SUSTAINABILITY REPORT
2024

SPEEDING UP ON SUSTAINABILITY

> As a sustainability leader in UK hire, Speedy Hire's solutions and services are helping to decarbonise a construction and infrastructure industry that contributes significantly to global carbon emissions."

AMELIA WOODLEY
ESG Director

We have made great strides to date against our Decade to Deliver Environmental, Social, Governance ('ESG') strategy to develop the hire industry of the future, through innovation, decarbonisation, developing green skills and delivering positive social impact. We are delighted that our efforts have been recognised in awards and accreditations from respected bodies.

THE DECADE TO DELIVER

A HIRE REVOLUTION:
Inspiring people to make Hire their first choice

ACCELERATING INNOVATION

Hire is built for sustainability. This decade we're going to make hire even more sustainable than it already is by working even harder with our customers, suppliers and investors to push for even better designed products: built to last, designed to be repaired and made to be recycled.

CLIMATE SOLUTIONS

When it comes to climate change, we're all facing the heat. We're going Net Zero Carbon, fast and we are helping our customers do the same. That means accelerating towards low carbon delivery vehicles and innovative products and services to help our customers respond rapidly.

WORKING TOGETHER

INCLUDING EVERYONE

Delivering on the promise of a sustainable Speedy requires great people working together on shared goals. At Speedy we look out for one another and help each other grow. By welcoming everyone into the Speedy family and helping them be the best they can be, we can really make this decade count.

PART OF THE COMMUNITY

Speedy people are part of local communities all over the country. It's in our nature to join in, help solve the challenges we face today and get ready for the future. A decade of supporting our communities will help make a meaningful difference.

There is more to do to achieve our ambitious targets, and we have a clear plan to address our material issues. The UK's net zero economy grew by 9% in 2023, outpacing overall economic growth of 0.1%[1], demonstrating the future opportunities for industry-leading companies like Speedy Hire that are supporting the transition to net zero."

AMELIA WOODLEY
ESG Director

Delivering our sustainability strategy

Sustainability is core to Speedy Hire's vision, mission and Velocity strategy, at the heart of which is our ambition to become the most efficient and sustainable UK hire business. Our goal is to inspire and innovate the future of hire and accelerate sustainable growth. This is supported by our sustainability strategy, The Decade to Deliver – its name reflects our belief that the next ten years will define the next 100 years. The strategy is built on four pillars that guide our work to deliver on sustainability for our customers, people, communities and planet.

The core purpose of our strategy is to drive a hire revolution, inspiring people to make hire their first choice and bringing this sustainable option to more people, places and products. Along with our quest to make the shared use model of hiring tools and equipment even more sustainable than it intrinsically is, a core focus is on helping every project – large or small – to use less carbon and more efficient products. The Decade to Deliver is also about accelerating change and the Working Together pillars of our strategy help us achieve this through upskilling our colleagues, welcoming everyone into the Speedy Hire family and supporting charities. We recognise that more can be achieved by working together and collaborate closely with our customers, suppliers and communities to optimise our environmental and social impact.

1 https://www.theguardian.com/environment/2024/feb/27/uk-net-zero-economy-grew-in-2023-report-finds

Building on our recognised sustainability leadership

Since its launch in 2022, The Decade to Deliver strategy has energised our work to build on our strong track record as an industry leader in sustainability.

During FY2024, our ESG performance has been recognised by respected bodies, with awards and accreditations, including:

Named as a Financial Times European Climate Leader for 2023 and 2024, the only hire company to rank, and scoring the second highest among construction companies.

Improved CDP rating, achieving A-, placing Speedy Hire Plc in the Leadership band. For context, the Europe regional average is B-, and the average score for the trading, wholesale, distribution, rental and leasing sector is C. We also received a CDP A for supplier engagement on climate change.

The only hire company, globally, to be accepted by the Exponential Roadmap Initiative and the United Nations Global Compact.

Awarded EcoVadis Gold, placing us in the top 5% of companies and in the top 2% of businesses in the UK for decarbonisation readiness.

HAE ('Hire Association Europe') Winners of the CSR and Sustainability award for our Decade to Deliver Strategy and Best Use of Media award for our Net Zero 2023 Virtual Conference.

Received Gold status for the Supply Chain Sustainability School Plant Charter, underlining our commitment to taking action to reduce emissions from our equipment.

The first company in UK hire to have our near and long-term science-based targets to achieve net zero carbon emissions by 2040 validated by the Science Based Targets initiative ('SBTi'), further enhancing our accountability-focused leadership in sustainability.

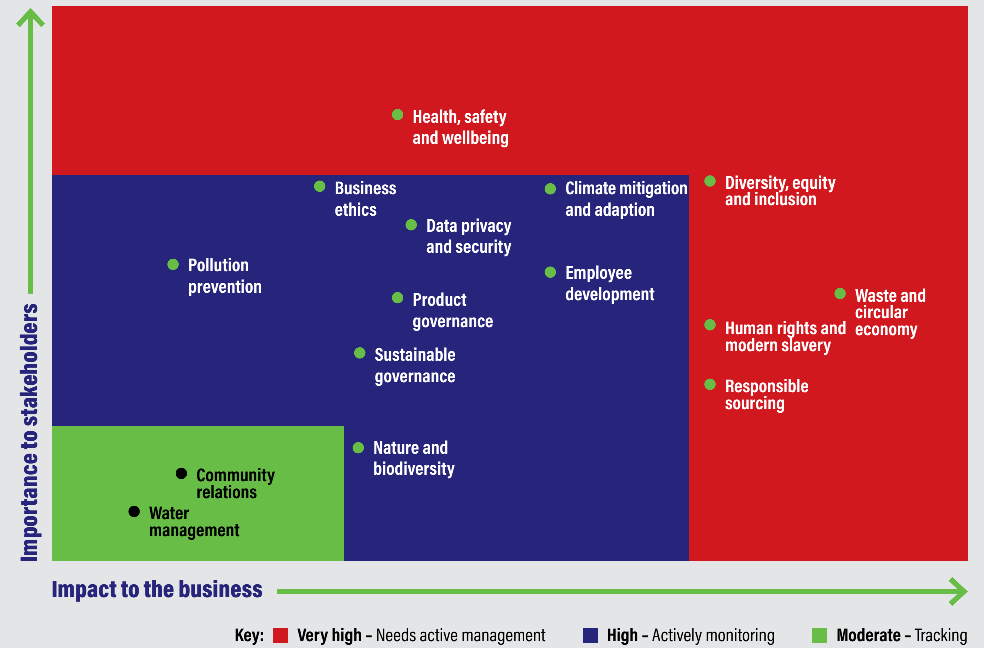
More information about our awards, accreditations and standards is available on our website: www.speedyhire.com/esg/governance

Our material sustainability issues

We want to ensure that our strategy is effective in meeting the needs of stakeholders. We worked with an external consultant, Simply Sustainable, to conduct a materiality assessment to identify and better understand the sustainability topics that matter most to our internal and external stakeholders, and which present the greatest risks and opportunities.

Following our materiality assessment, each of our top five ESG risks and opportunities has also been allocated an Executive Team Sponsor, to embed accountability. The areas are:

- Waste and Circular Economy;
- Health, Safety and Wellbeing;
- Diversity, Equity and Inclusion;
- Modern Slavery and Human Rights; and
- Responsible Sourcing.



SUSTAINABILITY PERFORMANCE

Our sustainability dashboard, outlining progress against our targets.

Pillar	Goal	Target	Progress to date	Status
ACCELERATING INNOVATION	To be the green icon of hire	70% eco products by volume by 2027	51% eco products by volume (FY2024)	●
		Zero waste to landfill	Zero waste to landfill (FY2024)	●
		85% recycling by 2025	57% recycling (FY2024)	●
CLIMATE SOLUTIONS	Achieve net zero by 2040, and be nature positive by 2030	50% reduction in scope 1 and 2 emissions by 2030 (compared to 2020)	49% reduction in scope 1 and 2 emissions vs FY2020	●
		42% reduction in scope 3 emissions by 2030 (compared to 2020)	11% increase in scope 3 emissions vs FY2020	●
		100% renewable electricity by 2027	94.2% renewable electricity (FY2024)	●
		30% natural gas replaced with alternative fuels and technologies by 2030	41.9% reduction in natural gas (FY2024)	●
		100% of company cars to be electric/hybrid by 2025	99% company cars are electric/hybrid (FY2024)	●
		15% HGVs transitioned to electric by 2030	1.3% HGVs transitioned to electric (FY2024)	●
		25% of HGVs converted to HVO D+ by 2030	35% of HGVs converted to HVO D+ (FY2024)	●
		66% of LCVs will be electric by 2030	17% of LCVs transitioned to electric (FY2024)	●
		35% reduction in hotel use by 2030	8.12% reduction in hotel use (FY2024)	●
		45% reduction in car use emissions by 2030	87% decrease in car use emissions vs FY2020	●
		40% reduction in air travel emissions by 2030	53% reduction in air travel emissions vs 2020	●
		68% reduction in emissions associated with sold diesel by 2030	56.6% reduction in sold diesel emissions vs 2020	●
		18% reduction in sold fossil fuel such as petrol by 2030	12% reduction in emission from sold fossil fuels (FY2024)	●
INCLUDING EVERYONE	To be a Top 100 employer	30% women by 2030	22% women (FY2024)	●
		100% people receive DEI and sustainability training by 2025	95% of people received DEI training (FY2024)	●
		5% of workforce in 'earn and learn' positions by 2026	3.3% of our workforce in 'earn and learn' positions (FY2024)	●
		80% people engagement score by 2027	75% engagement score (FY2024)	●
PART OF THE COMMUNITY	To support local communities	1% profit invested in charitable and community programmes by 2025	1+% of profit donated (FY2024)	●
		3,500+ volunteering days per annum	876 volunteering days (FY2024)	●
		Increase our social value year on year	£29M in social value generated (FY2024)	●

Key: ● On track to meet targets ● Working towards meeting targets ● Not on track to meet targets; working to address

SUSTAINABILITY GOVERNANCE

Being brilliant at the basics

Our work to achieve our sustainability targets and ensure a fair and inclusive transition to a low-carbon economy is overseen and guided by a robust governance framework to enable timely, informed and integrated decision making. This is supported by senior leadership oversight and sustainability expertise. The remuneration of our Executive Team is linked to our ESG performance.

We have sound governance controls and processes in place covering structure and oversight, code of conduct, reporting and the integrity and security of systems. These enable us to make effective decisions while meeting the needs of our stakeholders. We also believe in promoting equality and diversity within the workforce and we work hard to foster that culture within all areas of our business.

Details of our governance structure and approach can be found on our website and include:

- **PLC Board:** The PLC Board approves the Company's ESG strategy and has strategic oversight of ESG-related risks and opportunities. It meets three times a year.
- **Sustainability Committee:** This is a Board Committee responsible for overseeing the ESG strategy, performance against targets, as well as climate-related risks and opportunities. It is chaired by a Non-Executive Director and meets three times a year.
- **ESG Committee:** The Committee is responsible for driving the ESG strategy and performance and chaired by the ESG Director. It is attended by key stakeholders across Human Resources, Operations, Digital, Supply Chain, Legal and Risk. The Committee reports monthly to the Executive Team and to the Sustainability Committee three times per year.
- **Sustainability Roundtable:** The Roundtable is a forum to discuss ESG-related issues with ESG Business Partners from across the business. It is chaired by the ESG Director and meets quarterly. Read more about our ESG Business Partners on page 41.
- **People Like Us ('PLUS') Committee:** Sponsored by the Chief People Officer, the PLUS Committee meets monthly to drive delivery of gender, race and ethnicity, and wellbeing initiatives and KPIs.
- **Sustainability Groups:** These groups cover topics including modern slavery and human rights, social value, climate change and TCFD, nature and ISO 20400. Participants are colleagues from across Speedy Hire, who are supported by ESG experts. The groups meet monthly to offer ideas and support to the delivery of the sustainability strategy and KPIs.

Developments in FY2024 included the refinement of our governance structure to include the PLUS Committee in the wider ESG governance framework, expanding its remit such that its colleague-led affinity network now spans gender balance, wellbeing, race and ethnicity. In addition, Angela Hughes was appointed to the role of ESG Policy, Governance and Compliance Manager. Angela moved from our HR team, upskilling and retraining to work in sustainability – read more about developing green skills on page 41. We have also strengthened our internal processes and governance around investment in and divestment of assets to prioritise the circular economy, as well as net zero and human rights.

Recognising the importance of data to monitoring, reporting on and improving our performance, we invested in Accenture's platform to identify our carbon intensive suppliers to collect scope 3 carbon data and adopt science based targets ('SBTs') to drive carbon reductions. We also worked with a specialist provider, Thrive, to measure our social value creation.

We continue to embed sustainability more deeply throughout our business and to strive for best practice, increasing our efforts to collaborate with our supply chain to ensure our products, goods and services are sustainably sourced, and aligning with the ISO 20400 sustainable procurement standard – read more about this on page 38.

Strengthening our approach to modern slavery and human rights

An important outcome of the materiality process was the enhanced emphasis on modern slavery and human rights, identified as one of our top five material issues.

Following a gap analysis undertaken in 2023 against UK and international best practice standards, we have worked to improve the management and monitoring of modern slavery and human rights, with our ESG Director nominated as the accountable Executive Team Member.

A focus on human rights has been embedded throughout our business via mechanisms that include our Human Rights Policy and Anti-Slavery and Human Trafficking Policy, inclusion in our bi-annual ESG horizon scanning exercises, our cross-functional Modern Slavery Working Group, our risk management framework, and the introduction of mandatory training for all employees. Our ongoing work to achieve alignment with ISO 20400: Sustainable Procurement Guidance includes a requirement for suppliers to meet standards in respect of modern slavery and human rights. This is reflected in our supplier onboarding and monitoring processes, including assessing suppliers against dedicated KPIs.

Speedy Hire is a member of the UN Global Compact and is also an active member of a cross-industry Modern Slavery Group with the Supply Chain Sustainability School ('SCSS'). Our work also includes support for survivors of modern slavery – read about our partnership with Bright Future on page 40.

Our ESG disclosure scores on human rights and labour standards, from Moody's, ISS, EcoVadis and the Home Office Modern Slavery Assessment Tool, have improved since strengthening our focus on this topic, positioning us as an industry leader. We continue to work to review and develop our approach to modern slavery and human rights, in line with OECD Best Practice Guidance.

Read more in our Modern Slavery Statement on our website.

ACCELERATING INNOVATION

Becoming the green icon of hire

We strive to make hire even more sustainable by working closely with our suppliers and investing in eco technologies such as battery, solar and hydrogen, sustainable fuels and engines compliant with Stage V off-highway vehicle emissions regulations. This helps to reduce our emissions and support our customers to meet their carbon commitments.

