, team members often build a strong bond with the communities they are supporting, spending weeks, or even months, aiding in recovery efforts.

In the UK, we have similar capabilities which can be deployed to respond to a wide range of situations.



KEEPING KIDS IN CLASS WITH CUSTOM TEMPORARY STRUCTURES

When a devastating tornado destroyed two schools in Covington, Tennessee, The Tipton County Board of Education needed a team of experts to quickly deliver a safe, temporary solution so students could return to school. Faced with this immense challenge, our Temporary Structures team began constructing a customised interim campus solution. Working together with the Board of Education and one of our larger partners, we engineered two 21,000 sq. ft. clear span structures specifically designed to withstand harsh weather conditions.

Once erected, our Power & HVAC crew got to work installing ductwork, power and commercial-grade HVAC systems to create comfortable classroom environments. We then provided fencing, lighting and restroom trailers to fully transform the space into a temporary school that met key safety standards. Over the next two years, we will align with stakeholders to further optimise the buildings.

COMMUNITIES CONTINUED

CHARITABLE GIVING

Our communities are an extension of our team members and their families. Sunbelt aims to positively impact these areas by leveraging our time, talents and financial resources. Our work with numerous organisations throughout North America helps support both communities and emergency response needs.

We work closely with our signature charitable partners: the Gary Sinise Foundation; Habitat for Humanity; and our newest partner, the Leukemia & Lymphoma Society. The Leukemia & Lymphoma Society is tackling an important issue and our partnership will offer valuable opportunities for our team members to get involved. They will be volunteering their time and skills in support of initiatives like Student Visionaries and Light the Night, both geared towards raising awareness, research and patient care. These partnerships align with causes which are important to us and provide opportunities for long-term relationships where we can make a difference.

We continue to work with other designated charitable partners. In the US, we work with the American Red Cross and its affiliates such as the Second Harvest Food Bank for which we have a food drive every November. In addition to financial donations made to the American Red Cross, we often send equipment and support to disaster-affected areas within the US. In Canada, we work with Habitat for Humanity Canada and in addition to financial donations, our employees volunteer their time to important initiatives. For example, this year our team supported Habitat for Humanity Greater Vancouver during a recent build day by assembling heavy-duty boxes to help collect and transport home goods, furniture and building material donations. In the UK, we also work regularly with a number of charities such as Apex Scotland, a specialist organisation working with people with criminal convictions, giving them the necessary skills to change their behaviour and lead fulfilling lives.

As part of our Sunbelt 4.0 strategy, we have set an ambition to amplify our community investment and set a target of 1% of profit after tax going to community investment by 2028/29.

Supporting local communities

We have always had a volunteering allowance for staff, but under the Sunbelt 4.0 strategy, we are seeking to enhance the employee uptake of volunteering opportunities and improve co-ordination of volunteering activities to have the greatest impact on our communities. We will do this through a new programme for team members to give back to the charities of their choice, elevated by company matching by up to 100% starting in early 2025. We will also introduce 'Dollars for Doers' as part of the matching programme, where team members can earn dollars for the organisations that they volunteer with.



TOOLS FOR SCHOOL

Every year thousands of students begin the school year without the supplies they need to be successful. This year, Tampa Bay District, Region 5 found a way to help give back to their community by hosting a school supply drive, 'Tools for School'. Region 5 employees, vendors and customers have generously donated over 261,000 items including backpacks, notebooks, folders, pens, pencils, glue sticks, scissors and calculators.

COMMUNITIES CONTINUED

Social sustainability in the UK

In the UK, our stores are located in 190 local communities and we are committed to helping these communities flourish and thrive by investing in local projects, reaching out to overlooked and under-represented groups, supporting charity partnerships and empowering people through employment opportunities. Our Social Sustainability team works with a whole range of regional stakeholders, to create, launch and manage innovative solutions.

A prime example of this is our partnership with HMP Sudbury. Our Trackway division, which provides temporary roadway and ground protection systems, operates an in-house workshop to repair products to reduce waste and improve rental utilisation. As our ambition to reduce waste grew, we saw an opportunity to expand while supporting prisoners in developing valuable skills, increasing their ability to gain employment on release, reducing reoffending and supporting successful reintegration into society. With support from the New Futures Network, we set up a fully operational workshop at HMP Sudbury that replicates the one at our stores. In FY24, the facility repaired over 20,000 trackway pieces and trained over 150 prisoners.

150+

prisoners trained through our workshop programme at HMP Sudbury



FORESTS WITH IMPACT

Forests With Impact is an industry-led social enterprise establishing commercial tree nurseries in prisons. Sunbelt, a founding partner, helped launch the first site at HMP Haverigg, where prisoners can earn funds for their release while receiving horticultural training and qualifications. The initiative has won an award from the Institute for Collaborative Working for its inclusive partnership approach and has a collective of over 20 partnering organisations.

"Our commercial tree nurseries help give prisoners hope, pride and purpose as they gain skills in forestry as well as paid release on temporary licence placements. By planting seeds and growing them into saplings, we are contributing to reforestation efforts across the region."

Sarah MacGregor, Head of Social Sustainability

COMMUNITIES CONTINUED



SHE BUILT THIS CITY

WISE served as one of this year's sponsors for She Built This City's annual Community Build Day in Charlotte, North Carolina. WISE members volunteered to build benches and picnic tables in support of She Built This City's mission. The organisation provides programming and opportunities to introduce skilled trade careers to youth, women and marginalised communities.

Employee resource group activities

Our employee resource groups and their charitable initiatives play a vital role in fostering vibrant, resilient communities while also providing our people with a strong sense of purpose and contributing to our inclusive culture.

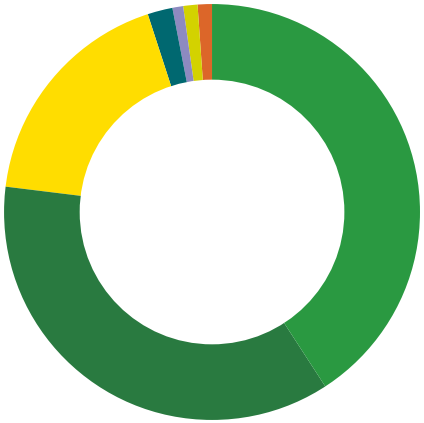
This year our BOLD and SERVE ERGs hosted blood drives at our support office in Fort Mill in partnership with the American Red Cross. The facilities team transformed a conference room into a climate-controlled donor centre, where American Red Cross staff and volunteers collected blood from donors. The combined efforts of both SERVE and BOLD resulted in over 130 units of blood being donated.

Diversity, Equity and Inclusion across the value chain

Diversity, Equity and Inclusion goes beyond just our operations. We are also taking action to promote inclusion of diverse suppliers across the value chain. Sunbelt contracts with thousands of local, small and/or diverse entities daily. Our sourcing model for operational expenditures is de-centralised, allowing stores to choose businesses within their local communities for non-capital goods and services. Supplier information is obtained via self-certification during Sunbelt's supplier onboarding process and maintained in a database for reporting purposes. We also encourage and track third-party certifications from various organisations.

