

READYPOWER

GROUP



Ready Power Group Sustainability Report

2025

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Message from our Chief Executive Officer

Russel Jack

At Readypower Group, our purpose is to keep critical infrastructure moving safely, efficiently and sustainably. With four operating companies operating throughout the UK and Canada, we specialise in road rail plant, contactless excavation, drainage clearance and civil engineering. The sectors we serve play a critical role in the transition to a more sustainable future.



As a leader in the industry, we recognise our responsibility to reduce the impact of our operations on the environment and society.

I'm proud to have a fantastic team throughout the Readypower Group. Every member of the team is valued and has an opportunity to make a positive impact within their role. We provide a safe environment to work, offer both personal and professional development opportunities and empower our team to speak freely and provide input to ensure we're continuously improving.

In 2025, based on our 2024 sustainability performance, I was pleased to see our team's 5-star achievement on the GRESB global sustainability benchmark. This year I have set the target to maintain our 5-star achievement. We utilise our participation in GRESB as a way of measuring our sustainability progress and to create a structured action plan to help us reach our goal of Net Zero by 2050.

Only by absolute commitment and being fully transparent, can our customers, society, passengers and employees see what we're doing to achieve Net Zero by 2050.

About Us

With decades of experience, Readypower Group is a leading provider of specialist infrastructure services, supporting the rail and wider infrastructure sectors across the UK and Canada.

We're the largest provider of road rail vehicles (RRVs) in the UK, delivering specialist services in plant operating scheme (POS) requirements, contactless excavation, drainage clearance and civil engineering.

We combine industry expertise, innovative solutions and a strong commitment to safety and sustainability, ensuring the reliable delivery of our services.

We operate from hubs across the UK (Reading, Nottingham, Warrington, Blantyre, Stafford, March, and Caldicot), aligning with the Network Rail regions.



Our Commitment as a Sustainable Business

Readypower Group recognise that sustainability and strong financial performance go hand in hand. By improving our efficiency, reducing generated waste, optimising our resources and investing in new technologies, Readypower not only reduces our operational impact on the environment and society we operate in, but we also strengthen the resilience and profitability of our business.

Our aim is to maximise value for our customers. By embedding sustainability into our strategy and day to day decision making, we generate lasting value for all key stakeholders, ensuring positive environmental and social impacts alongside Readypower Group remaining an agile and financially sustainable business.

To keep our objectives dynamic, we encourage and empower our staff to seek improvements in their day-to-day work. Our staff and relevant interested parties help us make informed decisions that keep people safe, minimise impacts on the environment, ensure we add value to society and maintain our excellent customer service.

We have and will continue to invest in innovative plant to help maximise production for our customers, whilst also reducing emissions, which aid in reaching our Net Zero target by 2050.

We will give consideration when procuring services and materials from our approved suppliers. And we shall take best actions for us when disposing of our waste, promoting reuse, recycling, and waste minimisation.

Each of our board directors has a personal aspiration to ensure our activities respect the natural resources of our planet. They see sustainability as a core value, ensuring the wise use of resources in which economic, environmental and social factors are balanced and implemented.

Our leadership teams are fully committed to the prevention of pollution and minimising the impact that has been seen on the planet's resources, not just for today, but for future generations.

Our Vision, Strategy and Sustainability Goals

Our vision is to be UK & Canada's leading specialist asset-led infrastructure service provider to rail and other regulated infrastructures.

The Heart of our Business

- Employee wellbeing, health and safety at our core
- 'Employer of choice' underpinned by equality, equity, inclusion and diversity
- Environmentally sustainable
- Protect our core position
- Aspire to be the supplier of choice
- Grow addressable market
- Diversify offering into other regulated infrastructures
- Make tactical acquisitions
- Have specialist asset-heavy RTL products and services
- Leverage drainage and suction / contactless excavation services across the Group
- Have surety and visibility of sustainable revenue and profit
- Harness analytical data
- Drive continuous improvement and innovation
- Process driven



Our Vision, Strategy and Sustainability Goals



Environment and Sustainability

We're highly focused on maintaining and improving our environmental management. We strive to carry out our undertakings with minimal environmental impact. Our aspiration is to achieve Net Zero by 2050.

With the newest plant fleet in the UK, we continue to invest in assets with cleaner and more efficient engines. We've already made a significant impact by replacing diesel powered company vehicles with hybrid or fully electric vehicles as they come to the end of their life.