55%

of revenue generated from eco products.

51%

of our hire fleet transitioned to eco alternatives to achieve our target of 70% eco products by 2027.

c.13.8m

litres of HVO D+ supplied to customers, reducing customer carbon emissions by 109,000 tCO_2e.

57%

of waste recycled, continued to achieve zero waste to landfill and, against of least 85% of our waste by 2025.

Investing in eco technologies

Our eco roadmap commits us to transition 70% of our itemised hire assets to eco products by 2027. In FY2024, 51% of our itemised assets were eco and 55% of revenue was generated from eco products, reflecting customer demand to reduce their carbon emissions and our commitment to support them.

Key developments in FY2024 included:

- Entered a three-year exclusive partnership with NiftyLift to design, manufacture and bring to market the world's first hydrogen-electric powered access platform. We now have 100 machines in our fleet, and customer feedback on performance and reliability has been positive.
- Acquired Green Power Hire, positioning Speedy Hire as a leader in the high growth, low carbon battery storage unit segment.
- Established Speedy Hydrogen Solutions, a hire business for hydrogen powered generator plant, created in partnership with AFC Energy.
- Awarded a gold status as a signatory to the SCSS's Plant Charter, reflecting our industry leadership in this category.

We are actively monitoring and prioritising the phasing out of fossil fuels from our hire fleet to meet our net zero ambition. In addition to lowering emissions and improving air quality, benefits include enhancing equipment safety by reducing noise and vibration.

Switching to sustainable fuels

As we work with suppliers to develop and invest in eco technologies, we have also continued to supply HVO D+, which reduces tailpipe carbon emissions by up to 90%. In FY2024 we supplied c.13.8 million litres of HVO D+ to our customers supporting the reduction of c.109,000 tCO_2e compared with diesel, reducing our scope 3 carbon emissions, and improved air quality in relation to nitrous oxide and particulate matter.

Developing circularity

By promoting shared usage as an alternative to ownership, the hire industry directly supports the circular economy, lowering environmental impact by maximising asset utilisation and extending lifecycles through high standards of maintenance, repair and retrofitting, as well as selling on the secondary market or recycling assets at the end of their useful lives at Speedy Hire. All of these elements contribute to reducing the use of resources associated with production of new equipment.

Accelerating innovation continued

Our eco roadmap defines three core principles for our circularity approach: circular product design; repair, refurbish, retrofit; and making hire the norm.

Our roadmap to 70% eco products by 2027

Solar	Battery	Engine Emissions	Hydrogen	Circularity
Solar lighting towers and generators	Cordless power tools Battery powered light equipment Battery Storage Units and generators (BSU's)	Sustainable (HVO D+) alternative to diesel Research into future synthetic fuels Stage V engines (new and retrofit for stage IIIA)	Hydrogen fuel cell potential for powered access and generators Supporting infrastructure, manufacturing and distribution of hydrogen supply	Circular product design Retrofitting existing products Repairing and refurbishing products Recycling products Making hire the norm

Strategy in action

Recyclable temporary fencing

Exclusive to Speedy Hire, Q-Fence panels are 100% recyclable, which also bring operational benefits compared to the metal panels typically used. These include being non-conductive, unbreakable, reflective and able to be lifted and installed by a single person.

Supplier collaboration is key to developing products that are made to last, easy to repair, contain recycled materials that can be recycled again, and are able to integrate renewable technologies. Speedy Hire's contract requirements state that suppliers shall incorporate the principles of circular economy and identify and report opportunities for promoting resource efficiency, including eliminating waste and pollution and circulating products and materials. Similarly, when we onboard new suppliers, we request details of their sustainability performance and maturity, including their approach to circular economy, waste and recycling. An example of our approach to circular product design is the launch this year of Q-Fence plastic panels (see strategy in action).

Our roadmap includes adopting circular economy practices to reduce carbon, waste, water use and pollution by working with colleagues and suppliers to repair, refurbish, retrofit and/or recycle our products. We have developed an industry-first approach to sustainable batteries, aligning to the Global Battery Alliance ('GBA') vision to have a sustainable battery value chain by 2030. This includes the principle to establish a circular battery value chain, where materials are repaired, reused or recycled. We are also helping our customers to embrace the circular economy, as part of their work to reduce and report their carbon emissions. This includes setting a strategy to achieve zero waste to landfill, targeting reuse of equipment, and collaborating with clients to reduce waste within their own operations and offices.

Through our partnership with B&Q we have continued our drive to make hire the norm among retail consumers, to reduce the environmental impact from underutilised tools.

Circularity will continue to be a focus in FY2025, and we have appointed a specialist consultancy firm to support our progress in the priority areas we have identified.

Reducing waste

We continue to work to identify ways of reducing waste and packaging, increase recycling and eliminate non-recyclable waste such as single use plastics. During FY2024 we achieved 57% recycling and sent zero waste to landfill. This has been done by working closely with suppliers and monitoring their packaging, waste and recycling performance against KPIs, and through the continued implementation of the waste hierarchy and segregation, with clear signage and communications, as well as recycling audits and reporting.

We continue our focus on increasing our recycling rate to achieve 85% recycling by 2025, and to work with our suppliers to reduce packaging waste through understanding the types of packaging used and adopting more sustainable alternatives where possible, such as delivering products to our depots in reusable crates.

Monitoring water consumption

We have engaged a supplier to install automatic water meter readers across our property estate in FY2025 to monitor our water use and evaluate how consumption can be reduced.

CLIMATE SOLUTIONS

Decarbonising hire

We have continued to invest in initiatives and systems to understand, monitor and reduce emissions in our vehicles (commercial and company cars) and properties and across our hire fleets.

50.7%

reduction in carbon emissions per employee since FY2020.

49%

reduction in scope 1 and 2 carbon emissions since FY2020 baseline, placing us well on track to achieve our 2030 goal.

11%

increase in scope 3 carbon emissions since FY2020 baseline, against our target to reduce these by 42% by 2030.

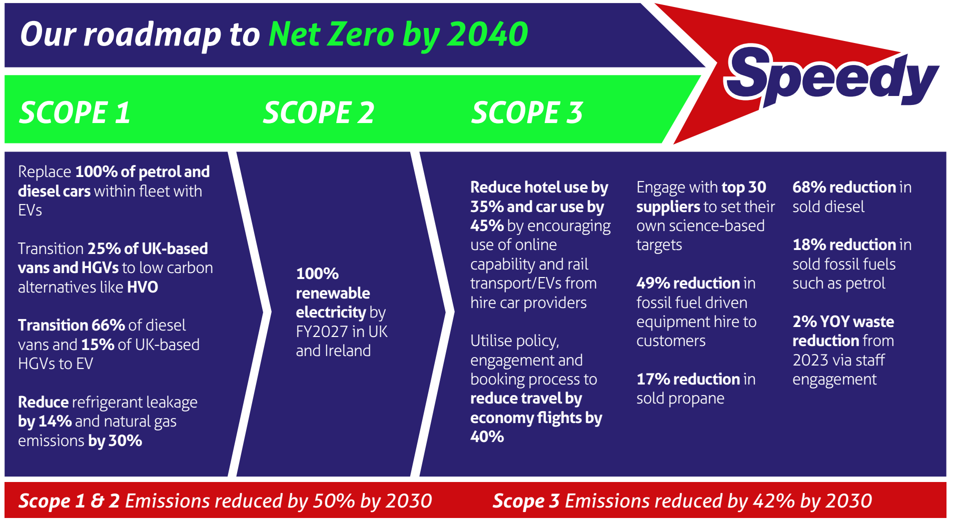
Setting ambitious net zero targets

Speedy Hire's science-based net zero target – the first in UK hire to be validated to the most ambitious designation available through the SBTi ('Science Based Target initiative') process – is focused on prioritising 'deep decarbonisation' of direct emissions, with residual emissions being 'neutralised' in line with the SBTi criteria to reach net zero emissions by 2040.

The Company's near-term target commits Speedy Hire to reduce absolute scope 1 and 2 GHG (Greenhouse Gas) emissions by 51.6% by 2030 and to reduce absolute scope 3 GHG emissions by 42% within the same timeframe. Our long-term net zero target also commits Speedy Hire to reducing absolute scope 1, 2 and 3 GHG emissions by 90% by 2040.

As part of our commitment to climate leadership we have aligned our near and long-term targets to a 1.5°C pathway in line with the Paris Agreement, as a minimum. Our scope 3 targets include full value chain emissions – purchased goods and services, capital goods, fuel and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, downstream transportation and distribution, use of sold goods and downstream leased assets.

Our detailed targets across all scopes are set out in our net zero roadmap:



Making promising progress on reducing carbon

Having reduced scope 1 and 2 emissions by 49% compared with our FY2020 baseline, we have made significant progress against our 2030 goal. Our scope 3 emissions have increased by 11% compared to our FY2020 baseline, driven by business growth, increased spend and improved scope 3 supply chain data. Our scope 3 figures to date have been calculated on a blend of spend and activity-related data, but we are now working with Accenture to migrate to activity-based data across capital goods and purchased good and services, which will provide a more accurate representation of our Scope 3 emissions on an absolute basis. Read more in our Corporate Greenhouse Gas ('GHG') Report on page 44, and in our TCFD report on page 49.

The initiatives that have contributed to our performance to date include:

Scope 1 emissions (7% of our carbon footprint in FY2020 reduced to 4% in FY2024)

- Replacing diesel commercial vehicles with sustainable fuels ('HVO D+') and rolling out electric vehicles across our commercial fleet. In FY2024 we replaced 1 million litres of diesel with HVOD+ reducing emissions by 2,454tCO_2e and have 601 electric and hybrid vehicles, including 154 Ford e-transits and the first ever 27T Electra HGV.
- Replacing 99% of diesel and petrol company cars with electric/hybrid technologies and the installation of electric vehicle charging points across our property estate.
- Investing in low emissions technologies across our hire fleet such as solar, battery and hydrogen to support our customers to reduce their carbon emissions. Read more on page 35.

Climate solutions continued

- Increasing the replacement of diesel in our hire fleet with alternative clean technologies and sustainable fuels such as HVO D+.
- Using double deck trailers across our trunking routes to reduce the number of vehicles needed to move assets, removing underutilised vehicles, and optimising deliveries and collections. We also use vehicle telematics to monitor vehicle usage and fuel consumption.

Scope 2 emissions (2% of our carbon footprint in FY2020 reduced to 0.04% in FY2024)

- Sourcing 94% of our electricity from renewable sources, with a goal of achieving 100% by 2027.
- Reduced our natural gas by 41.9% versus our 2030 target of 30%.
- Achieved our 14% F gas emission reduction target ahead of 2030.
- Consolidating our property estate and investing in new sustainable buildings incorporating energy efficient measures such as LED lighting, Building Management Systems ('BMS') to control heating and cooling, smart working bays and renewable technologies such as solar photovoltaics ('solar PV'). Our Milton Keynes Innovation Centre has a rare EPC rating of A+ and is a net zero carbon building. In FY2024 we opened three new sustainable low-carbon Service Centres at Hull, Southampton and London Gateway, adding to the two opened in FY2023. We also integrated Building Management Systems at our National Service Centres in Tamworth, Erith, Glasgow and Newport reducing energy use by between 50–73%.

Scope 3 emissions (91% of our carbon footprint in FY2020 increasing to 96% in FY2024)

- Implementing the ISO 20400 sustainable procurement standard to reduce emissions across the value chain, including the adoption of a supplier sustainability standard mandating all suppliers to commit to SBTs by 2025 – see strategy in action.
- Investing in a supplier engagement platform to engage key suppliers to calculate scope 3 emissions across our value chain so we can further focus on our carbon hotspots – capital goods and purchased goods and services. This will include our top 200 suppliers, who account for 90% of the emissions in our supply chain. We will actively work with them to reduce their emissions and improve their carbon data sets, from spend analysis to product-specific data.
- Adopting a sustainable travel policy to encourage tele-conferencing and sustainable models of travel reducing our scope 3 emissions associated with car and air travel ahead of our 2030 target.
- Mandatory energy efficiency training for all staff to support behavioural change campaigns.

Verifying and reporting performance

Our carbon reduction targets and progress against these are reported in accordance with ISO 14064-1:2018 as part of our commitment to data accuracy and transparency. We are the first in UK hire to publish full value chain emissions verified against this standard. Our GHG statement is published annually – read more on page 44.

We are also the first in UK hire to align to PAS 2080:2023 in recognition of its importance to achieving our net zero goals as well as those of customers. Following an independent gap analysis, we are in the implementation phase with the ambition to gain third party verification in FY2025.

In November we opened our Basildon, London Gateway, depot, a 33,000sqft. state-of-the-art facility whose eco-credentials are expected to halve our electricity consumption compared to previously used facilities in the area.

Supporting customers to reduce and report their carbon emissions

As well as eco technologies, we also offer a suite of carbon intelligence services including validated carbon data, net zero workshops, carbon literacy training, carbon reporting and auditing to help customers achieve net zero. We also recently launched a carbon dashboard to help customers quantify and monitor the emissions of the assets they hire and the associated transport movements for the vehicles used to deliver and collect equipment.

By reporting our emissions as a CDP transparent reporter, we also support our customers by providing them with third party validated scope 3 information to help with their own reporting. This can be based on spend or provided in more detail by key asset type.

We do a lot of work with HS2, who regard Speedy Hire among the sustainability leaders in their supply chain. We have collaborated in various events with them, including co-hosting a webinar and speaking at their staff conference.

Climate solutions continued

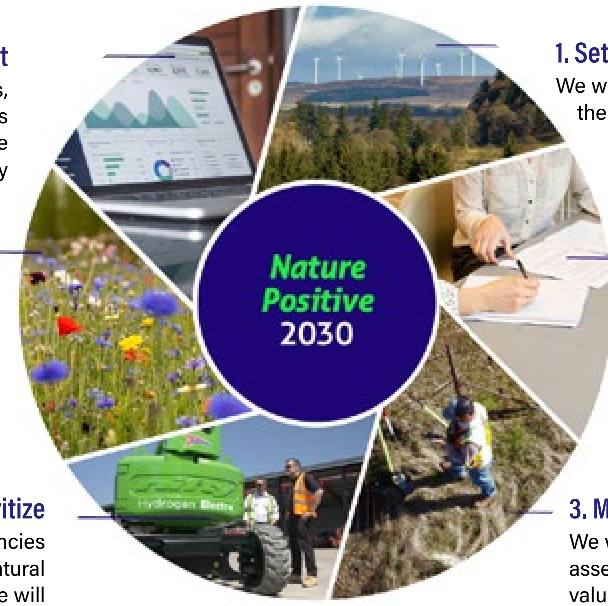
At Speedy Hire we believe in the importance of providing our customers with validated, purpose led carbon reporting so they can trust our data to make the right carbon choices. With the increasingly rise in the importance of carbon reporting and the risk of greenwashing purpose led, accurate and validated data has never been more important.