Currently, 41% of our operational spend in the US is with small businesses and 18% is with woman-owned businesses. Our largest freight partner in the US is a third-party certified woman-owned business. While we strive to be inclusive in all aspects of our value chain, the nature of the Group's capital expenditures is that it is highly engineered, mass-produced equipment which requires a substantial level of capital to manufacture and distribute. The high level of capital required to produce rental equipment often precludes small businesses from being able to compete in the industry.

Supplier diversity spend breakdown



Small business	41%
Non-diverse	36%
Woman-owned	18%
Minority-owned	2%
Small disadvantaged business	1%
Veteran-owned	1%
Other	1%
Service-disabled veteran-owned	0%
Disadvantaged business enterprise	0%

COMMUNITIES CONTINUED

VETERAN ENGAGEMENT

A big part of our community impact comes from supporting veterans and the military-connected community. The mission of the veterans programme is to implement innovative and valuable solutions to improve the short-term and long-term well-being of veterans and their families. Creating a community through which colleagues can connect over their shared experiences is one of the cornerstones of Sunbelt's veteran retention efforts.

Gary Sinise Foundation

We are in the ninth year of our partnership with the Gary Sinise Foundation, which works to honour America's defenders, military veterans, first responders, their families and those in need. The Foundation does this by creating unique programmes designed to entertain, educate, inspire, strengthen and build communities. Our partnership provides aid to the Foundation's various programmes through monetary donations, equipment, various fundraising campaigns and community activities with the goal of bringing heightened awareness to the Foundation's work.

Specifically, we support the Foundation's R.I.S.E. (Restoring Independence, Supporting Empowerment) programme, which builds 100% mortgage-free, specially adapted smart homes for severely wounded heroes and their families. We also support the Foundation's First Responders Outreach programme, which provides critical funding for America's firefighters, police departments and emergency medical teams, and Snowball Express, a programme serving the children and surviving spouses of fallen military heroes. Our partnership includes the Foundation's Avalon Network, a cognitive health and mental wellness network that provides transformative care to veterans and first responders experiencing post-traumatic stress, traumatic brain injuries and substance abuse issues.

Wreaths Across America and Wreaths Across Canada

In addition, our SERVE employee resource group works with a number of charitable organisations. This year, we have extended our partnership with Wreaths Across America and Wreaths Across Canada to reinforce further our commitment to our veteran community.

In December 2023, team members across all regions and their families volunteered to lay wreaths at participating Wreaths Across America and Canada cemeteries. This annual initiative focuses on raising funds to gather wreaths, which are then placed on the graves of fallen heroes by volunteers. In Canada, $34,000 was raised by our team members and 5,000 wreaths were laid. In the United States, over 1,600 of our team members and their families volunteered to lay more than 8,000 wreaths. Through this important collaboration with Wreaths Across America and Wreaths Across Canada, our team members played a key role in remembering the fallen, honouring those who served and teaching the next generation the value and importance of service and sacrifice.

We also collaborate with small charities, particularly those focused on wellness initiatives. In partnership with Project 2 Heal, a charity focused on increasing the availability of service dogs for veterans and individuals with disabilities, we organised a Stress Down Day, to bring puppies to the workplace to promote positive mental health and enhance team camaraderie. Additionally, we work with America's Mighty Warriors charity, which supports veterans through health and wellness programmes, such as Education & Advocacy, Random Acts of Kindness, Helping Heroes Heal and Gold Star Resilience & Respite.



SUNBELT & CAMP SOUTHERN GROUND: SUPPORTING VETERANS TOGETHER

More than 50 Sunbelt team members demonstrated the Company's unwavering commitment to veterans by volunteering at Camp Southern Ground. During the summer, the camp serves children aged 7 to 17, including those with neurodevelopmental differences, underserved children and children from military families, offering programmes that challenge and inspire. The rest of the year is dedicated to supporting post-9/11 veterans with wellness and workforce transition programmes.

Sunbelt volunteers worked to construct an archery range and revitalised the camp's grounds and facilities, underscoring the power of volunteerism and community support. This initiative reflects a shared dedication to aiding veterans' transitions into civilian life, highlighting the importance of honouring and assisting our service members.

In the UK, we work with Walking with the Wounded, which supports armed forces veterans in many ways, including finding sustainable employment.

During the past year, Sunbelt veterans in the US, UK and Canada led 267 separate impact community events.

267

veteran-led impact community events

GOVERNANCE

Strong corporate governance supports us in delivering our strategy. To ensure our growth is responsible and sustainable, we apply the same governance standards to sustainability as we do to other parts of the business.



Alignment to UN SDGs

GOVERNANCE CONTINUED

CORPORATE GOVERNANCE

Strong governance provides the backbone for success in any business. As a listed company on the London Stock Exchange, we are required to report on our compliance with the provisions of the UK Corporate Governance Code, issued by the FRC ('the Code'), and provide a summary of how we have applied the principles of the Code.

We have complied in full throughout 2023/24 with the provisions set out in the Code and have provided details within our Annual Report and Accounts 2024, available on the Group's website (Ashtead Group – annual reports). We have not sought to repeat those disclosures here in full, but highlight the following matters:

- **composition of the Board:** the Board of directors ('the Board') comprises an independent non-executive chair, two executive directors (the Group's chief executive and chief financial officer) and six independent non-executive directors. The chair is responsible for the leadership of the Board and acts as a sounding board for the chief executive. The chief executive is responsible for developing the strategy for the business, in conjunction with the Board, and ensuring it is implemented. Additionally, the chief executive is responsible for the operational management of the business. Across the Group, we aim to ensure that our workforce has a broad range of skills, backgrounds and experience, while ensuring that we appoint the best people for the relevant roles. We do not have formal targets associated with diversity for the composition of the Board, but instead focus on ensuring the best individuals are appointed who meet the Group's needs;
- **delegated authority:** there is a schedule of matters reserved for the Board for decision, while other matters are delegated to Board committees. Matters reserved for the Board include approving the Group's treasury policy; approval of acquisitions and disposals; appointment and removal of directors or the Company secretary; appointment and removal of the Company's auditor; and approval of share transactions; and
- **commitment to the Board:** the Board typically meets six times a year, with at least two of these meetings being held in North America, and additional meetings scheduled as required. The chair and chief executive maintain regular contact with the other directors to discuss matters relating to the Group and the Board receives regular reports and briefings to ensure the directors are suitably briefed to fulfil their roles.

Oversight of sustainability matters

The Board has overall responsibility for the Group's strategy including in relation to sustainability matters, which are managed in an integrated manner. The Board receives updates at each Board meeting as to the Group's progress against our strategic goals, with a formal strategic review undertaken on an annual basis. The Board of directors is assisted in monitoring the success of our sustainability initiatives through the work of the Group Risk Committee, which monitors the progress we make against our strategic sustainability objectives and the targets we have set. The Group Risk Committee is chaired by our chief financial officer and reports formally to the Audit Committee on an annual basis.

On a day-to-day basis, the Group's response to climate-related risks and opportunities is led by Brendan Horgan, the Group's chief executive, who has over 25 years' experience in the rental industry through which he has developed an in-depth knowledge and understanding of current and emerging technologies as they apply to our business, including their environmental impact. Activities include overseeing the Group's work with suppliers and customers on developing and bringing more environmentally friendly equipment options to market as discussed in more detail on pages 24 to 27, directing the business in relation to reducing emissions through direct operations and approving associated capital expenditure plans. Our actions across each of these areas are embedded within our operational activities across the business and supported by the Group's SVP of Sustainability and dedicated specialists in North America and the UK.

