

aggreko

# Keep your world ON™

Aggreko Sustainability Report 2025



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We keep our customers' worlds on.  
Working reliably, efficiently and responsibly.  
Energising the change we want to see.  
We're taking steps to accelerate the energy transition and showing up for our colleagues, customers and the communities we serve.

## About this report

This report shows how we're delivering real progress on sustainability topics. We identified these areas through our [double materiality assessment \(DMA\)](#), and they include:

our commitment to safety,

our goals to accelerate the transition to Net Zero emissions and mitigate climate change impacts,

our actions to promote colleague and community development, and

the practices we employ to make sure our business operates transparently and with integrity.

Our report covers all Aggreko companies including: Resolute Industrial, Crestchic, Film & TV Services, RenEnergy, Resalta, Mobil in Time (MiT) and Krill Generadores (Krill), except where noted. It excludes discontinued operations in Russia. We include sustainability metrics and data from 1 January 2025 to 31 December 2025, unless otherwise indicated. Any restatements of information are detailed within relevant sections.

We maintain best practice by aligning our sustainability framework and reporting with international frameworks and standards, including the United Nations Sustainable Development Goals (UN SDGs), the United Nations Global Compact (UNGC) Principles and the Task Force on Climate-related Financial Disclosures (TCFD). Our sustainability performance is communicated in this public report and through our standalone:

- [TCFD Report](#)
- [GHG Report](#)
- [UNGC communication on progress \(2025\)](#).

# Message from our Chief Executive Officer

Demand for reliable, flexible energy continues to grow. Across sectors and regions, customers are facing rising pressure on power systems, tighter timelines, and greater scrutiny on efficiency, emissions, and resilience. In 2025, this environment continued to drive strong demand for Aggreko's engineered energy and temperature solutions – reinforcing both the relevance and responsibility of the role we play.

Our customers rely on us to keep operations running in complex, high pressure conditions. Meeting that expectation requires solutions that perform, adapt and improve over time. A key focus for us is helping customers drive greater efficiency and resilience through insight-led energy solutions – providing visibility of system performance and using data and engineering expertise to reduce fuel use, manage emissions and strengthen reliability.



None of this is possible without our people. Our performance is built on the capability, judgement and commitment of colleagues across the business – from engineers and technicians to project teams, commercial leaders and support functions. As demand for our solutions increases and the energy system evolves, investing in skills, leadership and technical expertise remains a priority.

Safety underpins everything we do. Our goal is simple and uncompromising: everyone goes home safe. In 2025, we continued to strengthen our safety culture, reinforce accountability and reduce injury rates across the business. Strong safety performance is fundamental to operational excellence and to the trust our colleagues and customers place in us.

Sustainability plays an important role in supporting our approach – informing how we invest, how we operate and how we enable our colleagues to deliver better outcomes for customers. By combining experienced teams with insight-driven solutions, we support customers to operate more efficiently and resiliently today, while preparing for the energy demands of the future.

I'm proud of how our teams are responding to today's challenges while preparing for what comes next – combining performance, responsibility and resilience as Aggreko continues to grow.

A handwritten signature in black ink, appearing to read 'Blair Illingworth'.

Blair Illingworth  
CEO

## Message from our Director of Sustainability & Compliance

For us, sustainability is about progress – delivering practical outcomes that have a positive impact while supporting a growing business.

In 2025, our focus was on action where it matters most. We continued to lower emissions from our operations, improve the efficiency and carbon intensity of our solutions, and strengthen how we measure, track and govern performance. These steps are about delivering real improvement, not simply setting ambition.

Clear priorities underpin this work. During the year, we updated our DMA to sharpen focus on the environmental, social and governance issues most relevant to our business and stakeholders. This strengthens our focus on areas where we can drive the greatest impact and manage risk effectively as the business evolves.

Our sustainability framework is designed to support growth with discipline. Setting clear goals, improving data quality and maintaining strong oversight allows us to scale responsibly – maximising our impact and strengthening our resilience.

This report reflects that approach in practice: the actions we're taking, the progress we're making and the areas that will remain a focus as we continue to grow.

A handwritten signature in black ink, appearing to read 'D. Demellweek'.

Dawn Demellweek  
Director of Sustainability & Compliance

# About Aggreko

Aggreko is a global leader in engineered energy and temperature solutions. We design, deploy and optimise the flexible solutions that are essential to our customers' operations. Where they are needed. For as long as they are needed.

Every industry, every application and every location has its own demands and challenges. We bring expertise and experience from across sectors and applications to shape solutions that are right for each customer's site, operation and needs. From the most demanding locations to the most complex applications in the most challenging environments.

We work with a full range of equipment and technologies to develop solutions that meet our customers' needs through the whole lifecycle: from design and deployment to operation, maintenance, monitoring and optimisation.

We invest in our colleagues, services and technologies to keep us, and our customers, ahead. This includes investing in the sustainable equipment, fuels and services that help accelerate our customers' energy transition, wherever they are on their journey.

## Our global reach

We design and deploy engineered energy and temperature solutions in over 80 countries across three reporting segments: the Americas; Europe; and Africa, the Middle East and Asia Pacific – from world class events that last a few weeks to mining operations and supporting remote communities who rely on us for over a decade.

Much of our equipment is manufactured at our production centre in Dumbarton, UK, while our global hubs and depots handle service and maintenance. For equipment not produced in Dumbarton, we draw on the capabilities of suppliers and original equipment manufacturers (OEMs) that provide the necessary components. It's this global supplier network that gives us access to the goods and services we need to maintain our equipment, strengthen our operations and deliver power without pause.

### Aggreko in numbers →

**60+**  
YEARS' EXPERIENCE

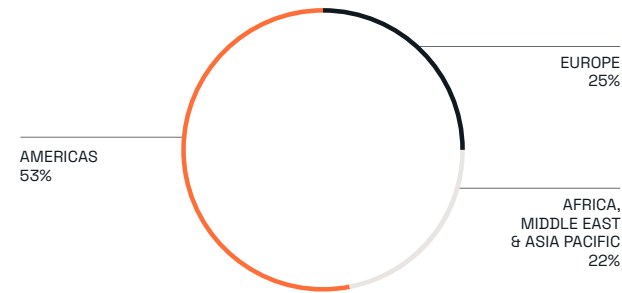
**~8k**  
GLOBAL COLLEAGUES

**\$3.4bn**  
REVENUE

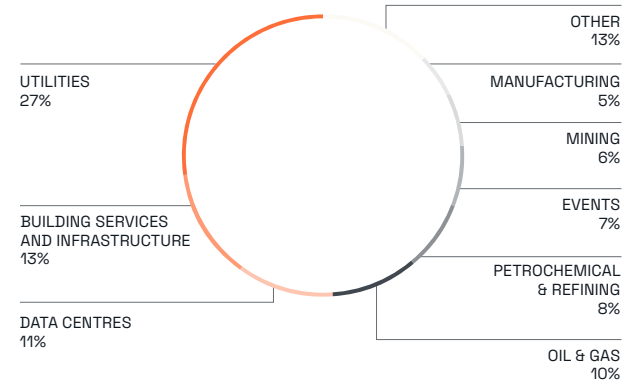
**80+**  
COUNTRIES

**14k+**  
CUSTOMERS

## Revenue by region<sup>1</sup>



## Revenue by sector



## Aggreko companies

From the engineered energy and temperature solutions of Aggreko, with its temporary and decentralised energy solutions, to technology specialists in decarbonisation and renewables generation, to sector specialists in industries from data centres to film production, Aggreko spans a wide range of services. Individually, each Aggreko group business has its own deep specialism. Collectively, we are a complete energy partner capable of delivering single, smart, integrated solutions to complex energy needs.



<sup>1</sup> These financials relate to the financial year ended 3 January 2026 and exclude discontinued operations (Eurasia).

# How we create value

We keep our customers' worlds on – while supporting the transition to a lower-carbon future. With operations in 80+ countries, we deliver flexible energy and temperature solutions to more than 14k customers.

## Purpose and role

### Our people and expertise

~8k colleagues worldwide delivering safe, reliable solutions.

### Engineering capability

Expertise across power and temperature control, with highly skilled engineers, technicians and specialists with deep sector and regional knowledge.

### Flexible asset base

Power generation and temperature control equipment that can be rapidly deployed and adapted.

### Innovation and digital management

Data-driven optimisation and continuous performance improvement.

### Supply chain and partners

A resilient, global supply chain with trusted suppliers to support availability, quality and more sustainable solutions.

### Capital and partnerships

Investment in cleaner technologies and long-term customer relationships. \$500m+ invested in energy-transition-aligned equipment in 2025.



## Business model and activities

We keep the worlds of our customers and communities on. We do this reliably, efficiently, and through our sustainability framework – Energising Change – we do this responsibly too.

### Accelerating transition

Enabling customers to make the switch to more sustainable energy solutions.

### Promoting development

Enriching lives by investing in people, protecting health and wellbeing, improving inclusion and supporting our communities.

### Taking responsibility

Adopting a rigorous focus on safety, embedding security standards, adopting high standards of data security and conducting business with transparency, integrity and honesty.

This approach is embedded into everything we do.

- Designing right-sized solutions around customer needs
- Deploying rapidly and reliably where the grid cannot deliver
- Optimising performance, efficiency and emissions over time
- Innovating through hybrid power, storage, alternative fuels and turning waste into valuable energy



## Output and impact

### Environmental

- \$1,130m+ revenue from energy-transition-aligned solutions in 2025
- 11% reduction in the carbon intensity of our energy and temperature solutions (2021–2025)
- 24% reduction in the total carbon intensity of the business (2021–2025)
- ~26m MWh of energy produced in 2025

### Social

- 144k+ hours of training delivered to colleagues in 2025
- 10k+ hours of community volunteering and engagement in 2025
- 83%<sup>2</sup> employee engagement score in 2025
- 73% growth in early talent programmes since 2023

### Governance

- Zero fatalities in 2025
- Reduction in total recordable injury frequency rate (TRIFR) and lost time injury frequency rate (LTIFR) in 2025 against 2024
- 64% of spending with local suppliers in 2025
- 63<sup>3</sup> Net Promoter score

<sup>2</sup> 2025 engagement survey.  
<sup>3</sup> 2026 updated data.



## Long-term value creation

### Customers

Reliable energy, lower fuel use and emissions, flexibility to transition. Profit that can be reinvested to further reduce emissions.

### People

Skilled, engaged and expert colleagues supported through safe operations with reduced incidents and down time. Ongoing training enabling consistent delivery for customers and supporting career development and wider economies.

### Supply chain and partners

Stronger collaboration with suppliers to improve resilience, availability and the sustainability of equipment, fuels and services.

### Communities

Essential services, skills, employment and local economic value. Contributing to energy systems with flexible capacity that support renewables and grid resilience.



## Value for our customers

Our customers count on us for reliable energy. From grid-constrained data centres and remote mines to international events or public infrastructure, we keep operations running while helping customers reduce risk and lower emissions.

We meet customers where they are on their sustainability journeys. With engineered energy and temperature solutions that improve performance today and set up the infrastructure customers need to deliver future commitments.

Our work is never ‘won and done’. Through ongoing optimisation – including remote management, data-driven insights and continuous improvement – we help customers run more efficiently, evidence their emissions and make progress without waiting for the grid.

## Value for our colleagues

Around 8,000 colleagues worldwide bring deep sector expertise, practical problem-solving and a positive, can-do mindset to everything we do. They are at the core of the value we create, so we want to actively support their development, safety and wellbeing, creating the right conditions so they can have rewarding careers.

During 2025 alone, Aggreko invested over \$6 million in training and development, delivering over 144,000 hours of training for colleagues and building the technical and leadership skills needed to support our customers and accelerate our growth. Our pride and high engagement stem from a simple shared belief: we don’t succeed unless our customers and colleagues do.

## Value for our communities

Aggreko plays a vital role in communities where we operate. Through the energy we provide and the development we support, creating opportunities that move everyone forward.

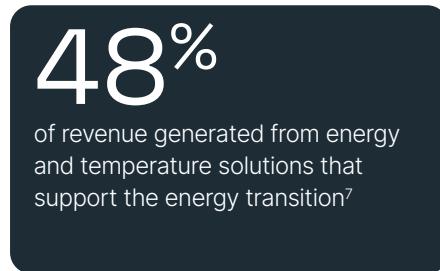
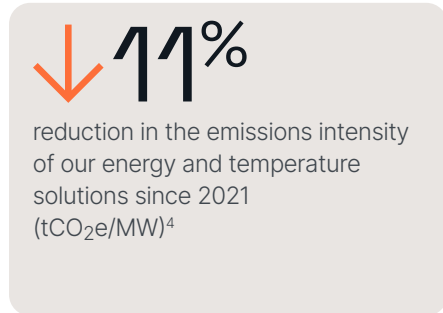
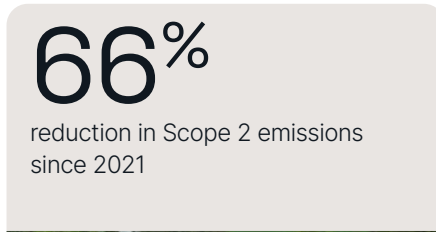
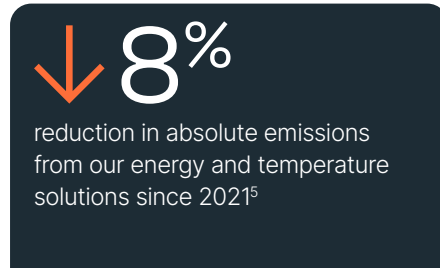
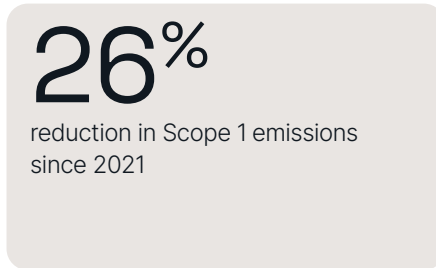
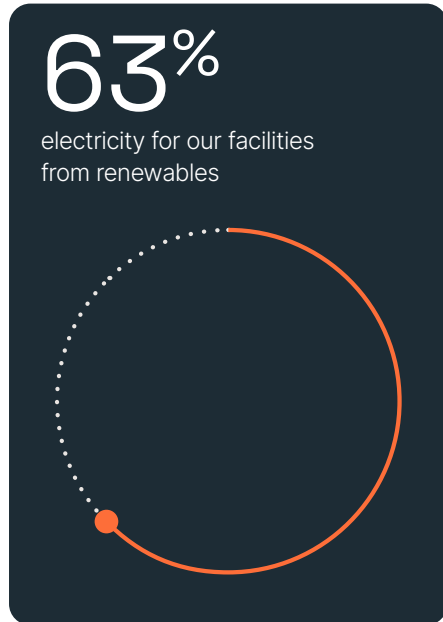
We’re helping to create resilience for remote and underserved communities, providing the reliable power that hospitals, utilities and essential services need to stay on – round the clock. At the same time, we work to reduce the environmental impact of that power. Integrating hybrid solutions into existing systems, introducing renewables and cutting emissions without compromising reliability.

And our colleagues are actively involved in community support too. Through more than 10,000 hours of volunteering and more than \$70,000 in donations they gave back to our local areas, bringing life to our commitment of doing business responsibly and leaving a positive legacy wherever we work.

# 2025 highlights and awards

We're working towards a low-carbon world that benefits businesses and communities. With Energising Change, we're making that vision a reality. Throughout 2025, we continued to progress against our sustainability ambitions, taking practical actions that deliver real-world impact.

## 2025 highlights



## Awards and recognition

Best Power Supplier of 2025  
at the All Access Event Production Awards, recognising our work supporting the Women's Rugby World Cup 2025



BVCA Vision 2025 Award  
recognising strong financial momentum, operational performance and sustainability leadership embedded within our business

<sup>4</sup> Emissions intensity by capacity means the tonnes of carbon per MW of equipment hired to our customers during the year. MW on hire is expressed in the form in which energy is delivered, e.g., electrical or thermal. Emissions intensity by production (kg CO<sub>2</sub>e/MWh) has also reduced by 8% since 2021.

<sup>5</sup> This excludes sold equipment, assets and solutions.

<sup>6</sup> This includes solar, battery energy storage, gas and emission-reduced diesel solutions and temperature control equipment capable of being grid powered.

<sup>7</sup> This includes solutions that incorporate solar, battery energy storage, gas and emissions-reduced diesel solutions as well as lower-carbon fuels, and solutions that stabilise and/or enable access to the grid and solutions powered by the grid.

<sup>8</sup> This applies to Aggreko only and does not include the wider group companies.

# Our impact

Every day, our colleagues bring their expertise and drive to solving complex challenges – supporting critical operations, accelerating the energy transition and strengthening communities we work in. Delivering at pace to meet the energy needs of today and tomorrow.

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# A changing energy landscape

Electrification, digitalisation and population growth: they're all accelerating electricity demand. And power systems are struggling to keep pace. At the same time, customers face increasing pressure to decarbonise, operate more efficiently and manage risk in an energy system that is increasingly complex and unpredictable.

## The trends shaping the challenge

### Rising demand, constrained supply

Global electricity demand is going up, expected to more than double by 2050. This is driven by industry decarbonisation, new technologies and rapid growth in sectors like data centres. Yet grids in many regions lack the capacity – or the resilience – to meet that demand. Delays to new connections, supply deficits and underinvestment in infrastructure mean customers increasingly need reliable, flexible energy beyond the grid.

### Intermittency and reliability pressures

Uneven or fluctuating supply is a defining challenge of renewable generation growth. Power systems need firm, dispatchable energy to balance supply and demand, protect uptime and maintain stability. For customers, reliability is non-negotiable – downtime is not an option, even as energy systems change.

### The pace of the energy transition

Customers are at different stages of their transition journeys. Some are integrating renewables and storage now. Others are taking their first steps to reduce emissions while maintaining operational continuity. Across all sectors, the need is clear: practical solutions that cut emissions now, without compromising performance or growth.

## Our role

Aggreko exists to solve these challenges. We design, deploy and optimise engineered energy and temperature solutions that give customers the energy security they need today, while supporting the transition to a lower-carbon future.

### Designing solutions for a complex world

Every site, sector and location is different. Our engineers are experts who understand the realities our customers face – from remote operations and grid-constrained urban sites to mission-critical infrastructure. With a full range of technologies, we develop right-sized solutions shaped around customer needs, not technology preferences.

### Deploying energy at pace, anywhere

When the grid can't deliver, or can't deliver fast enough, we do. Operating in more than 80 countries, we turn global scale into local agility – mobilising energy quickly, safely and reliably. This ability to deploy at pace helps customers maintain continuity, unlock growth and manage risk in an uncertain energy landscape.

### Optimising performance and sustainability

Our work doesn't stop at installation. Through ongoing optimisation – including remote management, data-driven insights and continuous improvement – we help customers improve efficiency, manage fuel use and reduce emissions over time. This allows customers to make progress on sustainability while keeping operations running at full potential.

## Enabling transition without compromise

We play a bridging role in the energy transition. Integrating renewables, battery storage, alternative fuels and high-efficiency generation into hybrid solutions. Helping customers reduce emissions now while maintaining the reliability they depend on. We also support grid stability by providing flexible capacity that enables greater penetration of renewables across power systems.

