



DECEMBER 2025

OUR CODE OF CONDUCT



Welcome to our Code of Conduct

Our Code of Conduct sets out the standards for every one of us in Aggreko. Firmly based on our shared values, it's a practical guide to the way we should all behave at work.

We all share a common goal: to deliver growth. Clearly, that's important – but doing it in the right way is even more important. To deliver growth we all need to do the right thing – that might not always be the easiest, quickest or cheapest choice, but it should always be the choice we make.

Use the Code of Conduct to hold yourself and others accountable. If you see something that doesn't meet our high standards then challenge it, using the Code and our values. Sometimes that might feel like a difficult thing to do, but the whole of the leadership team is here to support you to do the right thing; please talk to your manager, a member of your management team, the compliance team or any member of my executive team if you feel unsure about challenging behaviour that goes against the spirit of our shared Code.

Please take time to read the Code of Conduct and think about how it applies to you, your job and your team. Ask your manager if anything is unclear and use the Code to help us to embed a culture where every colleague can thrive, and our business can grow.

This Code applies to all companies within the Aggreko group, including:



Blair Illingworth
Group Chief Executive Officer
December 2025

A handwritten signature in black ink, appearing to read 'Blair Illingworth', positioned below the printed name and title.



Contents

What is the Code of Conduct?	04	Tax evasion	15
Who is the Code of Conduct for ?	05	Competition	16
Speaking Up	06	Sanctions and trade restrictions	17
Health and Safety	07	Political activity	18
Environment	08	Respect	19
Conflicts of interest	09	Modern slavery and human rights	20
Fraud	10	Protecting our assets	21
Anti-bribery and corruption	11	Data privacy	22
Gifts, entertainment and hospitality	12	Confidentiality	23
Charitable donations and sponsorship	13	Security	24
Third party representatives	14	Cyber security	25

What is the Code of Conduct?

Our Code of Conduct has three main purposes

- to explain the values we expect from our people. These values guide our behaviour and provide a common set of standards for us all wherever we are working in the world;
- to give us practical guidance on how to apply our values in our work;
- to explain how to speak up or get further guidance if we are unsure or concerned about any activities or behaviours

Within this Code of Conduct we have tried to provide practical guidance on how to deal with difficult issues, but we can't cover every situation. If you are ever unsure what to do, your guiding questions should always be:

- Is it legal and honest and am I authorised to do it?
- Does it follow the spirit of our Code?
- Am I setting a good example to my team and colleagues?
- Would I be embarrassed if I read about my actions in the media?

These questions should always steer you to do the right thing but if you need further support you can speak to:

- Your manager
- Your People team
- Your Legal team
- Your management team
- Aggreko's Group General Counsel
- Aggreko's Group People Director
- Aggreko's Director of Sustainability & Compliance
- Any member of the Executive team

As Aggreko does business in more than 75 countries, our Code of Conduct cannot cover every law, regulation or other legal requirements which may apply to different parts of our business.

You must familiarise yourself with any laws which apply to where you work and comply with those laws. Where there is a difference between a legal requirement and our Code of Conduct, you should always apply the highest standard.

Who is the Code of Conduct for?

The Code applies to everyone in the Aggreko group

This means employees, contractors, third party representatives and our directors and officers throughout the world. If we form a joint venture with another business, our Code of Conduct (or equivalent) will also apply to them.

Everyone is expected to read, understand and follow the Code. We take our Code seriously because getting things wrong could damage our reputation, harm our employees, create unnecessary risk and may even lead to criminal liability for Aggreko or our people. That's why we'll always investigate and take action against anyone who doesn't comply with the Code at work, with consequences including anything from additional training to termination of employment.



Speaking up

If you see or hear of anyone behaving in a way that does not align to our shared Code and our values, then we need you to speak up. You can talk to your line manager, the People team, the Legal team, Aggreko's Group General Counsel, Aggreko's Group People Director, Aggreko's Director of Sustainability & Compliance or any member of the Executive team. You can also use the Speaking Up service to report any concerns by phone or via the online portal.

The Speaking Up service is an independent service and all reports are treated in the strictest of confidence. You don't have to give your name or contact details, and you'll be able to speak to someone in your preferred language.

You'll find the Speaking Up contact details in our Speaking Up Policy, as well as on posters around your part of the business.