Our executive team is supported by subject matter experts which include environmental specialists, the properties and utilities team, the fleet management team, the procurement team and finance. Together, they help shape and execute our company-wide Net Zero strategies. This includes supporting broader management teams in the development of strategies to deliver the Group's sustainability priorities, engagement with our key fleet suppliers in the development and bringing to market of new technologies, promoting new alternative technologies across the business, developing vehicle procurement plans which reflect transition to low- or zero-carbon solutions, implementation of energy improvement programmes (e.g. LED retrofit programme) and supporting the measurement and reporting of sustainability-related matters.

The Group's sustainability working group, which includes representation from the Group's core sustainability team as well as from across the business, monitors progress of our sustainability-related initiatives and performance against the targets we have set for ourselves. This includes developing a clear and dynamic strategy to support the Group's goals related to climate change and GHG reductions.

Further details regarding the oversight of sustainability matters are provided in the Group's Annual Report and Accounts 2024, available on the Group's website (Ashtead Group – annual reports). This includes governance arrangements for climate-related issues, as disclosed in the 'Task Force on Climate-related Financial Disclosures' section.

Incentivising sustainability performance

Sustainability metrics have been embedded in the Group's remuneration arrangements, initially through the Strategic Plan Award, and moving forward, as part of the annual Long-Term Incentive Plan award criteria. This is overseen by the Remuneration Committee.

Under our previous strategic plan, Sunbelt 3.0, sustainability-related performance targets made up 20% of the Group's three-year Sunbelt 3.0 incentive plan award, with 10% linked to environmental performance measured with reference to the achievement of our Scope 1 and 2 GHG intensity reduction target (15% GHG intensity reduction by 2024) and 10% linked to social metrics measured by reference to our employee engagement score. This award vested in full in July 2024 as a result of exceeding our targets with a 31% reduction in GHG intensity (compared to a baseline of 2018) and achieving an average employee survey score of 87% for the Group.

To support the delivery of our new Sunbelt 4.0 strategic plan, we launched incentive plans under our Long-Term Incentive Plan ('LTIP') for our top employees with updated performance measures which aligned to our strategic goals. 10% of issued awards are linked to environmental performance measured by reference to our Scope 1 and 2 GHG intensity reduction target (15% GHG intensity reduction by 2027, relative to 2024 baseline year).

Full details are provided within the Group's remuneration report detailed within our Annual Report and Accounts 2024 which is available on the Group's website (Ashtead Group – annual reports).

GOVERNANCE CONTINUED

CORPORATE BEHAVIOUR

Business ethics

Our commitment to the highest ethical standards means that the Group Risk Committee works to ensure these are communicated and upheld throughout the business. We believe in the rights of individuals and take our responsibilities to all our employees seriously and those who may be affected by our activities. During the year we updated the Group's modern slavery and human trafficking policy, business ethics and conduct policy and ethical sourcing policy, all of which are available on the Group's website. These policies form part of our way of doing business and are embedded in our operations. They are also communicated directly to employees through dedicated communication and training programmes.

Senior employees across the Group receive regular mandatory business ethics training to ensure they are aware of their obligations and responsibilities with regard to competing fairly, the UK Bribery Act and money laundering regulations and, in the US, the Foreign Corrupt Practices Act. This takes place every two years in North America with 2024/25 being the next year of training, while in the UK, it is undertaken annually. Completion of training is monitored and reported to the Group's Risk Committee. Anti-corruption and bribery policies are maintained and reviewed on a regular basis with relevant guidance incorporated into our employee handbooks and available on our intranet pages. These policies include matters relating to money laundering and anti-competitive behaviour.

Human rights and modern slavery

At Ashtead we believe in the rights of individuals and take our responsibilities to all our employees and those who may be affected by our activities seriously. Our human rights policy is guided by the principles contained within the United Nations Universal Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. We have group-wide policies in place, all of which protect our employees as they go about their work, which relate to our business and our suppliers. These policies form part of our way of doing business and are embedded in our operations. Our ethical sourcing policy addresses matters such as child and forced labour, freedom of association, working conditions, pay and hours, discrimination and harsh or inhumane treatment.

Modern slavery is an abuse of human rights and we have a separate human rights policy that commits the Group to ensuring there is no modern slavery or known breaches of human rights in our business or our supply chain. The policy applies to all employees across the Group and our subcontractors, and we expect similar commitments from our suppliers. Any suspicion that our policy is being breached or at risk of being breached can be reported through our anonymous whistleblowing lines in North America and the UK.

Building a responsible business means considering environmental impact, human rights and modern slavery across the entire value chain. Our commitment to these values extends to how we engage with suppliers. All new suppliers are required to complete a supplier sustainability questionnaire which outlines the safety, health, environmental and sustainability policy, objectives and expectations of Sunbelt, in line with our Supplier Code of Conduct. New Suppliers are required to enter information regarding their businesses including details on environmental matters, health and safety and human rights. This area is a key consideration in becoming an approved supplier and is a method for us to perform a sustainability risk analysis. Furthermore, on an ongoing basis existing suppliers are monitored to confirm compliance with the Group's modern slavery, ethical sourcing and business ethics and conduct policies. The Group's risk-based approach ensures that it focuses its efforts on those suppliers which are material to the Group or assessed as higher risk. The Group has maintained long-term relationships with its key suppliers, most of whom are based in North America and Europe and have made them aware of our expectations regarding ethical business practices.

In addition, to drive more sustainable procurement practices, our procurement teams are equipped with access to key training materials through our training platform, Sunbelt University in the US and Canada and through our partnership with Supply Chain Sustainability School in the UK. Through these platforms, procurement teams are trained on topics such as sustainable procurement, circular economy, environmental management, modern slavery and business ethics, and how to apply these principles in purchasing decisions.

No modern slavery or human trafficking has been identified within our supply chain in the year. Nevertheless, if evidence of modern slavery or human trafficking were found within any of the Group's suppliers, action would be taken to work with the supplier to understand the situation and ensure corrective actions are taken. Where such actions were not implemented, the relationship with the supplier would be terminated.

Whistle-blowing

Our confidential, third-party operated whistle-blowing service is available to all employees and third parties to raise any concerns that they may have about alleged unethical or illegal behaviour or potential breaches of our ethical policies.

All whistle-blowing matters are investigated and outcomes are reported to the Board together with any action taken. Our approach is one of non-retaliation and we confirm that no employee will suffer any detriment from raising genuine concerns about ethical conduct. Full details are provided within the Group's business ethics and conduct policy which is available on the Group's website (Ashtead Group – governance).

Building a responsible business means considering environmental impact, human rights and modern slavery across the entire value chain.

GOVERNANCE CONTINUED

Cyber security

As the world continues to move online, accelerated due to the pandemic and increasingly connected technologies, awareness, monitoring and adaptability to cyber security issues is ever more crucial for us. We are prioritising the monitoring of any potential cyber security vulnerabilities and working to ensure business continuity under all potential scenarios.

The Group remains vigilant with regards to cyber security, with a significant and ongoing investment in resource and tooling to maintain and where appropriate, enhance our posture. We have implemented an Information Security Management System, which is made up of policies and procedures that govern how we secure data.