We've maintained the highest award as 'Gold' members in the Supply Chain Sustainability School. This encourages us to continue educating ourselves and our staff in current environmental topics whilst improving our sustainability.

During 2025 we installed solar PV technology at our new Blantyre site, in line with our ESOS Plan commitments to the Environment Agency. Further installations will progress through 2026/27.

To help us on our Net Zero journey, we provide staff training on subjects including: efficient driving of plant and vehicles, energy conservation, and recycling at our offices.

Our Commitment for a Sustainable Business

Launched in 2012, the Supply Chain Sustainability School is a virtual learning platform around sustainability, with the aim to upskill those working within, or aspiring to work within, the built environment sector.

The learning topics cover the three core pillars of Sustainability – Environmental, Social and Economic – looking at key issues ranging from carbon management through to combatting modern slavery.

Throughout this year, Readypower has maintained gold status on the learning portal thanks to continuous engagement from our employees.

The portal offers a company assessment, tracks our score, and can generate a bespoke learning plan for all the members of the team. In 2025, Readypower Group retained its gold status, the highest possible status.

We have set targets for our team to achieve a set number of learning hours to retain our gold status each year.



Our Approach to Sustainability

We believe commitment to managing sustainability represents value and creates balance between financial objectives and social responsibility.

We will: ---

- Ensure our vision and objectives are relevant, understood and communicated with our stakeholders
- Work with our customers, suppliers and business partners to encourage them to adopt a similar principal to us
- Identify risks and implement adequate control measures and provide resource to mitigate those risks
- Aim for high-performance targets, record achievements and submit the evidence to GRESB and AA1000AS for assurance
- Continue to challenge ourselves with SMART objectives that can be tracked and made fully transparent
- Consider sustainability and the environmental risks / impacts when making important business decisions
- Adopt a high standard of corporate governance and ethics
- Continue to improve our management systems and provide adequate resource to maintain compliance with regulatory and policy requirements
- Continue to educate and inform our staff on sustainability related topics
- Take guidance from the 17 Sustainability Development Goals (SDGs) created by the United Nations as a framework to identify ESG risks and opportunities that contribute to sustainable development

Our Sustainability Framework

The Sustainability Development Goals (SDGs) describe the Environmental, Social and Governance (ESG) challenges that organisations face across the globe, including climate change, inequality, resource usage, business ethics.

Work and co-operation of governments and the United Nations (UN) along with businesses and members of the public is needed to meet the 2030 commitment.

There are 17 specific goals that breakdown into 169 targets. The 10 goals that are most relevant in the context of Readypower’s operations are shown including specific target areas.



| | | | |
|---|--|---|---|
| <p>3 GOOD HEALTH AND WELL-BEING</p> | <ol style="list-style-type: none"> 1. Employee health, safety and wellbeing 2. Health and safety risk assessment 3. Air Quality | <p>5 GENDER EQUALITY</p> | <ol style="list-style-type: none"> 1. Diversity and Inclusion Policy 2. Monitoring for gender pay gap 3. Flexible working |
| <p>8 DECENT WORK AND ECONOMIC GROWTH</p> | <ol style="list-style-type: none"> 1. Fair and local job creation 2. Strengthen capacity through supplier engagement 3. Increased productivity through diversification & Innovation | <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> | <ol style="list-style-type: none"> 1. Reliable and resilient infrastructure 2. Scientific research and upgrade technologies 3. Procurement to encourage innovation |
| <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> | <ol style="list-style-type: none"> 1. Reduce adverse impacts on cities – air quality 2. Inclusive and sustainable industrialization 3. Reliable and resilient infrastructure | <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> | <ol style="list-style-type: none"> 1. Sustainable and responsible resource plan 2. Zero waste to landfill 3. Scientific and technological capacity |
| <p>13 CLIMATE ACTION</p> | <ol style="list-style-type: none"> 1. Target net zero carbon emissions 2. Proactively manage GHG reduction 3. Proactively manage climate impacts on assets | <p>15 LIFE ON LAND</p> | <ol style="list-style-type: none"> 1. Reduce terrestrial pollution 2. Reduce deforestation 3. Prevent loss of biodiversity |
| <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> | <ol style="list-style-type: none"> 1. Zero tolerance to bribery 2. Zero tolerance to modern slavery 3. Comprehensive codes of conduct | <p>17 PARTNERSHIPS FOR THE GOALS</p> | <ol style="list-style-type: none"> 1. Customer and supplier engagement 2. Employee engagement 3. Local community |

Sustainability Benchmarking

Critical infrastructure industries play a critical role in enabling the UK's transition to a lower-carbon transportation networks. Delivering this requires infrastructure partners that can demonstrate credible environmental and governance performance, alongside operational excellence.