This approach reflects a simple belief: sustainability works best when it is practical. We meet customers where they are, help them move forward at the right pace and support them for as long as they need.

## Looking ahead

As electrification accelerates and grids come under increasing strain, the need for flexible, reliable and lower-carbon energy will only grow. We are investing in the equipment, technologies, fuels and skills that will define the next phase of the energy system – ensuring we continue to play a vital role in keeping our customers' worlds on while helping shape a more resilient and sustainable future.



# Delivering impact for our customers

The energy transition is happening now, on the ground, under real operational constraints. Customers need solutions that cut carbon and improve efficiency, while keeping their operations running, without compromise.

Our work spans sectors and geographies. From supporting and supplementing public energy infrastructure to working with governments, businesses and communities to provide reliable energy solutions. We're transitioning power plants to hybrid systems for remote mines. We're integrating solar and battery storage to cut fuel use for on-location TV broadcasting. And we're helping manufacturers reduce emissions, while enabling building services and infrastructure businesses to balance sustainability and reliability.

Our battery energy storage systems (BESS) and alternative fuels support large-scale sporting events, by reducing the carbon footprint of temporary power supply, while our flexible, low-emission bridging power solutions support data centres facing grid constraints. And, by converting waste and flare gas into usable energy for large organisations, our solutions can also help turn business challenges into opportunities for efficiency.

# 48%

of Aggreko's FY25 revenue was from solutions supporting the energy transition



## Powering Amazonian communities with cleaner, more resilient energy

Across the Brazilian Amazon, many remote small towns live beyond the reach of the national grid, where dense rainforest and air- or river-only access make traditional infrastructure impractical. As a result, diesel generation has long been the primary source of electricity – carbon-intensive, costly and vulnerable to disruption.

Through off-grid systems, we deliver reliable power to 26 State of Amazonas remote small towns, providing continuous supply in some of the world's most challenging conditions.

Reliable electricity has a direct impact on daily life. Health centres can safely store medicines, schools can operate without interruption and local livelihoods are strengthened as fishermen preserve their catch and farmers prevent crop spoilage before reaching market.

The project also supports income generation by prioritising local employment for system maintenance.

To expand the impact of our solutions, we're integrating solar generation and battery energy storage across 25 of the existing sites through hybrid microgrids. This approach is expected to significantly cut diesel consumption and emissions while maintaining energy security, supporting a steady transition to cleaner, more resilient power for Amazonian small towns.

## Providing a pioneering solar solution for reality TV

When ITV Studios set out to make *Love Island 2025*, one of its most sustainable productions, they partnered with Film and Television Services (FTVS), an Aggreko company, to cut fuel use and unlock the value of renewables on location.

Filming in sunny Majorca, the show operates a demanding 16-week, 24/7 production schedule in an off-grid location – where every decision impacts power flow, costs and carbon emissions. FTVS worked with ITV's sustainability leads and solar specialists to develop and deploy a 77 kW–96 kVA pioneering solar solution for the high-profile entertainment series.

And the results were clear: fuel consumption dropped by 11.5% compared to 2024, saving 10,000 litres of diesel. Driven by the outcome of this pilot project, ITV Studios and FTVS are developing a three-year plan to boost solar use, expand hybrid workflows and aim to achieve a 100% renewable energy supply for the show. The team is already working together on an expansion of the solar solution and the addition of battery energy storage to improve efficiency further for the next series.

# ↓ 11.5%

reduction in fuel consumption, compared to 2024

## Reducing carbon and creating opportunities for future generations

At Rio Tinto's Amrun bauxite mine in Far North Queensland, we're delivering reliable, lower-carbon energy and temperature solutions in a highly remote and demanding operating environment.

Under a long-term power purchase agreement, we have designed and deployed a hybrid 12 MW solar solution integrated with a 9 MW battery energy storage system operating alongside existing thermal generation. This engineered system reduces reliance on diesel while maintaining the security and stability needed for continuous mining operations. The solution is expected to cut diesel use by 37%, saving around 5.5 million litres of fuel each year and reducing carbon emissions by approximately 14,000

tonnes annually. It forms part of the wider renewable energy network supporting Rio Tinto's Weipa operations and long-term decarbonisation ambitions.

Located on Wik and Wik Waya traditional lands, the project also supports local workforce development. School-based traineeships provide young people, particularly those with First Nations heritage, with practical experience, nationally recognised qualifications and pathways into long-term energy careers. Through community partnerships and targeted education initiatives, we're helping build skills, strengthen local opportunities and support a more resilient future for the region.



## Keeping communities on during Storm Kristin

When Storm Kristin struck central Portugal in January 2026, extensive damage to Portugal's electricity infrastructure left communities without power and created risks to safety, mobility and essential services. Our priority was clear: keep critical services running and restore electricity as quickly as possible.

We deployed more than 90 assets to bridge gaps in the compromised grid infrastructure. Working closely with network operator E-Redes, local authorities and customers, our teams stepped up to deliver reliable power to locations with no remaining backup supply.

Temporary energy solutions helped emergency services, health centres and community support hubs stay open, ensuring vulnerable people continued to receive care. As conditions stabilised, our solutions supported the reopening of schools and elderly care centres, and meant the Portuguese presidential election could proceed as planned.

With 24 substations, 6,300 kilometres of lines and 5,800 poles affected, grid restoration was complex. By providing interim power, we helped to keep communities and customers on when it mattered most.

Aggreko and Krill's response was recognised by EDP and E-Redes, who commended the team's rapid, coordinated action to mitigate the storm's impact and restore essential services when communities needed them most.

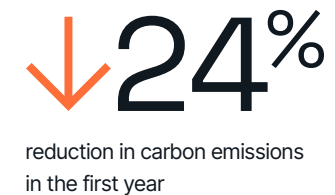


## Accelerating sustainability at the Abu Dhabi Grand Prix

We are proud to work alongside Ethara, the promoter of the Abu Dhabi Formula 1 Grand Prix, on one of the sport's most ambitious sustainability programmes: a commitment to reduce temporary power-related carbon emissions by 15% year on year over five years, aiming for a total 60% reduction.

Aggreko and Ethara began implementing a phased transition to lower-carbon temporary power beginning with the 2025 race. The project introduced new hybrid systems, expanded renewable energy generation and increased biodiesel

adoption – all designed to reduce fuel use, lower emissions and improve energy efficiency across the venue. The project met with success, achieving a 24% reduction in carbon emissions in the first year alone.



## Progressing carbon capture solutions

Carbon capture technology is becoming a vital part of the global shift towards a lower-carbon world. It plays a critical role in helping industries reduce emissions at scale – but only if construction and commissioning can stay on schedule.

In Canada, we were asked to provide an immediate solution for a carbon capture manufacturing facility, when their permanent utility transformers were held up in transit. Without power, site services would stall, equipment testing couldn't move forward and production deadlines would be missed.

Our team delivered a high-capacity temporary power package, deploying 8.2 MW of power across four separate systems. We worked hand in hand with the customer, proactively managing fluctuating loads and optimising performance to make sure every stage of testing and commissioning ran smoothly. Each component was configured to match the evolving load profile of the facility over the nine-month build period. With reliable power in place, the customer avoided millions in potential overruns, met timelines and successfully began production of their innovative carbon capture filters.

# Our sustainability strategy

Energising Change is our sustainability framework, turning ambition into action.

It focusses our efforts where we can make the biggest difference – for people, business and the planet. Supporting customers to make smarter, more sustainable energy choices. Strengthening communities where we work. And continually improving our own operations to reduce our environmental impact.

Through our recent DMA, we refreshed our understanding of what matters most to our business and stakeholders. It confirmed the material topics that are shaping our strategy, guiding our priorities and keeping us focussed on what counts. With 21 sustainability matters identified, we are clear on where we need to prioritise action, manage risk and where there is opportunity to create long-term value across our value chain.

Learn more and find our full list of material topics in the [Double materiality assessment section](#).

We’re delivering our sustainability strategy with confidence, guided by leadership, robust governance and regional expertise. We’re following an initial five-year implementation plan, a clear roadmap that embeds sustainability into how we design, deploy and optimise solutions for customers, and how we run our own business.

## Our climate commitments:

Under our sustainability framework, we set clear, outcome-focussed climate goals:









- Net Zero emissions from our facilities and operations (Scope 1 and 2) by 2035
- A 30% reduction in the emissions intensity of our energy solutions by 2030, against a 2021 baseline.

## Aligning with the UN Sustainable Development Goals

The UN SDGs provide a shared global framework for addressing the world’s most pressing challenges. Our sustainability strategy and business priorities align closely with a number of these goals.




## Our sustainability framework




Energising Change transforms opportunity into action. It connects our commercial strategy with outcomes that create meaningful impact for sustainability – keeping our customers’ worlds on, while helping build a more resilient, lower-carbon future.

| Pillar  | Material topics  | Alignment to SDGS  |
|---|--|--|
| <p><b>Accelerating transition</b></p> <p>We help customers make the switch to more sustainable energy and temperature solutions – accelerating progress towards a lower-carbon future.</p>  | <ul style="list-style-type: none"> <li>Climate change – energy, mitigation and adaptation</li> <li>Resource use and circular economy</li> <li>Pollution – air, water and soil</li> <li>Substances of very high concern</li> <li>Water use and discharges</li> <li>Biodiversity and ecosystems</li> </ul> | <ul style="list-style-type: none"> <li> SDG 7<br/>Affordable and clean energy</li> <li> SDG 11<br/>Sustainable cities and communities</li> <li> SDG 12<br/>Responsible consumption and production</li> <li> SDG 13<br/>Climate action</li> </ul> |
| <p><b>Promoting development</b></p> <p>We believe in better. For our people, our customers and the communities we work in. Our engineered energy and temperature solutions power development, but we go further. We invest in skills, wellbeing and inclusion. We create opportunities for early talent. And we support communities through volunteering and local initiatives.</p> | <ul style="list-style-type: none"> <li>Gender equality and equal pay</li> <li>Land-related impacts – communities</li> <li>Societal infrastructure</li> </ul>   | <ul style="list-style-type: none"> <li> SDG 3<br/>Good health and well-being</li> <li> SDG 4<br/>Quality education</li> <li> SDG 5<br/>Gender equality</li> </ul>   |
| <p><b>Taking responsibility</b></p> <p>Our business is built on trust. We earn that trust by always working safely, securely and ethically.</p>   | <ul style="list-style-type: none"> <li>Health and safety (own workforce and value chain)</li> <li>Cyber security</li> <li>Anti-bribery and corruption</li> </ul>   | <ul style="list-style-type: none"> <li> SDG 8<br/>Decent work and economic growth</li> </ul>  |

# Goals and progress

## Accelerating transition

-  In progress
-  Achieved
-  Not achieved

| Goal  | 2025 performance   | Progress   |
|---|--|--|
| <p>Net Zero in Scope 1 and Scope 2 GHG emissions by 2035 (against 2021 baseline)</p>                                    | <p><b>29%</b><br/>reduction in absolute Scope 1 and 2 emissions (135,558 tCO<sub>2</sub>e against 190,079 tCO<sub>2</sub>e baseline in 2021)</p>   | <p> Achieved a 29% reduction in Scope 1 and 2 since 2021</p> <p>Scope 1 emissions down by 26%, largely driven by reduced refrigerant gas losses, the transition to lower-impact refrigerants in our temperature solutions, improved efficiency in product testing and the electrification of company vehicles where practical</p> <p>Scope 2 emissions down by 66%, primarily through increased use of renewable electricity and the installation of more energy-efficient infrastructure across our facilities</p> |
| <p>Power our facilities with 100% renewable electricity by 2035 (against 2021 baseline)</p>                             | <p><b>63%</b><br/>of our facility electricity<sup>9</sup> consumption comes from renewable sources (52% increase since 2021)</p>   | <p> Our Aggreko facilities in the UK, Ireland, Belgium, Sweden, Romania, France, Germany, Spain, Norway and the Netherlands are now powered by renewable electricity. In the US and Canada, we supplement onsite solar generation through the purchase of renewable energy certificates (RECs)<sup>10</sup>.</p>  |
| <p>30% reduction in the emissions intensity of our energy and temperature solutions by 2030 (against 2021 baseline)</p> | <p><b>8%</b><br/>reduction of emissions intensity by production (455 kg CO<sub>2</sub>e/MWh against 496 kg CO<sub>2</sub>e/MWh baseline in 2021)<sup>11</sup></p> <p><b>11%</b><br/>reduction of emissions intensity by capacity (1,319 tCO<sub>2</sub>e/MW hired against 1,480 tCO<sub>2</sub>e/MW hired baseline in 2021)<sup>12</sup></p> <p><b>26%</b><br/>reduction of emissions intensity by revenue (3,407 tCO<sub>2</sub>e/\$M USD against 4,599 tCO<sub>2</sub>e/\$M USD baseline in 2021)<sup>13</sup></p> | <p> We reduced emissions intensity by 11% on a capacity basis and 8% on a production basis through designing, deploying and optimising solutions that best meet customer needs. Ongoing optimisation remains central to further progress – integrating renewables, energy storage and lower-carbon fuels.</p>   |

<sup>9</sup> Electricity used to power our offices, depots and manufacturing facilities, derived from grid power or onsite solar installations.

<sup>10</sup> This applies to Aggreko only. Certificates apply to cover electricity consumption at the Aggreko facilities and do not yet apply to Resolute Industrial facilities.




<sup>11</sup> Emissions intensity by production means the kilograms of carbon per MWh of energy produced from energy and temperature solutions hired to customers during the year. Energy output is expressed in the form in which it is delivered (e.g., electrical or thermal) and is measured at the point of production, excluding downstream losses and intermediate energy conversions between integrated assets.

<sup>12</sup> Emissions intensity by capacity means the tonnes of carbon per MW of equipment hired to our customers during the year. MW on hire is expressed in the form in which energy is delivered, e.g., electrical or thermal.

<sup>13</sup> Emissions intensity by revenue means the carbon emissions per million dollars of revenue we generate.

# Goals and progress

## Promoting development

-  In progress
-  Achieved
-  Not achieved




| Goal   | 2025 performance   | Progress  |
|--|--|---|
| 100,000 hours of training delivered to colleagues each year  | <b>144,000+</b><br>hours of employee training delivered in 2025  |  We invest in ongoing training aligned to our business needs. From technical capability and early careers development to leadership training, our programme supports internal progression and long-term capability.  |
| Increase number of early talent (trainees, apprentices, interns) (against 2023 baseline) <sup>14</sup> | <b>168</b><br>colleagues engaged through our early talent programmes, a 73% increase against 2023 baseline of 97   |  Early careers remain a cornerstone of our development strategy. In 2025, we expanded our programme, recruiting trainees and apprentices across operations, engineering, finance, information technology (IT), procurement and human resources (HR).   |
| 100% of managers trained on mental health by 2025  | <b>88%</b><br>of managers trained on mental health <sup>15</sup>   |  Whilst we did not achieve our goal for 100% completion of this training by our managers in 2025, we are continuing to embed this training for all managers, strengthening our supportive leadership culture.  |
| Increase wellbeing sentiment in annual colleague survey (against 2021 baseline)                        | <b>85%</b><br>of colleagues responding to our 2025 engagement survey believe their line manager genuinely cares about their wellbeing <sup>15</sup> , a 4% increase against 2021 baseline of 81% |  Our investment in wellbeing – through our employee assistance programme, wellness days, mental health training and regional initiatives – is reflected in our annual colleague survey results, with 85% of colleagues saying they believe their line manager genuinely cares about their wellbeing. |
| Increase inclusion sentiment in annual colleague survey (against 2021 baseline)                        | <b>81%</b><br>inclusion score in our 2025 Be Heard survey <sup>15</sup> , a 4% increase against 2021 baseline of 77%   |  Inclusion sentiment in our annual colleague survey improved by 4%, reflecting progress across our priorities: leadership awareness, colleague education, inclusive processes and encouraging colleague voice.   |
| 10,000 hours of volunteering annually by 2025  | <b>10,668</b><br>hours of volunteering completed by Aggreko colleagues in 2025, a 51% increase on 2024   |  Through our Days of Difference programme, colleagues again showed their commitment to the communities where we operate – supporting STEM education, wellbeing initiatives, disaster response and environmental protection.  |






<sup>14</sup> This goal was set in 2023, with our 2023 performance applied as our baseline.

<sup>15</sup> This applies to Aggreko only and does not include the wider group companies.

# Goals and progress

## Taking responsibility

-  In progress
-  Achieved
-  Not achieved

| Goal  | 2025 performance   | Progress  |
|---|--|---|
| 100% colleagues have completed Code of Conduct training <sup>16</sup> | <b>98%</b><br>of colleagues completed Code of Conduct training <sup>17</sup> |  We continue to reinforce the ethical standards expected of everyone at Aggreko through tailored training at onboarding and regular refreshers.  |
| 100% of colleagues have completed cyber security training             | <b>99%</b><br>of colleagues completed cyber security training <sup>17</sup>  |  In response to increasing cyber and phishing threats, colleagues refreshed their training on cyber security during 2025, reinforcing shared responsibility for protecting our business. |
| Zero fatalities   | <b>ZERO</b><br>fatalities  |  Our goal is zero workplace injuries resulting in lost time or fatalities. In 2025, we strengthened preventive programmes and reinforced a safety-first culture.                         |
| Reduce TRIFR against previous year <sup>18</sup>                      | <b>26%</b><br>reduction in total recordable injury frequency rate (TRIFR)    |  Our TRIFR in 2025 was 0.51, down from 0.69 in 2024.   |
| Reduce LTIFR against previous year <sup>18</sup>                      | <b>36%</b><br>reduction in total lost time injury frequency rate (LTIFR)     |  Our LTIFR in 2025 was 0.16, down from 0.25 in 2024.   |

<sup>16</sup> This training is refreshed at least every two years.

<sup>17</sup> This applies to Aggreko only and does not include the wider group companies.

<sup>18</sup> This includes Aggreko, Crestchic, Resolute Industrial, RenEnergy (UK) and Film and TV Services.

# Accelerating transition

The transition to a Net Zero world is what’s needed to safeguard our planet for future generations. It’s a transition we fully support. Blending our global strength with deep expertise, we’re developing customer energy solutions that deliver efficiency, integrating batteries, renewables and lower-carbon fuels. We’re looking internally too. Delivering facility-level programmes that increase efficiency and decrease environmental impacts.

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# Accelerating change: Saudi Arabia's energy transition and the road to Vision 2030

Despite global political shifts and geopolitical instability, electrification, energy efficiency and resilience remain priorities for our customers. In Saudi Arabia, those priorities are accelerating a national transformation.

Vision 2030 – the ambition for a strong, thriving and stable Saudi Arabia that provides opportunity for all – is reshaping the Kingdom's economy. And energy transition forms a central pillar. Bruno Oliveira Muniz (Managing Director, Middle East), Abdulkareem Al Amoudi (General Manager, Kingdom of Saudi Arabia), Stephen Rea (Director of Government Relations) and Jumana Al Eidiney (Business Development Manager) explore how the transition is unfolding in Saudi Arabia and the role Aggreko is playing.