While securing hardware is an important facet of information security, protecting the data on our assets is critical to our success. We have implemented a number of incidence response procures to detect, respond to and limit the effects of an information security event. These include:

- stringent policies surrounding security, user access, change control and the ability to download and install software;
- mandatory cyber security training for all employees and employee engagement through our annual cyber security month;
- encrypted email for all team members and access to an information security SharePoint site providing additional guidance on information security;
- use of firewalls and encryption to protect systems and any connections to third parties;
- use of multi-factor authentication;
- use of antivirus and malware software, firewalls, email scanning and internet monitoring as an integral part of our security plan;
- Security Risk Assessment to identify, assess, and mitigate security risks in our systems;
- testing of cyber security including red team exercises, system penetration testing, internal phishing and other training exercises undertaken; and
- separate near-live back-up data centres which are designed to be able to provide the necessary services in the event of a failure at a primary site;

Our policies around information security apply to the entirety of our operations, including our suppliers. We perform a Data Privacy Impact Assessment ('DPIA') to identify, analyse and minimise the data privacy risks presented by a vendor, system or project. A DPIA is required for a new, prospective or current vendor, system or project that handles our data. Additionally, we also conduct a Vendor Security Assessment to understand the risk associated with using a third party's product, as well as their responses to our information security vendor risk questionnaire.

The Group Risk Committee is responsible for overseeing the Group's risk management process. This includes an overall assessment of the risks faced by the Group, including cyber security, together with the controls established to reduce those risks to an acceptable level. The Committee is chaired by our chief financial officer, Michael Pratt, who has 20 years' experience with Ashtead, giving him a detailed understanding of the Group's business including information security risks. In addition, regular meetings are held between the Group CFO, North American CFO, Senior Director of Information Security (North America) and Head of Information Security (UK) in relation to information security matters. The Risk Committee reports annually to the Board via the Audit Committee, and board members with relevant IT experience serve on both the Risk Committee and the Audit Committee.

Privacy

Protecting our customers' data and our employee data is a top priority. Our customer privacy notice can be found on our Sunbelt company websites and employees can access the employee privacy notice on our intranet. We work hard to ensure that personal data has the highest levels of protection. Both our customers and employee privacy policies outline important privacy protection information and measures, including the types of information collected, how it is processed and utilised, how long data is retained and the rights to access, correct or erase personal data. Both employees and customers can contact our Group Data Protection office or use our public whistleblowing channels with any concerns related to information security.

Public affairs

The Group's policy is to prohibit donations of a political nature and hence no political donations have been made in either year. In addition, the Group does not participate in political lobbying activities, either directly or through intermediaries.

During the Group's normal activities and its participation in the rental industry, the Group is a member of trade associations that do in some cases conduct lobbying campaigns with standardisation or regulatory authorities. The most significant of these trade associations are the American Rental Association ('ARA') in North America and the European Rental Association ('ERA') in the UK. Our total membership fees paid to the ARA, ERA and other trade associations in 2023/24 was $154,907, including a non tax-exempt portion of $15,276.

We work hard to ensure that personal data has the highest levels of protection.

1. GRI INDEX

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 1: FOUNDATION 2021			
1-1	Statement of use	Ashtead Group plc has reported in accordance with the GRI Standards for the period 1 May 2023 to 30 April 2024.	
1-2	GRI 1 used	GRI 1: Foundation 2021	
1-3	Applicable GRI Sector Standards	GRI Standards 2021	
GRI 2: GENERAL DISCLOSURES 2021			
2-1	Organizational details	– Ashtead Group plc – Ownership and legal form: public limited company – Location of headquarters: 100 Cheapside, London, EC2V 6DT, United Kingdom – Countries of operation: nationwide networks across the US, Canada and UK Further details are provided within the Group's Annual Report and Accounts 2024 available from the Group's website (www.ashtead-group.com).	Annual reports – Ashtead Group
2-2	Entities included in the organization's sustainability reporting	This report represents Ashtead Group plc and all its subsidiaries unless stated otherwise within the disclosures given, details of which are provided within Note 33(h) of the Group's Annual Report and Accounts 2024. On acquisition, acquired entities are consolidated from the point at which the Group gains control.	Annual reports – Ashtead Group
2-3	Reporting period, frequency and contact point	This sustainability report relates to the reporting period 1 May 2023 to 30 April 2024 and was published on 12 December 2024. The Group publishes a sustainability report on an annual basis, which should be read in conjunction with the Group's other disclosures, notably the Group's Annual Report and Accounts, which are available on the Group's website (www.ashtead-group.com). The relevant point of contact for any questions or comments in relation to this report is: Will Shaw, Director of Investor Relations Email: wshaw@ashtead-group.com Tel: +44 20 7726 9700.	
2-4	Restatements of information	During the year, we took part in an industry-wide initiative led by the European Rental Association to develop sector-specific guidance for measuring Scope 3 emissions in accordance with the GHG Protocol. In applying this new guidance, we have recalculated our 2023 Scope 3 emissions, resulting in a 3% variance compared to the figures previously reported. Further details of these benefits are provided on page 21 of this report.	See Scope 3 value chain emissions
2-5	External assurance	The Group is committed to reporting accurate and reliable non-financial information, and the information reported is subject to detailed and thorough internal review. In addition, the Group's Scope 1 and 2 carbon emissions have been subject to third-party limited assurance in accordance with ISO 14064-3 by an independent firm for the years ended 30 April 2022, 2023 and 2024.	
2-6	Activities, value chain and other business relationships	We are an international equipment rental company with national networks in the US, Canada and the UK. We rent a full range of construction, industrial and general equipment across a wide variety of applications to a diverse customer base. An overview of the Group's business model is provided within this report (see page 7), with further details of the Group's activities, products and services provided within the Group's Annual Report and Accounts 2024.	See Our business model Annual reports – Ashtead Group

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
2-7	Employees	The total number of employees as at 30 April 2024 was 25,965. Details of the total number of employees by employment type and gender for the year end 30 April 2024 can be seen in the table disclosed on page 35 of this report. Further details by region is set out below:	See Workforce by gender

	United States		Canada		United Kingdom		Group
	Male	Female	Male	Female	Male	Female	Total
Permanent	17,095	2,155	1,926	328	3,480	736	25,720
Temporary	1	–	48	4	174	18	245
Total	17,096	2,155	1,974	332	3,653	755	25,965

	United States		Canada		United Kingdom		Group
	Male	Female	Male	Female	Male	Female	Total
Full-time	16,999	2,139	1,911	323	3,525	696	25,594
Part-time	97	16	62	9	128	59	371
Total	17,096	2,155	1,974	332	3,653	755	25,965