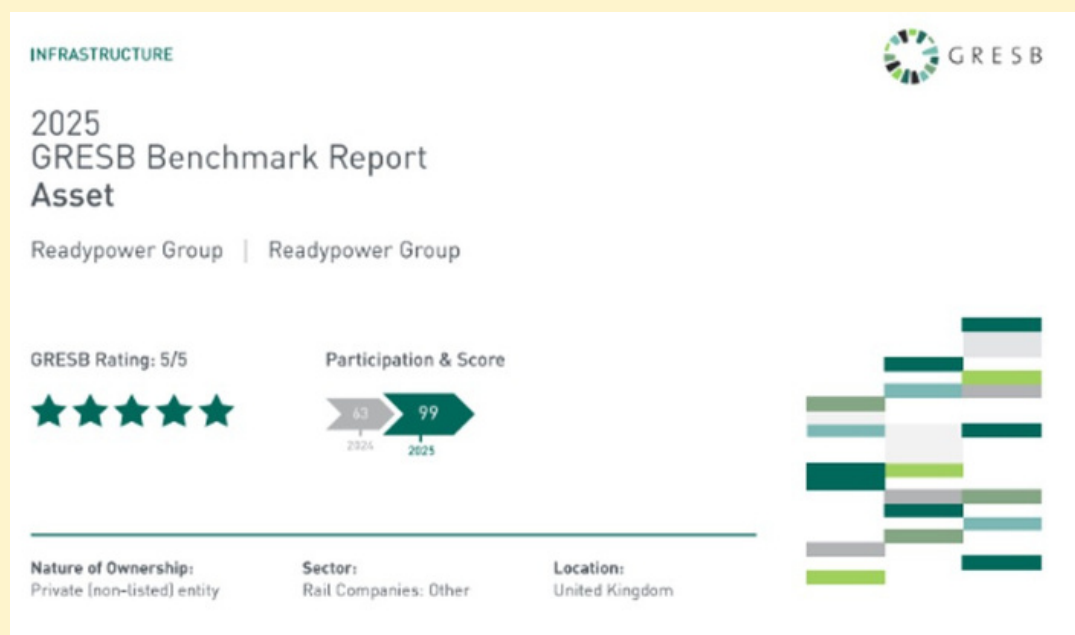
GRESB provides a common benchmark for sustainability performance across the infrastructure sector. For asset owners, operators and investors, a GRESB star rating demonstrates environmental and ethical standards are being effectively managed.

Through its globally recognised assessments, GRESB delivers standardised, validated, sustainability data, peer benchmarking, and actionable insights across infrastructure and real estate portfolios and assets worldwide. The GRESB framework enables organizations to enhance performance, improve transparency, and align sustainability strategies with evolving investor and stakeholder expectations.

The GRESB assessment is split into two parts:

1. Performance metrics – energy use, greenhouse gas emissions and air quality, health and safety, employee diversity, customer satisfaction, and certification.
2. Management metrics – leadership, policies, reporting, risk management, climate and stakeholder engagement.

In 2025, our third submission, we were proud to have achieved a GRESB score of 5 stars, the highest possible achievement. We've set a 2026 target to maintain our 5 stars.



Environmental, Social and Governance Materiality

Environmental, Social, and Governance (ESG) refers to the three central factors in measuring the sustainability and societal impact of an investment in a company or business. Below is our breakdown of each component.

Environmental: _____

- **Climate Change:** how we manage and report our greenhouse gas emissions and our efforts to reduce our carbon footprint.
- **Resource Depletion:** how we use and conserve natural resources such as water, minerals, and fossil fuels.
- **Waste and Pollution:** how we manage waste and pollutants, including efforts to reduce waste and enhance recycling.
- **Deforestation:** preventing deforestation (HVO fuel cleans engine emissions, but adversely affects overseas land with palm oil manufacturing).

Social: _____

- **Human Rights:** demonstrating respect for human rights and efforts to ensure fair labour practices.
- **Labour Standards:** working conditions, employee relations, and diversity within the workplace.
- **Community Engagement:** how we impact local communities, including health and safety standards.
- **Product Safety:** maintaining and renewing the UK's critical infrastructure, making it safe, efficient and ethical for passengers.