## How is the energy transition taking shape in Saudi?

**BRUNO:** "The government has clear targets and the mindset is shifting fast. Saudi Arabia is opening whole new sectors as part of its Vision 2030 diversification agenda. Mining, once underdeveloped, is now a priority. Tourism and entertainment are booming. Giga projects such as NEOM, Oxagon, Trojena and the Red Sea developments are bringing huge demand for temporary and hybrid power solutions."

**STEPHEN:** "The scale of transformation is immense. The economy is being reshaped at speed and these new sectors need energy."

## What support are customers looking for to help them with the energy transition?

**JUMANA:** "Customers want sustainability but they also need solutions that are reliable, cost efficient and immediately deployable. We help them progress from where they are today towards their sustainability ambitions for tomorrow."

"In mining and large infrastructure, we're helping customers shift away from diesel-heavy operations and towards hybrid systems, gas solutions and smarter load management that reduces fuel use."

"And across events – one of the Kingdom's fastest growth areas – hybrid, battery and solar energy blends are increasingly used to support large-scale experiences such as Formula E and Formula 1."

## What are the main challenges facing customers?

**BRUNO:** "Infrastructure remains the biggest barrier. Grid infrastructure outside cities is still developing, so customers often rely on off-grid power for capacity and resilience."

"Mindset and cost also play a role. Customers want more sustainable solutions, but many won't adopt a sustainable option unless it also delivers clear efficiency gains."

**ABDULKAREEM:** "With some organisations, if it doesn't lower cost, it won't be prioritised – even if it's cleaner. That's why solutions like flare-to-energy<sup>19</sup> are so important: they cut emissions and reduce cost."

## How is localisation reshaping Aggreko's approach?

**ABDULKAREEM:** "Localisation is now a defining feature of doing business in Saudi Arabia. A national programme scores companies on how much they spend locally, how many Saudis they employ, how they support suppliers and where they are based."

"We're growing our Saudi workforce, expanding our early career programmes and increasing local procurement. Building our expertise and fleet close to where our customers need us."

// The economy is being reshaped at speed, and the new sectors need energy, unlocking the full breadth of Aggreko's flexible, lower emission solutions."

## What role is female talent playing in Saudi's transformation?

**JUMANA:** "Saudi Arabia is witnessing a real structural shift – not only in access to opportunities, but in the expectations of women's roles across technical and commercial sectors. From my experience, with support from Aggreko, I see women actively influencing decisions, leading commercial conversations and contributing to the delivery of major projects. This momentum is translating into tangible impact, moving beyond participation to meaningful contribution, which reflects a significant and positive evolution in the market."

**ABDULKAREEM:** "We hire talent – not just headcount – and Aggreko has the culture to attract top female talent in Saudi. Leadership roles in supply chain, business development and HR are held by women."

## Looking ahead, what does Aggreko's role in the transition look like?

**STEPHEN:** "The next phase is about gas, hybridisation, battery storage, flare-to-energy and engineering capability that's built in Saudi, by Saudis. The pace of change is radical and to succeed, we must match the Kingdom's ambition. If we do, the opportunity is enormous."

**ABDULKAREEM:** "We're fully committed to Vision 2030 and to building the talent and solutions that will power Saudi Arabia's growth."

<sup>19</sup> Flare-to-power projects convert wasted natural gas – routinely burned at oil sites – into usable electricity using generators.

# Climate

As a global leader in engineered energy and temperature solutions, we're harnessing our capabilities to support climate action.

We're using our deep understanding of risks and opportunities to cut our own emissions while supporting customers on their decarbonisation journeys.

## Progress against goals

29%



In progress

reduction in absolute Scope 1 and 2 emissions, against 2021 baseline

63%



In progress

of our facility electricity<sup>20</sup> consumption comes from renewable sources (52% increase since 2021)

8%



In progress

reduction of emissions intensity of our energy solutions, based on energy produced, against 2021 baseline<sup>21</sup>

11%



In progress

reduction of emissions intensity of our energy solutions, based on capacity supplied, against 2021 baseline<sup>22</sup>

## Identifying climate risk and opportunity

We review climate risks and opportunities across our business and use the insights to shape our long-term strategy. Guided by the TCFD framework, we assess both physical and transitional risks, analysing scenarios aligned with global warming pathways below 2°C and above 3.8°C.

Our findings are clear:

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Climate mitigation presents some risks, but even greater opportunities

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Customers in every sector are looking for reliable, cost-effective, efficient and lower-carbon energy

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Our solutions can help them drive efficiency, build resilience and reduce emissions.

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More detail is available in our latest [TCFD report](#).

## Reducing Scope 1 and 2 emissions

We're on a path to Net Zero absolute Scope 1 and 2 emissions by 2035. To advance on this path, we're using our current technologies and capabilities, but we're also investing in innovative new solutions that can help shape the future of lower-carbon energy systems.

Our roadmap for progress focusses on four areas:

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Expanding onsite renewable electricity generation and sourcing renewable electricity

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Shifting to lower global warming potential (GWP) refrigerants and minimising leaks

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Using lower-carbon fuels for equipment testing

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Electrifying company vehicles and equipment.

<sup>20</sup> Electricity used to power our offices, depots and manufacturing facilities, derived from grid power or onsite solar installations.

<sup>21</sup> Emissions intensity by production means the kilograms of carbon per MWh of energy produced from energy and temperature solutions hired to customers during the year. Energy output is expressed in the form in which it is delivered (e.g., electrical or thermal) and is measured at the point of production, excluding downstream losses and intermediate energy conversions between integrated assets.

<sup>22</sup> Emissions intensity by capacity means the tonnes of carbon per MW of equipment hired to our customers during the year. MW on hire is expressed in the form in which energy is delivered, e.g., electrical or thermal.

### Progress to date

As the first phase of our Net Zero roadmap ends, we're proud of our progress on emissions reduction, which shows the collective commitment and effort of our colleagues over the past four years.

This has led to a 26% reduction in Scope 1 emissions between 2021 and 2025. This was driven primarily by lower refrigerant losses, increased use of lower-carbon fuels like hydrotreated vegetable oil (HVO) and the early stages of our transition to hybrid and electric company vehicles where practical.

Over the same period, market-based Scope 2 emissions fell by 66% (9,122 tCO<sub>2e</sub>). This progress was supported by the adoption of renewable electricity across many of our European sites, as well as the purchase of RECs to cover electricity consumption in the US and Canada<sup>23</sup>.

This progress has been enabled by a combination of targeted energy-efficiency improvements across our most energy-intensive sites and continued investment in lower-carbon technologies. We have prioritised areas where we can make the greatest impact, from upgrading facilities and expanding renewable electricity use to advancing lower-carbon fuels, refrigerants and electrification. These priority areas – operational efficiency, renewable electricity and vehicle transition – are explored in more detail below.

### Transitioning to renewable energy

We are scaling renewable electricity across our operations as a core part of our transition to Net Zero. Already, renewables account for 63% of our electricity consumption, with major service centres also transitioned to HVO for equipment testing and internal equipment use.

Derived from used cooking oil, HVO delivers emissions reductions of up to 80% compared to traditional diesel, and 100% of our diesel equipment is capable of running on lower-carbon fuels like HVO. Since 2022, we've phased out standard diesel in the UK where we supply the fuel to customers and now offer HVO as an alternative where available.

In North America, Europe, Latin America, Australia, South East Asia, India and the Middle East, we're already operating 23 solar installations at our facilities, and more are in planning or development. These installations are supported by BESS, which enable higher carbon reductions and lower operating costs compared to grid power or solar-only solutions.

Key locations are also focussing on microgrid integration with local utilities, generating new revenue streams and providing additional energy capacity to support constrained grids. This also allows us to trial solutions that are adaptable for our customer applications.

# 23

facilities have live onsite solar installations

# 100%

of Aggreko's US, Canadian, British, Dutch, Belgian, French and Nordic facilities are powered by renewable electricity, with transition plans underway for other European, Latin American and Australian facilities

<sup>23</sup> Globally, 10% of our renewable energy was generated onsite, and 90% was purchased through green tariffs and RECs.

## Net Zero roadmap for Scope 1 and 2

### 2021–2025

Energy-efficiency upgrades completed across our energy-intensive facilities

Solar installations and capacity expansion completed at key sites

BESS microgrids piloted at key sites

Renewable electricity tariffs introduced in North America and Europe

Electric vehicles (EVs), alternative fuels and lower-GWP refrigerants piloted at key sites

Early electrification of material handling equipment completed at key sites

### 2025–2030

Full transition to lower-GWP refrigerants for temperature control equipment where practical

Wider adoption of alternative fuels

Roll-out of BESS microgrids to major service and repair centres

Begin transition of vehicle and material handling fleets to electric

Expand onsite solar to strategic leased sites

### 2030–2035

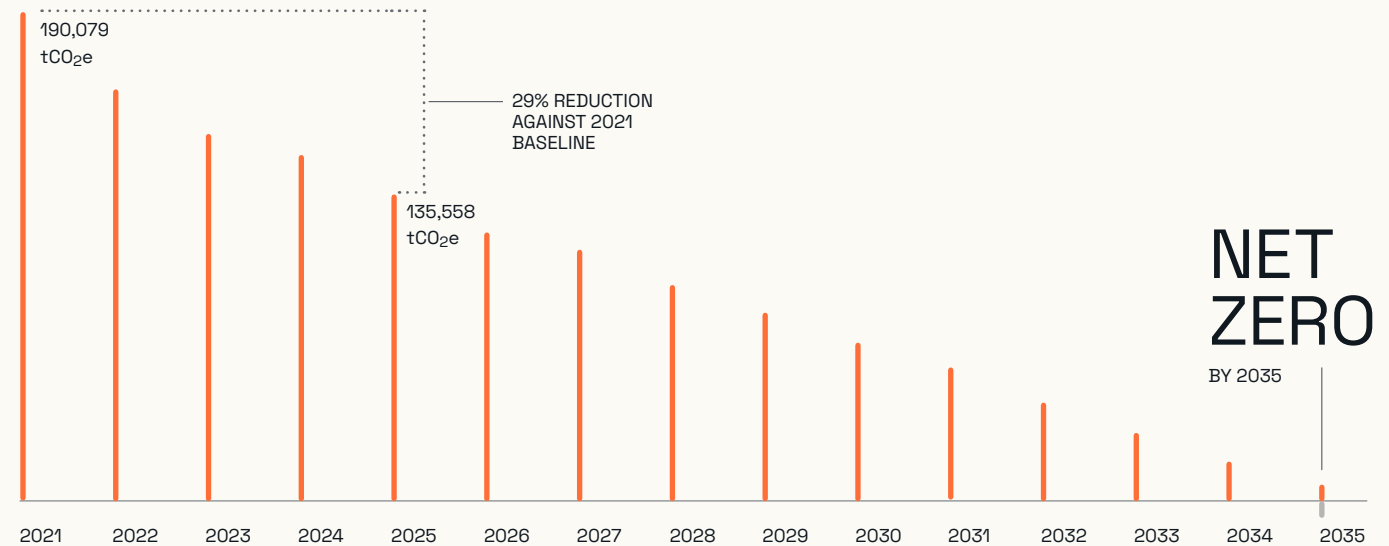
Transition away from natural gas heating

Renewable and onsite power for all facilities

Adoption of natural refrigerants

Full transition of fleet and material handling equipment

Offset remaining residual emissions



Bars from 2026 to 2035 are for illustrative purposes only.

**NET ZERO**  
BY 2035



### Energising change begins at home: US solar installations

Our dedication to sustainability begins at home, and this is exemplified by our US service centres. During 2024, our New Orleans service centre installed a full rooftop solar solution, which now offsets over 92% of its utility power demand. It's already generating 258 kWh annually and delivering significant annual electricity savings. What's more, it's projected to cut 4,000 tonnes of carbon emissions over 20 years. Crucially, by operating as an independent power source, the set-up ensures continued operations during severe weather, proving the value of distributed energy.

And our solar installations haven't stopped there. In 2025, we completed onsite solar installations at both St. Louis, Missouri, and Bridgeport, New Jersey. In St. Louis, a 100 kW system covers about 40% of the centre's annual electricity needs, saving around 96 tonnes of carbon emissions every year. In Bridgeport, our 87.3 kW system supplies about 64% of facility power needs, offsetting approximately 88 tonnes of carbon annually.

It's all part of a broader strategic drive across North America. Our goal: 100% renewable electricity generation at all service centres, with the capability to feed electricity back to the grid and share these benefits with local communities.

**||** By investing in renewable energy and resilience at our own service centres, we're proving what's possible in real operating conditions. That experience strengthens how we support customers to reduce emissions, improve reliability and keep their operations on."

Todd Aston,  
VP of Sustainability, North America



### Reducing vehicle fleet impacts

Electrifying our global vehicle fleet is a key lever in reducing Scope 1 emissions, as well as noise and fuel costs. During 2025, we continued to expand electrification across suitable parts of the fleet, while trialling alternatives where full electrification is not yet practical.

We've made headway in 2025, completing trials to electrify forklift trucks and cranes at key facilities. With these trials, we could test the capability of current electric-powered technology, showing that transitioning smaller units is feasible. Now, we're looking to expand our testing, taking time to understand the electric-powered technology required for moving heavier equipment.

We can only electrify our fleet if we have the infrastructure to support it. It's why, in the UK, we've invested heavily in upgrading charging capacity. Currently, more than 90% of our UK company vehicles are electric, and our salary sacrifice programme makes it easier for colleagues to switch their own cars. We're also expanding charging networks across our facilities in the US, Latin America, Europe and the Middle East in 2026.

Regional realities require that we adapt our approach. In North America – where colleagues cover vast distances and large territories – we're focussing on hybrid vehicles. Across the US, we're also deploying dedicated trucks to maximise delivery efficiency and trialling a new technical vehicle decking system which reduces vehicle weight, fuel and emissions. In Brazil and the UK, our priority is on piloting alternative fuel supplies: HVO in the UK and ethanol in Brazil.

### Upgrading equipment testing

We are continuing to improve the efficiency of our equipment testing processes, reducing both energy use and emissions across our operations. At our Dumbarton facility, these improvements have cut test times by as much as 50% while maintaining our rigorous quality and safety standards.

By cutting test times to 30 minutes, in 2025, we estimate to have reduced emissions by 161 tCO<sub>2</sub>e. To drive ongoing progress in this area, we updated our equipment-testing standards, rolling them out worldwide and consistently tracking their performance as part of our business strategy. Now we're taking our efforts even further, accelerating our move to use lower-carbon fuels like HVO and other biodiesel blends for equipment testing – with a long-term aim to introduce HVO across all locations where available.

And our facilities are getting smarter in other ways too. At Dumbarton, UK, energy generated from equipment testing powers the site. Any surplus is stored in batteries or exported to the grid, building energy resiliency at the site. Similar battery storage projects are advancing at other locations, with a microgrid project in Houston, Texas, setting the pace.

### Powering production when the grid can't keep up

Caldic Ingredients was ready to ramp up production at its advanced Malmö facility – a site kitted out with specialised labs and custom production for food, nutrition and beverage ingredients. But a challenge emerged. They couldn't connect to the permanent power grid until at least summer 2026.

Our trusted specialists stepped in to help, designing a fully integrated hybrid system to keep the site running smoothly, powering the growing manufacturing operation entirely without grid support. The new setup combines a 300 kVA prime generator, 600 kVA standby generator, 500 kW/250 kWh BESS and the existing 250 kilowatt peak solar PV plant – all coordinated by intelligent controls. Solar generation was prioritised, with generators operating only when needed and at optimal load. Meanwhile, battery storage helped mitigate demand peaks and stored any extra solar energy.

This hybrid configuration has helped unlock improved reliability, efficiency and resilience, and supported Caldic Ingredients to scale production with confidence.

### Reducing Scope 3 emissions

Around 90% of our value chain emissions are produced when customers use our energy solutions. By understanding the challenges facing our customers, we can help address them, cutting emissions, lowering fuel use and strengthening customer resilience. During 2025, we invested more than \$500 million in equipment that supports the energy transition, from solar and plug-and-play battery energy storage to gas and emissions-reduced diesel solutions, as well as temperature solutions. The balance consists of other diesel-powered energy and temperature control equipment.

Learn more about [innovative customer solutions](#) that are delivering impact.

### Reducing emissions from our energy and temperature solutions

Against a background of ongoing growth, we're pleased to have decreased total Scope 3 emissions by 5% from 2021 to 2025, even as emissions rose in some categories due to capital investment, logistics and employee headcount growth.

It's a result that reflects our enduring focus to deliver more sustainable energy and temperature solutions to our customers. The Scope 3 decrease is primarily due to an 8% reduction in emissions from our energy solutions (excluding sold products) versus 2021 – a testament to ongoing customer solutions optimisation, greater deployment of battery energy storage and renewables, and use of lower-carbon fuels, as well as the growth in our temperature control solutions.

These improvements are also reflected in our emissions intensity metrics. Between 2021 and 2025, we achieved:

↓ 11% reduction in capacity intensity

↓ 8% reduction in production intensity

↓ 26% reduction in revenue intensity.

### Greater energy resilience with renewables

Renewable energy adoption is growing, and our flexible solutions are growing right alongside it, helping customers enhance their energy resilience. By combining renewable power, lower-carbon fuels and energy storage, we can keep their worlds on, without waiting for the grid to catch up.

We deliver end-to-end support for customers adopting our solar, wind and biomass co-generation solutions. Across financing, design, installation and operation, we make their energy transition to renewables easier to navigate.

We're also exploring ways to turn waste gases and heat into useful energy, supporting our customers to drive efficiency and circularity in their operations.

### Enhancing equipment efficiency

We build advanced power solutions that boost efficiency and cut environmental impacts – and we're always looking for ways to improve. One example of this is our new gas generator fleet, designed to deliver power density, improved fuel economy and flexibility to use a range of gases, even waste gases from landfill or flaring. Working side by side with OEMs, we've managed to extend the lifespan of our gas engines by 33%.

We're remaining focussed on fugitive refrigeration gas losses from our cooling solutions too. Our approach is hands on, with enhanced checks, smarter maintenance, a commitment to gas recycling and switching to lower-GWP refrigerants, which typically reduce the GWP by over 50%. Our operations teams continuously seek out improvements, conducting root cause analyses and updating procedures to mitigate potential risks and boost solution reliability. And those actions are delivering measurable results, with emissions from refrigerant losses reduced by 33% since 2021.

For more information on how we are improving efficiencies and reducing waste in our operations, please see the [Waste and circular economy section](#).

**\$500m+**

invested in energy-transition-aligned equipment in 2025





## Smarter energy for irrigation solutions in South Africa

A leader in irrigation manufacturing, Agrico is known for delivering reliable turnkey water supply solutions across South Africa. But frequent power blackouts, rising fuel costs and the limits of the customer's legacy generation system were threatening reliability and production schedules and driving up costs.

The RenEnergy team worked with Agrico to deliver a hybrid solar-plus-storage solution that operates 24/7, even during grid outages. The system integrates a 3.17 megawatt peak array of 6,737 photovoltaic (PV) panels with advanced battery energy storage that delivers 2.4 MWh of dependable backup capacity. A roof layout was engineered to avoid shading from structural elements, while the double-storey containerised battery housing negated the issue of space constraints.