2-8	Workers who are not employees	Not applicable	
2-9	Governance structure and composition	As a UK listed company, the Group reports its compliance with the 2018 UK Corporate Governance Code as part of our public disclosures within the Annual Report and Accounts. These disclosures include an overview of our approach to governance, our governance structure and methods of engagement with stakeholders. Further details are provided within the 'Corporate governance report' section of our Annual Report and Accounts 2024, commencing on page 82.	See Governance Annual reports – Ashtead Group
2-10	Nomination and selection of the highest governance body		
2-11	Chair of the highest governance body	Paul Walker, independent non-executive chair	Annual reports – Ashtead Group
2-12	Role of the highest governance body in overseeing the management of impacts	Details of the Group's approach to corporate governance are provided within the 'Corporate governance report' section of our Annual Report and Accounts 2024, commencing on page 81. Additional details on our approach to governance in relation to sustainability matters and reporting can be found within our Task Force on Climate-related Financial Disclosures ('TCFD'), commencing on page 70.	Annual reports – Ashtead Group
2-13	Delegation of responsibility for managing impacts		
2-14	Role of the highest governance body in sustainability reporting		
2-15	Conflicts of interest		
2-16	Communication of critical concerns	The Group operates whistleblowing arrangements available to all employees and third parties, details of which are communicated internally as well as being provided on the Group's website. All whistle-blowing matters are investigated and outcomes are reported to the Board together with any action taken.	See Whistle-blowing
2-17	Collective knowledge of the highest governance body	As detailed above, further details of the Group's approach to corporate governance are provided within the 'Corporate governance report' section of our Annual Report and Accounts 2024, commencing on page 82.	Annual reports – Ashtead Group
2-18	Evaluation of the performance of the highest governance body		
2-19	Remuneration policies	The Group's approach to remuneration, including details of its remuneration policy, is included within the Group's Remuneration Report set out in the Group's Annual Report and Accounts 2024, commencing on page 100. In addition, the CEO's annual total compensation ratio, calculated in accordance with UK legislation, is provided on page 117 of the Group's Annual Report and Accounts 2024	Annual reports – Ashtead Group
2-20	Process to determine remuneration		
2-21	Annual total compensation ratio		

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
2-22	Statement on sustainable development strategy	Sustainability is a key component in our 4.0 strategic plan, and we are committed to delivering long-term sustainable value for our people, customers, communities and shareholders as a thriving and growing business.	See Introduction from our chief executive See Chair's letter and Strategic review in Annual reports – Ashtead Group
2-23	Policy commitments	All policies, including those responsible for them, as well as our processes for remediating negative impacts are available on the Group website and detailed within the 'Governance' section of this report.	See Governance
2-24	Embedding policy commitments		
2-25	Processes to remediate negative impacts		
2-26	Mechanisms for seeking advice and raising concerns	The Group operates whistleblowing arrangements available to all employees and third parties, details of which are communicated internally as well as being provided on the Group's website.	See Whistle-blowing
2-27	Compliance with laws and regulations	Across the Group, we monitor compliance with environmental laws and regulatory requirements. There have been no significant instances of non-compliance with any environmental laws or regulations within the Group in the year.	
2-28	Membership associations	The Group's subsidiary companies have memberships and corporate associations with multiple organisations including the American Rental Association and the European Rental Association. Depending upon the organisation, these are managed either at a corporate or a business level, dependent on nature and geographical location.	
2-29	Approach to stakeholder engagement	We have identified five stakeholder groups that we consider to be fundamental to our success and with whom we engage regularly. These are our employees, our customers, our suppliers, our local communities and our investors. Further details on the Group's stakeholders and our approach to engaging with them can be found within 'Stakeholder Engagement' on pages 44 and 45 of the Annual Report and Accounts 2024.	Annual reports – Ashtead Group
2-30	Collective bargaining agreements	At 30 April 2024, our workforce consisted of 25,965 employees, of which 19,251 were located in the US, 2,306 were located in Canada and 4,408 were located in the UK. Of these, we had 1,191 employees in the US who are members of the laborers', teamsters' or operating engineers' unions.	
GRI 3: MATERIAL TOPICS 2021			
3-1	Process to determine material topics	The Group has conducted an assessment to determine the most material matters in relation to sustainability and included the impact of these on the Group within this sustainability report. This has been reported alongside additional information which we believe is relevant to ensuring an understanding of the Group and its operations. In addition, we have identified some topics included within the GRI framework which are either not material or not relevant to the business and have therefore excluded these topics. Examples include GRI 301: Materials, GRI 417: Marketing and Labelling, etc. The Group will continue to review its relevant topics and update these going forward where appropriate.	See Material topics
3-2	List of material topics		
3-3	Management of material topics	The relevant information in relation to each material topic identified is reported upon within this report.	

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 201: ECONOMIC PERFORMANCE 2016			
201-1	Direct economic value generated and distributed	For the year ended 30 April 2024, the Group's revenue was $10,859 million. Economic value distributed includes: – operating costs of $5,966 million, including staff costs of $2,485 million; – interest paid to providers of debt (including lease liabilities) of $546 million; – total returns to shareholders of $515 million, comprising dividends to shareholders and share buybacks; and – total tax contribution of $1,616 million, comprising taxes borne by the Group of $551 million and taxes collected on behalf of tax authorities of $1,065 million. Further details are provided within the Group's Annual Report and Accounts 2024, including a breakdown by country.	See Our business model Annual reports – Ashtead Group
201-2	Financial implications and other risks and opportunities due to climate change	See Task Force on Climate-related Disclosures provided within the Group's Annual Report and Accounts 2024.	Annual reports – Ashtead Group
201-3	Defined benefit plan obligations and other retirement plans	See Note 24 of the Group's Annual Report and Accounts 2024.	Annual reports – Ashtead Group
201-4	Financial assistance received from government	Not applicable – no financial assistance received from government entities.	
GRI 204: PROCUREMENT PRACTICES 2016			
204-1	Proportion of spending on local suppliers	While the Group sources goods and services from a wide range of suppliers, the Group primarily buys new equipment from vendors with strong reputations for product quality and reliability. In North America, the five largest equipment manufacturers from which Sunbelt purchases equipment are Clark Equipment, JCB, JLG Industries, John Deere and Terex. These suppliers accounted for approximately 50% of Sunbelt's North American capital expenditure in the year ended 30 April 2024. The five largest equipment manufacturers from which Sunbelt UK purchases equipment are Doosan Bobcat, JCB, Leica, Press Metal and Thurston. These suppliers accounted for approximately 35% of Sunbelt UK's capital expenditures in year ended 30 April 2024. Outside of the Group's expenditure on equipment, its key expenditure relates to its workforce and goods and services which are procured locally to its stores.	
GRI 207: TAX 2019			
207-1	Approach to tax	An overview of the Group's approach to tax is provided within the Group's Annual Report and Accounts (see pages 48 and 49). In addition, the Group's tax strategy, which is approved annually by the Board of directors, is available on the Group's website.	Annual reports – Ashtead Group Tax strategy – Ashtead Group
207-2	Tax governance, control, and risk management		
207-3	Stakeholder engagement and management of concerns related to tax		
207-4	Country-by-country reporting	The Group predominantly operates in the US, Canada and the UK, but full details of the Group's subsidiaries are provided in Note 33(h) of the Group's Annual Report and Accounts 2024, including location and principal activity. Analysis of financial information by location are also provided within the Group's financial statements. Furthermore: – an explanation of the Group's tax charge and how it compares to the corporate tax rate of the parent entity is provided in Note 7 of the Annual Report and Accounts 2024; – details of the tax borne by type of tax and taxes by jurisdiction are provided on page 49 of the Annual Report and Accounts 2024; and – details of the Group's tax strategy and governance are provided on page 48 of the Group's Annual Report and Accounts 2024. In addition, the Group publishes a tax strategy on an annual basis, available on the Group's website.	Annual reports – Ashtead Group Tax strategy – Ashtead Group