In FY2024 we developed our first ever customer power BI carbon dashboard powered that quantifies and reports the carbon emissions for both our hire equipment and transport.

Our calculator has been independently verified by Hydrock to industry standards such as RIC's professional Statement Whole Life Carbon assessment for the Built Environment so our customers can trust we are reporting to reputable industry carbon standards.

Setting out our Roadmap to Nature Positive by 2030

We have partnered with third party biodiversity specialists to develop our roadmap to Nature Positive by 2030 and have made progress through FY2024. We have undertaken a scoping assessment of our nature-related impacts and dependences following the LEAP approach published by the Task Force on Nature-related Financial Disclosures ('TNFD') framework. The outcomes form the basis of our Net Positive roadmap below, which will be further developed in FY2025.



1. Set the foundation
We will commit to good practice & set the scope of our Nature Positive target

2. Establish governance
We will establish governance for our Nature Positive target Et integrate nature within our business decision-making

3. Measure our baseline
We will measure our impacts on nature & assess how we depend on nature across our value chain: this is our baseline to compare Nature Positive outcomes against

4. Prioritize
We will identify our impacts & dependencies on nature that are material to the natural environment & to our business. We will prioritize these within a detailed plan with actions, KPIs. & a program

5. Take action
We will avoid & reduce our impacts on nature, address dependencies & support nature conservation efforts to have an overall Nature Positive impact. We will proactively encourage our suppliers & customers to adopt a Nature Positive approach

6. Monitor & report
We will monitor progress, continuously improve & report lessons learnt to support adoption of Nature Positive across our industry

Strategy in action

Driving sustainable procurement

During FY2024, we made progress toward our goal of implementing the ISO 20400 sustainable supply chain standard by 2025 to ensure all our goods, products and services are sustainably sourced and that fair labour practices are upheld.

Following the gap analysis undertaken in FY2023, we implemented initiatives including nominating an Executive Team Sponsor for Sustainable Procurement and introducing an automated supplier onboarding portal to assess suppliers' sustainability maturity and performance against our top five ESG material risks and opportunities. We require suppliers to adhere to our policies and have asked key suppliers to join our SBT journey by 2025. We offer sustainability advice and training via our ESG team, for those suppliers requiring support.

We also work with the SCSS ('Supply Chain Sustainability School') to share best practice and lessons learned, and participate in and host forums for suppliers to present their innovations and new developments, culminating in the annual Speedy Live Expo event.

In December 2023. The digital portal to onboard suppliers went live, enabling visibility into areas of potential risk in terms of suppliers' sustainability performance. This leads to follow-up discussions to explore how these can be mitigated and to flag where suppliers may need additional support. We are also in the process of onboarding a sustainable supply chain solution to support with the auditing of our suppliers.

INCLUDING EVERYONE

Building the workforce of the future

We recruit and develop people from diverse backgrounds, nurturing the skills needed to equip the business for the future and creating a competitive advantage as well as generating social value. We work hard to create a workplace where colleagues have a strong sense of belonging and know they are supported in achieving their career ambitions, or simply being, the best they can be.

Employee engagement remained ahead of the external benchmark.

82%

of Speedy Hire colleagues said they are motivated to do their best work (4% above external benchmark).

Gold

Received 'We invest in apprentices' gold accreditation from Investors in People.

Silver

Awarded silver accreditation from The 5% Club in recognition of our efforts to have 5% of our workforce in 'earn and learn' positions.

Engaging our colleagues

We use a range of channels and formats to engage our diverse colleague demographic. Following insight from our engagement survey and focus groups, we introduced quarterly Leadership/SLT Connect sessions and monthly Connect Team Talks for line managers to cascade key business updates. We foster an open and honest culture by promoting an 'Ask the Exec' Q&A forum on our intranet and hold regular Visible Leadership Days.

Our People Like Us ('PLUS') colleague-led, affinity networks continue to thrive, supporting the delivery of our social value objectives in relation to race and ethnicity, wellbeing and gender balance. Our Colleague Consultative Committee ('CCC') provides an avenue for representatives across the business to review colleague ideas and challenges, and provide feedback directly to the Chief Executive, Chief People Officer and other members of the Executive Team.

Responding to feedback

We achieved an engagement score of 75% in our FY2024 People First annual engagement survey. This score is consistent with our main survey in FY2023 and 3% above the external benchmark. 82% of participants reporting feeling motivated to do their best work, 4% above the external benchmark and an indicator of a happy and productive workforce. The survey highlighted the desire to increase visibility of the senior leadership team across the network, and we responded by adding the initiatives mentioned above.

Prioritising wellbeing

Poor mental health is a major issue in the construction industry, with Office for National Statistics data covering England and Wales indicating that workers in construction are nearly four times more likely to take their own lives than those in other sectors[1].

A key pillar of our Velocity strategy is putting our People First, with colleagues' mental health and wellbeing a priority. We work with the Lighthouse Club, a charity that provides emotional, physical and financial support to construction workers and their families, who have helped us build awareness around mental health wellbeing and delivered training to our managers. We have 90 volunteer Mental Health First Aiders, and colleagues also have access to support via our Employee Assistance Programme.

During FY2024, supported by our Wellbeing Affinity Group and steered by the results of the People First survey, we delivered a calendar of wellbeing initiatives, campaigns and events promoting awareness and support for colleagues' physical, mental and financial health. Launched in FY2023, our 'Time to Talk' video series with colleagues from around the business has continued to encourage more people to talk about mental health.

Offering work life balance

We continued to make progress on rolling out our 'Speedy Work Life Balance' to all eligible colleagues. Colleagues are offered greater flexibility to reduce core, contracted hours and identify more balanced work patterns, with eligibility designed to protect our customer experience and revenue. Over a third of our colleagues are now on a flexible working scheme which supports the drive to becoming a more attractive, engaged and high performing workplace.

1 https://www.britsafe.org/safety-management/2023/mental-health-in-construction-building-the-next-storey

Including everyone continued

Fostering diversity, equity and inclusion ('DEI') and promoting social mobility

We have refined our approach to promoting diversity, equity and inclusion ('DEI') at all levels of our business, to better equip our organisation for the future while supporting social mobility by providing opportunities for people from a range of under-represented backgrounds.

As well as amendments and additions to our policies and procedures, our work has encompassed delivering dedicated training (with 95% of colleagues completing our new DE&I eLearning training), talks, events and communications, and collaborations with organisations to attract and retain a broader demographic. These include Not Going to Uni, Clean Sheet, who support people with convictions into employment, Career Transition Partnership, who support military leavers (Speedy Hire is a signatory to the Armed Forces Covenant), and The Early Careers Foundation, who help young people from low-income backgrounds through mentorship.

As we continue our work to increase female representation from 22% in FY2024 to achieve our target of 30% women by 2030, Speedy Hire adopted the United Nations Women's Empowerment Principles, and is one of 197 UK signatories of the UN Global Compact to have completed the nine-month Target Gender Equality programme. Our gender pay gap has increased slightly this year in comparison to figures reported for April 2023 but remains well below both the national median average of 14.3% published for 2023 by the Office for National Statistics and the gap for the construction industry for the year ending April 2023 of 16.8%, published by CIPD – our full gender pay gap report is available on our website.

Although Speedy Hire has not chosen to become an officially accredited Real Living Wage employer, we are proud to consistently set our minimum hourly pay rates above those defined by the Real Living Wage Foundation.

We seek to embed our DEI values through our supply chain and prioritise working with MSMEs ('Micro, Small and Medium Enterprises'), VCSEs ('Voluntary, Community and Social Enterprises') and female and ethnic minority-owned businesses, where appropriate. We are a signatory to the Supply Chain Sustainability School ('SCSS') People Matter Charter, whose principles include fairness, inclusion and respect, as well as training and skills. Colleagues from our ESG team co-chair the SCSS working group focused on social value also participate in the SCSS Modern Slavery working group.

Nurturing early careers

We aim to be a youth employer of choice, ensuring that young people are aware of Speedy Hire and the hire industry as an attractive career option. In addition to working with organisations such as The Youth Group and Not Going to Uni, we engage in outreach events at schools and colleges across the UK. In FY2024 we attended 18 outreach events, reaching approximately 1,700 young people, and offered activities such as mock interviews, CV building and skills training. We also welcome school groups to tour our Milton Keynes Innovation Centre, to provide insights to our organisation, culture, sustainability and innovation.

We offer in-person and virtual work experience, hosting 16 in-person placements, with 344 young people enrolled onto our virtual programme with Springpod. As part of our corporate partnership with The Early Careers Foundation, 14 Speedy Hire colleagues trained as mentors and were matched with 16–18-year-olds for monthly, hour-long mentoring sessions.

Speedy Hire is a member of The 5% Club, whose employer-members work to create shared prosperity across the UK by committing to raise the number of apprentices, graduates and sponsored students on formal programmes to 5% of the workforce by 2025. We have received a silver accreditation, with 3.3% of our workforce in 'earn and learn' programmes in FY2024. Our goal is to reach 4% next year.

Currently, there are 65 early careers trainees at Speedy Hire. A further 30 colleagues are using apprenticeships to upskill and progress their careers. Our apprentices range in age from 16 to 40+ and follow individual pathways.

Our work has been recognised by Investors in People, with a gold level award for the 'We invest in apprentices' accreditation.

Each year, we welcome a cohort of graduates. In FY2024, 13 graduates joined, including our first ESG graduate, with a total of 20 graduates currently on the programme.

The late careers mentoring programme, launched in FY2023, ensures the skills of our more experienced colleagues are passed on to trainees. We trained and financially incentivised 14 mentors across the business to work with first year apprentices, facilitating a two-way sharing of knowledge and experience.

Strategy in action

Supporting survivors of modern slavery

In FY2024, we became a partner of Bright Future Co-op, a national initiative that aims to fast-track survivors of modern slavery into high-quality employment. We have been working with Bright Future to train our recruitment teams and line managers to support modern slavery survivors into employment and to offer paid employment at Speedy Hire.

Including everyone continued

Developing our people

Supporting and developing our people is core to achieving our Velocity strategy to accelerate sustainable growth, and we invest in talent development throughout our colleagues' time with us, including in green skills to support our development of sustainable solutions. Under our Career Line of Sight scheme, colleagues have clarity on ways to develop their careers with us.

Our broad training offer includes a comprehensive programme of online, classroom and practical courses delivered by our internal Training Academy, which provided a total of 59,632 hours of training in FY2024.

Colleagues with the aspiration and potential for leadership positions are invited to join our High Potential Programme. During FY2024, 41 colleagues undertook the programme, with 36% female participation. The 11 colleagues selected in FY2023 for our Emerging Talent Development Board have continued to work closely with the Executive Team to contribute to strategic plans and deliver projects. These programmes complement our annual Senior Leadership Programme, which in FY2024 was attended by 10 colleagues. The 12-month programme is linked closely to our Velocity strategy.

We recognise the importance of sustainability training to supporting the green transition. During the year, we worked with Futerra, IEMA and SCSS to deliver sustainability training to the Senior Leadership Team, ESG Business Partners (see strategy in action) and for colleagues who registered for our Sustainability 101 Lunch and Learn sessions. Our aim is that all our people will be trained in sustainability by 2025.

Strategy in action

Embedding sustainability through industry-first programme

We are delighted that the 30 ESG Business Partners selected from across our organisation completed the green skills training they began in FY2023, becoming associate members of IEMA. Our industry-leading 'Building Sustainability Confidence' programme, launched in collaboration with IEMA and the Green Careers Hub, was designed to further embed sustainability throughout our business and culture, and demonstrates the opportunities available to colleagues.

Enhancing colleague attrition

Attracting and retaining talent in a sector that generally suffers from high turnover rates is one of our biggest challenges. In FY2024 we achieved a voluntary turnover rate of 16.1% compared to a prior year rate of 20.2% and an industry average of 20%. Our exit interviews during FY2023 indicated our must vulnerable area of attrition was amongst colleagues with less than a year's service. This community became the focus for the People Team with a complete refresh of a colleague's onboarding experience, starting from the recruitment process, moving to the offer, then the weeks and days leading up to the start date, finally followed by the first few weeks on the job. New communication, relationship-building, point of contact, and week one induction activities have all improved our retention in this tenure group.

With an industry skills shortage of engineers and drivers, our later-years colleagues remain essential to the success of our business. Part-time working and Speedy Work Life Balance have been key to the retention of this invaluable part of our Speedy Family.

As we continue to invest in reward, recognition, career development wellbeing, and improved working environments, we expect to maintain lower than sector colleague turnover rates and higher than benchmark engagement scores.

PART OF THE COMMUNITY

Making a meaningful difference to our communities

With around 3,500 colleagues working over many locations, we touch the lives of thousands of families and hundreds of local communities. Core to what we do is our responsibility to be a force for good and to have a positive social impact in the communities in which we work, recruit and train.

£29m

of social value created.

£168,158

Donated to charity, representing 1% of profit; our goal is to invest 1% of profit in charitable and community programmes by 2025.

876hrs

Volunteering hours contributed; our aim is to contribute 3,500+ volunteering days per year, an average of 1 day per employee.

"Creating social value is a key focus area for us – it is a core element of two of the four pillars of our Decade to Deliver strategy, with the pillars Including Everyone and Part of the Community. We are proud to have created £29m of social value during the year. This has been achieved by proactively recruiting from under-represented communities, employing apprentices, workplace training, sourcing from small local businesses where appropriate, and our colleagues taking part in extensive volunteering and fundraising work to support worthy causes and communities."

AMELIA WOODLEY
ESG Director

Creating social value

We want to create social value for our people, communities and local economies. We are aware of the impacts the construction industry has on the environment and society but also recognise its potential to build stronger, more resilient communities.

As an employer, we have a positive effect on society by being inclusive and offering employment opportunities to people from diverse backgrounds – read about our work on page 39. We strive to have a workforce that is content and safe, and we offer opportunities for personal development and training. As a customer, we seek to support local businesses and are proud that more than half of our supply chain spend at 59% comprises micro, small and medium-sized enterprises ('MSMEs').

Working with specialist advisor, Thrive, we have adopted a new framework – Impact Evaluation standard align to government guidance to systematically measure the social value we generate. In FY2024 we created £29m of social value, of which £16m was from sourcing from MSMEs. This is an increase from £9.2m in FY2023.