For further guidance read our [Speaking Up Policy](#)

WE DO:

- investigate any reported breaches of the Code of Conduct
- protect the confidentiality of anyone who speaks up.

WE DON'T:

- retaliate against anyone who reports a legitimate concern
- share the identity of a person who reports a concern.

Q Do you have to be sure the Code has been breached before you report a concern?

A No. If you have a genuine concern report it immediately. Even if you're wrong, you won't be penalised.

Q Who will be told that I raised a concern?

A You don't have to disclose your identity but if you do, only the immediate team investigating your report will know your identity.

Health and safety

Keeping our people safe

We work with heavy electrical equipment, which, if not handled with care, could cause damage to our people and others.

The health and safety of our people, our customers, suppliers and the communities around us is always our priority. Our health and safety policy, standards and procedures are designed to keep everyone safe – so make sure you understand and follow them all the time.

For further guidance read our [Group Health and Safety Policy](#)

WE DO:

- know the health and safety requirements that apply to us
- look out for our team and speak up if we see something wrong
- report all risks, accidents or illnesses
- stop work if we think it isn't safe
- make sure any third parties working with us comply with our health and safety standards
- work with others to improve standards and share best practice.

WE DON'T:

- do work we're not qualified or authorised to do
- ignore any safety issue, no matter how small it seems.

Q I'm on a tight deadline. Is it OK to tweak the safety procedure to get the work done on time?

A No. Our health and safety procedures are designed to keep everyone safe at work. We all want to get the job done, but this must never be at the expense of safety.

The Environment

The environment

We use resources efficiently, minimise waste and work hard to minimise the environmental impact of our activities. We comply with all relevant laws and regulations and adopt appropriate environmental standards and procedures on our sites.

For further guidance read our [Group Environmental Policy](#).

WE DO:

- know the environmental requirements that apply to us
- report any potential environmental risks or incidents
- use the most efficient processes and technologies to make the most of our resources.

WE DON'T:

- work without the necessary environmental authorisations or permits

Q When re-fuelling a generator the fuel pump breaks and spills diesel. What should I do?

A You should stop work and immediately follow our fuel spill response plan. Fuel spills can be dangerous and can have a lasting detrimental impact on the environment if not dealt with appropriately. For that reason, it is important that you stop working and deal with it immediately and report the spill.

Q How can I protect the environment in my role?

A We can all make a difference. Simple things like turning off the lights, recycling waste, reducing business travel can all help to reduce our environmental impact.

Conflicts of interest

Conflicts of interest

We all have a duty to make decisions that are in the best interests of Aggreko.

That means we should avoid situations where our personal interests could potentially compromise our judgement or independence.

This could arise if you or a family member has a personal relationship or financial interest with a colleague, customer, supplier, business partner or competitor of Aggreko.

If you believe there's a potential conflict of interest talk to your manager, your Legal team or the Compliance team right away. They'll help to protect your and the business.

WE DO:



- act in Aggreko's best interests
- make sure we are fair and impartial in all business dealings
- disclose any personal or financial interests or connections we (or our family members) have with any colleagues, competitors, business partners, customers or suppliers.

WE DON'T:



- use our Aggreko contacts or positions to advance our personal interests
- hide or fail to disclose any actual or potential conflict of interest.

Q Can I help a friend to apply for a job in Aggreko?

A Yes of course, we encourage you to refer great people to Aggreko. You can advise your friend how to apply for a vacancy and direct them to the right member of Aggreko, but you can't be involved in or have any influence on any hiring decisions.

Q My sister works at a company currently bidding for work with Aggreko. Can I be involved in this tender?

A Your personal relationship with this potential supplier could compromise your judgement. You should speak to your manager or the Legal or Compliance team who will help you to manage this conflict of interest.

Fraud

Fraud

Aggreko is committed to acting honestly, fairly and openly in our business activities. We never take part in dishonest or fraudulent activities.

We expect all our people to uphold these values.

For further guidance read our [Fraud Prevention Policy](#)

WE DO:

- make sure our records are accurate, complete and not misleading
- we query any transactions which don't look right
- report any activities or transactions we suspect may be fraudulent

Q I suspect that an invoice contains charges for services that weren't provided. What should I do?