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 302: ENERGY 2016			
302-1	Energy consumption within the organization		See Scope 1 and 2 greenhouse gas emissions

MWh	Fuel	Gas	Electricity	Total
United States				
– Renewable	–	–	10,444	10,444
– Non-renewable	1,127,228	135,365	87,096	1,349,689
Canada				
– Renewable	–	–	–	–
– Non-renewable	85,102	39,567	16,154	140,823
United Kingdom				
– Renewable	–	–	10,212	10,212
– Non-renewable	121,105	10,474	3,553	135,132
Group				
2024	**1,333,435**	**185,407**	**127,459**	**1,646,300**
2023	1,215,473	182,186	112,979	1,511,320

302-2	Energy consumption outside of the organization	In the current year, the Group has assessed Scope 3 categories and quantified total emissions for the categories assessed as being relevant to the Group for the years ended 30 April 2023 and 2024. The Group's estimation has been undertaken in accordance with the GHG Protocol methodology and the European Rental Association sector-specific guidance. Further details are provided on page 21 of this report. The majority of our in-year Scope 3 emissions arise through our customers' use of our equipment on their sites and projects (category 13). We believe this is where we can have the greatest impact in reducing energy consumption across the value-chain through our investment in low- and zero- carbon fleet.			See Scope 3 value chain emissions

	2024				2023
Source	**US**	**Canada**	**UK**	**Group**	Group
Fuel	6,834,311	1,304,241	1,061,572	**9,200,124**	9,337,034
Electricity	493,658	118,988	504,563	**1,117,209**	891,099
Total	7,327,969	1,423,229	1,566,135	**10,317,333**	10,228,133

302-3	Energy intensity				

	2024	2023
Energy intensity ratio – energy consumption per $m of revenue (MWh/$m)	151.61	156.33
Energy intensity ratio – energy consumption per $m of rental revenue (MWh/$m)	170.95	173.75

Energy intensity ratio is calculated based on total group-wide energy consumption (fuel, gas and electricity) as disclosed in GRI 302-1 in relation to Group revenue ($m).

302-4	Reduction of energy consumption	On a constant currency basis (using this year's exchange rates) our energy intensity ratio has reduced 3% from 155.86 to 151.61 in the year ended 30 April 2024.	
302-5	Reductions in energy requirements of products and services	As commented above, the Group has quantified and reported its Scope 3 emissions within this report which will better enable us to measure the impact of our rental equipment. Nevertheless, we have sought to reduce the environmental impact of our business through investments in low- or zero- emission technology and through innovative use of technology and will continue to work with suppliers and customers to deliver these solutions.	See Scope 3 value chain emissions

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 303: WATER AND EFFLUENTS 2018			
303-1	Interactions with water as a shared resource	We are not a water-intensive business with most of our water usage arising from washing our equipment. Nevertheless, we recognise the value in measuring our consumption and seeking to reduce water consumption across our operations.	See Water
303-2	Management of water discharge-related impacts	The Group monitors compliance with environmental laws and regulatory requirements. There have been no significant instances of non-compliance with any environmental laws or regulations within the Group in the year.	
303-3	Water withdrawal	Across the Group, c. 30% of our stores are in areas of water stress or high-water stress, principally in California and the southwest and central states of the US. The Group does not track water withdrawn from sources other than municipal outlets.	See Water
303-4	Water discharge	The Group does not track water discharge information.	
303-5	Water consumption	Information on the Group's water consumption and areas of operation which are in water stressed areas is provided within the water section of this report.	See Water

Millions of litres	2024	2023
US	815.5	813.8
Canada	76.3	65.8
	891.8	**879.6**

GRI 305: EMISSIONS 2016				
305-1	Direct (Scope 1) GHG emissions	The Group's Scope 1 and 2 GHG emissions are reported on a market-based method on page 19 of this report. In addition, the table below sets out our Group emissions using both a market-based and a location-based method:		See Scope 1 and 2 greenhouse gas emissions
305-2	Energy indirect (Scope 2) GHG emissions			

	2024			
tCO_2e	**US**	**Canada**	**UK**	**Group**
Natural gas	24,539	7,238	1,912	33,689
Fuel combustion	284,225	21,446	28,810	334,481
Refrigerants	2,633	323	278	3,234
Scope 1	**311,397**	**29,007**	**31,000**	**371,404**
Scope 2 – Purchased electricity	**35,469**	**2,041**	**2,863**	**40,373**
Total Scope 1 & 2 – location-based	**346,866**	**31,048**	**33,863**	**411,777**
Total Scope 1 & 2 – market-based	**343,152**	**31,048**	**31,748**	**405,948**

The difference between the Group's location-based emissions and market-based emissions is that the market-based method considers the specific sourcing of electricity from renewable sources.

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
305-3	Other indirect (Scope 3) GHG emissions		See Scope 3 value chain emissions

		2024				2023
		US	Canada	UK	Group	Group
11	Use of sold products	2,270,107	189,990	31,709	2,491,806	1,483,332
13	Downstream leased assets	1,820,148	292,728	340,452	2,453,328	2,444,206
2	Capital goods	1,399,976	108,334	108,199	1,616,509	1,359,344
1	Purchased goods and services	415,473	52,774	52,779	521,026	456,982
4	Upstream transportation and distribution	175,095	8,709	16,190	199,994	159,113
3	Fuel- and energy-related activities not included in Scope 1 and 2	75,780	6,969	8,072	90,821	84,518
7	Employee commuting	34,594	3,952	2,140	40,686	37,986
6	Business travel	16,189	2,498	4,650	23,337	22,078
12	End-of-life treatment of sold products	17,075	1,999	3,282	22,356	12,578
5	Waste	18,850	659	175	19,684	18,724
9	Downstream transportation and distribution	14,817	496	1,684	16,997	16,439
	Scope 3	**6,258,104**	**669,108**	**569,332**	**7,496,544**	**6,095,300**

305-4	GHG emissions intensity		See Scope 1 and 2 greenhouse gas emissions

	2024				2023
	US	Canada	UK	Group	Group
GHG intensity ratio – emissions per $m of revenue ($tCO_2e$/$m)	36.9	46.7	35.8	37.4	38.4
GHG intensity ratio – emissions per $m of rental revenue ($tCO_2e$/$m)	41.2	54.8	42.8	42.2	42.7

305-5	Reduction of GHG emissions	Our Scope 1 and 2 GHG intensity has reduced by 31% compared to 2018 baseline year. On a constant currency basis (using this year's exchange rates) our intensity ratio has reduced 2% from 38.3 to 37.4 in the year ended 30 April 2024.	See Scope 1 and 2 greenhouse gas emissions
305-6	Emissions of ozone-depleting substances (ODS)	The Group does not engage in activities that result in significant emissions of ozone-depleting substances, nitrogen oxides, sulphur oxides, or other significant air emissions except as reported within our Scope 1 and 2 data.	
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions		