Governance: _____

- **Corporate Governance:** structure and practices of our boards of directors, including board diversity and independence.
- **Executive Compensation:** how executive pay aligns with company performance and shareholder interests.
- **Bribery and Corruption:** measures we take to prevent corruption and unethical behaviour.
- **Cyber Security:** how we protect our business and data.
- **Shareholder Rights:** respecting and protecting the rights of shareholders.

Environmental, Social and Governance Materiality

Materiality in ESG helps us determine which issues are most critical to our ability to create value over the short, medium, and long-term.

Key Points of ESG Materiality:

1. Financial Relevance: _____

- Impact on Financial Performance: assessing how ESG issues affect our financial health, profitability, and long-term sustainability.
- Risk Management: identifying and managing risks associated with ESG factors that could impact our operations and financial outcomes.

2. Stakeholder Considerations: _____

- Investor Concerns: evaluating which ESG factors are most relevant to investors and other stakeholders.
- Regulatory Requirements: compliance with laws, policies and contractual agreements related to environmental, social, and governance issues.

3. Industry Specificity: _____

- Sector-Specific Issues: we've identified that environmental factors are more material for us because we are an asset-led provider into the railway and construction industries, as opposed to social factors which are likely more significant for a retail company.

4. Value Creation: _____

- Sustainability and Growth: identifying ESG issues that contribute to the long-term sustainability and growth of the company.
- Competitive Advantage: leveraging ESG initiatives to gain a competitive edge in the market (Benchmarking via GRESB, ESOS Assessments, measuring our Scopes 1, 2 and 3, training with the Supply Chain Sustainability School).



ESG Materiality Matrix 2025

We've organised our materiality assessments into focus areas to identify ESG issues that are most significant to us and where we can effect change.

Engaging with stakeholders, including: investors, employees, customers, and regulators, helps us understand their concerns and priorities.

Reporting frameworks and transparency remain vital. Sharing our performance data in our statutory accounts, to GRESB, SBTi, and in ESOS Assessments.

| Environmental | Social | Governance |
|----------------------------------|-----------------------------------|--|
| Climate change resilience | Stakeholder engagement | Shareholder rights and board composition |
| Air quality and decarbonisation | Business continuity | Cyber resilient |
| Carbon measurement and reporting | Health, safety and wellbeing | ESG reporting |
| Resource usage | Modern slavery | Anti-bribery |
| Noise pollution | Equality, diversity and inclusion | Risk management |
| Land contamination | Skills, training and development | Integrated management system |
| Water usage and pollution | Supplier collaboration | Policy management |
| Biodiversity | Community Engagement | |
| Light pollution | | |

Sustainability Framework

Our approach to sustainability is also aligned to the 10 Rail Safety Standards Board (RSSB) Sustainable Development Principles.



Customer driven

We recognise and respond to our customers' needs and expectations which ultimately has a positive impact for stakeholders utilising the Rail Network.

Putting rail in reach of people

Readypower has undertaken significant modifications and upgrades to help make our assets accessible for our customers.

Providing an end-to-end journey

Readypower Group assets are equipped with the latest technology to safeguard users and to help achieve timely efficient works that minimises impact on the end user.

Being an employer of choice

Readypower Group is committed to investment in its people to care for their personal development and wellbeing.

Reducing our environmental impact

Readypower Group is investing in research, development and pilot projects to help with asset decarbonisation.

Carbon smart

Readypower measures and monitors its Scopes 1, 2 and 3 emissions to help make plans for carbon reduction. The business has also invested in electric and hybrid assets which makes up a large part of our fleet as we see this as a key part of industry decarbonisation.

Having a positive social impact

Readypower contributes to the community through sponsorship, charitable giving, donations and volunteering.

Supporting the economy

Readypower supports the economy through investment in new assets which helps to keep Britain moving.

Optimising the railway

Readypower supports the optimisation of the railway through investment in refurbishment and upgrades to its assets.

Being transparent

Readypower publicly reports on its progress as a sustainable business.