Part of the community continued

Harnessing our Speedy Spirit

During the year colleagues supported diverse causes and initiatives with fundraising and the volunteering leave to which every employee is entitled, totalling up to 3,500 days per year. Initiatives included sports feats, such as a marathon relay trek from John O'Groats to Land's End that raised over £20,000 for Teenage Cancer Trust, local litter picking events, creating bespoke outdoor spaces for those in need and washing cars to raise money for local charities. Our Charity, Community and Volunteering policy enables colleagues to apply for donations for fundraising events in which they are taking part.

We also took part in volunteering alongside our customers and partners. As part of our commitment to be involved in more nature-positive initiatives, we have partnered with construction company, Sisk, and the North Pennines National Landscape, contributing funds and volunteering hours to plant 10,000 cotton-grass plants and make dams with coir rolls to help to restore natural peatlands.

To further encourage our Speedy family to partake in volunteering in FY2024 we also launched a skilled volunteering programme to enable our people to contribute their skills to local communities and businesses.

Supporting charities and community projects

In FY2024, we donated to a range of charities as part of our commitment to donate 1% of profits each year to deserving causes. This included £25,000 to the British Heart Foundation's research into Sudden Cardiac Arrest, £25,000 to the Warrington Youth Zone, £30,000 to WellChild Helping Hands projects and a further £80,000 in matched funding to diverse charities.

Other highlights during FY2024 included the launch of our 23 kits for 2023 campaign that offered sponsorships to 23 teams or sportspersons from across the UK and Ireland, based on colleague nominations.
The successful athletes received funding totalling over £11,500. We also became a national partner to the Scouts, sponsoring their DIY badge and raising awareness of the construction industry among young people across the country.

Within our local communities, we provided free hire equipment to the value of around £38,000 in 2023, and supported town shows, community parks and garden improvements. We participate in collecting food for food banks, providing toys for local groups and donated £8,000 across 12 local charities as part of our Regional Christmas Community giving campaign.

CORPORATE GREENHOUSE GAS (GHG) REPORT

This GHG Report has been compiled covering the total scope 1,2 and 3 emissions of Speedy Hire Plc.

Greenhouse Gas Summary

This statement has been prepared in accordance with ISO 14064-1:2018 for the purpose of documenting our greenhouse gas ('GHG') emissions for Financial Year 2024 (April 1 2023 to 31 March 2024) and transparently discloses progress against our targets. Ultimately this statement and its disclosure is the responsibility of Speedy Hire Plc and its Executive Team.

We aim to achieve a minimum of a 5% reduction year on year to meet our PLC targets within scope 1, 2 and limited 3, and therefore, comparisons are made to both the previous financial year and our baseline year (FY2020) in that scope. It is intended to inform all of our employees and Board of Directors, and is reviewed on an annual basis in line with the financial year. We also aim to reduce our scope 1 and 2 only by 51.6% by 2030 to meet our Science Base Target obligations.

In our ambition to deliver absolute net zero across all scope 1, 2 and 3, headline scope 3 figures have been provided, followed by the methodology used to calculate our emissions, and finally, a detailed breakdown of our emissions. Within FY2024 we are now including scope 3 (categories 1, 2, 3, 4, 5, 6, 7, 9, 11, 13, 15) within our declaration which differs from previous financial year greenhouse gas disclosures. Our scoped emissions have been prepared in accordance with the GHG Protocol Corporate Standard for the purpose of documenting our GHG under Speedy Hire Plc operational control.

For the reference period 1 April 2023 to 31 March 2024 (FY2024) Speedy's emissions were 283,947.52 tCO_2e for scope 1, scope 2 and scope 3 (excluding category 8, 10, 12, 14). This is an increase of 5.45% from the 2019 baseline year total footprint of 269,265.64 tCO_2e and a 21.42% reduction from financial year 2023 total footprint of 363,572.51 tCO_2e. The viewed increase this year of our total emissions against our baseline can be attributed to business growth over the last 5 years. A reduction in total scope 1, 2 and 3 emissions from last financial year is due to market conditions impacting trading, data availability and a better understanding of our supply chain's impact.

Quantification Methodology

Summary

We have reported on all emissions sources required under the Companies Act 2006 (Strategic and Directors' Report) Regulations 2013. We have used the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), scopes 1, 2 and 3, and emissions factors from the UK Government's GHG Conversion Factors for Company Reporting FY2024 as well as International Energy Agency ('IEA') and EORA Global Supply Chain Database ('EORA'). The organisational boundary has been set based on the operational control approach. A significance threshold of a single omission at 1%, and a cumulative impact of omissions been no more than 5%, has been applied to the total emission scope inventory, meaning emission data sources below this threshold may be omitted from the footprint due to their lack of magnitude, level of influence, data availability or data accuracy.

Scope 1, 2 & 3 methodology

Speedy Hire Plc carbon footprint has been quantified by Hydrock Consultants Limited and Accenture.

Accenture completed the 2024 third-party assessment of Speedy Hire Plc scope 3 category 1 (Purchased goods and services) and category 2 (Capital goods) aligned to the GHG Protocol definitions (The Corporate Value Chain (Scope 3) Standard). The quantification was done using financial spend based data including manual payment systems. Accenture have used spend categories, provided by their inhouse AI tool, to align carbon factors against EORA EEIO factors. Accenture's scope excluded all scope 3 categories apart from category 1 and 2. Within category 1 and 2 Accenture have omitted spend-related emissions associated with taxes and bank fees. Due to the high-level nature of the spend categories we understand the limitations in accuracy for inclusions and/or exclusions assigned by the EORA EEIO emission factors.

Hydrock Consultants Limited completed the 2024 third-party assessment of Speedy Hire Plc scope 1, 2 and scope 3 categories 3 ('FERA'), 4 (upstream transportation and distribution), 5 (waste generated in operations), 6 (business travel), 7 (employee commuting), 9 (downstream transportation and distribution), 11 (use of sold products), 13 (downstream leased assets), 15 (investments). Hydrock Consultants Limited has used an activity based approach for scope 1, a location and market-based approach to scope 2 and a financial based approach for scope 3. The GHG Protocol Corporate Accounting and Reporting Standard (revised edition) has been used to derive scopes with emissions factors adopted from the UK Government's GHG Conversion Factors for Company Reporting as well as International Energy Agency ('IEA').

The methodology for downstream leased assets has been updated for Speedy Hire products since last financial year, as more accurate assumptions regarding fuel consumption and hours of use per hire day have been extracted from 'Speedy's Product Carbon Calculator'. For Investments (category 15), well to tank ('WTT') emissions for employee commuting have been included for the first time this year. In addition, water consumption has been included for the first time in category 5.

The acquisition of Green Power Hire this financial year and its impact has been incorporated into the emissions reporting found in table 1 and contributes a total of 31.22 tCO_2e in scope 3 (category 2, 3, 4, 6 and 7), representing 0.01% of our total emissions.

While third party consultants have delivered GHG emission quantification, ultimately it is the responsibility of Speedy Hire Plc management team to deliver, assure and disclose.

There have been no biogenic CO_2 emission sinks or procured offsets during FY2024.

Data confidence

The data used to report the GHG emissions have been assessed and assigned the following:

- Scope 1 & 2
  – 'Good' level of confidence +/-6.2%
- Scope 3 (category 1 & 2)
  – 'Fair' level of confidence +/- 19.9%
- Scope 3 (categories 3, 4, 5, 6, 7, 9, 11, 13, 15)
  – 'Good' level of confidence +/-8.5%

Corporate Greenhouse Gas (GHG) Report continued

The confidence level has been established using the 'GHG Protocol guidance on uncertainty assessment in GHG inventories and calculating statistical parameter uncertainty'. We aim to reduce the level uncertainty regarding our Scope 3 emissions by transitioning to activity-based data.

Base year selection

Our baseline reports on the scope 1,2 and 3 inventory in FY2020 (April 1 2019 to March 31 2020).

This baseline was undertaken by a third-party consultant and the financial year was chosen for the following reasons:

- FY2020 was prior to COVID-19 pandemic and the impact it had on our operations.
- FY2020 was deemed a typical year of activity with low uncertainty in data yield.

There has been no historic change of the baseline report prior to this statement as our threshold for re-baselining has not been met, however we acknowledge a baseline recalculation may take place in the future. Any re-baseline activity will come under our greenhouse gas management system requirements for re-baselining.

Global GHG emissions

The following GHG emission reporting is for a complete scope 1, 2 and 3 comparisons which is under the ISO 14064-1 boundary and third party verified. We have seen an increase in our total carbon emissions across scope 1, 2 and 3 against our baseline, and are now tracking this through the emissions per employee which is 86.38 tCO_2e in FY2024.

A detailed breakdown is shown in the below. Our carbon emissions are reported in tonnes of CO_2e which is aggregated from all direct and indirect emissions of carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O) and other relevant greenhouse gases.

		Tonnes of CO_2e			
Emission scope	**Emissions Source**	**Current Reporting Year FY2024**	**Last Reporting Year FY2023**	**Baseline (FY2020)**	**Narrative**
Scope 1	Combustion of Fuel and Operation of Facilities	**12,297.84**	12,768.80	19,841.43	We have seen a continued reduction in commercial use of fossil fuels, uptake of EVs within the commercial fleet and use of transition fuels.
Scope 1	Refrigerants	**0**	0	13.17	No refrigerant gases have been recorded this financial year.
Scope 2	Electricity, Heat, Steam and Cooling Purchased for Own Use (market-based)	**121.00**	225.30	4,411.68	We have continued the transition our electricity consumption to renewable tariffs. Within FY2024 we now have 94.2% of our needs backed by REGO certification schemes.
Scope 2	Electricity, Heat, Steam and Cooling Purchased for Own Use (location-based)	**1,716.08**			
	Total Scope 1 and 2 Emissions (market-based)	**12,418.84**	12,994.10	24,266.28	48.82% reduction against our baseline.
Scope 3	Cat 1: Purchased Goods and Services	**13,699.33**	41,824.89	16,281.00	Within financial year 2023 the overall cost of vehicle-related procurement increased significantly comparative to the baseline, along with increased price of leased EVs due to the historic semiconductor shortage, IT services also saw a huge rise with prices driven up by inflation coupled with annual price increases. These factors, coupled with an increase in the number of products purchased (such as new and replacement laptops), had a compounded impact on FY2023 emissions compared to this financial year.
Scope 3	Cat 2: Capital Goods	**64,752.95**	70,357.00	58,275.85	We have seen our spend within capital goods align to current market conditions and business growth.
Scope 3	Cat 3: FERA	**3,429.05**	3,582.07	1,290.37	Our FERA emissions now include well to tank emissions previously unrecorded within our baseline. This will be revised against our re-baselining policy within financial year 2025.
Scope 3	Cat 4: Upstream Transportation and Distribution	**1,916.97**	3,743.91	6,701.16	We have seen a reduction in spend within third party haulage positively impacting our upstream transportation and distribution.

Corporate Greenhouse Gas (GHG) Report continued

Tonnes of CO_2e

Emission scope	Emissions Source	Current Reporting Year FY2024	Last Reporting Year FY2023	Baseline (FY2020)	Narrative
Scope 3	Cat 5: Waste Generated in Operations	**139.31**	55.45	91.94	Emissions have increased with the inclusion of water and waste water treatment now been included. This was not recorded within our baseline and will be revised against our re-baselining policy within financial year 2025.
Scope 3	Cat 6: Business Travel (inc. all WTT emissions)	**189.27**	184.11	392.91	We have seen a decrease in overall business travel across rail, air, ferry and hotel stays from our baseline.
Scope 3	Cat 7: Employee Commuting	**3,019.97**	4,049.35	3,398.94	Employee commuting has reduced due to the reduction in our headcount from last financial year.
Scope 3	Cat 8: Upstream Leased Assets	**Scoped out**	Scoped out	Scoped out	
Scope 3	Cat 9: Downstream Transportation and Distribution	**3,156.00**	2,761.43	3,698.41	We have seen our emissions within downstream transportation and distribution align to current market conditions.
Scope 3	Cat 10: Processing of Sold Products	**Scoped out**	Scoped out	Scoped out	
Scope 3	Cat 11: Use of Sold Products	**98,950.36**	85,948.64	66,237.66	We now have more granular data of the use of sold products which has impacted our emissions reporting. We also acknowledge the decrease in sales for transitional fuels and the sale of fossil fuels due to market conditions.
Scope 3	Cat 12: End of Life Treatment of Sold Products	**Scoped out**	Scoped out	Scoped out	
Scope 3	Cat 13: Downstream Leased Assets	**81,620.98**	134,467.14	87,479.56	Our reported emissions are based on a robust sampling methodology which excludes the identification of eco products. We anticipate these emissions to continue in a downtrend as we refine our data sampling practises.
Scope 3	Cat 14: Franchises	**Scoped out**	Scoped out	Scoped out	
Scope 3	Cat 15: Investments	**654.49**	1,393.33	1,151.56	We have seen our activity-based data within our investments align to current market conditions.
	Total Scope 3 Emissions	**271,528.68**	348,367.32	244,999.36	An increase of 10.83% against our baseline
	Total emissions Scopes 1, 2 and 3	**283,947.52**	361,361.42	269,265.64	An increase of 5.45% against our baseline

* Category 8 (upstream leased assets), 10 (processing of sold products), 12 (end of life treatment of sold products), 14 (franchises) are scoped out due to Speedy's business operations consistent with the GHG Protocol definitions (The Corporate Value Chain (Scope 3) Standard.

* Please note FY2023 scope 3 was not disclosed and was calculated internally to benchmark performance. The scope 3 categories 1, 2, 4, 7, 8, 9, 10, 11, 12, 13, 14, 15 did not come under the FY2023 ISO 14064-1:2018 third party verification. Scope 3 categories 3, 5 and 6 were included within the FY2023 ISO 14064-1:2018 third party verification.

Verification Assurance Statement

This Verification Assurance Statement ('ASt') is associated with Speedy Hire Plc's, Greenhouse Gas Statement on Operational Control Emissions for the Financial Year April 1, 2023 to March 31, 2024 (FY2024).

This ASt has been prepared for Speedy Hire Plc (Chase House, 16 The Parks, Newton Le Willows, Merseyside, WA12 0JQ) in accordance with Hydrock's contract.

Corporate Greenhouse Gas (GHG) Report continued

Terms of Engagement

Hydrock Consultants Limited (Hydrock) were commissioned by Speedy Hire Plc to assure the Greenhouse Gas ('GHG') Emissions Inventory and GHG Statement of Speedy Hire Plc for FY2024, based on operational control consolidation.