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 306: WASTE 2020			
306-1	Waste generation and significant waste-related impacts	The Group has performed analysis of waste disposal across the business. The waste produced is predominantly made up of general waste from the day-to-day activities within stores, together with a small number of specialty waste streams produced in the operation and servicing of the Group's rental fleet. The impact of waste generated from the Group's operations has been calculated within category 5 of our Scope 3 emissions. The Group has assessed the types of waste, tonnage and emissions produced. All waste is disposed of by third parties in accordance with local legal and regulatory requirements. However, due to the number of locations across which the Group operates and the limited granular waste data available, it has been necessary to estimate the Group's waste based on the data available. The Group is working to expand our detailed reporting in the future.	See Waste See Scope 3 value chain emissions
306-2	Management of significant waste-related impacts		
306-3	Waste generated		
306-4	Waste diverted from disposal		
306-5	Waste directed to disposal		
GRI 401: EMPLOYMENT 2016			
401-1	New employee hires and employee turnover	The Group monitors both total and voluntary employee turnover, including turnover analysed with reference to the tenure of employees. In general, the rental industry experiences high staff turnover, particularly within certain job categories such as mechanics and delivery truck drivers. The table below provides further analysis of employee hires and total staff turnover with reference to region, age group and gender:	See Workforce turnover
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pay and benefits is one of the most significant factors in attracting and retaining the best people. Our employees' pay and benefits are made up of competitive fixed pay and a range of benefits and incentive programmes to motivate employees and support our business' success. Further details of these benefits are provided on page 30 of this report.	See Pay and benefits

	New hires		Total turnover	
	Male	Female	Male	Female
US				
Under 30 years old	2,109	180	33%	20%
30–50 years old	2,307	237	20%	15%
Over 50 years old	540	40	16%	11%
Canada				
Under 30 years old	178	15	31%	28%
30–50 years old	221	28	22%	25%
Over 50 years old	72	5	17%	19%
UK				
Under 30 years old	429	83	42%	28%
30–50 years old	430	98	29%	18%
Over 50 years old	183	31	18%	15%
Group	**6,469**	**717**	**23%**	**17%**

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
401-3	Parental leave	We offer paid parental leave group-wide for both parents after the birth, adoption, or placement for foster care of a child.	
GRI 402: LABOUR MANAGEMENT RELATIONS 2016			
402-1	Minimum notice periods regarding operational changes	Minimum notice periods are determined based on local legislative and contractual arrangements. In the case of a significant operational change which could impact employees, the maximum possible notice is provided to the affected team members. As at 30 April 2024, we had 1,191 employees in the US who are members of the laborers', teamsters' or operating engineers' unions and where specific contractual arrangements may be dealt with through collective agreements.	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018			
403-1	Occupational health and safety management system	Safety is our first priority, and details of our efforts in this area are included within this report.	See Health and safety
403-2	Hazard identification, risk assessment, and incident investigation		
403-3	Occupational health services		
403-4	Worker participation, consultation, and communication on occupational health and safety		
403-5	Worker training on occupational health and safety		
403-6	Promotion of worker health		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
403-8	Workers covered by an occupational health and safety management system		
403-9	Work-related injuries		
403-10	Work-related ill health	In our industry, the most common occupational ill health that leads to days away from work are ergonomic musculoskeletal injuries such as strains, sprains, or pulled or injured muscle. These conditions are often acute or recurring due to improper lifting. To help prevent such injuries and promote overall health, we perform POWER UP exercises daily before starting work at each location. POWER UP is a series of dynamic movements that helps to loosen muscles and get blood flowing, preparing our team members for their workday. Additionally, we provide training on safe lifting practice. All work-related ill health events are captured as a recordable accident under TRIR in the US and Canada, or under RIDDOR in the UK.	

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 404: TRAINING AND EDUCATION 2016			
404-1	**Average hours of training per year per employee**	Training and development continue throughout the careers of our employees and we have many programmes in place to ensure they achieve their ambitions, reach their potential and remain safe. This starts with induction training when an employee starts with the Group and in the year ended 30 April 2024, 6,386 individuals completed induction training corresponding to 99% of all new hires in the year. Employee training hours are monitored throughout the year using various metrics. Details of training provided is outlined below:	See Talent development
404-2	**Programs for upgrading employee skills and transition assistance programs**		
404-3	**Percentage of employees receiving regular performance and career development reviews**	All employees undergo performance reviews annually. Our cyclical performance management process applies to all employees and provides a standardised framework to help team members with skill development and career growth. At the year end, c. 90% of our team members in the US and Canada have completed the performance management process and c. 80% in the UK.	See Performance management
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016			
405-1	**Diversity of governance bodies and employees**		See Workforce by gender and US diversity by job type
405-2	**Ratio of basic salary and remuneration of women to men**	We report on our gender pay ratio in accordance with UK legislative requirements within this report.	See Gender pay gap and bonus pay gap
GRI 408: CHILD LABOR 2016			
408-1	**Operations and suppliers at significant risk for incidents of child labor**	No modern slavery or human trafficking has been identified within our supply chain in the year.	See Modern slavery statement

Employee Type	UK	North America
Executives and Senior Leaders	1,901	4,858
Managers	6,881	76,616
Skilled Trade/Specialists	34,341	281,820
Support Teammate	52,926	46,499
Total	**96,048**	**409,793**

	UK	North America
Compliance	2,965	38,944
Corporate	3,412	29,017
Functional	4,730	38,990
Leadership Development	2,600	28,127
Onboarding	3,109	31,396
Operational	3,219	21,145
Safety	75,046	125,042
Technical	964	97,132
	96,048	**409,793**

Average training hours per employee is 19.2 hours in the US and Canada and 21.8 hours in the UK.

- Compliance-based training includes cyber security training. In the UK, we have a completion rate of 82% while in the US and Canada our completion rate is 98%.
- Corporate-based training refers to training required by internal policies (e.g. code of conduct training). In the US and Canada, there is a 95% completion rate in our Code of Conduct training. In the UK, employee training on our policies, business ethics and culture is done through an induction course and at the year end 75% of our new hires have completed induction, with the remaining to be scheduled.

1. GRI INDEX CONTINUED

General disclosures

DESCRIPTION		ADDITIONAL INFORMATION	REFERENCE
GRI 409: FORCED OR COMPULSORY LABOR 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	No modern slavery or human trafficking has been identified within our supply chain in the year.	See Modern slavery statement
GRI 413: LOCAL COMMUNITIES 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	Playing a big role in our local communities is crucial in all of our markets and massively important to our sense of purpose as an organisation. As we expand our market share, particularly in the US and Canada, we have ever more impact and influence, enhancing the communities in which we operate, through employment, opportunity and community involvement. We have not however sought to quantify our impact.	See Communities
413-2	Operations with significant actual and potential negative impacts on local communities		
GRI 415: PUBLIC POLICY 2016			
415-1	Political contributions	The Group's policy is to prohibit donations of a political nature and hence no political donations have been made during the year (2023: none). In addition, the Group does not participate in political lobbying activities, either directly or through intermediaries.	
GRI 416: CUSTOMER HEALTH AND SAFETY 2016			
416-1	Assessment of the health and safety impacts of product and service categories	Being a responsible business means sharing and promoting our safety culture with our customers and suppliers whenever possible. For our customers, we have dedicated equipment trainers and we offer customised training programmes to meet their needs.	See Working on safety with our customers and suppliers
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		
GRI 418: CUSTOMER PRIVACY 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	A cyber-attack or serious uncured failure in our systems could result in us being unable to deliver service to our customers and / or the loss of data. The Group takes its customer privacy responsibilities seriously and investigates all potential breaches of customer privacy. Nevertheless, cyber security remains a continually evolving area and a priority for the Group.	See Cyber security