Our customer is seeing ongoing benefits. Uninterrupted power supply enables continuous manufacturing, lower operating costs and a significant reduction in their reliance on fossil fuels – saving 5,071 tonnes of CO<sub>2</sub> per year. Their forward-thinking investment allowed them to build resilience into their business as they continue to grow.

## Efficiency through simplification

Midstream oil and gas operations<sup>24</sup> need consistent, well-managed power to keep critical equipment up and running across long, dispersed sites. In the US's Permian Basin, a multinational had been using a decentralised power model to energise field operations across their locations. It was working – but with high operating costs, complex permitting and limited visibility.

Our engineering team reenergised the customer's approach. They designed a customer-specific solution that features a 7.5 MW centralised microgrid to simplify and optimise daily operations. The solution combines five 1,500 kW natural gas generators with integrated controls. Aggreko Remote Management now provides easy access for real-time visibility of the microgrid, to drive energy efficiency. Fuelled by compressed natural gas, the system produces fewer emissions than the previous solution too.

And the customer has seen results. Fuel costs are down, operations are safer and permitting overheads have been cut, thanks to the system's centralised nature. With our support, they unlocked a scalable set-up, with built-in redundancy and smarter load management for future growth.



<sup>24</sup> Midstream operations in the oil and gas industry involve storing, processing and transporting petroleum products between upstream extraction and downstream refining.

## Providing real-time data insights

Our integrated solutions bring together power generation, alternative fuels, renewables, storage and performance data to help customers operate more efficiently. By right-sizing generators, using load-on-demand systems and adding battery storage, customers can achieve high performance and efficiency with easy operation.

Through our optimisation tools, customers gain real-time visibility of how equipment is performing, enabling rapid response and continuous improvement. Through Aggreko Remote Management and Aggreko Connect, we track fuel use, emissions and other performance indicators, highlighting opportunities for potential savings. Our equipment is also designed to operate at peak efficiency. For example, the PowerMax 2 generator delivers high output while cutting fuel use and emissions by 10–15% on average<sup>25</sup>.

## Governance, measurement and reporting

We're enhancing emissions data collection to reflect changes in our business, strengthening transparency and the completeness of our disclosures.

## Setting regional decarbonisation plans

Every region faces different regulatory and infrastructure realities. Yet, while the pace of progress may vary, our teams share the same ambition – and the same goal for 2035. That's why our sustainability team works closely with regional leaders to embed climate action into regional decision-making. We track our carbon footprint by country and build tailored decarbonisation plans that reflect local regulations, infrastructure and business needs. During 2025, we incorporated new group companies into our carbon accounting, allowing us to better identify opportunities for them to accelerate their own transition – and that of their customers.

<sup>25</sup> Compared to a Stage IIIA generator operating at the same load on standard diesel.

## Expanding our reporting boundary

For the first time, we have included Scope 1, 2 and 3 emissions for Mobil in Time (MiT), Krill Generadores and RenEnergy South Africa in our total emissions calculations. Together, these additions increased reported emissions by 124,639 tCO<sub>2</sub>e in 2025, with the majority of these emissions relating to customer solutions like emergency power supply services provided by Krill and heating and cooling solutions provided by MiT. The data is reported as part of our Scope 3 (Category 13) footprint. In line with the GHG Protocol re-baselining guidance, we backcast emissions for these businesses to the 2021 baseline year, creating the possibility for meaningful year-on-year comparisons.

We also broadened our Scope 3 reporting focus in 2025 to include the use of sold products for both Aggreko and Resolute. Not only does this bring Resolute's equipment sales into the group's consolidated reporting boundary for the first time, but it also reflects a new business activity for Aggreko. These emissions are calculated in line with the GHG Protocol for Category 11, recognising the estimated lifetime emissions of equipment sold in the year of sale. While reporting lifetime use phase emissions upfront increased 2025 Scope 3 emissions, it also provided a more complete, consistent view of our impact.

## 2025 emissions breakdown (tCO<sub>2</sub>e)

### Scope 1 emissions

**-26%**

change from baseline



### Scope 2 (market) emissions

**-66%**

change from baseline



### Scope 3 emissions

**-5%**

change from baseline



### Scope 3 emissions breakdown (tCO<sub>2</sub>e)

|  | 2021              | 2022              | 2023              | 2024              | 2025              |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Purchased goods and services               | 101,178           | 65,191            | 77,277            | 75,202            | 109,813           |
| Capital goods                              | 80,709            | 47,742            | 57,666            | 66,215            | 99,280            |
| Fuel- and energy-related activities        | 13,915            | 18,588            | 15,283            | 13,059            | 14,408            |
| Waste                                      | 2,496             | 1,950             | 2,057             | 2,476             | 1,594             |
| Business travel                            | 10,225            | 11,661            | 18,681            | 19,802            | 13,432            |
| Commuting                                  | 10,625            | 10,433            | 10,575            | 10,961            | 12,093            |
| Downstream transportation and distribution | 156,275           | 91,376            | 88,959            | 129,479           | 156,153           |
| Use of sold products                       | 613,689           | 599,336           | 574,122           | 573,955           | 927,973           |
| End-of-life treatment of sold products     | 114               | 214               | 131               | 44                | 15                |
| Downstream leased assets                   | 12,776,659        | 13,032,128        | 11,639,178        | 11,664,139        | 11,777,604        |
| Investments                                | 17,842            | 17,994            | 17,770            | 17,498            | 23,416            |
| <b>Total Scope 3 emissions</b>             | <b>13,783,727</b> | <b>13,896,613</b> | <b>12,501,699</b> | <b>12,572,830</b> | <b>13,135,781</b> |

## Transparent CDP disclosure

Suppliers are a part of our climate journey, and we're engaging them in efforts to address shared emissions. This collective effort has been recognised as we scored a B in the Climate Disclosure Project (CDP) 2025 Assessment, which evaluates, amongst other things, how effectively companies engage their supply chains on climate change. The assessment focusses on four areas: governance, target-setting, Scope 3 emissions management and value chain collaboration.

Our 2025 score is a step up from our first reporting in 2016, when we received a D. It reflects increased governance, deeper supplier engagement, stronger emissions reduction targets and more transparent climate reporting.

We're now working to increase independent assurance to give colleagues, customers and investors even greater confidence in our progress.

**B**

score achieved in CDP's Assessment

# Water

Water is a precious shared resource and one we use responsibly. We're cutting how much we consume and carefully managing wastewater to help reduce our environmental impact.



## Optimising our water use

Most water used in our facilities and operations goes towards cleaning our equipment. So, we're stepping up onsite monitoring and piloting an efficiency programme in the US to optimise water consumption. We also train our colleagues on water stewardship through toolbox talks and with signage to raise awareness.

## Responsible wastewater management

Carefully managing wastewater, in line with local legislation, is non-negotiable. Our service centres use advanced water treatment systems that safely discharge into public systems and, where there aren't discharge options, like in our service and repair centre in UAE, we collect wastewater for our own reuse. In these cases, we use oil/water separators that remove oils for recycling before feeding the clean water back into our processes. Alternatively, in some locations, we have the wastewater collected for offsite recycling and re-use.

## Enhancing customer sustainability

We help customers reduce and reuse water too, with clever engineered energy and temperature solutions. At the same time, we help make sure their discharge streams and wastewater constantly meet the strictest local environmental standards.



## Saving water with smarter cooling solutions

A large steel mill was facing a critical challenge when their centrifugal compressor lost its cooling system. They needed an immediate, reliable solution, but with minimal site power, conventional options were limited. What's more, there were risks with freezing ambient temperatures if water was used directly. This is where Aggreko came in, designing a smarter, more sustainable solution that relied on a specialised closed-circuit air-cooled heat exchanger.

The engineered solution uses significantly less water than a conventional cooling tower – approximately 2 million gallons less – and removes the need for water treatment chemicals. It's also much more energy efficient (a necessary feature in a site with limited power), saving an estimated 600,000 kWhs of electrical power compared to a chiller-based solution.

# Biodiversity

Our operations rely on natural resources. Land, water and materials. Protecting them requires ongoing focus, and we're working to reduce our impacts by building biodiversity protection into project design.

## Prioritising environmental considerations

To protect the planet for the future, energy solutions, biodiversity and nature protection need to work hand in hand. Through responsible project planning and delivery, we're working to show they can.

Our health, safety and environment (HSE) and sustainability teams embed environmental considerations into operational and commercial decisions, which includes the selection of equipment for specific customer uses and investment in new equipment. At the same time, we work with our customers to understand biodiversity risks associated with our work locations, prioritising use of pre-cleared land, considering different stakeholders and using equipment that minimises impact.

## Assessing and managing environmental impact

Every day, we take proactive steps to safeguard the environment around our sites, collaborating with customers to design energy solutions that minimise ecological impact and meet environmental requirements. We support site selection, securing necessary licenses and reducing impacts such as noise from our equipment, or emissions from our generators, to sensitive receptors – local communities and sensitive flora and fauna. This includes conducting ecological assessments of our site locations, integrating requirements into product designs, and working with customer and government stakeholders to source and comply with regulatory licences and requirements.

## Supporting biodiversity through solar and battery projects

Across our solar and battery storage projects, we focus on building projects that respect land, protect ecosystems and deliver renewable energy. To meet stakeholder expectations, we avoid sensitive land, engaging with regulators, engineers and local community groups as appropriate in our environmental risk assessments. Where we can, we design projects to support long-term biodiversity value, incorporating native grasses, pollinator-friendly planting and soil health measures. For example, on a solar project delivered by the RenEnergy team at Tom Farm Campsite in the UK, we overseeded wildflowers across a 600 m<sup>2</sup> area, with early results showing increased insect activity, supporting birds and grazing deer.

In the UK, eligible solar projects must deliver at least a 10% biodiversity net gain. Where feasible, we work with customers to exceed this target, enhancing habitats and supporting ecological connectivity across sites.

## Preventing soil pollution

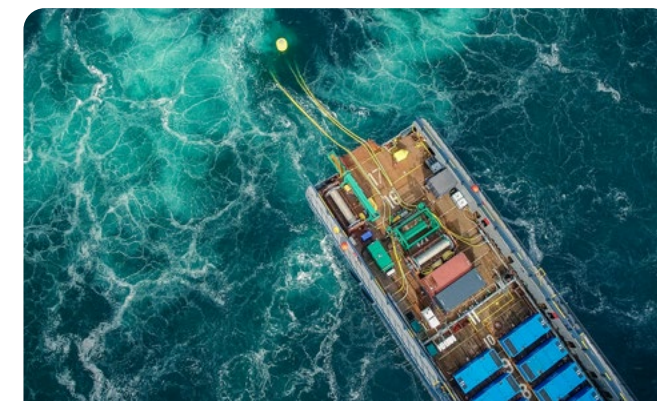
Healthy soils are the foundation of healthy ecosystems, and we follow strict standards to prevent soil pollution, manage spills quickly and reduce risks through equipment choice. For example, our containerised solutions are self-bunded and designed to minimise risk of harm to the environment. In 2025, Aggreko received no regulatory fines or prosecutions related to environmental spills.

For more on managing hazardous materials, see [Training on hazardous materials](#).

## Improving air quality in our operations

By investing in advanced generators and compressors, we actively reduce our nitrogen oxide (NOx) and particulate matter (PM) emissions<sup>26</sup>. Switching from diesel forklifts to electric forklifts where possible is also helping to reduce air pollutants during our operations, while customer partnerships to monitor and manage air quality impacts from our energy solutions enables us to identify and deliver improvements.

Find more details on Aggreko's emissions reductions and our product innovations in the [Climate section](#).



## Reducing marine impact during offshore construction

Offshore construction activities such as pile driving and dredging can generate intense underwater noise and disturb seabed sediment. In sensitive marine environments, this can harm fish and marine mammals and disrupt ecosystems that are already under pressure.

That's where Aggreko's solutions come in. Using oil-free air compressors, we provide a continuous supply of clean, pressurised air, helping to create a vertical barrier of air bubbles around offshore worksites. This barrier absorbs and disperses sound and helps limit the spread of sediment during construction.

With our bubble curtain solution, we help customers to carry out infrastructure projects while reducing environmental impact and protecting marine habitats.

<sup>26</sup> Stage V/Tier 4 Final generators reduce NOx and PM by over 90% compared to Stage IIIA generators.

# Waste and circular economy

When it comes to our equipment, we take responsibility for its operation and impacts – from design all the way to end of life. It's how we maximise resource efficiency. Cutting waste. Embedding circularity. And offering customers a sustainable alternative to owning their own assets.

## Understanding and addressing waste

Our ambition is to achieve zero waste to landfill wherever possible. And that starts with understanding our waste hotspots. In 2025, we standardised reporting, defined ownership and reviewed third-party waste management services to improve the quality of our waste data.

It's changes like these that give us a stronger base to understand our waste streams. From there, we can use these insights to strengthen how we measure and manage waste across our operations, improving waste segregation and tightening management processes across all locations. Circularity assessments also help us identify opportunities to expand refurbishment programmes, extend the life of our equipment, and roll out waste and water recycling systems at our key manufacturing and service and repair centres.

## Circular economy practices

We reduce, reuse and recycle materials wherever we can. From spare generator, chiller and compressor parts to oil, filters, batteries and water.

### Extending the life of our equipment

Our life extension and refurbishment programmes are designed to lengthen the useful life of our equipment, driving cost efficiency and reducing environmental impact. Take, for example, our diesel and gas generators, which are restored to like-new condition, adding at least 75% of their original lifespan and reducing the need for new manufacturing<sup>27</sup>.

### Using recycled oil

During 2025, we sent over one million litres of oil used in our equipment through our North American oil recycling programme. We also began testing treated recycled oil in our equipment, teaming up with OEMs to make sure it meets our standards. If successful, we'll expand this programme globally, driving greater circularity right across the business.

**68%** of waste recycled in 2025<sup>28</sup>

<sup>27</sup> This increase in equipment lifespan is verified through tracking of the continued operation of equipment within the business after the refurbishment work.

<sup>28</sup> This includes all waste generated across all facilities within the business.

## Turning waste into power: helping CCED eliminate flaring and boost efficiency

Gas flaring is one of the oil and gas industry's biggest sources of wasted energy. For CC Energy Development (CCED) in Oman, reducing flaring was essential to cutting emissions, improving efficiency and meeting long-term sustainability goals.

Our answer? A flare gas-to-power solution that captures associated gas and converts it into reliable electricity for site operations. Instead of burning excess gas and relying on diesel generators, CCED now uses this captured gas – gas that would otherwise be wasted – to power facilities.

The result is a double win. For CCED, the solution cuts gas flaring, reduces emissions by around 30%, and lowers total energy costs by replacing diesel with a fuel source that was previously treated as waste. For Aggreko, it's a clear demonstration of our value, spotlighting our ability to support customers by designing cleaner, more efficient ways to use energy.

By transforming waste gas into useful power, we're helping customers decarbonise today, making smarter use of the resources they already have to close the loop on power.

## Transforming waste biogas into renewable heat

Pivovarna Laško Union, part of the HEINEKEN Company, wanted to reduce its reliance on fossil fuels and unlock new efficiencies in its brewery operations. A decarbonisation study identified that biogas was being underutilised. PLU commissioned our engineers at Resalta to convert this fuel into a productive, low-carbon heat source. The brief was simple: make sure none of that good stuff goes to waste and help the brewery hit its wider efficiency and sustainability goals.

The upgrade solution we designed integrates a 668-kW air-to-water heat pump with a 1.1 MW biogas boiler. The result is an efficient, low-temperature system that runs on renewable energy produced right there onsite. The brewery now recovers all biogas generated during wastewater treatment and transforms it into steam for use in day-to-day industrial processes.

For HEINEKEN, the project aligns with its global decarbonisation strategy, supporting progress towards Net Zero emissions.



# Environmental compliance

When it comes to the environment and our communities, we want our impact to be positive. Turning sustainability ambitions into practical actions. Going beyond legislation to deliver on our commitments.

Our [Environment Policy](#) clearly communicates our commitment to pursuing best environmental practices. It guides our partnerships with OEMs, industry groups and regulators, makes sure our facilities and equipment meet the latest emissions standards and keeps us ahead of the legislative curve.

## Our commitments

We are committed to:

- Ensuring compliance with applicable legal requirements, regulations and standards
- Assessing and eliminating or minimising negative environmental impacts
- Training our employees in preventative and remedial environmental practices
- Proactively exploring opportunities to improve the efficiencies of our equipment and operating practices
- Evaluating our operations and controls, setting targets that drive improvements in our environmental performance
- Involving suppliers and contractors to pursue best environmental practice
- Investigating all environmental incidents and applying relevant learnings
- Sharing knowledge through open communications on environmental improvements and promoting a learning culture
- Delivering efficient business solutions that meet customers' needs.

## Our management approach

Effective environmental management is built through policies, processes and procedures. It's overseen by our Group HSE Director, who maintains a comprehensive management system that is routinely audited. They also provide assurance to the Executive Committee and the Board, who regularly review our environmental performance.

Our Environmental Management System, overseen by our HSE teams and certified to ISO 14001 at key manufacturing sites, is central to identifying risks early and putting practical solutions in place. It also acts as a central hub for sharing lessons learned across teams, strengthening cross-business consistency and continually improving our performance.

## Training on hazardous materials

Safety depends on everyone working together. We deliver training to make sure every technician knows how to handle hazardous materials safely, prevent releases and manage refrigerants responsibly.

To minimise pollution and accelerate incident response rates, we keep clear processes for reporting, tracking and reviewing the performance of our equipment. In 2025, we recorded 153 spills to ground. All were cleaned up, reported and reviewed in detail – with no regulatory actions or penalties issued as a result.

Our colleagues have limited direct exposure to substances of very high concern, though some purchased components may contain materials such as lead or diisocyanates. We work with suppliers to identify safer alternatives wherever possible. And recognising the environmental impact of refrigerant releases, we continuously take action to reduce equipment leaks while transitioning to lower-emission refrigerants across our fleet.

To learn more about our governance practices, please see the [Taking responsibility section](#).

# ISO 14001

certified at key sites<sup>29</sup>

<sup>29</sup> Abu Dhabi, Adelaide, Auckland, Barcelona, Bedford, Berlin, Bogotá, Braeside, Brétigny-sur-Orge, Brisbane, Büttelborn, Cannock, Chennai, Christchurch, Dammam, Darwin, Doha, Doncaster, Dorsten, Dubai, Dumbarton, Greater Noida, Hamburg, Hoboken, Ilfov (Ștefănești de Jos), Inverness, Jeddah, Kalgoorlie, Karratha, Kuwait, Laguna, Le Havre, Leipzig, Lille, Lyon, Malaysia, Malmö, Marunda, Marseille, Melbourne, Milan, Mina Salman, Moerdijk, Mt Isa, Mulhouse, Munich, Muscat, New Plymouth, Newman, Perth, Plymouth, Portlaoise, Pune, Queensland, Riyadh, Rutherford, Sharjah, Singapore, St-Michel-sur-Orge, Stockholm, Sutton, Swindon, Sydney, Tananger, Tauranga, Townsville, Washington, Widnes.