A You should always speak to your manager, the Finance, Procurement, Legal or Compliance team if an invoice doesn't look right, making sure you query any unusual elements before making or approving any payments or issuing any invoices.

WE DON'T:

- use Aggreko's assets for our own use
- falsify expense claims, invoices, inspection reports, financial statements or other company records
- ignore something that we suspect might involve fraud, theft or dishonesty

Q I suspect a member of my team is claiming expenses for costs that she has not incurred, what should I do?

A If you suspect something is not right, speak to your manager or the Legal or Compliance team.

Anti-bribery and corruption

Anti-bribery and corruption

Wherever we operate we will never take part in any kind of corrupt activity, either directly or through third parties. That includes actions like offering, giving, requesting or receiving payments or other things of value like gifts, hospitality, jobs or donations to influence decisions.

In some countries, it's common for public officials to demand cash payments to carry out the normal function of their job. These low-value, relatively common, "facilitation payments" may seem harmless, but they are against the law. You should never pay a "facilitation payment". The only exception is if there is an immediate threat to your personal safety or liberty.

For further guidance read our [Facilitation Payment Policy](#).

WE DO:

- report any suspicion of bribery or corruption
- report any demands made for any inappropriate payments
- query any transactions which don't look right, or aren't supported by receipts or quotations
- make sure we know exactly who we're doing business with by carrying out the right level of due diligence.

Q A customer asks if we could offer an apprenticeship to his daughter. What should I do?

A Offering work to a family member of a customer could be considered a bribe if it could influence their decision when awarding work. You should discuss with your manager or the Legal or Compliance team to agree how to respond.

WE DON'T:

- offer or accept money, gifts, hospitality or anything else of value to influence a decision
- work with any third parties without carrying out proper due diligence and approval, following our Third Party Representatives Policy
- conceal or fail to accurately record our activities.

Q A supplier has offered to transfer cash to my personal bank account if I give them a contract. What should I do?

A This is a bribe, sometimes known as a kickback, and it's illegal. You should immediately decline the offer and report it to your manager and the Legal or Compliance team.

Gifts, entertainment and hospitality

Gifts, entertainment and hospitality

Modest gifts, entertainment and hospitality can help to build good working relationships with customers, suppliers and stakeholders. We sometimes use hospitality and promotional opportunities to present our products and services, establish relationships or attract new customers. That's an established part of doing business – but gifts, entertainment and hospitality should never be offered or accepted if they could improperly influence a decision.

For further guidance read our [Gifts, Entertainment and Hospitality Policy](#).

WE DO:

- make sure any gifts, entertainment or hospitality offered or received are reasonable, in terms of value, frequency and timing
- use the policy to get the necessary approvals before offering or receiving any gifts or hospitality
- remember that gifts, entertainment and hospitality involving government or public officials carries a higher risk of perceived bribery and require even more care.

WE DON'T:

- offer gifts, entertainment or hospitality which are excessive or inappropriate
- offer or accept gifts in cash (or cash equivalent like vouchers or tokens)
- ask for gifts, entertainment or hospitality
- offer or accept gifts that may create a sense of obligation or conflict of interest.

Q I'm negotiating with a potential customer and they've asked to visit an overseas site to assess our equipment in action. What should I do?

A Genuine business trips, such as to see equipment or a site in operation, are acceptable. But every aspect of a trip like this must be reasonable and proportionate. This kind of hospitality will also need to be approved in advance, following the process in our Gifts, Entertainment and Hospitality Policy.

Charitable donations and sponsorship

Charitable donations and sponsorship

We use voluntary contributions to support our local communities. We prioritise causes that support health and wellbeing; disaster resilience and training and skills development in science, technology, engineering and maths.

We use sponsorships as part of our marketing activities to help us connect with our customers. Charitable contributions and sponsorship arrangements must always be for the right reasons. They can never be used to influence business decisions, so any donation or sponsorship opportunity must be approved in advance, using our Charitable Donations and Sponsorship Policies.

For further guidance read our [Charitable Donations Policy](#) and our [Sponsorship Policy](#).

WE DO:

- try to support local community initiatives
- make sure any charities or organisations we support are appropriate
- make sure any voluntary contributions we make are reasonable in terms of value, frequency and timing
- use our Charitable Donations Policy to seek approval before making voluntary contributions
- keep records of all voluntary contributions we make.