The GHG Statement relates to the following emissions:

- Complete scope 1 Direct Emissions
- Complete scope 2 Indirect Emissions
- Scope 3 Indirect Emissions, including the following scope 3 ('GHG Protocol') categories:
- 1 – Purchased goods & services, 2 – Capital goods, – 3. Fuel- and energy-related activities ('FERA'), 4- Upstream transportation & distribution, 5 – Waste generated in operations, 6 – Business travel, 7 – Employee commuting, 9 – Downstream transportation & distribution, 11 – Use of sold products, 13 – Downstream leased assets, 15 – Investments
- Note, scope 3 categories 8 (Upstream leased assets), 10 (Processing of sold products), 12 (End of life treatment of sold products), and 14 (Franchises) are not included.

Hydrock were commissioned by Speedy Hire Plc to provide unaccredited GHG data verification to ISO 14064-1:2018.

A separate team of Hydrock consultants have provided GHG consultancy support to Speedy Hire Plc. However, the verification contract delivered by Hydrock has mitigated the risk between consultancy and verification by having separate personnel. This risk has been reviewed under the Hydrock stage 3 technical assurance review.

Management Responsibility

Speedy Hire Plc was responsible for providing suitable evidence and conformity against the ISO 14064-1:2018 criteria. Hydrock's responsibility was to carry out the unaccredited verification of GHG in accordance with the contract with Speedy Hire Plc.

Ultimately, the FY2024 GHG emissions data for Speedy Hire Plc, has been approved by, and remains the responsibility of Speedy Hire Plc.

Hydrock Approach

Our verification has been conducted in accordance with ISO 14064–3:2019, Specification with guidance for validation and verification of greenhouse gas statements to provide reasonable assurance that GHG data as presented in the GHG Statement have been prepared in conformance with:

- ISO 14064–1:2018 – Specification with guidance at the organisational level for quantification and reporting of greenhouse gas emissions and removals (hereafter referred to as ISO 14064-1).

To form our conclusions, the assurance engagement was undertaken as a sampling exercise and covered the following activities:

- Review existing Greenhouse Gas Management Systems and processes to manage GHG emissions.
- Interview various Speedy Hire Plc Senior Management Staff and contracted Consultants (from Hydrock and Accenture) to confirm engagement, processes and responsibilities.
- Investigate internal governance, systems and tools which contribute to the financial year reporting.

Level of Assurance and Materiality

For scope 1, 2 and 3 (categories 3, 5, 6 and 11) the opinion expressed in this ASt has been formed on the basis of a reasonable level of assurance and at a materiality of ±5%.

For scope 3 (categories 1, 2, 4, 7, 9. 13, and 15) the opinion expressed in this ASt has been formed on the basis of a limited level of assurance.

Hydrock Opinion

Based on Hydrock's approach, we believe that the organisation has, in all material respects:

- Met the requirements of ISO 14064-1; and
- Disclosed accurate and reliable performance data and information.

Qualifications

Hydrock has not verified the GHG emissions of the FY2022, FY2021 and FY2020, which Speedy Hire Plc has established as the base year for GHG emissions.

For scope 3 emissions categories, Hydrock was only able to verify the following categories to reasonable assurance:

- 3 – Fuel- and energy-related activities ('FERA'), 5 – Waste generated in operations, 6 – Business travel, 11 – Use of sold products.

The following scope 3 Categories were only verified to limited assurance due to their estimation:

- 1 – Purchased goods & services, 2 – Capital goods, 4 – Upstream transportation and distribution, 7 – Employee commuting, 9 – Downstream transportation and distribution, 13 – Downstream leased assets, 15 – Investments.

Hydrock has not verified current Science Based Target initiative ('SBTi') progress or verified any other Scope 3 carbon data apart from those specified within this assurance statement.

Hydrock has not verified Speedy Hire Employee numbers.

Hydrock has not verified the uncertainty assessments completed for scope 1, 2 and 3 emissions.

Hydrock has not verified the source of the EORA database emission factors used to quantify the scope 3 categories 1-Purchased Goods and Services, and 2-Capital Goods. Hydrock does not have access to the EORA database. However, Hydrock has verified the correct application of the selected EORA emission factors.

Hydrock has not verified the scope 1 emissions associated with hydrofluorocarbons, i.e. refrigerant (fluorinated) gas loss due to the lack of inspection records for all locations. However, this does not represent a material omission.

Notes for information

Any external disclosure by Speedy Hire Plc in relation to this assurance engagement is made at the risk of Speedy Hire Plc. The Hydrock risk is mitigated by the issuance of this Assurance Statement.

Hydrock competence and independence

Hydrock ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all assurance engagements is internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

The above is an extract from the Verification Assurance Statement (ASt) provided by Hydrock Consultants Limited and the full version can be provided upon request.

Corporate Greenhouse Gas (GHG) Report continued

Streamlined Energy and Carbon Reporting

The UK Government's Streamlined Energy and Carbon Reporting ('SECR') is the carbon and energy consumption reporting scheme that builds on existing reporting requirements that companies face. SECR came into effect in April 2019 and requires companies to disclose their energy use and carbon emissions in their annual filings.

The aim is to highlight opportunities for energy savings and decarbonisation at the board level and is publicly available to stakeholders. It is a mandatory reporting framework for all large UK business and imposed by the UK Government.

Statement of compliance

Reporting years FY2020, FY2023 and, FY2024 using all of the Scope 1 Gas and Scope 2 Electricity data available to date. This FY2020 data has not been validated through a third-party verification. This approach will be followed for following years.

	FY2024	FY2023	FY2020 (baseline)
Scope 1 emissions (tCO_2e)	12,297.84	12,768.77	19,854.60
Scope 2 emissions (tCO_2e) (market-based)	121.00	225.28	4,411.68
Total Scope 1 and 2 emissions (tCO_2e)	12,418.84	12,994.05	24,266.22
Emission intensity Scope 1 & 2 (tCO_2e/sqft)	6.2	6.7	n/a
Natural gas usage (kWh)	3,908,216	3,654,672	7,365,690
Commercial fuel usage (ltr)	5,357,055	5,502,104	6,310,316
Electricity usage (kWh)	8,518,924	9,267,873	11,438,472
Total energy consumption (kWh) (Gas & Electric)	12,427,140	12,922,545	18,804,162

Note: emission intensity unit per sqft of property was not disclosed during our baseline.

Methodology

ESOS methodology (as specified in Complying with the Energy Savings Opportunity Scheme version 6, published by the Environment Agency 28/10/2019) used in conjunction with Government GHG reporting conversion factors.

Sites given average square footage (supplied by Speedy Hire)

- Carbon factors used are sourced from Government DEFRA Conversion Factors
- Intensity ratios calculated using square meterage
- $kgCO_2e$ per square meter of total site area

Energy Efficiency Actions

Speedy Hire Plc is committed to responsible energy management and will practice energy efficiency throughout the organisation. We recognise that climate change is one of the most serious environmental challenges currently threatening the global community and we understand we have a role to play in reducing greenhouse gas emissions. See pages 36 to 37 for initiatives we have undertaken for the purpose of increasing the businesses energy efficiency in the most recent financial years.

The following energy efficiency measures are under consideration for implementation in financial year 2025.

- Continue to increase procurement of renewable energy
- Phasing away from natural gas to green alternatives
- Applying an 'eco' standard to all properties that are retrofitted and new leases. This includes energy efficient measures such as LEDs, BMS, smart bays, controlled heat and cooling and on-site renewables.

TASKFORCE ON CLIMATE-RELATED FINANCIALS DISCLOSURE ('TCFD')

Pillar	Disclosure	Page
Governance	a. Describe the Board's oversight of climate-related risks and opportunities.	49
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	50
Strategy	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	51
	b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	60
	c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	59
Risk Management	a. Describe the organisation's processes for identifying and assessing climate-related risks.	61
	b. Describe the organisation's processes for managing climate-related risks.	61
	c. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	61
Metrics & Targets	a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	61
	b. Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas ('GHG') emissions and the related risks.	62
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	62

Introduction

This disclosure details Speedy's response to the Task Force on Climate-related Financial Disclosures ('TCFD') Recommendations and Recommended Disclosures and TCFD Annex in accordance with Listing Rule LR 9.8.6 (8) for UK premium-listed companies. We consider this report to be consistent with the recommendations of TCFD and the following sections correspond to this framework.
The sections below describe how climate change is incorporated into corporate governance processes, its potential impact on our strategy and financial planning, its treatment in our risk management procedures and our climate-related metrics and targets. We also integrate climate-related disclosures throughout this Annual Report and Accounts, including the results of our Double Materiality Assessment on page 50 and a detailed breakdown of our emissions found on page 45.

Governance

Board-Level Oversight

Our Board has strategic oversight of climate-related risks and opportunities and for approving the Company's ESG strategy and sustainability targets. The PLC Board responsibilities are discharged through its Committees. Each Board Committee liaises directly with Executive Directors and relevant management and provides regular reports to the PLC Board. Responsibilities for each committee are as follows:

Committee	Responsibilities	Meetings in FY2024
Sustainability Committee	Oversees the management of TCFD and climate-related risks and opportunities as part of the Committee's oversight of the Company's ESG strategy and performance against targets.	Three
Remuneration Committee	Integrates our ESG-related performance metrics where relevant into the Company's variable remuneration, including the Executive Team's bonus payments being linked to targets related to carbon reduction, gender diversity, and social value.	Five
Audit & Risk Committee	The Committee reviews the efficacy of risk management and internal control processes, including risk related to climate change and oversees the Company's compliance with its disclosure obligations.	Four
Nomination Committee	Supports the Company's diversity, equity and inclusion strategy with the aim of developing an increasingly diverse and inclusive workforce including across backgrounds, experience, knowledge, skills and gender which additionally helps create a sustainable and prosperous business.	Two

Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

Below is a summary of the key discussion points from the Sustainability Committee meetings in FY2024:

- May 23: Approval of the FY2023 ESG report (including TCFD statement and Sustainability Committee report).
- September 23: FY2024 ESG strategy update and presentation of Double Materiality Assessment results.
- March 24: FY2024 ESG strategy update, FY2025 ESG planning, and an ESG legislative and market update.

The PLC Board approve the annual budget for capital expenditure, including spend linked to the management of climate-related risks and opportunities, as well as acquisitions and divestments, which must align with the ESG strategy.

In FY2024, the Board have been involved in the:

- Acquisition of Green Power Hire a leading battery-storage units' provider, the launch of Speedy Hydrogen Solutions Limited with AFC Energy, a dedicated hydrogen powered generator plant hire business, and bringing the world's first hydrogen powered articulated boom to market in partnership with Niftylift.
- Investment in energy efficient measures across our property estate such as our new energy efficient Service Centres at London Gateway Basildon, Southampton and Hull and the installation of Building Management Systems and solar photovoltaics to optimise energy efficiency across our National Service Centres ('NSCs').
- Introducing more electric vehicles for the commercial fleet and company cars.
- Furthermore, to drive internal engagement with our climate targets, it has agreed to include ESG KPIs into the performance objectives for all Senior Leadership (career level 7 and above).*

*ESG objectives for Executive Board and Senior Leadership

- Carbon emissions: 5% reduction in emissions year-on-year (linked to Science-based target to reduce absolute Scope 1 & 2 GHG emissions by 51.6% by FY2030 from a FY2020 base year).
- Diversity: 23% females in our workforce (linked to target of 30% women by 2030).
- Social Value: 4% of workforce in earn and learn programmes (linked to target of 5% by 2026).

Management-Level Oversight

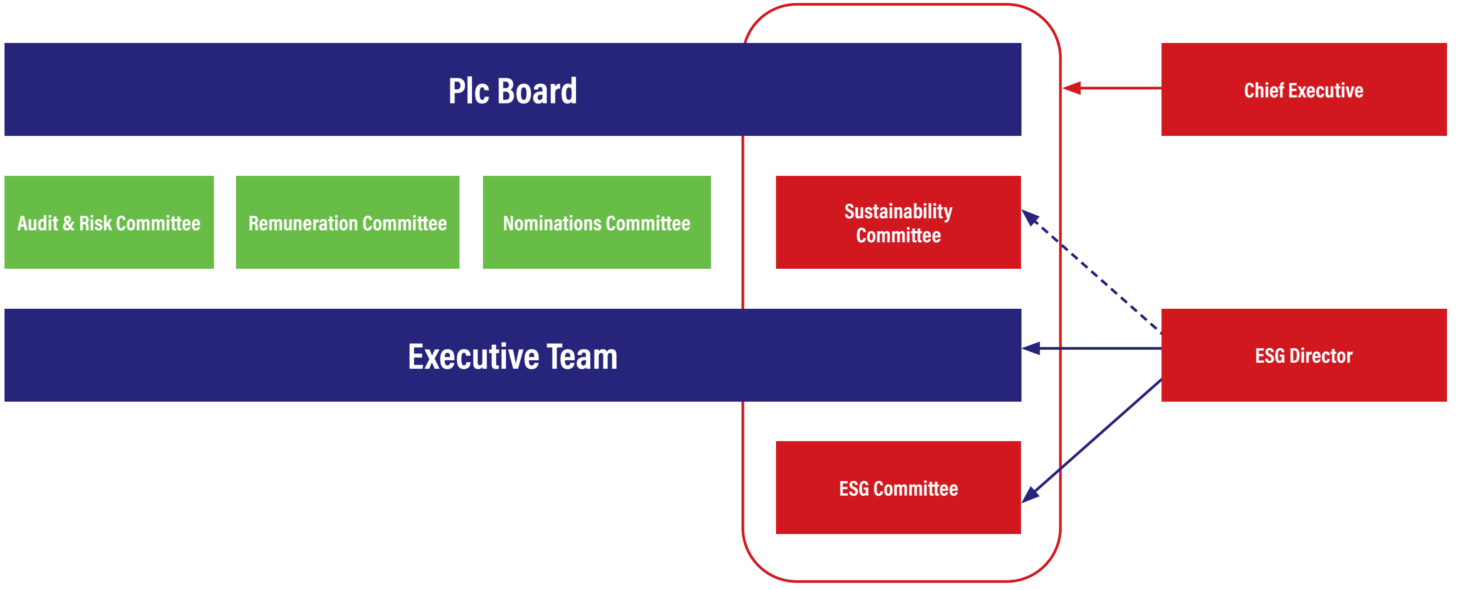
The Executive Team has day-to-day responsibility for ensuring the management of climate risks and opportunities, it meets monthly and is also briefed directly by Executive Directors on material issues.

The Chief Executive is a member of the PLC Board Sustainability Committee to which climate-related matters are reported or escalated in accordance with governance and policy set by the PLC Board Sustainability Committee. The ESG Director reports to the Chief Executive, is a member of the Executive Team, chairs the ESG Committee, and attends the PLC Board Sustainability Committee providing a valuable link between the relevant committees and the Executive Team.