# Promoting development

We believe in better. For our colleagues, our partners and the communities we work in. Our colleagues share their expertise, innovation and commitment to make a positive impact for our customers and our communities. We support them through professional growth and an inclusive environment, championing innovation, wellbeing and respect for human rights.

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# Future workforce: Building skills for a changing energy landscape

As the energy transition accelerates, we are investing in the skills and capabilities needed for the decades ahead. Here, David McDonald (Head of Product Engineering), Christopher Black (Head of Manufacturing), Paul McGarry (Manufacturing Trainer) and Amadea Ironside (Early Careers Lead Europe) discuss how Aggreko is shaping its future workforce.

## How is Aggreko investing now to build the workforce of the future?

DAVID: "Our biggest success story is our apprenticeship programme. It has produced some of Aggreko's strongest talent – people who've gone on to key roles around the world. When you look at the global footprint of former apprentices, you can see the impact.

"But the investment goes further. We support colleagues with day-release degrees, university sponsorship and professional development. In engineering alone, several colleagues are gaining further qualifications right now, showing that development doesn't stop once you join us."

CHRISTOPHER: "Because homegrown talent works so well, we've expanded apprenticeships beyond engineering into warehousing, planning, procurement, HR, IT, and business analysis and project management. It builds capability right across the business."

## What role do local recruitment and community partnerships play?

DAVID: "Engineering skill shortages are well documented. Recruiting experienced engineers is challenging, so our local pipeline becomes even more important. Apprenticeships and graduate apprenticeships allow us to grow our own talent, embed them in our culture from day one and help address local shortages."



AMADEA: "We're expanding early careers programmes all across the business. By tailoring our approach to local contexts and working closely with communities and education partners, we're helping people see a future for themselves in energy – sometimes for the very first time.

"Through our partnerships like Saltire Scholars and PRIME, we're widening access to opportunity. In 2025, two finance interns from Saltire Scholars progressed into our graduate programme, demonstrating the value of these initiatives. Broadening reach, expanding access and building capability is a key part of how we grow a future-focussed workforce."

## How is Aggreko supporting STEM learning in schools?

PAUL: "In the UK, we partnered with Primary Engineer last year, taking on three major programmes. We ran challenge programmes, supplied classroom kits and held training days for teachers that could also contribute to their Continuing Professional Development (CPD) certification. Each teacher could then take those activities back to their classes, reaching up to 120 pupils. That's thousands of children getting hands-on STEM experiences.

"Our engineers also go into schools and talk about what they do. Kids design inventions for the competition 'If you were an engineer, what would you do?', and our team helps judge their entries. Seeing pupils name our engineers as their inspiration is very rewarding."

AMADEA: "Early intervention is also crucial because representation in engineering is still low, especially for women. If we don't reach children early, they might rule themselves out before they even start."

// By tailoring our approach to local contexts and working closely with communities and education partners, we're helping people see a future for themselves in energy – sometimes for the very first time."

## How is the current Aggreko workforce being trained for the shift towards new technology and cleaner energy?

PAUL: "We work closely with colleges and universities to add the right courses, like renewables, battery storage and advanced controls. Even our experienced electricians are taking new modules. And our adult apprenticeship programme gives assembly operators the chance to gain a Scottish Vocational Qualification (SVQ) Level 3 and move into technical roles."

## Looking ahead, what skills will Aggreko need most?

AMADEA: "The landscape is moving quickly – AI, data and digital tools are all growing areas. We're already seeing demand shift, and our programmes are evolving accordingly. Workforce planning reflects both our business needs and the changing skills landscape. We are becoming more forward-looking so we can develop the talent we need."

DAVID: "It all comes back to balance. We need emerging talent and experienced people who can mentor them. And we'll keep investing in both."

PAUL: "Our focus is clear: Develop talent early, grow from within and strengthen local pipelines. With demand growing for electrical, mechanical, controls and renewable-ready skills, colleagues across the business are working together to build a diverse, capable workforce fit for the future."

# Colleague engagement

Our colleagues are central to everything we do, and we want to make sure they feel heard and valued. That starts with listening to what they think – understanding their experiences, expertise and mindsets to drive shared success.



## Listening to our colleagues

We build an environment where people feel informed, heard and connected to our purpose. Through channels like our employee engagement survey, town halls, leadership visits, one-to-ones and Viva Engage (our internal social network for colleagues to connect), we collect colleague insights that guide decision-making and shape the way we work.

During 2025, 85% of colleagues participated in our engagement survey. Our overall colleague engagement score remained high at 83% – 9% higher than the Culture Amp benchmark. Colleague feedback gave us a look into how they feel about the stability and clarity of our strategy too, expressing confidence in Aggreko's future and pride in our mission. In fact, when asked:

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80% told us they believe "We make a positive difference to society" (maintained from 2024)

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90% told us they are proud to work for Aggreko (maintained from 2024).

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At the time of publication we are reviewing colleague feedback from our latest engagement survey (conducted in April 2026) and identifying actions to address key themes.

To explore more survey results, please see the [Inclusion section](#) and [People development section](#).

## Strengthening leadership communication

'On' isn't just a power source; it's a mindset, and one that starts with leaders. To keep everyone at Aggreko engaged, we continue to invest in transparent, consistent messaging across all levels. We align leaders around the messages they share by clearly communicating our ambition and priorities.

As well as quarterly Q&As with our Chief Executive Officer (CEO) and Chief Financial Officer (CFO), the executive team maintains an on-the-ground presence. Regular site visits across all our regions provide an opportunity for business reviews and in-person town hall meetings with colleagues.

**//** Our colleagues are most engaged when they see how their work contributes to our ambition – and when they see leadership listening and responding."

Kim Wilson,  
Group People Director



85%

of colleagues participated in the 2025 engagement survey<sup>30</sup>

83%

colleague engagement score, 9% higher than Culture Amp's benchmark<sup>31</sup>

<sup>30</sup> Statistics for colleague engagement apply only to Aggreko and do not include the other group companies.

<sup>31</sup> Culture Amp is the market-leading employee experience platform.

# Inclusion

Inclusion leads to innovation. When we bring different experiences and backgrounds together, that’s when true creativity happens. Creativity that enhances our solutions, strengthens our operations and supports company success. It’s why we foster a safe, inclusive environment where everyone feels respected and part of our global team.

## Creating a culture where everyone belongs

Belonging is shaped by our culture, and we are committed to providing a workplace where every colleague feels valued, respected and able to contribute fully. And it’s working.

In 2025, our inclusion sentiment score stayed high at 81%, reflecting progress across our inclusion priorities: leadership awareness, colleague education, embedding inclusive processes and encouraging colleagues to speak up with confidence that their views will be heard.

### Building inclusive capability

An inclusive culture needs to be embedded from the top, which is why, in 2025, we were pleased to see more leaders complete inclusive leadership training. In fact, 94% of all eligible leaders – particularly those new to Aggreko – completed it, building their knowledge around active listening, advocacy and creating psychological safety.

Inclusion should be a consideration in everything we do, starting with recruitment. So, we expanded our inclusive recruitment training for hiring managers and continued reviewing job descriptions, recruitment materials and channels to better reflect our commitments.

And with a continuous focus on hiring more of today’s young innovators, we expanded our reach and range of trainee and apprentice programmes. Learn more about these in the [People development section](#).

### Progress against goals

# 81%



Achieved

inclusion score in our 2025 Be Heard survey, up 4% from 2021 baseline<sup>32</sup>

32 This applies to Aggreko only and does not include the wider group companies.

## Powering inclusion at the Women’s Rugby World Cup 2025

As Official Energy Transition Solutions Provider for the Women’s Rugby World Cup 2025 (WRWC 2025), we delivered power alongside measurable social value through workforce development and inclusion.

To support women in STEM, four apprentices were part of live event delivery, deployed across venue teams and guided by senior female engineers through structured mentoring. Two women were appointed as venue leads, overseeing operations across eight sites and demonstrating leadership in a high-profile, fast-paced environment.

These hands-on opportunities supported skills development, real-time problem-solving and career progression. Several apprentices have since expressed an ambition to continue working in large-scale events, including one newly qualified engineer aiming to progress into future global tournaments.

Alongside operational delivery, we used the WRWC platform to recognise colleagues and convene industry leaders to discuss more sustainable approaches to powering global events, including a panel that discussed the role of inclusivity in driving better engineering outcomes.



“ Delivering the Women’s Rugby World Cup showed what’s possible when you open doors and back talent. Our team reflected our inclusive culture, bringing together strong female representation across planning and technical roles, as well as from our apprenticeship programme. Inclusion wasn’t an add-on to this project. It was how we delivered it.”

Claudia Padilha, Project Manager



# People development

Our people are what set us apart, and we're committed to creating the opportunities they need to succeed. We encourage their can-do attitude, positivity and resilience, and our culture recognises their individual excellence and champions our shared success.

In our field of energy solutions, having a highly skilled team is crucial. That's why we invest deeply in developing our current and future workforce – improving their capabilities and strengthening our ability to deliver for customers.

## Investing in skills for today and tomorrow

We're aligning our learning to both colleague and business needs with high-quality opportunities that deliver results for all. In 2025, our colleagues completed more than 144,000 hours of training globally, with broader LinkedIn Learning access.

As well as this, we looked at where we could enhance existing training opportunities; for example, our targeted technical programmes were refreshed and now combine shorter classroom sessions with more in-the-field learning so people can become fully competent faster.

## Leadership development

Our Leading for Performance and Growth programme saw strong uptake in 2025. Nearly 300 senior leaders around the world have now participated, gaining access to blended learning modules that cover everything from accountability and performance coaching to decision-making and stakeholder communication. And we have enhanced the focus on leadership behaviours too. Through updated resources for recruitment, talent reviews, performance, recognition and new manager onboarding, we're making sure our colleagues have the skills they need to lead with confidence. With 83% of colleagues in our latest employee survey recognising their manager as a strong role model, our leadership behaviours are being lived across the business.



## Transforming global sales capability

Our sales team is the face of Aggreko. They work tirelessly to deliver exceptional experiences for customers. Experiences built on expertise, understanding and smart solutions. In 2025, we took steps to enhance sales capability, crafting a coordinated set of initiatives that span skills, tools, development and customer-centric ways of working.

One initiative we introduced was Aggreko's Sales Mastery programme – a fully in-house, data-driven solution that transforms sales teams from transactional sellers into strategic, value-driven partners.

As a result of this effort, we were honoured to be recognised with a Bronze award for People Development Management Programme of the Year by the Learning and Performance Institute.

## Supporting early careers

Early career talent is a cornerstone of our development strategy. In 2025:

- 168 apprentices, trainees and interns participated in our early talent programmes across the Americas, Europe, Africa, the Middle East and Asia Pacific.
- We launched a graduate programme for Saudi nationals – onboarding three graduate sales trainees and one graduate finance trainee and enhancing the existing localised graduate technician programme.

### Progress against goals

# 144k+



Achieved

hours of employee training delivered in 2025

# 168



Achieved

colleagues engaged through our early talent programmes in 2025, up 73% on 2023 baseline

# 78%

of 2025 survey participants agreed "I have access to the learning and development I need to do my job well"<sup>33</sup>

# 78%

of 2025 survey participants believed "my manager shows a genuine interest in my development"

33 This applies to Aggreko only and does not include the wider group companies.

## Talent and performance

We're building a workforce that's fit for the future, bringing top talent onboard to help keep the worlds of our customers and communities on. In 2025, we filled 1,623 roles, an increase compared to 2024. Of those, 62 were senior hires<sup>34</sup> and 63 were internal promotions into senior roles<sup>34</sup>, offering existing colleagues valuable opportunities to build their careers with Aggreko.

### Improving our onboarding process

Our onboarding approach prepares people for success from day one at Aggreko. In 2025, we expanded our efforts, bringing together our people, IT and finance teams to launch a suite of redesigned global onboarding resources. Created to improve the new hire experience, support better line manager involvement and accelerate integration, the refreshed resources encompass role-specific guidance, early access to training and a clearer first 90-day structure.

### Strengthening our talent management approach

We want to develop the skills and opportunities that move us all forward. In 2025, we continued to do just that, improving talent identification, promotion and development by using clearer capability criteria, 360-degree feedback on talent and a more consistent approach. We ran talent reviews across all regions and functions, focussing our attention on readiness, potential, evidence-based development planning and what we can do to help our colleagues identify their next career moves. The reviews explored the potential and needs for our team managers and specialists, especially for sales and to identify our emerging talent.

## Creating opportunity in our communities

We're working to reach talent far and wide, creating meaningful career pathways for young people in remote communities in partnership with the Australian Industry (Ai) Group's Apprentice & Trainee Centre (ATC). In 2025, this commitment came to life as we welcomed two year-11 students from Far North Queensland into school-based traineeships at our Amrun solar farm.

These First Nations trainees get hands-on experience in engineering at the solar farm's Weipa site supported with travel, equipment and ongoing mentoring. And at the end of it, they'll graduate with a valuable Certificate II qualification.

“As our first time hosting Ai Group ATC trainees in the region, this initiative spotlights our commitment to building skills, opportunities and inclusion in the communities where we operate. It's a testament to the power of targeted partnerships in creating opportunities of a lifetime for young people and strengthening regional talent pipelines.”

Matt Hunter,  
Head of HSE & Sustainability, APAC



## Building future energy talent

Through early careers support, we're working to help people see a future for themselves in energy and we're proud to see them progress within Aggreko.

Mark Diamond joined Aggreko straight from school in 2020 as our first Graduate Engineering Apprentice. From the outset, he combined technical capability with leadership, quickly setting the standard for future graduate apprentices. And his commitment wasn't just recognised at Aggreko. He was also named Graduate Apprentice of the Year at the Scottish Apprentice Awards.

Alongside his studies at Glasgow Caledonian University, Mark played a pivotal role in welcoming new apprentices, sharing practical insight into both the role and academic journey. He also helped expand opportunities for graduates to gain onsite experience, following outstanding feedback from his work at the Women's World Cup in Australia and stadium installation planning for the 2022 Commonwealth Games.

Now an Events Design Engineer based in Riyadh, Mark designs energy and temperature solutions for large-scale events across the Middle East. His portfolio includes Formula 1, Formula E, LIV Golf and leading music festivals, while supporting commercial teams to grow market share and build client partnerships.

<sup>34</sup> Senior roles include senior managers and 'heads of' roles.

# Health and wellbeing

We create a welcoming, supportive workplace where colleagues can thrive. That starts with creating opportunities for our colleagues to grow, succeed and feel appreciated for what they do and continues with championing their health and wellbeing.

## Employee Assistance Programme

We continue to make our Employee Assistance Programme (EAP) accessible to more colleagues and their families. During 2025, we delivered free and confidential support on nutrition, exercise, emotional wellbeing, financial and legal matters and life coaching – helping our colleagues manage challenges at work and at home.

In 2025, through our EAP we delivered 42 wellbeing sessions, reaching around 1,000 participants across Latin America. We delivered inclusive, practical wellbeing initiatives designed to help colleagues feel supported, informed and valued. Local initiatives translated awareness into action, including health assessments in Chile and diabetes prevention education in Panama.

## Health and wellbeing initiatives

Our approach to health and wellbeing balances local and global initiatives: annual wellness days, health fairs and free health checks, guidance and support at key locations. Across our regions, colleagues take part in regular Aggreko-hosted events that foster a sense of community, from yoga and table tennis to football and cricket tournaments. Family fun days and sports days let colleagues and family members come together to enjoy bonding time outside of work.

An annual health check is available to colleagues in certain locations and supports early awareness of potential health conditions, enabling timely intervention and informed decision making. It also helps colleagues effectively navigate healthcare, guiding those who need follow-up support towards appropriate consultations or assessments. From a business perspective, this proactive approach supports lower medical insurance costs and reduced absenteeism, while reinforcing our commitment to colleague wellbeing.

## Turning insight into action to support wellbeing in the Middle East

Looking after our colleagues starts with understanding their needs. In the Middle East, colleagues took part in free annual health checks and wellbeing surveys, gaining a valuable insight into their health and helping us shape more targeted support where it matters most.

With over 50% of colleagues in the Middle East taking part, participation was high. The insights highlighted areas of potential health risk, including weight-related concerns, diabetes, hypertension and cholesterol. These insights are directly informing our plans for 2026. We will use them to drive targeted initiatives that increase awareness and provide practical guidance on nutrition and healthy habits, physical activity, mental health, sleep and stress, as well as financial wellbeing.

“ Having access to free health checks made it much easier for us to take care of our health and helped us understand our wellbeing better. I am genuinely grateful that Aggreko places such importance on our health and care.”

Philomena Fernandes,  
Contracts Administrator



Where practical, we provide flexible working options – remote and hybrid, flexible hours and part-time arrangements – that help colleagues balance their work-life commitments. Helping them stay healthy, focussed and productive.

## Building awareness of mental health

We build understanding of mental health to maintain a safe and respectful culture for everyone. This includes training our managers to recognise signs of mental health strains, giving them the tools to hold open, supportive conversations with their teams. Experts are also on hand to provide support to colleagues and their families navigating the complexity of mental health issues.

## Colleague feedback

We regularly ask for feedback from colleagues to understand the impact of our wellbeing initiatives – and where we can improve. Responding to our most recent colleague engagement survey, 76% said they feel appreciated for their work and 85% said their manager cares about their wellbeing.

For more on our engagement efforts, see the [Colleague engagement](#), [People development](#) and [Inclusion](#) sections of this report.

### Progress against goals

85%



Achieved

of colleagues responding to our 2025 engagement survey believe their line manager genuinely cares about their wellbeing, a 4% increase against 2021 baseline<sup>35</sup>

88%



Not achieved

of managers trained on mental health in 2025<sup>35</sup>

<sup>35</sup> This applies to Aggreko only and does not include the wider group companies. Whilst we did not achieve our goal of 100% completion of this training in 2025, we are continuing to embed this training for all managers.

# Human rights

We believe in better. For everyone. It's why we are committed to upholding human rights, with zero tolerance for modern slavery and human trafficking. We apply high employment standards across our business, enabling stakeholders to speak up and empowering colleagues to act.

Everyone across our business and value chain deserves to be treated with dignity and respect. To reinforce our stance, in 2023, we became signatories of the UNGC.

See our [Corporate governance and ethics section](#) for more details.

# 98%

of colleagues completed modern slavery and human rights risk training in 2025<sup>36</sup>

## Human rights oversight

We all share responsibility for protecting human rights, and we maintain a robust oversight structure to uphold our expectations. The compliance team is responsible for keeping our modern slavery and human rights framework aligned with latest best practice, while our Audit and Risk Committee oversees the effectiveness of compliance procedures.

During 2025, the committee reviewed our framework and whistle-blowing processes for ongoing relevance. They also assessed the strength of our controls for identifying risks related to modern slavery and human rights. And what they found was that our current practices effectively manage business-relevant risks, with a continued focus on managing temporary labour and suppliers located in countries subject to higher human rights and slavery risks. As the business continues to grow and our supply chain evolves, we will continue to focus efforts on mitigating this potential area of risk.