Q I would like to support a local event by providing our equipment for the event. We will be formally recognised as a sponsor of the event in marketing materials.

A These types of arrangements are normally ok as long as the event is appropriate and doesn't create a conflict of interest. Before going ahead, use our Sponsorship Policy to get any relevant approvals.

WE DON'T:

- make contributions to influence a decision, or for any other improper purpose
- make voluntary contributions or sponsorship arrangements with organisations that don't share our ethical values
- use voluntary contributions or sponsorships to disguise political payments.

Q The local school has a leaking roof. Could we make a donation to help with the repairs.

A Yes this is the type of donation where we could support our local community. Before offering any donations, use our Charitable Donations Policy to get the relevant approvals.

Third party representatives

Using third party representatives

In places where we don't have a permanent presence, or where we need local knowledge and expertise, we sometimes use third parties like sales consultants, agents, brokers or joint venture partners. Before engaging any third party representatives we must carry out due diligence to make sure we are happy that the third party shares our values and standards, particularly in the areas of health, safety and environment, and bribery and corruption.

For further guidance read our [Third Party Representatives Policy](#).

WE DO:

- expect all third-party representatives to comply with the Code of Conduct, any relevant Aggreko policies and procedures, and local laws and regulations
- complete due diligence on third party representatives before working with them
- make sure we know exactly what the third party will do and how they'll do it
- monitor the third party's activities and ongoing compliance with our policies
- – make sure any money paid to a third party is reasonable and that all transactions are transparent.

Q What should I do if I suspect a third party representative is making improper payments to influence decisions?

A You should report this immediately to your manager and to the Legal or Compliance team.

WE DON'T:

- use third party representatives to make payments or arrangements we wouldn't be comfortable making ourselves
- encourage a third-party representative to do anything which may breach our Code of Conduct or the law
- enter into any agreements without genuine commercial reasons
- make payments to third party representatives without a valid contract and full transparency about the payment.

Q What should I do if I urgently need a third-party representative to help with customer negotiation?

A No matter how urgent, due diligence must be completed and a formal written agreement agreed before you can work with any third party representative.

Tax evasion

Tax evasion

We comply with all local tax legislation in the countries where we operate and pay the right amount of tax for those activities. We have a zero-tolerance approach to tax evasion and always manage our tax affairs ethically. We also make sure we don't facilitate tax evasion by other parties.

For further guidance read our [Guidelines on the Prevention of the Facilitation of Tax Evasion](#)

WE DO:

- manage our tax affairs ethically and in accordance with our tax strategy
- report any suspicions that a third party may be evading the payment of tax.

WE DON'T:

- help others to evade tax
- ignore any suspected tax evasion.

Q What should I do if I have concerns that a supplier might be asking us to assist them to evade tax by making a payment offshore?

A If you have any suspicions or concerns that a supplier (or other third party) might be asking us to assist them to evade tax, report it immediately to the Finance team or the Legal or Compliance team.

Competition

Fair competition

We believe in free and open competition. We work hard to win against the competition by providing better products and services, not by unethical or illegal business methods. We never do things which would restrict free and fair competition, such as working with potential competitors to share sensitive commercial information, fix prices or rig tenders.

Competition laws are complicated, so if you're thinking about any type of arrangement or engagement with a potential competitor to Aggreko talk to the Legal or Compliance team first.

WE DO:

- take care when dealing with actual or potential competitors
- tell the Legal or Compliance team if we receive any sensitive commercial information about potential competitors
- notify the Legal or Compliance team immediately if we're asked by a potential competitor to work together in any way
- clearly record the source of any information we get about actual or potential competitors.

WE DON'T:

- take part in any discussion, correspondence, agreement or understanding with a competitor (or potential competitor) to fix prices, rig bids, share customers or markets
- discuss commercially sensitive information (like pricing, costs or market strategy) with potential competitors.

Q I've been contacted by a competitor's sales representative. They suggested that rather than going head-to-head on the next round of tenders we should align our bids so we each win one. What should I do?

A You should tell the sales representative that you can't take part in any discussions like this and immediately speak to the Legal or Compliance team. This is serious anti-competitive behaviour, which is illegal.