The ESG Director chairs the ESG Committee which is responsible for driving the ESG agenda, climate strategy and performance, and its members meet monthly. Meetings are attended by key stakeholders across HR, Operations, Digital, Supply Chain, Legal, Finance and Risk. Other stakeholders will attend as guest presenters to update the ESG Committee on their progress against the ESG Strategy. This Committee reports to the Executive Board monthly and the PLC Board Sustainability Committee three times a year.

Thirty ESG Business Partners have been appointed across the business to attend a sustainability roundtable chaired by the ESG Director. The roundtable considers the mitigation of climate-related risk and delivery of climate-related opportunities.

Governance framework



Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

Training and Partnerships

In FY2024, we collaborated with industry experts Institute of Environmental Management and Assessment ('IEMA'), Green Career Hub, Futerra, Watts Sustainability, Sustainability Supply Chain School ('SSCS') to deliver our sustainability training programmes. We have also formally partnered with engineering design and environmental consultancy Hydrock, who provide technical sustainability advice and support to our ESG team and the wider business.

All staff at Speedy Hire have been enrolled in e-learning training on energy efficiency and waste, with training on climate and carbon rolled out to specific groups. The Sustainability Committee, Executive Board and Senior Leaders have all received specific training on ESG including climate-related issues. Furthermore, our nominated ESG Business Partners are all being trained to IEMA Associate level and our Supply Chain and Category Managers have completed training by SSCS on sustainable procurement, social value, modern slavery and human rights. In FY2024, our employees completed 2,702 hours of sustainability-related training. By FY2025, we have a target for all staff at Speedy to complete sustainability training.

Strategy

Climate-related risks and opportunities

Climate-related risks and opportunities risks have been identified for Speedy at a group level using a bottom-up and inside-out approach by engaging with all entities and functions internally, as well as an outside-in assessment by external climate consultants. The risks and opportunities were scored using a Climate Impact Toolkit based on the likelihood and impact of it occurring to identify the most material risks and opportunities. Impact related to the financial impact based on thresholds defined in the Risk and Assurance Policy and Process Documents and likelihood was assessed based on stakeholders view of likelihood within a defined percentage range.

Our list of the top material climate-related risks and opportunities outlined in the table below continues to remain relevant in FY2024. We revise and refresh the list of risks and opportunities every three years. The timeframes were selected based on the TCFD recommendations to align with our capital planning and investment horizons, the useful life of assets, and harmonised with national/international climate policy and our SBTi target year (for the quantitative scenario analysis modelling).

The list of climate risks below includes the potential impacts and the mitigating controls we have put in place to manage these risks. To embed climate risk across the organisation, in FY2024, we engaged with stakeholders across the business to review the effectiveness of current mitigating controls for key climate impacts. This highlighted actions to address gaps in our controls and recommendations on how to embed climate risk management into the risk management processes. Off the back of this work, we have enhanced the controls we have in place that support climate-related risk management processes, such as business continuity, financial and strategic planning to strengthen our climate resilience.

Risk overview	Potential Impacts	Mitigating Controls
Technology: Climate technology may not keep up with demand. **Executive Sponsors:** • Managing Director of UK&IRL • Chief Commercial Officer **Risk Owners:** • Vehicles – Fleet Director • Hire Fleet – Group product Innovation and Supply Chain Director	This could lead to unreliable new technologies and increased costs which customers are unwilling to pay. **Revenue** • Reduced revenue if the wrong cost is passed onto customers lowering demand **CAPEX** • Increased R&D expenditure of low-carbon solutions • Adjusted capital expenditure including new investment in technologies	• Monitoring the market and research • Engaging with customers to understand the preferences and carbon and whole life cost benefits of eco products • Increased R&D expenditure and capex investment on low-carbon solutions and sustainable fuels

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (3°C)	Medium	Medium	Medium	Medium
Delayed Transition (2°C)	Medium	High	High	Medium
Net Zero 2050 (1.5°C)	Medium	Medium	Medium	Low

Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

Risk overview	Potential Impacts	Mitigating Controls
Assets: Carbon-intensive assets may become obsolete. **Executive Sponsors:** • Chief Financial Officer • Chief Commercial Officer **Risk Owners:** • Director of Assets and Projects • Group product Innovation and Supply Chain Director	This could damage our margins if these assets cannot generate revenue and impose more costs for disposal. **Revenue** • Loss in revenue due to decreased demand or contract volume **CAPEX** • Increased R&D expenditure of development and market proposition of low carbon technologies • More investment in new technologies including their insurance • Investment in new fleet and equipment which is less energy intensive **OPEX** • Increased costs paying carbon tax schemes or fines	• Investing in the repair, refurbishment and/or retrofitting of equipment to eco • A roadmap for investment in low carbon technologies and sustainable fuels and targeted divestment of carbon intensive products • Developed our circular economy principles to lower the environmental impact of our products • Working with suppliers to design products that contain recycled materials and can be recycled or repurposed to extend product lifecycle

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (3ºC)	Low	Low	Medium	Medium
Delayed Transition (2ºC)	Medium	Medium	High	High
Net Zero 2050 (1.5ºC)	Medium	High	High	High

Risk overview	Potential Impacts	Mitigating Controls
Fuel: Increasingly limited supply of fossil fuel may lead to greater instability in fuel prices. **Executive Sponsor:** • Managing Director of UK&IRL **Risk Owner:** • Head of Fuel	This could expose us to cost increases and difficulty in passing on fuel prices to customers. **Revenue** • If price is passed onto customers, then Speedy risk losing customers **CAPEX** • Increased investment into fossil fuel alternatives • Increased investment into replacing vehicles • Increased investment into refurbishing and/or replacing assets **OPEX** • Increasing R&D expenditure to respond to market and technology trends • Increased taxes and regulation to curb carbon emissions	• Hedge our fuel rates for diesel and Hydrogenated Vegetable Oil (HVO) D+ • A roadmap for investment in low carbon technologies and sustainable fuels and targeted divestment of carbon intensive products • Invested in hybrid/electric company cars and 154 electric light commercial vehicles • Use of sustainable fuels across our properties, products and commercial vehicles • Change the delivery time for fuel to times of less traffic to reduce costs. Electric vehicles also reduce deliveries due to being able to accommodate heavier loads • Improve fuel efficiency and/or reduce fuel consumption for current fleet via: retrofitting drag reduction devices to HGVs, introducing vehicle telematics and speed limiters, and training eco-driver and fuel behaviours

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (3ºC)	Medium	Medium	Medium	Medium
Delayed Transition (2ºC)	Medium	Medium	Medium	High
Net Zero 2050 (1.5ºC)	Medium	Medium	Medium	High

Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

Risk overview	Potential Impacts	Mitigating Controls
Energy: Increasing energy prices will increase direct costs. **Executive Sponsors:** • Chief Commercial Officer • Chief Financial Officer **Risk Owners:** • Head of Supply Chain (Indirect) • Property Director	We could be exposed to increases in cost. Increasing electricity costs will increase the costs across our sites and increasingly more material the cost of recharging electric vehicles **Revenue** • If price of increased energy costs is passed onto customers (cost to charge assets/vehicles), then Speedy risks losing customers **CAPEX** • Increased R&D expenditure to respond to market and technology trends • More investment into renewable energy and energy reduction initiatives **OPEX** • Investment in new equipment which is less energy intensive	• Hedge energy rates and Power Purchase Agreements (PPAs) in place for properties with on-site renewables • Launched a sustainable buildings transformation programme, taking learnings from our Milton Keynes site which is a rare EPC A+, net zero carbon building to apply to other locations such as London Gateway Basildon, Southampton and Hull • Investing in energy-efficient technologies such as Building Management Systems for all new properties and existing properties with high energy use, such as our National Service Centres which can include LED lighting, controlled heating and cooling, air quality management, daylight harvesting and on-site renewables such as solar photovoltaics • Estate strategy aims to reduce depot numbers through consolidation of older building stock to newer and more energy efficient premises • New depots all fitted with electric heating or cooling systems rather than gas and budget allocated to replace old gas fired heating systems with electric alternatives • Installation of on-site renewables such as solar photovoltaics at some properties such as Milton Keynes and Glasgow • Rolled out mandatory training to all employees on energy-efficiency

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (3°C)	Medium	Medium	Medium	Medium
Delayed Transition (2°C)	Medium	Medium	Medium	High
Net Zero 2050 (1.5°C)	Medium	Medium	Medium	High

Risk overview	Potential Impacts	Mitigating Controls
Reputation: Speedy may not stay on track to meet its Science Based Target ('SBT'). **Executive Sponsor:** • ESG Director **Risk Owners:** • Head of Net Zero • Group Marketing Director	This could lead to reputational repercussions with stakeholders, such as customers, investors and partners. **Revenue** • Loss of revenue if customers terminate contracts or choose SBT-aligned providers **CAPEX** • Investment in new reduction initiatives including new technologies **OPEX** • Increased expenditure to track and monitor performance of climate goals • Increased marketing costs if commitments are not met	• Developed net zero roadmap across scopes 1, 2 and 3 and sustainability heatmaps for each business unit, with a tailored approach on how to reach net zero SBT • Assigned ESG responsibilities across the business using a RACI matrix and embedded ESG business partners to drive achievement of KPIs • A roadmap for investment in low carbon technologies and sustainable fuels and targeted divestment of carbon intensive products • Requested key suppliers in supply chain to align to SBTs by 2025 • Implemented power BI carbon dashboards for carbon reporting (company and customer level) and a supplier engagement platform to assess top suppliers by carbon emissions to prioritise and monitor carbon reductions • Regular ESG horizon scanning to monitor climate policy and regulation to future proof our approach to net zero

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (3°C)	Low	Low	Medium	Medium
Delayed Transition (2°C)	Low	Low	Medium	High
Net Zero 2050 (1.5°C)	Low	Medium	High	High

Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

Risk overview	Potential Impacts	Mitigating Controls
Customer demand: Speedy's provision of low-emission fuel alternatives may be insufficient to meet customer demand. **Executive Sponsors:** • Managing Director of UK&I • Chief Commercial Officer **Risk Owners:** • Head of Fuel • Operations Director • Group product Innovation and Supply Chain Director	There is a risk of losing customers to competitors or straining customer relationships due to cost negotiations. **Revenue** • Customers may move to suppliers with lower carbon emission products • Reduced demand for high-emission fuels **CAPEX** • Investment and R&D in low-emission fuel alternatives • New machinery and specialist equipment, particularly in relation to hydrogen **OPEX** • Increased training costs to upskill staff to maintain and fix new products	• Monitoring the market and research • Engaging with customers to understand the preferences and carbon and whole life cost benefits of eco products • Working with suppliers to bring eco-products and sustainable fuels to market • Identify and set aside budget to invest in research and development for alternative products and services • A roadmap for investment in low carbon technologies and sustainable fuels and targeted divestment of carbon intensive products • Acquisition of clean technology businesses such as Green Power Hire and associated staff with green technology skills

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (3ºC)	Medium	Medium	Medium	Medium
Delayed Transition (2ºC)	Medium	Medium	High	High
Net Zero 2050 (1.5ºC)	Medium	High	High	High

Risk overview	Potential Impacts	Mitigating Controls
Regulation: Not meeting compliance requirements of advancing climate regulation. **Executive Sponsor:** • ESG Director **Risk Owners:** • Head of Net Zero • HSSEQ Director	Carbon taxes or fuel bans may lead to higher operational costs, fines or assets becoming obsolete, and lead to loss of contracts or partners. Growing reporting requirements also require additional costs and resource. **Revenue** • Loss of revenue if our assets are stranded **CAPEX** • Investment in new equipment and vehicle fleet **OPEX** • Increased resource to monitor and respond to new regulation • Increased costs in paying carbon cap-and-trade and tax schemes • More investment into compliance with energy efficiency and carbon directives	• Implemented governance mechanisms to continuously monitor the ESG regulatory and reporting landscape • Review requirements and regulations through the ESG Committee and PLC Board Sustainability Committee • Six monthly ESG briefings regarding updates to legislation, regulations and guidelines • Respond to changing regulation through linking Science Based Targets (SBTs) and net zero goals into Velocity business strategy and investment plans, TCFD and climate transition plan

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (30C)	Low	Low	Low	Medium
Delayed Transition (20C)	Medium	Medium	High	High
Net Zero 2050 (1.50C)	Medium	High	High	High

Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

Risk overview	Potential Impacts	Mitigating Controls
Data: Challenges in obtaining scope 3 greenhouse gas emissions data **Executive Sponsors:** • Chief Commercial Officer • Chief Digital and Transformation Officer **Risk Owners:** • Head of Supply Chain (Indirect) • IT Development Director	Inaccurate or incomplete Scope 3 data could mean that a failure to satisfy reporting requirements and rising stakeholder expectations. **Revenue** • Lower likelihood of winning customer contracts if GHG product reporting is falling behind competitors **CAPEX** • Pressure to invest in more advanced tracking devices to capture emissions of sold products **OPEX** • Investment in resourcing to implement	• Contractually instructed suppliers to provide GHG data and implemented a supplier onboarding portal with questions on climate and carbon • Implemented supplier engagement platform to collect carbon data from supply chain to prioritise most material suppliers to reduce emissions • Validation of scope 3 emissions to ISO 14064-1 by external third party • Investing in using video telematics on key equipment • Launched customer carbon calculator and dashboard to provide carbon emissions for assets hired and vehicle deliveries

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (3°C)	Medium	Medium	Medium	Medium
Delayed Transition (2°C)	Low	Medium	High	High
Net Zero 2050 (1.5°C)	Medium	Medium	High	High

Risk overview	Potential Impacts	Mitigating Controls
Infrastructure: Insufficient EV infrastructure development might inhibit Speedy's transition success. **Executive Sponsors:** • Managing Director UK&I • Chief Financial Officer **Risk Owners:** • Fleet Director • Property Director	Electrification of own and hired fleet and machinery is reliant on progress in developing EV infrastructure enabling Speedy and its clients to operate. Customer satisfaction could be affected if this impacts how quickly we can service customers. **Revenue** • Return on investment in operational savings • Income stream from developing and operating charging infrastructure **CAPEX** • Capital expenditure to install EV charging points at our sites • Investment in industry initiatives including joint collaboration on EV infrastructure development initiatives • Investment in carbon neutral materials and fuels	• Developed fleet investment and transition roadmap in line with SBTs • Invested in EV charging points across our property estate

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (3°C)	Low	Low	Low	Medium
Delayed Transition (2°C)	Medium	Medium	High	High
Net Zero 2050 (1.5°C)	Medium	Medium	Medium	Medium

Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

We also capture our climate-related opportunities. The four most significant opportunities are listed in the tables below.