## Our Code of Conduct

Our [Code of Conduct](#) sets out the standards we expect everyone at Aggreko to uphold. Communicated during onboarding and through regular training, its purpose is to:

- explain the behaviours we expect,
- provide practical guidance on how to apply these behaviours to our work, and
- detail the anonymous process for speaking up and how to access guidance when unsure or concerned about activities or behaviours.

Reinforcing our Code of Conduct is our [Human Rights Policy](#), which we introduced in 2025 to make sure our colleagues are alert to potential human rights abuses and know how to raise concerns.

## Committing to being a fair employer

We strive, every day, to be a fair employer. That includes:

- Complying with all applicable labour laws and regulations
- Providing equal opportunities to all colleagues and not discriminating based on race, gender, age, religion or any other characteristic protected by law
- Respecting colleague rights to form and join unions and to engage in collective bargaining
- Providing fair wages, benefits and compensation packages, including minimum wage standards, overtime pay, and benefits such as health insurance and retirement plans
- Ensuring a safe and healthy working environment with measures to prevent accidents, injuries and illnesses
- Promoting inclusion and investing in colleague training and development programmes
- Engaging local communities and supporting causes that align with our values.

We ask the same high standards of our suppliers and contractors, and perform regular monitoring and reporting of labour practices to confirm ongoing compliance. For more information on supplier engagement, see the [Suppliers section](#).

## Preventing modern slavery and human trafficking

Our stance on modern slavery and human trafficking is clear. We maintain a zero-tolerance position, as outlined in our [Slavery and Human Trafficking Statement](#). During 2025, we updated this statement to reflect our strengthening commitment, broadening it to include new potential risks across our operations and supply chain, particularly regarding temporary labour providers.

All colleagues complete onboarding training on human rights and slavery risks. A refresher training every two years keeps our stance front of mind for everyone, ensuring colleagues are aware of – and equipped to address – concerns. We updated the training content to reflect high-risk examples, and this was delivered across our business during January 2026.

Annual regional risk assessments help to shine a light on the likelihood of human rights and modern slavery risks in our operations and wider value chain. They also provide a valuable opportunity to examine the effectiveness of our risk mitigation controls. Across our customers, suppliers and value chain, we assess the level of risk for human rights issues such as worker pay, accommodation standards and safe working conditions. For higher-risk countries, we also perform more in-depth audits as part of supplier quality reviews. Where issues are identified, we feed findings back into our risk assessment process, helping target areas for continuous improvement.

# Suppliers

Strong supplier relationships enable us to deliver the engineered energy and temperature solutions our customers need. Through our Energising Change framework, we work closely with supply partners to boost performance, deliver value and reduce environmental impacts.

We maintain global supply chain integrity through a robust onboarding process that begins with ensuring all suppliers commit to the standards we set in our [Supplier Code of Conduct](#). We monitor compliance through audits that assess quality, environmental practices and management systems.

**64%** of our spending was with local suppliers in 2025<sup>37</sup>

## Our Supplier Code of Conduct

Updated in March 2025, our Supplier Code of Conduct sets out the minimum environmental, social and governance standards we require our suppliers to adopt and apply throughout their business and within their own supply chain, including:

---

Environment: reducing the environmental impact of activities

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Social: prioritising safety and human rights, and respecting labour standards

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Governance: ensuring business is conducted ethically and in compliance with laws.

## Collaborating with suppliers to reduce impact

We assess prospective suppliers thoroughly to understand if they share our values. We review their labour standards, safety procedures and quality controls. We then refresh this review at least every three years to confirm they remain aligned to our expectations.

Starting in 2025, we reviewed our processes to identify opportunities to broaden our supplier management procedures, for example, incorporating decarbonisation opportunities as a consideration when choosing supply chain partners. In 2026, we will review our strategic Tier 1 and 2 suppliers more deeply, assessing their exposure to climate-related risks and identifying opportunities for greater collaboration to reduce the impact of our solutions and operations.

We use our global expertise to help existing suppliers access information hubs or tools that will enable carbon reduction and improve energy efficiency in their own businesses. For example, as a founding member of the Scottish Business Climate Collaboration (SBCC), we helped develop the Climate Action Hub – a digital resource that helps small and medium-sized enterprises (SMEs) decarbonise. We encourage our SME suppliers to use the tool and develop their own carbon-reduction plans. And so far, 543 SMEs have signed up. We also work with our SBCC partners to expand access to the tool, which has been recognised by the Centre for Engineering Education and Development with the Net Zero Heroes award.

## Sourcing our materials

We want to support local economies and strengthen supply chain resilience. It's why we prioritise sourcing from local suppliers where possible. During 2025, 64% of our total procurement spend was with suppliers registered in the same country as the requirement.

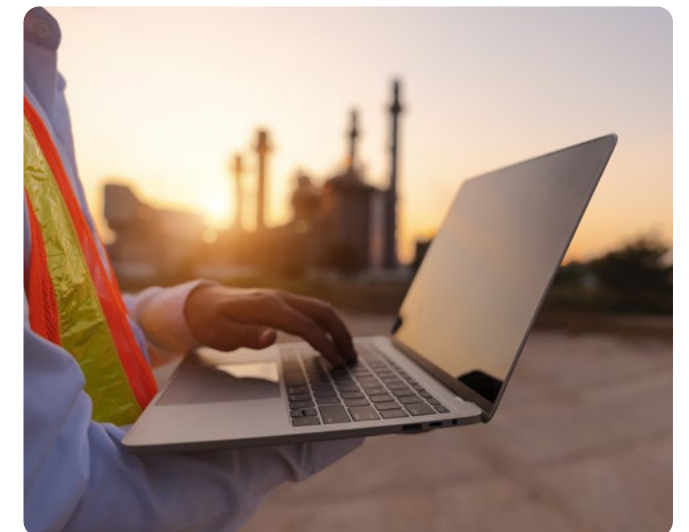
Assessing our exposure to carbon costs under the Carbon Border Adjustment Mechanism (CBAM) has prompted a review of our supply chains, highlighting additional opportunities to localise purchasing, increase efficiency and strengthen local supply chains.

For more information on our investments in low-carbon equipment and solutions, see the [Climate section](#).

## Supplier audits: human rights and modern slavery

In 2025, we completed 105 enhanced supplier audits – from desktop reviews to supplier visits – which included an assessment of how human rights and modern slavery risks are managed. Where suppliers are at higher risk of modern slavery or human trafficking, we conduct enhanced due diligence to understand the labour standards and supply chain controls they have in place. This can include interviews, site visits and obtaining external intelligence on supplier reputation and processes. By doing so, we aim to reduce our exposure to human rights and modern slavery risks in our supply chain.

For more information on our zero-tolerance position on modern slavery and human trafficking, see the [Human rights section](#).



<sup>37</sup> This means suppliers registered within the same country as the requirement. This applies to Aggreko only and does not include the wider group companies.

# Community impact

Our approximately 8,000 colleagues are part of communities in over 80 countries around the world. It's a powerful global footprint with a massive reach, and it fuels our commitment to generate a positive impact in the places we're connected to.

We make a meaningful difference by partnering with local organisations, contributing to charities and encouraging our colleagues to support the causes they care about. In 2025, that dedication translated into tangible impact, as we proudly contributed over \$70,000 and over 10,000 volunteering hours to global charities.

Our community engagement is led locally, through regional corporate social responsibility (CSR) forums made up of passionate colleagues. Efforts are focussed in four areas where we can make an impact and address sector challenges: STEM education, health and wellbeing, disaster response, and environmental sustainability.

## Hands-on impact: Our colleagues drive change

We support our colleagues to make a difference in their local communities. One way we do that is through our Days of Difference programme, an initiative that gives every colleague two volunteering days each year.

From supporting foodbanks and mentoring programmes, through installing water boreholes and planting trees, to donating books and educational supplies, our colleagues deliver on-the-ground support that meets local, real-world needs. This locally led approach means that our volunteering hours translate into tangible outcomes for communities while giving our colleagues the opportunity to contribute, collaborate and see the difference they are making.

The impact is two way. Communities benefit from practical support where it is needed most, and our colleagues return to work more connected, motivated and proud to be part of a business that backs them to make a meaningful difference. This is not an add-on to how we work – it reflects who we are at Aggreko: people who show up for each other and for the communities we serve.

Beyond their time, our colleagues provide crucial cash and in-kind donations – from essential equipment to providing our skills to support the charities' objectives. In 2025, we partnered with Dress for Success to help women move into employment through interviews, providing interview preparation support and CV drafting.

### Progress against goals

# 10,668



Achieved

hours of volunteering completed by Aggreko colleagues in 2025, a 51% increase on 2024

## Igniting future innovators and powering STEM dreams

We're committed to sparking real change – not only through our energy solutions, but by nurturing the next generation of STEM innovators. During October 2025, our St. Louis service centre welcomed 25 Cadettes from the Girl Scouts of Eastern Missouri for an inspiring STEM Careers in Action event. Our aim: to help young women see themselves thriving in the world of science, technology, engineering and maths.

The Cadettes toured our facility, seeing first-hand how Aggreko engineers design and deliver innovative solutions. They attended a lively panel where colleagues outlined our STEM career pathways and responded to questions. The highlight was an engineering design challenge, where Cadettes got a real feel for life as an engineer. By the day's end, every scout earned her STEM Career Exploration Badge.

This event exemplifies our commitment to generating opportunities to develop the talent that will drive sustainability and innovation forward in our business and the wider community.

Providing opportunities for women in STEM is an important part of our strategy, making our sector attractive to a diverse range of people. We are proud to see our colleagues inspire a group of future STEM leaders."

Yvonne McAnally,  
Head of Commercial, Sales & Operations



# Taking responsibility

Our business is built on trust. We earn that trust by building strong governance processes and promoting non-negotiable ethical practices – from safety to data protection.

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# Cyber security and AI: Building a resilient, data-driven future

As the demand for energy solutions evolves, cyber security and artificial intelligence are reshaping how Aggreko operates. Darren Johnstone (Head of Technology & Cyber Security) and Saran Subramanian (Head of Artificial Intelligence) outline the challenges and opportunities ahead.

With Aggreko's digital footprint expanding, and customers wanting deeper performance insights, both cyber security and AI have become essential to how we operate. We now process more data than ever before, from asset telemetry to complex, multi-site operational performance indicators. This shift is changing expectations and opening up possibilities to drive efficiency and resiliency across our business and the energy solutions we support.

## How is growing customer demand for data reshaping the industry?

**DARREN:** "We've long collected performance data from our assets for remote monitoring and condition-based maintenance. But what's changed is customer demand. They now want data to run their own analytics. They're under pressure to understand energy use holistically, to drive efficiency and resiliency in their energy systems."

**SARAN:** "Data and technology now sit at the heart of how we match supply and demand. Customers expect faster insights, better forecasting and more responsive solutions. AI builds on this, helping us design, deploy and optimise more efficient, reliable energy supply across our operations."

## What are the biggest cyber and data security challenges?

**DARREN:** "Protecting commercially sensitive and personal data remains our biggest challenge, but we have built this into how we design our data systems, establishing clear boundaries to mitigate risks posed to the most sensitive information."

"Customers also expect far greater transparency now. Assurance statements are no longer enough; they want to see how we secure data in practice. That reflects regulatory pressure, from frameworks like the EU's Network and Information Security Directive 2 (NIS2) and the North American Electric Reliability Corporation's Critical Infrastructure Protection standards (NERC CIP). And as part of their supply chain, it's important we align to those same standards."

## How is Aggreko ensuring the safety of connected and remotely managed assets?

**DARREN:** "At project sites, where generators, batteries and renewables interact, we're expanding capabilities like real-time optimisation and energy management. This requires stronger technical infrastructure. By aligning with IEC standards, we can innovate safely and at scale."

## Where is AI already delivering value and what opportunities lie ahead?

**SARAN:** "AI is already embedded in key processes. Remote monitoring teams use AI to analyse alarms for efficient diagnostics, ensuring our solutions maintain the reliability our customers expect. Internally, colleagues use our secure AI assistant to summarise information, generate ideas and make quicker decisions."

"The next big opportunity lies with supply chain optimisation. Positioning the right equipment and experts in the right places to drive efficiency and meet the growing energy demand."

## How are Aggreko's teams evolving to support this shift?

**DARREN:** "Cyber is now a clear investment area, with an expanding team and new ways of working. A major step was establishing a dedicated AI function. We're also bringing in apprentices in both security and development. Growing talent internally is a priority for us."

**SARAN:** "Our future model brings AI development, automation and change management together. It's not just about building AI solutions; it's also about colleagues adopting them confidently and safely."

// Customers expect faster insights, better forecasting and more responsive solutions. AI is helping us to design, deploy and optimise more efficient, reliable solutions for our customers."

## Looking ahead, what does a secure, AI-enabled Aggreko look like?

**DARREN:** "Good security allows us to innovate confidently. With strong data foundations, clear boundaries and industrial security standards already in place, we're well placed to support technologies the business hasn't yet imagined."

**SARAN:** "AI is a strategic partner that accelerates decisions, improves efficiency and reduces friction for customers. The fundamentals are in place. Now it's about building on them – responsibly, ethically and sustainably."



# Safety and security

Health, safety and security come first in everything we do. We invest heavily in our safety culture, so everyone understands what it means for their role and how they can keep themselves and their colleagues safe.

## Our approach

Everyone has a part to play in improving our health, safety and environment (HSE) performance. Our Board and Executive Committee provide oversight of HSE and regularly review our HSE performance.

We maintain compliance with regulations and meet customer priorities, but we never lose sight of our own standards. We do not compromise on our policies and procedures – such as Standard Zero and our Safety Rules.

Our HSE framework is mature. It has been shaped by experience, collective learning and regular reviews that drive continuous improvement and risk awareness. Wherever we operate, we employ experienced HSE professionals who, under the leadership of the Group HSE Director, take ownership of efforts on a regional basis.

Under this guidance structure, we aim to:

- Drive continuous improvement in HSE performance and management systems
- Build and maintain the competence of our team, so that they can carry out their activities responsibly and safely
- Provide equipment suitable for each purpose, complemented by appropriate systems and procedures
- Proactively identify, assess and mitigate health and safety risks for colleagues and contractors
- Use data, research and colleague feedback to support informed and strategic decisions.

## Health and Safety Policy

We make our expectations clear with a [Health and Safety Policy](#) that encompasses our commitments to:

- Ensure compliance with applicable legal requirements, regulations and standards
- Identify and assess the hazards associated with our operations, and eliminate or minimise exposure to risk
- Recruit, train and coach colleagues to maintain a competent, assured workforce
- Provide the right tools and equipment to carry out tasks safely and effectively
- Encourage and enable employees to discuss health and safety improvements and concerns
- Create an environment where employees are empowered to stop any unsafe work
- Evaluate our operations and management controls, continually improving our safety performance
- Involve suppliers and contractors to pursue best safety practice
- Investigate all incidents and apply relevant learnings
- Share knowledge through open communications and promote a safety learning culture
- Deliver safe and efficient business solutions that meet customers' needs
- Make the safe way the only way.

## Safety audits

To maintain the highest safety standards, we deliver a comprehensive programme of internal safety audits across our regions, particularly targeting higher-risk locations. The audits cover all key risk aspects and verify adherence to Aggreko HSE standards.

90%

of colleagues participating in our engagement survey feel Aggreko is committed to everyone's health and safety<sup>38</sup>

97%

Colleagues completed travel security training in 2025<sup>38</sup>

We recently enhanced the programme and delivered extensive training to a dedicated team of 60 auditors. This training was a 2025 priority, helping to drive cross-company consistency in auditing scope and approaches, paving the way for a more robust, comprehensive audit programme through verified controls and compliance with our HSE standards, as well as legal and other requirements.

Our annual Internal Audit Plan is closely monitored by senior executives and regional leadership to identify opportunities for HSE performance improvements and for continuous investment in our HSE management system.

## Stop Work Authority

A healthy and safe workplace is a non-negotiable right. We encourage all our colleagues to use their Stop Work Authority (SWA) when necessary. Because when someone identifies a task that cannot be performed safely, they have the power – and the duty – to stop work immediately. The action will never be criticised and is unconditionally supported.

### Progress against goals

ZERO



Achieved

fatalities in 2025

26%



Achieved

reduction in total recordable injury frequency rate (TRIFR) in 2025

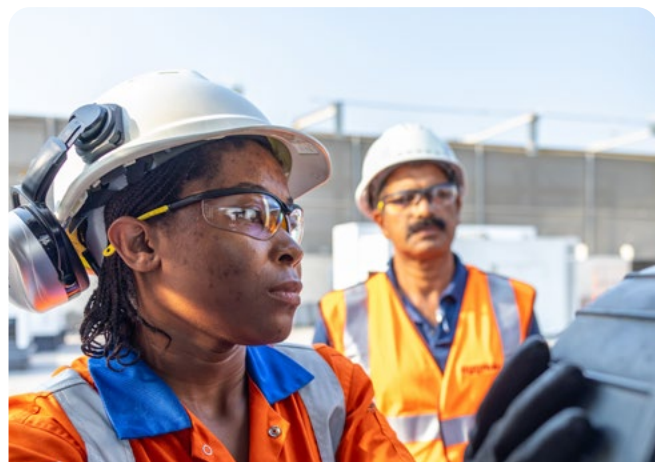
36%



Achieved

reduction in lost time injury frequency rate (LTIFR) in 2025

<sup>38</sup> This applies to Aggreko only and does not include the wider group companies.



### Strengthening our safety culture

In 2025, we took a data-driven look at our safety culture to understand where we performed well and where further progress is needed. Recognising that safety outcomes depend on behaviours as much as systems, we commissioned an independent, company-wide assessment of our HSE culture.

The assessment examined leadership behaviours, policies, processes, regional differences and overall maturity, as well as opportunities to strengthen how colleagues think and act around safety. To build an honest, comprehensive picture, the approach combined interviews, focus groups and site walkovers, engaging colleagues at all levels of seniority across key locations in every region.

The findings highlighted both strengths and clear areas for improvement, providing actionable insights to guide next steps. We used these insights to develop a multi-year plan focussed on strengthening capability, embedding consistent HSE behaviours and enhancing leadership ownership of safety. This work is helping to raise standards across the business and to support safe, sustainable growth.

SWA cases are fundamental to preventing and mitigating imminent risks. Whenever one is raised, it triggers an in-depth review of specific safety risks, promoting continuous improvements in our safety framework. During 2025, 670 SWA cases were registered, sparking communications on recurrent risks and catalysing process changes for priority risks identified.

### Incident and risk management

We strive to maintain a best practice safety approach. To do so, we align our HSE management system with internationally recognised standards like ISO 45001 and ISO 14001. Our approach covers our operations, assets and colleagues, with performance independently audited to achieve certification. Operating on the principle of continuous improvement, our management system guides teams through the right procedures and processes, facilitating effective prevention measures, robust controls, risk reduction and regulatory compliance.

Driven by this continuous improvement mindset, we achieved progress in health and safety performance in 2025. Our TRIFR has remained below one injury per 200,000 hours worked since 2021 and, in this year alone, we achieved a 26% reduction (0.51) compared to 2024 (0.69). Our lost time injury frequency rate (LTIFR) also dropped by 36% (0.16) compared to 2024 (0.25) and by 24% compared to 2023 (0.21).