Sanctions and trade restrictions

Sanctions and trade restrictions

We comply with all trade laws and restrictions within the countries we operate. This may include sanctions and trade restrictions which stop us working in certain countries, or with individuals or entities. It can also include restrictions on the export of certain goods and services to some countries.

Our Sanctions Policy sets out the countries targeted by sanctions or trade restrictions. If we do work in these countries, or with individuals or entities from these countries, we must complete due diligence to check if any trade restrictions apply.

For further guidance read our [Sanctions Policy](#).

WE DO:

- take particular care when working in countries or with entities from countries subject to sanctions or trade restrictions
- use our Sanctions Policy to keep up to date with countries that have trade restrictions
- establish if any goods we are exporting need an export licence
- contact the Legal or Compliance team if we are uncertain about activities involving countries targeted by sanctions or trade restrictions.

WE DON'T:

- ignore trade laws and restrictions
- disguise the true end-user or end-destination of our goods or services
- ignore concerns about the intended use or destination of our goods.

Q I think a customer is owned by an individual from a country subject to sanctions. What should I do?

A Contact the Legal or Compliance team immediately.

Political activity

Political activity

Aggreko does not make payments or other contributions to support political campaigns or political activities.

Of course, we all have our own personal interests outside work and all employees have the right to take part in lawful political activity in their own time. But any political views should be clearly expressed as personal views, not those of Aggreko.

WE DO:

- make it clear that any political views we express or actions we take are ours and not Aggreko's
- make sure any political activity doesn't create a conflict of interest
- talk to your manager before standing for public office.

WE DON'T:

- use charitable donations or expenses to disguise political contributions
- use any Aggreko funds or resources to support political activities.

Q We're having an election locally and a political candidate has asked us to provide a generator for an event. Can we do it?

A We can supply equipment if the candidate pays for rental on our standard commercial terms. Preferential discounts should not be used to disguise any political contributions. You should also consider if our reputation could be damaged by association with the candidate – ask your manager for advice if you're unsure.

Respect

Respect

If you experience or see any form of harassment or threatening behaviour, speak up. Report it immediately to your manager or your People team.

You can also report this through the Speaking Up service.

For further guidance read our [Global Harassment & Bullying Policy](#) and our [Inclusion Policy](#)

WE DO:

- value difference and treat everyone equally, with respect and without discrimination
- make decisions about recruitment, compensation or development based only on ability, skills, experience, behaviour and performance
- speak up if we see bullying, harassment or discrimination – encourage and support people who challenge or report any inappropriate behaviour.

WE DON'T:

- intimidate or humiliate others
- make disparaging or discriminatory jokes or comments – block promotion or development based on any form of discrimination
- tolerate any behaviour that could be viewed as bullying or harassment.

Q What should I do if I see someone being harassed through threatening remarks or gestures?

A If you experience or see any form of harassment or threatening behaviour, speak up. Report it immediately to your manager or your People team. You can also report this through the Speaking Up service.

Modern slavery and human rights

Human rights

We're an international business and we recognise we have a responsibility for upholding and protecting human rights.

We have a zero-tolerance approach to forced labour practices, modern slavery and child labour. We expect our suppliers to adopt similar approaches – our Supplier Code of Conduct sets out the minimum standards we expect from them.

For further guidance read our [Supplier Code of Conduct and Human Rights Policy](#).

WE DO:

- prohibit the use of child or forced labour, human trafficking and any activities associated with modern slavery
- use fair labour practices and comply with any applicable wage and working time regulations
- immediately report any concerns regarding suspected labour or human rights abuse to the Legal or Compliance team.

WE DON'T:

- work with suppliers who refuse to adopt the standards set out in our Supplier Code of Conduct
- ignore human rights abuses by our suppliers, customers or business partners.

Q I think one of our suppliers isn't paying their workforce in line with the local legal requirements. What should I do?

A One of the requirements of our Supplier Code of Conduct is that suppliers must pay workers in line with local laws. If you have concerns that a supplier may not be complying with this, tell your Procurement team or the Legal or Compliance team straight away.

Protecting our assets

Protecting Aggreko's assets

We must ensure Aggreko's assets are managed securely. That includes physical assets like our fleet, spare parts, resources used in our offices, and our funds, as well as our intellectual property and our data. We must all take care of our assets, preventing misuse, misappropriation, damage or destruction. We only use our assets for business purposes, not for personal benefit or gain.