Risk overview	Potential Impacts	Mitigating Controls
Extreme weather events: Business operations and human capital may be significantly affected by the increasing frequency and severity of extreme weather events. **Executive Sponsors:** • Chief Financial Officer • HSSEQ Director **Risk Owners:** • Property Director • Health and Safety Director	This could negatively impact operating efficiency and increase costs as business operations and human capital may be significantly affected. **Revenue** • Lower worker efficiency will impact production due to delays, which would mean that less revenue can be made **CAPEX** • Damage to production facilities and manufacturing equipment which may need to be repaired or replaced • Relocation of some sites which are experiencing significant physical risks or where buildings are not climate resilient **OPEX** • Increased insurance premiums • Lower worker efficiency will increase the labour cost per unit of product	• Estate strategy aims to reduce depot numbers through consolidation of older building stock to newer and more energy efficient premises in line with our Velocity business strategy • Investing in energy efficient measures such as air conditioning improves the health and wellbeing of employees to maintain productivity • Developed nature positive by 2030 roadmap to explore linking nature into climate resilience measures across the property estate

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (3ºC)	Medium	Medium	Medium	Medium
Delayed Transition (2ºC)	Medium	Medium	Medium	Medium
Net Zero 2050 (1.5ºC)	Low	Medium	Medium	Medium

Risk overview	Potential Impacts	Mitigating Controls
Extreme weather events: Storms and extreme winds speeds may cause physical damage to Speedy's sites and assets. **Executive Sponsors:** • Chief Financial Officer • HSSEQ Director • General Counsel and Company Secretary **Risk Owners:** • Property Director • Health and Safety Director • Legal Counsel and Assistant Company Secretary	This could negatively impact operating efficiency and increase costs as business operations and human capital may be significantly affected. **CAPEX** • Significant investment into mitigating the impacts of extreme weather events, particularly at sites at risk of flooding and drought • Relocation of some sites which are experiencing significant physical risks or where buildings are not climate resilient **OPEX** • Increase of insurance premiums to cover the cost of increasing, and more severe extreme weather	• Estate strategy aims to reduce depot numbers through consolidation of older building stock to newer and more energy efficient premises in line with our Velocity business strategy • Property team assess flood risks as part of estate strategy • Developed nature positive by 2030 roadmap to explore linking nature into climate resilience measures across the property estate

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (3ºC)	Medium	Medium	Medium	High
Delayed Transition (2ºC)	Medium	Medium	Medium	Medium
Net Zero 2050 (1.5ºC)	Medium	Medium	Medium	Medium

Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

We also capture our climate-related opportunities. The four most significant opportunities are listed in the tables below.

Opportunity overview	Potential Impacts	Actions to seize opportunities
Products and services: Customer demand for low-emissions equipment and services will rise as the economy transitions to net zero. **Executive Sponsor:** • Chief Commercial Officer **Opportunity Owner:** • Group product Innovation and Supply Chain Director	This could lead to new revenue streams and greater market shares, especially if we are a first mover. In addition, our hire equipment could help customers deal with the negative impacts of floods, storms and other extreme weather events. **Revenue** • New revenue streams from new products **CAPEX** • Investment and R&D in low emission fuel alternatives • New machinery and specialist equipment, particularly in relation to hydrogen **OPEX** • Increasing R&D expenditure to respond to market and technology trends • Increased training costs to upskill staff to maintain and fix new products	• Launched a joint venture, Speedy Hydrogen Solutions Limited, with AFC Energy Plc for dedicated hydrogen powered generator plant hire business • Formed a partnership Niftylift to design, manufacture and bring to market the world's first hydrogen-electric powered access platform • Acquired Green Power Hire to service battery storage needs of market and associated staff with green technology skills • Horizon scanning for the latest technological developments, market and regulatory changes, customer demands and other insights

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (3ºC)	Medium	Medium	Medium	Medium
Delayed Transition (2ºC)	Medium	Medium	High	High
Net Zero 2050 (1.5ºC)	Medium	High	High	High

Opportunity overview	Potential Impacts	Actions to seize opportunities
Supports targets: Investment in low-emissions product technology will support Speedy's climate targets. **Executive Sponsor:** • Chief Financial Officer **Opportunity Owners:** • Commercial and Finance Director • Group financial Controller	In addition to meeting our climate targets, this could lead to increased efficiencies and opportunities for business partnerships. **Revenue** • Increased green revenue streams • Return on investment in savings on energy costs **CAPEX** • Increased resource expenditure to monitor and respond to market and technology trends • More investment into renewable energy and energy reduction initiatives • Investment in new low-carbon materials	• Invested in hybrid/electric company cars and electric commercial vehicles • Invested in EV charging points across our property estate • Invested in energy efficient measure across our property estate including Building Management Systems and solar photovoltaics • Increased R&D expenditure and capex investment on low-carbon solutions and sustainable fuels

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (3ºC)	Medium	Medium	Medium	Medium
Delayed Transition (2ºC)	Medium	Medium	Medium	High
Net Zero 2050 (1.5ºC)	Medium	Medium	High	High

Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

Opportunity overview	Potential Impacts	Actions to seize opportunities
Climate leadership: Achieving our Science-Based Target could allow us to become a climate leader. **Executive Sponsor:** • ESG Director **Opportunity Owner:** • Head of Net Zero	Progressing in key reduction activities and achieving committed reductions is likely to lead to sustained growth of long-term financial and reputational benefits as well as attract and retain customers, as well as new talent. **Revenue** • Higher revenues due to growing customer demand for low-emission products and services **CAPEX** • Increased R&D expenditure for low-emissions solutions • Investment in new equipment and vehicles **OPEX** • Decreased operational expenditure over time • More investment into renewable energy and energy reduction initiatives	• We are the first UK equipment hire business to have a validated SBT • Awarded Financial Times Climate Leader 2023 and 2024 and ISS ESG Prime Status as an ESG leader in Support Services • EcoVadis Gold rating, CDP B rating, and Moody's A++ rating for our environment strategy and our approach to sustainability • Accepted into the Exponential Roadmap Initiative based on our climate leadership • Gold Member of the Supply Chain Sustainability School ('SCSS'). We offer support with events to upskill firms on integrating more sustainable ways of working into their businesses and attend SCSS subject matter working groups • Joined the United Nations Global Compact ('UNGC') and supports the UN Sustainable Development Goals • Hosted a live Net Zero thought leadership event with customers and supply chain partners

Timeframes:

Scenarios	ST (2024)	MT (2024-2027)	LT (2027-2032)	VT (2032-2050)
Current Policies (3°C)	Medium	Medium	Medium	Medium
Delayed Transition (2°C)	Medium	Medium	High	High
Net Zero 2050 (1.5°C)	High	High	High	High

Opportunity overview	Potential Impacts	Actions to seize opportunities
Product/service development: Customer demand for products and services that allow them to track emissions from equipment hire products and deliveries. **Executive Sponsor:** • Chief Financial Officer **Opportunity Owners:** • Commercial and Finance Director • Head of business Intelligence **Timeframes:** Short-term (0-1 years)	By mitigating our data-related risk and developing new products to help partners and customers understand their carbon impacts and help manage it, this could generate new revenues. **Revenue** • Higher revenues due to growing customer demand insights to track emissions **OPEX** • Ongoing costs of working with third party to maintain and run the technology solution • Costs associated with verifying customer emissions data to deliver service	• Launched customer carbon calculator and dashboard to provide carbon emissions for assets hired and vehicle deliveries • Launched a carbon intelligence division to provide our customers with carbon expertise to help them achieve net zero

Based on our current controls for identified risks and our ongoing actions to seize opportunities, we are well positioned to manage our climate-related risks and opportunities. We will continue to review each material climate-related risk and opportunity, monitor for emerging risks, and build upon our existing mitigating controls to enhance the resilience of our business to the impacts of climate change.

Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

Scenario Analysis

Climate scenario analysis is an integral element of TCFD-aligned risk management and is a key tool that we utilise to help us understand and address climate risk and equip us to build strategic resilience.

Following our 2023 qualitative scenario analysis, we built upon our learnings by performing quantitative scenario analysis to understand the financial impact of one of our most material and strategically important climate-related risks. The results of the 2023 qualitative scenario analysis can be found in our 2023 Annual Report on page 49. This report is located in the 'Investors' section of our website under 'Reports and Results.'

The risk selected was the 'Reputational' risk: 'Speedy may not stay on track to meet its Science Based Target ('SBT')'. The financial driver of this risk explored through modelling was the additional cost, over and above hire fleet growth plans, that we may incur by transitioning the fleet to low carbon alternatives in line with our SBT trajectory based on supply of alternative technologies. Incurring these costs allows us to maintain our reputation as a climate leader. In FY2025, we are planning to do further quantitative modelling of material climate risk. This risk was selected as it relates strongly to several of Speedy's most material climate risks and drives one of Speedy's most material emissions categories (downstream leased assets). Additionally, there was sufficient high-quality data available to model this risk accurately and the output provided an investment roadmap to inform our financial planning.

The scenarios and time horizons used for in the quantitative analysis modelling were aligned to those used for qualitative modelling in 2023 which were based off the recommendations of the TCFD, except for the 'very long-term' time horizon, which we have aligned to our net zero ('NZ') SBT year (2040) for the financial modelling. The scenarios examined during the quantitative scenario analysis were aligned to the Network for Greening the Financial System (NGFS) archetypes which included a well below 2°C scenario in line with the TCFD Recommendations as follows:

- **Net Zero 2050 (1.5°C)**: Policies are implemented immediately and smoothly. Emissions start declining immediately and reach zero by 2050. This scenario is aligned with the RCP 2.6 pathway.
- **Delayed Transition (2°C)**: This scenario assesses our resilience under a high transition risk scenario with increased physical risk. With no additional policies, emissions rise until 2030. Thereafter, strong and rapid policy sees emissions decline dramatically, reaching net zero by 2060. This scenario is aligned with the RCP 4.5 pathway.
- **Current Policies (3°C)**: This scenario tests our resilience in a world with high warming and physical change. With only current policies pursued, emissions continue to rise. This scenario is aligned with the RCP 8.5 pathway.

We further tailored these scenarios for this financial modelling using quantitative indicators of future asset costs from third party data sets and building in assumptions about viability of LC technology. The LC technologies within the scope of the modelling were limited to HVO, hydrogen and electric power. This is supported by a recent pledge by the Construction Leadership Council to transition to alternative energy sources, primarily green hydrogen, and electric powered plant as diesel replacements. It is important to note that these may not be the only low carbon technologies that come into the market. We will assess the appropriateness of each new technology as it comes to market and are staying abreast of new synthetic fuel research in particular.

Scenario assumptions:

Scenario	Assumptions
Hybrid Scenario	This scenario follows the current policies pathway until 2030 and the delayed transition from 2030 to 2040. This scenario is a highly likely scenario for Speedy to experience because the transition to a NZ economy across the UK is happening at a slower pace than advised by climate science.
Net Zero 2050 (1.5°C)	This scenario enables us to explore the impact of our NZ strategy where global decarbonisation efforts are also aligned to NZ action from present. In this scenario, alternative LC assets come to market in the short-term. Technology advances mean that hydrogen and electric alternatives are available for all our assets, including our highly energy intensive assets such as large generators.
Delayed Transition (2°C)	In this scenario, global policy implementation is delayed until after 2030, from which point action towards NZ is stringent. LC alternative assets are not widely available until the mid-term. This technology is highly expensive and HVO is therefore the most cost-effective method of reducing asset emissions until the 2030s.
Current Policies (3°C)	In this scenario, global efforts towards NZ do not advance over and above current levels. Technology investment and legislation do not support NZ action and therefore Speedy is highly reliant on HVO to achieve NZ emissions across our hire fleet. Electric alternatives and hydrogen assets do not relay deep decarbonisation for Speedy as they are predominantly sourced from fossil fuel.

Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

The scenario analysis findings are impacted by several important factors such as asset availability, technology investment, competition for assets and fuel source stock. We have detailed the key findings in each scenario below:

Hybrid Scenario:

This scenario is most representative of the future conditions that we anticipate will occur and is therefore most relevant to our investment plans. This scenario relays low cost in the short to mid-term as we steadily invest in alternative LC technologies, focusing first on electric asset alternatives where technology advancement allows, i.e. predominantly smaller, lower power assets (for example, we have acquired Green Power Hire, specialising in LC battery storage), and relying on HVO for the remainder of the transition in the short-term. Cost is a major blocker for customers around the use of HVO low emissions fuel. We are actively campaigning for government to recognise the emissions benefits of this and other low-carbon fuels to reduce the cost so it is comparable with diesel. We are investing in hydrogen asset alternatives in the short-term due to customer demand, such as our launch of Speedy Hydrogen with AFC Energy but anticipate that the majority of the hydrogen transition will occur in the long and very long-term due to a delay in asset availability and technology advances.

Net Zero Scenario:

In this scenario, alternative assets which run on electricity or hydrogen fuel are available from the short-term, we therefore begin investing in this technology early. This scenario sees heavy costs in the short-term because global policy mandates that a net zero transition is necessary, meaning that global demand for assets running on renewable fuels is very high. In the long to very long-term, asset cost diminishes due to heavy investment in LC assets. However, we still see higher costs than BAU would dictate because we replace our full fleet with alternative, low carbon assets.

Delayed Transition Scenario:

In this scenario, hydrogen asset alternatives do not come online until 2030, and the cost of investing in this technology is high. Electric assets come online in the 2020s but their cost is similarly high. We therefore do not invest heavily in these alternative LC technologies until the long-term. We rely heavily on HVO for the bulk of our emissions savings in the short and mid-term, achieving deep emissions reductions at efficient costs. However, as we begin to invest in electric and hydrogen alternative assets in the long-term, we must transition more assets to these alternative technology in a shorter window of time i.e. before our NZ SBTi target year, 2040. The cumulative cost is therefore highest in this scenario.

Current Policies Scenario:

In this scenario, hydrogen and electric asset replacements do not become available in line with our NZ transition plan. This is partially due to a lack of investment in LC technologies, and partially due to the energy sources that alternative technologies would run off not decarbonising, for example, hydrogen fuel sources remaining largely sourced from fossil fuel stocks and the national grid not transitioning to renewable electricity sources beyond present levels. We are therefore forced to rely on alternative fuels for our NZ transition. The alternative fuel used in the modelling is HVO, this can be used in our current diesel engines as a low emissions substitute fuel and therefore does not relay asset replacement costs. This scenario therefore represents the lowest cumulative cost because we do not need to invest heavily in replacing our fleet with alternative assets. However, due to the cost premiums of HVO versus diesel not all customers are opting for HVO making this transition pathway difficult to realise.