Our progress has been driven by an ongoing focus on adherence to our HSE standards, personal accountability, instilling the idea that safety starts with our own actions, and a culture that embraces SWA.

### Incident frequency rates

|                     | 2021 <sup>39</sup> | 2022 <sup>39</sup> | 2023 <sup>40</sup> | 2024 <sup>41</sup> | 2025 <sup>42</sup> |
|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| LTIFR <sup>43</sup> | 0.14               | 0.1                | 0.21               | 0.25               | 0.16               |
| TRIFR <sup>43</sup> | 0.45               | 0.34               | 0.62               | 0.69               | 0.51               |
| Fatalities          | 0                  | 0                  | 1                  | 0                  | 0                  |

### Safety regulations and related fines

In 2025, we once again recorded zero fines or regulatory actions related to health and safety. This reflects our continued focus on regulatory compliance, effective process controls and transparency in all our business activities.

### Security

Safety is about people, but it's also about our sites, and when it comes to site security, our approach is continuous and immediate. We monitor performance continuously and investigate incidents immediately. During 2025, we received 72 incident reports, carefully reviewing each and taking action to keep colleagues and equipment safe. Alongside this, we performed 15 assessments of higher-risk locations and potential new sites to confirm the right security arrangements were in place.

### Our security framework

We apply an expert eye to security, bringing together cross-region experts to oversee our framework through:

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Embedding security standards across operations

---

Implementing controls like regular risk assessments, audits, training and engagement

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Facilitating incident reporting so risks are immediately identified, investigated and remedied

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Maintaining compliance with local legal requirements and standards

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Conducting new site-security risk assessments

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Putting risk-mitigation measures in place for relevant projects.

### Travel-related security

Security extends beyond just equipment to making sure our colleagues always feel secure – at work and when on the move. We make journey management procedures available for employees travelling to countries rated medium risk or above<sup>44</sup>. Through the 24/7 International SOS Assistance app, we also provide access to the latest medical, security and travel intelligence. In the case of an emergency, this information is key to helping people connect quickly and confidently with an expert.

**//** Keeping people safe is central to how we operate. By sticking to simple, consistent security standards, we're not only looking after our own teams – we're also helping safeguard our customers' operations so they can count on us every day."

Alex Reid,  
Group Security Director



<sup>39</sup> This includes Aggreko only.  
<sup>40</sup> This includes Aggreko, Resolute Industrial and Crestchic.  
<sup>41</sup> This includes Aggreko, Crestchic, Resolute Industrial and Film and TV Services.  
<sup>42</sup> This includes Aggreko, Crestchic, Resolute Industrial, RenEnergy (UK) and Film and TV Services.  
<sup>43</sup> LTIFR and TRIFR are based on incidents per 200,000 hours worked.  
<sup>44</sup> We assess country risks using a third-party platform provided by Control Risks.

# Equipment safety and quality

Our solutions and equipment are designed to make life easier for our customers. And our expert teams consider safety and quality at every stage of the equipment lifecycle to make them safer too.

## Delivering equipment safely and ensuring quality

Our aim is simple: to deliver consistent excellence, with safety and quality integrated into every piece of equipment. We see this as a strategic foundation for building customer satisfaction, loyal relationships and lasting value.

Teams work across functions to carefully review quality and safety at every stage of development, through design, production, transportation, storage, delivery, installation and decommissioning<sup>45</sup>. Decades of experience have shaped our approach, ensuring alignment with our governance, policies and standards. We also work in close collaboration with our suppliers, establishing and auditing robust quality and safety standards. For more information on supplier engagement, visit the [Suppliers section](#).

Our quality management system is certified to ISO 9001 and independently audited

# 63

2026 Net Promoter Score

Our ISO 9001-certified quality management system helps us meet customer expectations regarding the solutions we design and deploy. In our most recent customer satisfaction survey, customers clearly recognised the value delivered by our solutions, reflected in a Net Promoter Score of 63. Customers highlighted the reliability of our equipment, our global reach and our ability to design, deploy and optimise bespoke solutions as the reasons they trust Aggreko to deliver.

## Supporting safe equipment use

We only succeed when our customers do. Our colleagues help customers use our equipment safely and correctly by giving them all the information and ongoing support they need.

From start to end, we are committed to monitoring the safety of our equipment. A specialised team analyses everything from operational risks to deficiencies that threaten physical wellbeing. During 2025, they processed 179 high-potential equipment-related safety reports. This in-depth analysis enabled colleagues to take effective corrective, preventive and predictive action that builds continued confidence in our equipment.

Our safety management system is underpinned by a rigorous monitoring approach that drives continuous improvement across our procedures and processes. A clear example is our M21 campaign, which enables us to proactively identify emerging risks and operational learnings and to address them through product design. This keeps the safety of both colleagues and customers central to Aggreko's systems and solutions.

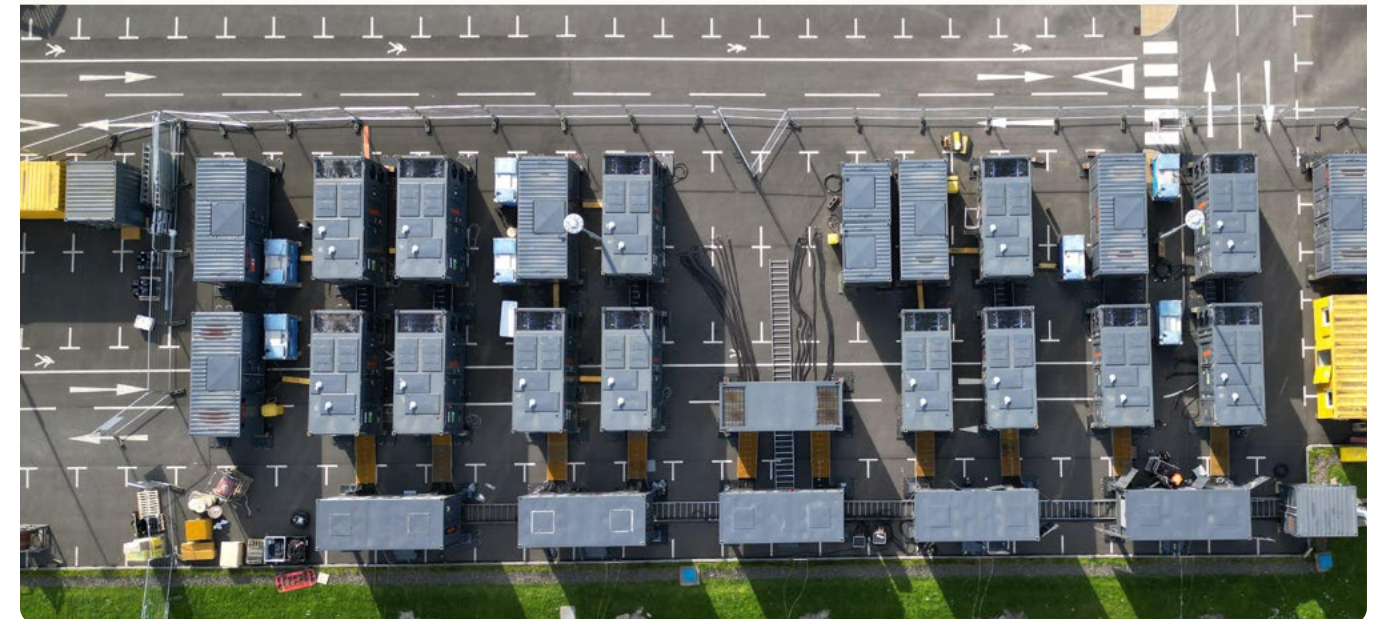
## Demonstrating quality through rigorous testing

The quality of our solutions is built through disciplined engineering, precise delivery and accountability at every stage. This was shown during a factory witness test for a data centre project for a hyperscale customer, hosted at our manufacturing facility in Dumbarton, UK.

The test brought together teams from projects, manufacturing, and service and repair, working as one to deliver a complex installation to exacting standards. From equipment build through to installation and testing, every detail was scrutinised.

The customer commended the engineering quality, installation precision and professionalism shown throughout the process. They also recognised the commitment and determination of the Aggreko team, highlighting both the capability of the facility and the people behind it.

This project reflects how Aggreko's approach to quality translates into reliable, high-performance solutions for customers with critical operational needs.



<sup>45</sup> Decommissioning is where resources, equipment, people and infrastructure are removed from the site after operations are completed.

# Cyber security and data protection

Our data approach is considered – responsible, reliable and with privacy at the heart. And our approach to cyber security is equally targeted, with strong standards and advanced technologies that help us navigate the evolving risk landscape.

We work closely with third-party experts on incident response and security testing, and our systems are continually updated to reinforce security controls and maintain resilience.

## Security first

Our framework places cyber security considerations at the centre of our operations and commercial processes. Aligned to the best practice National Institute of Standards and Technology Cybersecurity Framework, it drives our focus in four areas:

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Enabling colleagues to operate safely

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Keeping our connected assets safe

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Protecting customers' digital journeys

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Securing our IT infrastructure.

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And because oversight is key to effective practices, our Chief Information Officer (CIO) and a dedicated IT security team have been tasked with managing the framework and related actions.

## Driving continuous improvement

We use a robust, group-wide information security management system, accredited to ISO 27001 standards, to uphold the integrity, confidentiality and availability of our data.

Cyber threats are constantly evolving and so is our approach, with our IT security team driving continuous improvement through regular audits, system testing, vulnerability scanning and penetration testing. We also involve colleagues in shared actions for security, and in 2025, we responded to increased phishing threats by delivering refresher training to everyone. By doing so, we help everyone remain vigilant in the face of growing cyber fraud.

## Protecting what matters

People want to feel safe in the knowledge that the information they share with us is protected. We want to give them that assurance. Our data privacy compliance framework – overseen by the Group General Counsel and Group Director of Sustainability & Compliance – safeguards personal data associated with colleagues, suppliers and customers. To confirm our protocols are as strong as they can be, in 2025 we tested our privacy controls, identifying areas for enhanced focus.

All new starters receive data privacy risk training. They then receive refresher training every two years. During 2025, 97% of colleagues completed training on personal data management<sup>46</sup>.

# ISO 27001

Our information security management system is ISO 27001 certified

// Our IT security management system underpins how we safeguard the integrity of our operations, protect personal data and maintain trust with our colleagues, customers and suppliers. By combining strong controls, continuous monitoring and a security-aware culture, we ensure our cyber resilience keeps pace with an evolving threat landscape."

Kiran Ashok Sagar,  
Information Security Manager

## Progress against goals

# 99%



In progress

of Aggreko people completed cyber security training in 2025<sup>46</sup>

<sup>46</sup> This applies to Aggreko only and does not include the wider group companies.

# Governance and risk management

Our governance framework enables the responsible and successful delivery of our strategy. It's guided and overseen by our highly experienced management team, committed to delivering value for our stakeholders.

“ Sustainability is a catalyst for long-term value. By treating it as a strategic driver, not a compliance exercise, we strengthen risk management, protect asset value and unlock opportunities in the energy transition.”

Laura Nador,  
President, Americas



## Maintaining oversight

Our strategy and governance is overseen by our Operational Board, which includes our Chairman, four shareholder representative directors, the CEO and the CFO. Responsibility for executing that strategy alongside daily business activity management sits with our CEO and the Executive Committee – a group that brings together our CEO, CFO, Commercial Director, divisional presidents, Group General Counsel, Group People Director, CIO and Mergers and Acquisitions Director.

The Board meets every two months, at which point it receives updates from the CEO, CFO and committee chairs on key topics. When urgent issues arise, it holds ad hoc meetings, and for matters requiring the approval of the Operational Board or our shareholders under Aggreko's delegation of authority.

## Tracking progress

The Board's Sustainability Committee meets three times each year to review the Energising Change framework against business priorities and emerging risks and opportunities. This gives them the insight they need to provide recommendations to the Board.

During 2025, our Executive Sustainability Steering Committee assessed progress on initiatives designed to:

Reduce emissions from our facilities and operations

Reduce the emissions intensity of our energy solutions at a regional level

Expand insight tools for customers, giving them key information to understand the performance of their energy and temperature solutions

Drive increased community engagement

Promote a more inclusive culture.

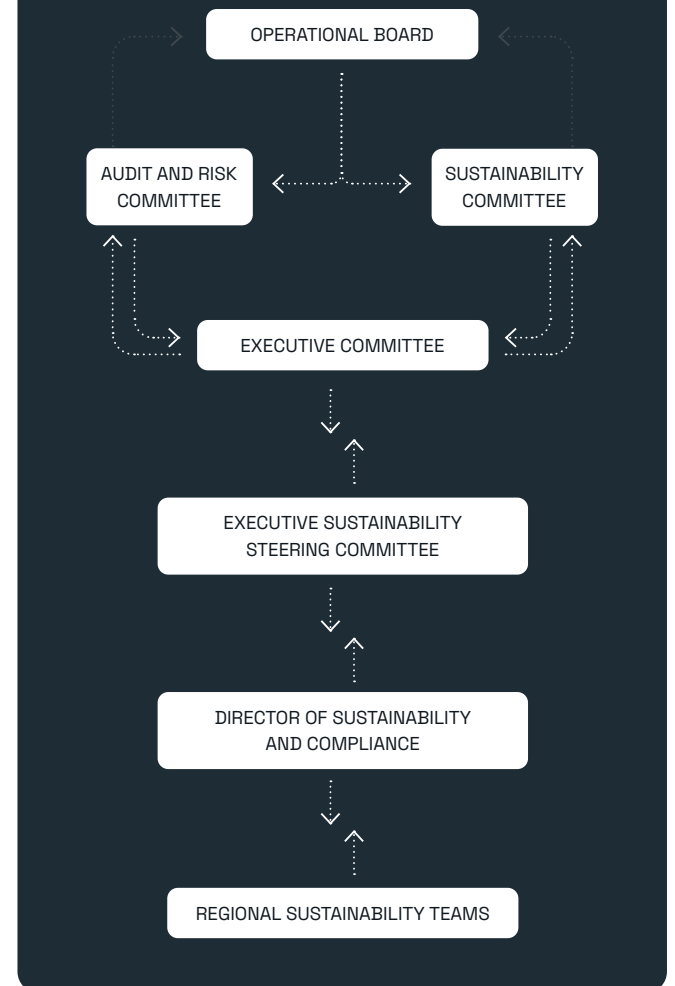
Our Director of Sustainability and Compliance leads a skilled team that embed sustainability into regional business plans and decisions. These experts monitor performance against regional goals, meeting monthly to review progress and share best practices. Sustainability matters are reviewed quarterly with the executive team, as part of regional business performance reviews.

## Proactive risk management

Our commitment to sustainability comes to life in how we consider risks and opportunities during the decision-making process of the energy solutions and services we provide, supplier selection and people development programmes. It's also a focus when we set financial budgets, approve capital and operational expenditure, set business plans and review business performance, as well as during acquisitions and divestitures. We review this at a group level, with input from divisional heads to provide insights from the regional level.

Our regional managers assess climate-related opportunities for growth, and potential transition and physical risks when developing and instigating strategic plans. Any issues that present an immediate risk are escalated to the Board, while actions to mitigate or control these risks are tracked through our group-wide risk management process.

## Governance structure



# Corporate governance and ethics

People’s trust is earned. We strive, every day, to earn and maintain the trust of our customers, our colleagues and our partners by acting honestly, ethically and transparently.

To deliver our commitments, we set out the standards our colleagues and suppliers must meet through our [Code of Conduct](#) and [Supplier Code of Conduct](#):

## Progress against goals

98%



In progress

of colleagues completed Code of Conduct training in 2025<sup>47</sup>

## Building a strong compliance culture

Corruption has no place at Aggreko, which is why we harness targeted training to keep our colleagues alert to ethical risks. In 2025, we also updated our [Slavery and Human Trafficking Statement](#) and [Human Rights Policy](#), which was shared through our website.

Our governance training programme reinforces the importance of compliance. We refresh training on business ethics, including bribery and corruption, fraud, human rights and modern slavery risks, every two years, with nearly everyone completing this in January 2026. In 2025, we also invested in training around fraud threats, ensuring our higher-risk teams remain alert. In January 2026, we extended the fraud training programme to all colleagues<sup>48</sup>.

## Encouraging people to speak up

We promote open communication through our [Speaking Up Policy](#). We have set up an easy-to-access online whistle-blowing route to anonymously report concerns. Everyone is trained on how to use it and issues raised are independently investigated to maintain confidence in the service.

Where needed, we take remedial action, tasking our compliance and people services teams with reviewing trend analysis quarterly to identify emerging areas of risk, monitor impact of actions taken and identify areas where actions may be required to better highlight reporting channels. This is overseen by the Audit and Risk Committee, ensuring the process remains effective. In 2025, we received 55 reports: 67% were focussed on employee relations issues. Another 31% concerned business integrity, while the remaining 2% were on health and safety compliance. By identifying these trends, we have been able to take targeted action – reviewing

employment arrangements in some locations to provide additional job security, refreshing training on respect in the workplace and strengthening controls on asset disposal, ensuring all colleagues understand the standards expected from them and continually improving processes.

## Staying on top of risk

We monitor ethical risks through incident reporting and regular audits. We also invest in training to address and reduce these risks. To test our controls, we conducted 24 compliance assurance audits in 2025, helping strengthen our processes, improve risk identification and boost remediation tracking.

Our compliance framework follows best practice and is consistently maintained by our compliance team, overseen by the Audit and Risk Committee. In 2025, the committee reviewed our bribery and corruption framework, assessed sanctions compliance, and evaluated the effectiveness of our whistle-blowing procedures, ensuring our processes remain robust and we continually evolve our controls to adopt best practices.

80%

of colleagues felt able and encouraged to speak up about behaviours or actions if needed in 2025<sup>47</sup>

## Upholding UNGC principles

We became signatories of the UNGC in 2023 and uphold its principles across the areas of human rights, labour, environment and anti-corruption. We published our [communication on progress](#) in 2025, which shares how we’re integrating the UNGC’s ten principles in our business strategy, culture and operations.

“Our commitment to business ethics is non-negotiable. Through transparent, ethical and well-governed practices, we give customers the confidence that partnering with us means working with a company they can trust.”

Johan de Villiers,  
President – Africa, Middle East and Asia Pacific



<sup>47</sup> This applies to Aggreko only and does not include the wider group companies.

<sup>48</sup> This applies to Aggreko only and does not include the wider group companies. All compliance training is in the process of being extended to the wider group companies.

# Appendix

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# Double materiality assessment

We use materiality assessments to identify where we have the greatest impact, and where it matters most to our stakeholders. This is a critical part of how we prioritise action, focus investment and manage risk across our business.

In 2025, we refreshed our double materiality assessment (DMA) in line with the European Sustainability Reporting Standards (ESRS). This ensures we assess sustainability topics from two perspectives:

- Our impact on the world – how our activities affect the environment, society and the economy
- Our financial exposure – how sustainability issues create risks and opportunities for our business

Taking this dual view strengthens decision-making and ensures we are managing both our responsibilities and our resilience as a global business.