WE DO:

- prevent unauthorised people from accessing our facilities, information, data or other assets
- look after Aggreko's assets as if they are our own
- protect Aggreko's assets from damage or theft.

WE DON'T:

- use Aggreko's assets and resources for personal gain
- ignore security threats to our assets
- use Aggreko assets for improper purposes.

Q Can I take scrap materials from an Aggreko site to sell?

A No. Scrap materials are a company asset and can't be used for personal gain. The disposal of any assets, including scrap, must be approved by the appropriate manager using the applicable delegation of authority.

Data privacy

Data privacy

We collect, process and keep personal information about employees, suppliers and customers to help us run our business effectively. We must keep and use data securely and properly, following our Data Privacy Policy.

For further guidance read our [Data Privacy Policy](#)

WE DO:

- keep information safe and secure – we keep paper copies locked in a secure room or filing cabinet and we apply access restrictions and password protection to electronic information
- tell individuals how we'll use their data, and only ever use it that way
- complete data privacy training if we regularly access personal information
- immediately report any loss of personal data to the Legal or Compliance team

WE DON'T:

- transfer or provide copies of personal information to any third party without approval from the Legal or Compliance team
- keep personal information for longer than it's required
- leave personal information where it can be accessed by an unauthorised person.

Q We have a new system which will hold some personal employee information like names, addresses and photographs. The supplier has asked for a copy of this data so they can upload it to the system. What should I do?

A Contact the Legal or Compliance team, who will help you to review the system to assess whether we can share the personal information and to check that there are appropriate controls to keep the information safe.

Confidentiality

Confidential information

Throughout our business we collect and develop confidential information. This includes marketing plans and strategies, customer lists, trade secrets, proposed mergers and acquisitions or intellectual property. We all have a responsibility to protect the confidentiality of any information we have access to.

WE DO:

- consider whether information is confidential before we share it
- encrypt and label confidential information and put appropriate confidentiality agreements in place before we share it with a third party.

Q Should I join a conference call whilst travelling on a train?

A If your conversation could be overheard, you shouldn't discuss confidential information in public places like trains. If you need to talk about confidential information, schedule the call for a time or place where you can speak privately.

WE DON'T:

- have conversations about confidential information where we could be overheard
- leave confidential information unattended
- use unsecure internet networks to access or share confidential information
- share confidential information with people who aren't authorised to access the information
- take or share confidential information for personal gain.

Q What should I do if I lose a file or device containing confidential information?

A Report the loss of any confidential information immediately to your manager and to the IT team.

Security

Keeping our assets secure

We work in some countries with a high security risk. The safety and security of our colleagues, our properties and our assets is paramount. Our security policy, standards and procedures are designed to keep our people and our assets safe and secure. We must ensure we adopt these security standards and follow the security procedures at all time

For further guidance read our [Security Policy and Minimum Security Standards](#)

WE DO:

- comply with Aggreko's minimum security standards
- always consider whether our activities could expose our team or our assets to security risk
- report all security related incidents
- investigate all security related incidents
- and address any issues identified.

WE DON'T:

- ignore security concerns, no matter how small it may seem
- ask our team to undertake activities which may expose them or our assets to security risk.

Q There has been a fuel theft from our site what should I do?

A You should report this immediately to the Security team for further investigation.

Cyber security

IT systems

We provide IT systems and devices so our people can do their jobs. Our IT systems and devices can't be used for any improper purpose, or ways which could affect their operation or integrity.

We allow reasonable, appropriate personal use of our IT systems and devices. This may be monitored.

For further guidance read our [IT and Communications Policy](#).

WE DO:

- comply with our IT security requirements
- keep log-in details and passwords confidential
- protect Aggreko's IT systems from loss, damage or theft.

WE DON'T:

- use Aggreko's IT systems or devices to access, obtain, create or distribute any illegal or offensive material
- use Aggreko's IT systems or devices excessively for personal use.

Q I have received an email with an attachment from an unknown sender. What should I do?

A You should always be cautious about opening attachments from unknown senders as they may contain viruses. Contact the IT team immediately if you have any security concerns, and they'll run a security check.