To help us meet our SBT, we need to transition our hire fleet to low carbon alternatives, which may incur a financial impact based on the incremental capex investment required. The table below shows the financial impact of transitioning our hire fleet to low carbon alternatives above what we anticipate in a business-as-usual scenario due to fleet growth and our usual asset replacement schedule. The definition of the financial impact bands and materiality come from our Risk & Assurance Policy and Process Document, with the addition of a 'very high' relevant to the potential investment requirements.

Key Time Horizons:
ST: short-term (2024)
MT: medium-term (2024-2027)
LT: long-term (2027-2032)
VT: very long-term (2032-2040)

Key Impact Bands:
Low: £250,000 – £1,000,000
Moderate: 1,000,000 – 2,500,000
High (material): 2,500,000 – 5,000,000
Very High (highly material): > 5,000,000

The additional cost impact associated with our hire fleet transition, across the time horizons is categorised below.

	Impact Rating (by Time Horizon)			
Scenario	Short Term (2025)	Medium Term (2027)	Long Term (2032)	Very Long Term (2040)
Hybrid Scenario	Low	Low	Very High	Very High
Orderly Transition	Low	Low	Very High	Very High
Delayed Transition	Low	Low	Moderate	Very High
Current Policies	Low	Low	Low	Low

Low risk intensity **Medium risk intensity** **Very High risk intensity**

Financial Planning

The completion of quantitative modelling has enhanced our understanding of future decarbonisation pathways, the associated risk and opportunities, and the investment needed. Our ability to transition our fleet to reach our NZ target is largely dependent on technological advancements in low carbon assets (HVO, electric and hydrogen) and their costs. A key outcome of the scenario analyses is a roadmap outlining the optimum time to invest in low carbon assets to replace current diesel assets in each scenario. This information will be integrated into our sustainable growth strategy and financial planning cycle to inform investment and divestment priorities.

We are in the process of developing a NZ transition plan aligned to the Transition Plan Taskforce ('TPT') guidelines which is considered to be the gold standard for a credible and robust plan. The transition plan will include tangible actions for resourcing, financing and operational considerations to meet our climate targets, manage climate-related risks, and contribute to the economy-wide climate transition.

Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

Risk management

We have developed a comprehensive list of climate-related risks to assess our exposure. These risks are included in the Company risk register, as well as the individual risk registers for each functional departments which are assessed periodically in line with our overall risk management processes.

Identifying and assessing climate-related risks

This list of climate-related risks is periodically updated and includes both physical risks (e.g, flooding or storms) as well as transition risks (e.g. regulatory, technological, reputational, or legal risks) involved with the shift to a low-carbon economy. In FY2024, we completed a Double Materiality Assessment which includes ESG risks (see page 50). This was leveraged to create an ESG risk heatmap which includes the top climate-related risks for prioritisation in risk management. Each of the risks identified in the assessment has a dedicated Executive sponsor assigned as responsible for managing the risk.

On at least a six-monthly basis, internal stakeholders and risk owners assess our comprehensive list of climate-related risks and opportunities for materiality based on their likelihood and impact. This approach is aligned with our risk management framework and based on current expectations of climate trajectories and global action.

Managing climate-related risks

On behalf of the Audit & Risk Committee, the ESG Director and Head of Risk and Assurance review the ESG risk register based on the ESG risks in the individual risk registers for each of Company's functional departments. To conduct this review, the ESG Director seeks climate-related mitigation activities from internal stakeholders, as well as climate risk specialists.

It is then decided whether to transfer, control or mitigate the risk in the register and this is embedded into our risk management framework. These risks and associated mitigations are reviewed by the ESG Committee on a quarterly basis.

Integrating Climate-Related Risk

Climate-related risk management is integrated in our overall risk management. Our climate-related risks are integrated into the Company's overall risk register and used by the Board to assess our principal risks. All risks and opportunities identified in this disclosure are therefore listed in the Company's risk register.

Metrics and targets

Developing metrics and targets for our key risks and opportunities is essential to track our progress in decarbonising our business, managing climate-related risks and capturing opportunities.

Science-based targets

The SBTi Net-Zero Standard is the world's only framework for corporate net-zero target setting in line with climate science. In FY2024, our near-term and long-term science-based targets ('SBT') have been validated by the SBTi, which includes a target to reach net zero by FY2040[1]. We are the first UK Hire company to have a validated SBT and a decarbonisation roadmap across all scopes to reach net zero.

The following targets have been validated by the SBTi:

We have committed to:

- Reduce absolute scope 1 and 2 GHG emissions by 51.6% by FY2030 from a FY2020 base year (target includes land-related emissions and removals from bioenergy feedstocks)[2].
- Reduce absolute scope 3 GHG emissions by 42% by FY2030 from a FY2020 base year.
- Reduce absolute scope 1, 2 and 3 GHG emissions by 90% and commit to offsetting the residual emissions 10% by FY2040 from a FY2020 base year to reach net-zero GHG emissions.

These targets span the entire business: product offering, operations, property estate, fleet, and supply chain. Our scope 1 and 2 targets will be achieved by transitioning to HVO fuel and electric vehicles, renewable electricity, low-carbon heating, cooling, and retrofitting our properties. Our scope 3 targets will be achieved by investing in low carbon equipment and sustainable fuels and implementing circular economy solutions such as repairing, refurbishing and retrofitting our equipment. We are working collaboratively with our supply chain to engage and achieve net zero by 2040 together and have asked our top suppliers to join the SBTi Initiative by 2025.

As a part of our commitment to net zero, we have taken a business view on the use of offsets. As we have an SBTi-validated net zero target, we are committed to using high-quality removals to offset the remaining 10% of our hard-to abate emissions for our 2040 net zero date.

We are committed to investing in solutions that deliver decarbonisation in the real economy and are currently not engaging in beyond value-chain mitigation. We are however developing our Nature Positive by 2030 roadmap and will be reviewing our position on offsetting for our remaining 10% of emissions.

We have made great progress on our Scope 1 and 2 2030 SBT due to our:

- Reduction in commercial use of fossil fuels, continued use of transition fuels and increase in EVs within the commercial fleet and company cars.
- Reduction in natural gas (scope 1) across our property estate.
- Increase in our transition of electricity consumption to renewable tariffs (scope 2).
- Continued behavioural changes to reduce overall emissions from our vehicle fleet and property estate through training and behavioural change initiatives.

Like all businesses, decarbonising our value chain to reduce scope 3 emissions is a significant challenge. Our scope 3 emissions have increased slightly against our SBT baseline primarily resulting from business growth over the last 5 years but have reduced versus FY2023 due market conditions impacting trading, data availability and a better understanding of our supply chains impact.

1 Near-term refers to 2030 in alignment with the SBTi definition. We have set 2040 as the target year to achieve our long-term, net zero SBT.
2 This target was updated from a 50% reduction to a 51.6% reduction following the SBTi's recommendation that the target should increase due to the emissions reduction progress we have made already.

Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

To date, we have made good progress on reducing our scope 3 emissions by:

- Transitioning more of our assets to eco products and we anticipate that emissions from our assets will continue in a downward trend.
- Continuing to encourage the sale of alternatives to fossil fuel, such as HVO D+, to drive emissions reduction.
- Reducing our emissions across business travel and employee commuting.
- Achieved our first full scope 3 ISO 14064-1 verified carbon footprint.

We are furthering refining our scope 3 calculation from a spend based model to an activity-based model using our carbon supplier engagement platform, which we expect will also drive a further reduction in emissions. We will continue to have our value chain emissions third party verified to ISO 14064-1 each year to remain in line with market expectations.

GHG emissions

We use the Greenhouse Gas ('GHG') Protocol to calculate our GHG emissions, which are reported for scope 1, 2 and 3 emissions below. For a comparison of emissions to our base year, a breakdown of emissions by category, and a detailed narrative on our performance against our emissions targets is available in our GHG statement on pages 44 to 48.

In addition to tracking our SBTs and GHG emissions, we monitor several other metrics and targets such as operational and financial. This allows us to track the magnitude of risks and exposure to these risks, identify opportunities, and strengthen our resilience to climate change in alignment with our net zero target. These are outlined in the tables below.

GHG Emissions *(Risk: Reputational and Opportunity: Climate leadership)*

Targets	FY23	FY24	Target Status
Reduce absolute scope 1 & 2 GHG emissions by 51.6% by FY2030 from a FY2020 base year.	48.55% decrease vs base year	**48.82% decrease vs base year**	On track to achieve
Reduce absolute scope 3 GHG emissions by 42% by FY2030 from a FY2020 base year.	42.19% increase vs base year	**10.83% increase vs base year**	Work ongoing to achieve

Metrics	Baseline	FY23	FY24
Scope 1 emissions (tCO_2e)	19,841.43	12,768.80	**12,297.84**
Scope 2 emissions (tCO_2e) (market-based)	4,411.68	225.30	**121**
Scope 3 emissions (tCO_2e)	244,999.36	348,367.32	**271,528.68**

Note: Scope 1, 2 and 3 emissions have been assured by Hydrock for the Financial Year April 1, 2023 to March 31, 2024.

Energy *(Risks: Fuel price and Energy price)*

Targets	FY23	FY24	Target status
100% renewable electricity by 2027	c.90%	**94.2%**	On track
30% of natural gas to be replaced with alternative fuels and technologies by 2030 from a FY2020 base year	50.7% decrease vs base year	**47.3% decrease vs base year**	Achieved
100% company cars to be electric/hybrid by FY2025 and 100% electric by 2030	82%	**99.35%**	On track
15% of HGVs transitioned to electric by 2030	1.3%	**1.3%**	On track
25% of HGVs converted to HVO D+ by 2030	n/a	**35%**	Achieved
Light Commercial vehicles introduced	150	**154**	On track
66% of our LCVs will be electric by 2030	11.7%	**17%**	On track

Taskforce on Climate-Related Financials Disclosure ('TCFD') continued

Metrics	FY23	FY24
The litres of diesel replaced by running large commercial vehicles on HVO D+ (litres)	1.1 million	**1 million**
Associated emissions reduction from HVO D+ from large commercial vehicles (tCO_2e)	2,860	**2,454**
Number of depots with Building Management Systems (BMS) installed	4	**10**

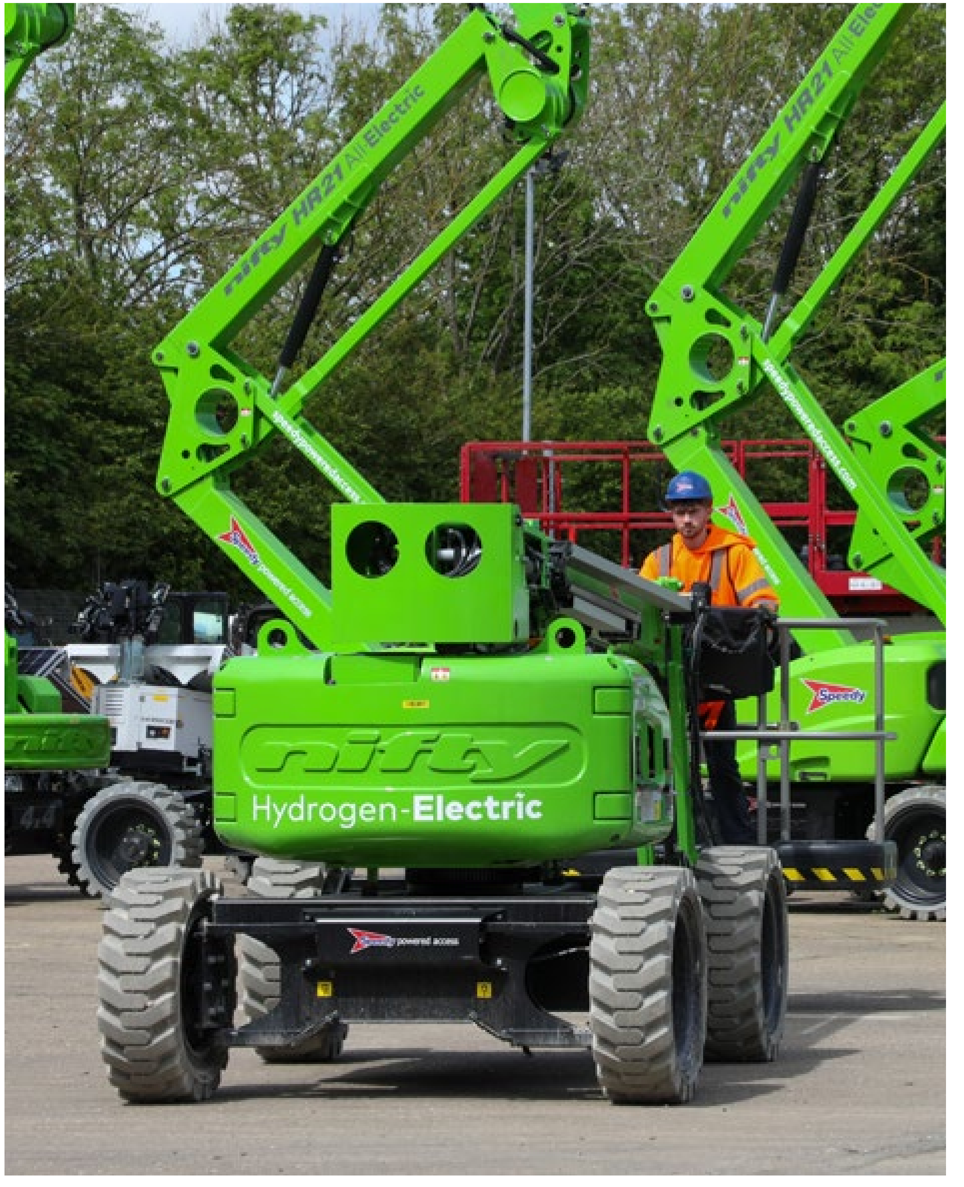
Hire Assets *(Risks: Assets, climate technology, customer demand and Opportunities: Product and service and supports targets)*

Target	FY23	FY24	Target status
70% of itemised products to be eco by FY2027	44%	**51%**	On track

Metrics	FY23	FY24
Percentage of capital expenditure on hire fleet relating to eco products	51%	**63%**
Proportion of revenue that is generated from eco products	53%	**54.8%**
Increasing our sales of HVO D+ to support our customers' demand for sustainable fuels and associated emissions reduction (litres)	c.14 million	**13.4 million**

EV charging infrastructure *(Risk: Infrastructure)*

Metric	FY23	FY24
Continue to roll out EV charging infrastructure across our network (total no. of chargers installed)	87	**162**



For more information please visit:
speedyhire.com/sustainability

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