Our assessment covered the full scope of Aggreko’s activities, including the impacts, risks and opportunities across the wider group. To ensure a robust and objective view, we considered:

- The products and services we provide
- The goods and services we purchase
- The sectors we operate in
- The geographic reach of our operations

We supported this analysis with recognised external data and research, including inputs from the World Bank, World Economic Forum (WEF) and Organisation for Economic Co-operation and Development (OECD). Each topic was assessed based on the severity and likelihood of its impact, alongside the magnitude and likelihood of associated financial risks and opportunities.

Our 2025 DMA confirmed 21 material sustainability matters for Aggreko. While no new topics were identified, our understanding has deepened. More topics are now assessed as double material, reflecting improved visibility of impacts, risks and opportunities across our value chain.

This progression is important. It shows we are moving beyond identification to a more mature, data-driven understanding of where we can create the most value, and where we need to act.

We will continue to build on this foundation, strengthening our disclosures and providing greater transparency on how we manage these topics and track progress over time.

## Material topics

|                                | Impact materiality   | Double materiality   | Financial materiality   |
|--------------------------------|--|--|---|
| <b>Accelerating transition</b> | <ul style="list-style-type: none"> <li>• Climate change</li> </ul>                     | <ul style="list-style-type: none"> <li>• Climate change mitigation</li> <li>• Energy</li> <li>• Pollution of air</li> <li>• Pollution of water &amp; soil</li> <li>• Substances of very high concern</li> <li>• Water discharges</li> <li>• Biodiversity – ecosystems &amp; species</li> <li>• Circular economy – resource inflows (resource use)</li> <li>• Circular economy – resource outflows &amp; waste</li> </ul> | <ul style="list-style-type: none"> <li>• Climate change adaptation</li> <li>• Water withdrawals &amp; consumption</li> <li>• Resource outflows &amp; waste (circular economy)</li> <li>• Resource inflows, including resource use (circular economy)</li> </ul> |
| <b>Promoting development</b>   | <ul style="list-style-type: none"> <li>• Land related impacts – communities</li> </ul> | <ul style="list-style-type: none"> <li>• Gender equality &amp; equal pay (own workforce)</li> <li>• Societal infrastructure</li> </ul>   |   |
| <b>Taking responsibility</b>   |  | <ul style="list-style-type: none"> <li>• Health &amp; safety (value chain)</li> <li>• Health &amp; safety (own workforce)</li> <li>• Anti-bribery &amp; corruption</li> <li>• Cyber security</li> </ul>  |   |

# Stakeholder engagement

Our stakeholders are core to our business approach. Their feedback shapes our sustainability framework, guides decisions and makes sure our actions reflect their needs and expectations.

## Engaging external stakeholders

Open dialogue plays a crucial role in building trust and enabling informed decisions. We engage with our stakeholders regularly and transparently, gathering valuable insight on our performance, risks and opportunities.

### Customers

Everything we do is about supporting our customers. That's why maintaining connections with them is vital to our success. Customer check-ins during and after projects act as a source of insight – highlighting where we shine and where we can improve. They also cover whether our solutions meet their operational needs. Our operational excellence team reviews this feedback, helping us target continuous improvement.

When customers tell us what they want, we act. Their feedback informs service development, for example, the Aggreko Connect app – an instant-access solution for real-time operations and commercial information. Responding to feedback, the app now features site-specific data, helping customers track performance and efficiency everywhere they operate.

Our technical and sector experts also maintain a wider open dialogue, learning from – and sharing knowledge with – our customers to help drive shared decarbonisation progress and transparency in carbon accounting.

## Suppliers

Our global procurement team works hand in hand with suppliers, improving efficiency, reducing risk and driving innovation. Engagement takes place in multiple ways, including site visits, quality assessments and two-way performance reviews.

During 2025, we conducted 105 supplier quality reviews. The Supplier Quality Assurance Manual sets out our approach, which is shared with suppliers directly and made available on our website. We also share best practice, particularly around workplace safety and reducing environmental impacts.

For more information on supplier engagement, visit the [Suppliers section](#).

## Communities

Our energy solutions support communities, where reliable power is needed most. Around our key facilities and project sites, we connect with communities to support economic growth, boost wellbeing and create jobs.

On the ground, we engage closely with local stakeholders at our projects to identify and address potential impacts – like land use, air quality and noise – always working to minimise disruption. We generate long-term value too, from local employment to skills development.

During 2025, 93% of our global workforce was locally employed<sup>49</sup>, and we also helped kick-start careers for 168 interns, apprentices and graduates across our global operations. What's more, 26 colleagues from our apprenticeship and graduate programmes

transitioned into permanent jobs with us during the year. And we don't stop there. Our teams get involved in supporting communities through charitable giving, colleague volunteering and other local initiatives.

To learn more about how we're engaging with communities, please see the [Community impact section](#).

## Investors

We maintain regular and transparent engagement with debt investors through our investor relations programme. We host direct meetings and roadshows, sharing updates through annual and interim reports, all easily accessible through our digital platform.

During 2025, discussions focussed on our business performance, strategic priorities, our role in supporting customers in the energy transition and progress against our sustainability commitments.

## Colleagues

Our colleagues bring the energy and expertise that drive our success. We engage with them through regular surveys, town halls, internal updates, social platforms and executive Q&A sessions.

This steady dialogue maintains understanding of our strategy, helps colleagues feel connected to decision-making and builds a culture based on respect, collaboration and accountability.

For more information on how we engage with our colleagues and to see results from our most recent survey, please see [Colleague engagement section](#).

# Emissions breakdown

The following tables outline the emissions breakdown of the energy solutions we provide. They illustrate that as our business expands, we are reducing the impact of our energy solutions by offering more sustainable and efficient options to our customers.

## Energy solutions breakdown<sup>50</sup> (tCO<sub>2</sub>e)

|                        | 2021       | 2022       | 2023       | 2024       | 2025       |
|------------------------|------------|------------|------------|------------|------------|
| Power generation       | 10,831,362 | 11,058,011 | 9,678,013  | 9,601,649  | 9,376,852  |
| HVAC                   | 1,962,925  | 1,991,897  | 1,978,721  | 2,079,774  | 2,424,148  |
| Total energy solutions | 12,794,287 | 13,049,908 | 11,656,734 | 11,681,423 | 11,801,000 |

## Emissions intensity of our energy solutions<sup>51</sup>

|  | 2021  | 2022  | 2023  | 2024  | 2025  | % change from baseline |
|--|-------|-------|-------|-------|-------|------------------------|
| Capacity intensity – tCO <sub>2</sub> e/MW on hire     | 1,480 | 1,489 | 1,361 | 1,361 | 1,319 | -11%                   |
| Production intensity – kg CO <sub>2</sub> e/MWh output | 496   | 489   | 472   | 466   | 455   | -8%                    |
| Revenue intensity – tCO <sub>2</sub> e/\$m USD         | 4,599 | 4,657 | 4,009 | 3,707 | 3,407 | -26%                   |

<sup>50</sup> This includes emissions captured in categories 13 (Downstream leased assets) and 15 (Investments) of Scope 3. Use of sold products emissions are not included as this is not part of our core business.

<sup>51</sup> For the purposes of the intensity metrics, we have applied the 2025 revenue, capacity and energy production from the new acquisitions into the 2021 baseline assessment (2021 to 2024 reporting years) in line with GHG Protocol re-baselining methodology guidance, allowing for year-on-year comparisons. This refers only to Downstream leased assets and Investments. Use of sold products is not included as this is not part of our core business, and the operation of sold products are outside of our control.

## Aggreko companies

The Scope 1, 2 and 3 emissions for the new Aggreko companies MiT and Krill were included for the first time in the 2025 inventory. In addition, Scope 1, 2 and 3 emissions for RenEnergy's South African business (an Aggreko company acquired in 2023) were included, where previously only RenEnergy's UK business data was provided. The impact of these new Aggreko companies is

an additional 124,639 tCO<sub>2</sub>e for 2025. The 2025 data for the new companies has been backcast for all years back to and including the baseline year (2021), in line with GHG Protocol re-baselining methodology guidance, allowing for year-on-year comparisons to be made. The most significant impact of the new company data is from emissions associated with customer solutions provided by MiT and Krill (Scope 3, category 13).

## Methodology changes

In 2025, Aggreko expanded its Scope 3 reporting to include Use of sold products for both Aggreko and Resolute. This is a new business activity for Aggreko. This was an existing activity for Resolute, but it had not previously been included in the group's consolidated emissions disclosure. To align with the expanded 2025 reporting boundary, emissions from equipment sold by Resolute have now been incorporated and the 2025 methodology has been backcast for Resolute.

Emissions are calculated in line with the GHG Protocol for Category 11, recognising the estimated lifetime use-phase emissions of equipment sold in the year of sale. The methodology used accounts for the estimated lifetime emissions of the sold equipment, reporting these lifetime emissions in the year of sale. This results in an increase in Scope 3 emissions for 2025.

The methodology used to estimate emissions from Downstream transportation and distribution (third-party freight) was also updated in 2025 to improve accuracy and consistency. The updated methodology now calculates emissions using spend-based data, which is centrally available and subject to established financial controls and audit processes, to ensure consistency for this category whilst we work with our supply chain to improve the data. The revised methodology has been backcast for all years, back to and including the baseline year (2021). As a result of this methodology change, emissions from Downstream transportation and distribution have increased from those previously calculated.

As the 2021 to 2024 assessments were being updated to include these changes, the decision was made also to update the emissions factors for those years where more up-to-date emissions factors are now available. The main impact of this update is for grid electricity emissions factors, where updated information from the UN Energy Balance Visualisations and the EPA eGRID have been incorporated as appropriate to each reporting year.

All operations from Russia have been excluded from reporting for all five years as the operations in this region were ring-fenced and are no longer part of the group following the sale of this business. As the Kazakhstan business has been retained as part of Aggreko, the emissions associated with this business have now been included using the best available operational data for all five years. The inclusion of the Kazakhstan business increases the baseline emissions by 2,774 tCO<sub>2</sub>e.

## Emissions from Use of Sold Products 2021–2025 (tCO<sub>2</sub>e)

|              | 2021           | 2022           | 2023           | 2024           | 2025           |
|--------------|----------------|----------------|----------------|----------------|----------------|
| Resalta      | 12,425         | 11,797         | 12,108         | 11,941         | 3,060          |
| Resolute     | 601,264        | 587,539        | 562,014        | 562,014        | 562,014        |
| Aggreko      | –              | –              | –              | –              | 362,899        |
| <b>Total</b> | <b>613,689</b> | <b>599,336</b> | <b>574,122</b> | <b>573,955</b> | <b>927,973</b> |

## Impact of Downstream transportation and distribution changes, 2021–2025 (tCO<sub>2</sub>e)

|  | 2021    | 2022   | 2023   | 2024    | 2025    |
|--|---------|--------|--------|---------|---------|
| Downstream transportation and distribution – previously reported | 114,581 | 70,872 | 78,644 | 61,016  | –       |
| Downstream transportation and distribution – new figures         | 156,275 | 91,376 | 88,959 | 129,479 | 156,153 |
| % increase   | 36%     | 29%    | 13%    | 112%    | –       |

## Year-on-year analysis (tCO<sub>2</sub>e)

|                  | 2021              | 2022              | 2023              | 2024              | 2025              | % change from baseline |
|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------------|
| Scope 1          | 176,342           | 154,833           | 159,645           | 136,392           | 130,943           | -26%                   |
| Scope 2 (market) | 13,737            | 12,249            | 10,093            | 5,000             | 4,615             | -66%                   |
| Scope 3          | 13,783,727        | 13,896,613        | 12,501,699        | 12,572,830        | 13,135,781        | -5%                    |
| <b>Total</b>     | <b>13,973,806</b> | <b>14,063,695</b> | <b>12,671,437</b> | <b>12,714,222</b> | <b>13,271,339</b> | <b>-5%</b>             |

# Key performance indicators

The following tables outline our sustainability performance in the areas we have identified as most material to our business.

|   | 2021 (baseline) | 2022       | 2023       | 2024       | 2025       |
|---|-----------------|------------|------------|------------|------------|
| <b>Safety<sup>52</sup></b>  |                 |            |            |            |            |
| Total recordable injuries (TRI)                                       | 51              | 35         | 56         | 71         | 50         |
| Total Recordable Injury Frequency Rate (TRIFR)                        | 0.45            | 0.34       | 0.62       | 0.69       | 0.51       |
| Total lost time injuries (LTI)  | 16              | 10         | 19         | 22         | 16         |
| Lost time injury frequency rate (LTIFR)                               | 0.14            | 0.1        | 0.21       | 0.25       | 0.16       |
| Fatalities  | 0               | 0          | 1          | 0          | 0          |
| <b>Environmental performance<sup>53</sup></b>                         |                 |            |            |            |            |
| Water usage (cubic metres)  | 214,935         | 247,207    | 109,870    | 140,640    | 133,037    |
| Total waste produced (tonnes)   | 11,662          | 8,335      | 8,056      | 15,190     | 9,879      |
| Total waste recycled (tonnes)   | 6,024           | 3,450      | 3,599      | 10,337     | 6,717      |
| Waste recycled (%)  | 52              | 41         | 45         | 68         | 68         |
| <b>Climate change and energy<sup>54</sup></b>                         |                 |            |            |            |            |
| Total GHG emissions (market-based) (tonnes CO2e)                      | 13,973,806      | 14,063,695 | 12,671,437 | 12,714,222 | 13,271,339 |
| Scope 1 emissions (tonnes CO2e)                                       | 176,342         | 154,833    | 159,645    | 136,392    | 130,943    |
| Scope 2 emissions (market-based) (tonnes CO2e)                        | 13,737          | 12,249     | 10,093     | 5,000      | 4,615      |
| Scope 3 emissions   | 13,783,727      | 13,896,613 | 12,501,699 | 12,572,830 | 13,135,781 |
| Operational energy use (MWh)  | 203,243         | 207,704    | 230,192    | 196,659    | 217,819    |
| Total electricity (MWh)   | 36,290          | 34,587     | 30,460     | 29,256     | 31,707     |
| Total renewable electricity (%)                                       | 11              | 9          | 17         | 59         | 63         |
| Carbon intensity of energy solutions (kg CO2e/MWh of energy produced) | 496             | 489        | 472        | 466        | 455        |
| Carbon intensity of energy solutions (tCO2e/MW of energy capacity)    | 1,480           | 1,489      | 1,361      | 1,361      | 1,319      |

<sup>52</sup> 2021–2022 safety data includes Aggreko only. 2023 safety data includes Aggreko, Crestchic and Resolute Industrial. 2024 safety data includes Aggreko, Crestchic, Resolute Industrial, and Film and TV Services. 2025 safety data includes Aggreko, Crestchic, Resolute Industrial, RenEnergy (UK) and Film and TV Services.

<sup>53</sup> Water and waste data from prior years has been updated to incorporate new group companies into the baseline.

<sup>54</sup> All climate change and energy data from prior years has been updated to include new group companies in the baseline.

|  | 2021 (baseline) | 2022  | 2023  | 2024  | 2025   |
|--|-----------------|-------|-------|-------|--------|
| <b>Our colleagues</b>  |                 |       |       |       |        |
| Total number of employees (headcount)                          | 6,450           | 5,512 | 6,396 | 6,995 | 8,323  |
| Early talent numbers (includes trainees, apprentices, interns) | 100             | 63    | 97    | 131   | 168    |
| Employee turnover (% voluntary)                                | 10              | 12.99 | 9.97  | 9.45  | 8.10   |
| Employee age – under 25 (%)                                    | 2.94            | 3.14  | 3.47  | 3.52  | 5.11   |
| Employee age – 25–34 (%)                                       | 25.34           | 24.69 | 25.16 | 25.32 | 25.06  |
| Employee age – 35–54 (%)                                       | 61.18           | 60.95 | 60.41 | 56.82 | 58.48  |
| Employee age – 55–64 (%)                                       | 9.78            | 10.45 | 10.02 | 10.95 | 10.23  |
| Employee age – 65 and over (%)                                 | 0.75            | 0.78  | 0.94  | 1.39  | 1.12   |
| Board of Directors (% women)                                   | 0               | 0     | 0     | 0     | 0      |
| Board of Directors (% men)                                     | 100             | 100   | 100   | 100   | 100    |
| Executive Committee (% women)                                  | 14              | 9     | 10    | 10    | 18     |
| Executive Committee (% men)                                    | 86              | 91    | 90    | 90    | 82     |
| Leadership roles (% women) <sup>55</sup>                       | 22.72           | 21.47 | 20.10 | 21.27 | 21.25  |
| Leadership roles (% men)                                       | 77.18           | 78.41 | 79.78 | 78.62 | 78.38  |
| Leadership roles (% undeclared)                                | 0.10            | 0.12  | 0.12  | 0.10  | 0.38   |
| Employees overall (% women)                                    | 16.65           | 15.30 | 15.10 | 16.11 | 16.21  |
| Employees overall (% men)                                      | 83.31           | 84.61 | 84.74 | 83.77 | 83.43  |
| Employees overall (% undeclared)                               | 0.04            | 0.09  | 0.16  | 0.11  | 0.36   |
| Employee engagement (%) <sup>56</sup>                          | 77              | 78    | 81    | 81    | 83     |
| Wellbeing sentiment in engagement survey (%)                   | 82              | 82    | 84    | 85    | 85     |
| Inclusion sentiment in engagement survey (%)                   | 78              | 80    | 81    | 81    | 81     |
| Volunteering hours by employees                                | 952             | 1,459 | 2,831 | 7,066 | 10,668 |

<sup>55</sup> Gender breakdowns for leadership roles and employees overall excludes US colleagues.

<sup>56</sup> Employee engagement data includes Aggreko only and does not include wider group companies.

|  | 2021 (baseline) | 2022    | 2023    | 2024    | 2025    |
|--|-----------------|---------|---------|---------|---------|
| <b>Training</b>  |                 |         |         |         |         |
| Training hours for employees   | 153,000         | 124,000 | 119,000 | 146,000 | 144,000 |
| Mental health awareness training (%) (mandatory training for managers) <sup>57</sup> | 8.6             | 17      | 82      | 86      | 88      |
| Inclusive leadership training (%) (mandatory training for leaders)                   | N/A             | N/A     | N/A     | 69      | 94      |
| <b>Compliance training</b>   |                 |         |         |         |         |
| Code of Conduct training (%) (mandatory training for all employees) <sup>58</sup>    | 92              | 95      | 97      | 98      | 98      |
| Cyber security training (%) (mandatory training for all employees)                   | 93              | 52      | 97      | 99      | 99      |
| Travel security training (%) (mandatory training for all employees)                  | 92              | 94      | 97      | 98      | 97      |

<sup>57</sup> Mental health awareness and inclusive leadership training includes Aggreko only and does not include wider group companies.

<sup>58</sup> Compliance training includes Aggreko only and does not include wider group companies. This training programme is in the process of being extended to the wider group companies.

We work to lead on sustainability by pushing for progress that works in the real world. Transparency and accountability are essential to how we operate and report. We listen, learn and keep raising our standards.

We gladly welcome feedback from our stakeholders on our report. For feedback, questions or comments to this report, please contact: [dawn.demellweek@aggreko.co.uk](mailto:dawn.demellweek@aggreko.co.uk)

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