2. SASB DISCLOSURE

Industrial Machinery and Goods

CODE	TOPIC	RESPONSE	REFERENCE
SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS			
ENERGY MANAGEMENT			
RT-IG-130a.1	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	Details of total energy consumed and the percentage from renewable sources is provided as part of the Group's energy consumption disclosures. The purchase of grid electricity as a percentage of overall energy consumption is 7.7% for the Group. The percentage of total energy consumption from renewable sources was 1.3% for the Group. Over 80% of our energy consumption come from our vehicle fleet. We believe the development of renewable diesel or other environmentally friendly alternative fuels will provide a viable substitute for diesel fuel, particularly in the transition period as alternative technologies are developed for electric vehicles.	See Scope 1 and 2 greenhouse gas emissions
EMPLOYEE HEALTH AND SAFETY			
RT-IG-320a.1	(1) Total recordable incident rate (TRIR) (2) Fatality rate (3) Near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	In the US and Canada, reportable accidents are reported in accordance with OSHA referenced as a Total Recordable Incident Rate whereas in the UK, reportable accidents are reported in accordance with RIDDOR. Details on incident rate and our near miss programme are provided within the 'Health and safety' section of this report.	See Health and safety
FUEL ECONOMY AND EMISSIONS IN USE PHASE			
RT-IG-410a.1	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	These metrics are relevant to manufacturing companies. The Group therefore does not report on this topic.	N/A
RT-IG-410a.2	Sales-weighted fuel efficiency for non-road equipment		
RT-IG-410a.3	Sales-weighted fuel efficiency for stationary generators		
RT-IG-410a.4	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines		
MATERIALS SOURCING			
RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	This metric is relevant to manufacturing companies. The Group therefore does not report on this topic.	N/A
REMANUFACTURING			
RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	This metric is relevant to manufacturing companies. The Group therefore does not report on this topic.	N/A
ACTIVITY METRICS			
RT-IG-000.A	Number of units produced by product category	The Group measures this metric with reference to the original equipment cost of our rental fleet. As at 30 April 2024, the total original equipment cost of the Group's rental fleet was $18bn.	N/A
RT-IG-000.B	Number of employees	The total number of employees as at 30 April 2024 was 25,965.	N/A

3. APPROACH TO SCOPE 3 ESTIMATION

Measuring Scope 3 emissions involves a significant application of judgement, in particular in relation to the use of sold assets when we dispose of rental assets to the used equipment market and end-of-life treatment of these assets. Accordingly, our Scope 3 emissions will always be subject to a significant degree of estimation uncertainty. In calculating our Scope 3 emissions, we followed the GHG Protocol and the sector-specific guidance provided by the ERA.

	SCOPE 3 SUB-CATEGORY	APPROACH TO ESTIMATION	RELEVANCE
1	**Purchased goods and services**	Relates to emissions from the production of products purchased by the Group or services received by the Group in the reporting year. Examples include the purchase of parts in servicing the Group's rental fleet or goods for resale. We have used a spend-based methodology in quantifying Scope 3 Category 1 emissions.	Not significant
2	**Capital goods**	Relates to emissions from the production of capital goods (rental and non-rental) acquired by the Group in the reporting year. As with category 1, we have used a spend-based methodology in quantifying Scope 3 Category 2 emissions.	Significant
3	**Fuel and energy-related activities not included in Scope 1 or Scope 2**	Relates to emissions associated with upstream extraction, production and transportation of fuel and energy purchased and consumed by the Company (i.e. the emissions generated in the production of fuel and energy reported as part of the Group's Scope 1 and 2 emissions). We have used an average-data method in quantifying Scope 3 Category 3 emissions.	Not significant
4	**Upstream transportation and distribution**	Relates to emissions from the transportation of products purchased by the Group between our suppliers and our operations, and transportation and distribution services purchased by the Group. We have used a combination of fuel-based and distance-based methods in quantifying Scope 3 Category 4 emissions.	Not significant
5	**Waste generated in operations**	Relates to emissions from the third-party disposal and treatment of waste generated by the Group's owned or controlled operations. As an insignificant component of the Group's Scope 3 footprint, we have estimated our category 5 emissions based on waste volume data, where available, and then extrapolated this data across our remaining sites. We are working on developing more granular waste data across our business in conjunction with our third-party waste services providers and will refine our approach to estimation as this becomes available to us.	Not significant
6	**Business travel**	Relates to emissions from the transportation of employees for business-related activities in vehicles owned or operated by third parties. We have used a combination of a distance-based and spend-based methodology in quantifying Scope 3 Category 6 emissions.	Not significant
7	**Employee commuting**	Relates to emissions from the transportation of employees between their homes and their worksites in vehicles not owned by the Company. We have used an average-data methodology in quantifying Scope 3 Category 7 emissions.	Not significant
8	**Upstream leased assets**	Not relevant to the Group's operations.	Not relevant
9	**Downstream transportation and distribution**	Relates to emissions from the transportation of sold products in vehicles not owned or controlled by the Group (i.e. where our customer arranges transportation). We have used a distance-based methodology in quantifying Scope 3 Category 9 emissions.	Not significant
10	**Processing of sold products**	Not relevant to the Group's operations.	Not relevant
11	**Use of sold products**	Relates to the total lifetime emissions of sold products by the Group, including from the sale of rental assets at the end of their useful economic life to the Group. As such, this is a significant component of the Group's Scope 3 emissions as we are required to estimate the entire lifetime emissions which will arise after the Group's ownership in the year of sale. We have estimated our Scope 3 Category 11 emissions, based on quantity of assets sold and annual hours or miles of use based on telematics data, where available. In estimating future asset life, we have assumed that we consumed 50% of an asset's available hours during the period in which the Group owns an asset. We have also leveraged the ERA equipment database library to determine average consumption per operating hour/mile and have estimated emissions based on the average equipment metrics methodology as described in the ERA's Scope 3 guidance for the equipment rental industry. We have not taken into account any potential future change in the type of fuel which will power traditional internal combustion engines.	Significant
12	**End-of-life treatment of sold products**	Relates to emissions from the waste disposal and end-of-life treatment of goods sold by the Group, including from the ultimate end-of-life treatment of rental assets sold. We have used an average-data methodology in quantifying Scope 3 emissions.	Not significant
13	**Downstream leased assets**	Relates to the emissions from the operation of assets rented to customers during the reporting year. As such, this is a significant component of the Group's Scope 3 emissions. We have estimated our Scope 3 Category 13 emissions, based on annual hours or miles of use based on telematics data, where available. We have leveraged the ERA equipment database library in applying average consumption per operating hour/mile and have estimated emissions based on the usage time and average consumption methodology as described in the ERA's Scope 3 guidance for the equipment rental industry.	Significant
14	**Franchises**	The Group does not operate a franchise model.	Not relevant
15	**Investments**	The Group is not a financial institution and while we do make investments with the objective of making a profit, we do not believe this is material to our Scope 3 emissions.	Not relevant

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