Sustainability Indicators

The following details are indicators of sustainability aspects that are material to Readypower Group relating to the period between 1st January and 31st December.

| Metric | 2025 | 2024 | 2023 | Overview |
|--|-------------|-------------|-------------|--|
| Natural Gas Usage (MWh) | 211 | 173 | 254 | Natural gas usage by Readypower Group derived from utilities billing |
| Electricity Usage (MWh) | 745 | 695 | 501 | Electricity usage by Readypower Group derived from utilities billing |
| Water Usage (litres) | 5.2 million | 5.2 million | 4.4 million | Combined HQ and sites water usage |
| Scope 1 Emissions (tonnes CO ₂ e) | 8,898 | 9,460 | 7,042 | Emissions calculated in accordance with GHG protocol |
| Scope 2 Emissions (tonnes CO ₂ e) | 131 | 162 | 117 | Emissions calculated in accordance with GHG protocol |
| Scope 3 Emissions (tonnes CO ₂ e) | 30 | 20 | 180 | Emissions calculated in accordance with GHG protocol |
| Asset Disposal recycling (%) | 99% | 99 % | 98 % | |
| Asset to Disposal (tonnes) | 1,128 | 569 | 171.3 | |
| Employees Headcount | 445 | 437 | 363 | |
| ESG Related Incidents | 0 | 0 | 0 | |
| Formal Stakeholder Grievances | 0 | 1 | 2 | |

| Metric | 2025 | 2024 | 2023 | Overview |
|--|---------|---------|---------|---|
| Number of Vehicle Assets | 800 | 813 | 573 | Asset count on 31 st December of the respective year |
| Number of Electric Assets (EV) | 21 | 15 | 6 | |
| Number of Diesel Assets (road vehicles & RRVs) | 632 | 620 | 501 | |
| Number of Bi-Mode Assets | 147 | 178 | 66 | |
| Asset Operations (machine hours) | 301,560 | 327,325 | 220,271 | |
| Average Training Spend per Employee | £1,616 | £474 | £380 | Training department plus Overheads divided by the full-time employees (+ 250 operators) |

Governance Framework

Our governance framework provides clear channels of communication for information distribution.

Clear responsibilities for individuals and groups ensures communication is fluid, with opportunities evaluated and issues escalated swiftly.

| Roles | Responsibilities |
|-------------------------------------|--|
| Board | <ul style="list-style-type: none"> Strategic oversight of the Readypower Group, acting as stewards of the organisation. Responsible for providing check and challenge for the Executive to ensure that the business plans are articulated and executed in a manner consistent with the overall vision of the organisation, and that they are delivering against the strategic objectives. Providing strategies, advice and guidance to help the Executive to mitigate risks, and to navigate through changes in the business environment in which the organisation operates. |
| Executive Leadership | <ul style="list-style-type: none"> Executive leadership and oversight of the day-to-day management of the Readypower Group. Responsible for executing the business strategy and ensuring that the organisation is run in a manner consistent with its vision, mission and values. Ambassadors for the business in the marketplace. Executive responsibility for ensuring strategic objectives are understood, KPIs are met, risks are identified and mitigated, issues are resolved, and the SLT and SMT have the leadership, guidance, empowerment and support they need to deliver on our objectives, with a particular view to health and safety, compliance, customer service and financial prudence. |
| Senior Leadership (SLT) | <ul style="list-style-type: none"> Leadership of the operational companies and multi-disciplinary group teams within the Readypower Group. Responsible for proposing budgets, driving strategic initiatives, day to day management and operations of the individual companies, ensuring that the individual company goals and objectives are met collaboratively within the Group. Developing and implementing plans to ensure health and safety, drive business development and market share, improve operational efficiencies and customer service, and meet / exceed financial and KPI results. Management of the SMT. |
| Senior Management Team (SMT) | <ul style="list-style-type: none"> Day to day, leadership of the functional areas within the Readypower organisation on a collaborative basis. Responsible for ensuring that individuals in their teams execute their responsibilities in a manner consistent with the organisations objectives, vision, mission and values every day, with a focus on achieving the KPIs in their individual areas of the business. Escalating any risks/issues requiring Executive support/guidance, supporting and developing their team members and resolving any team issues. |
| Functional Lead | <ul style="list-style-type: none"> Day to day functional responsibility for the delivery of the services in their respective functions in a way that supports the organisation in meeting our KPI targets and strategic objectives. Supporting and developing their team members. |

Diversification

Diversification in the context of business and investments refers to the strategy of spreading investments across a variety of assets, sectors, or geographic regions to reduce risk and enhance returns. Our key aspects include:

Asset Diversification:

- Investing in a mix of assets such as RRVs types and transport vehicle types, properties, plant hire, civil engineering, service provision in the UK and Canada.
- Balancing high-risk, high-reward investments with more stable, low-risk ones.

Sector Diversification:

- Spreading investments across different sectors within regulate and critical infrastructure sectors.
- Avoiding overconcentration in any single sector to mitigate sector-specific risks. Recording risk evaluation in SWOT / PESTEL reports.

Geographic Diversification:

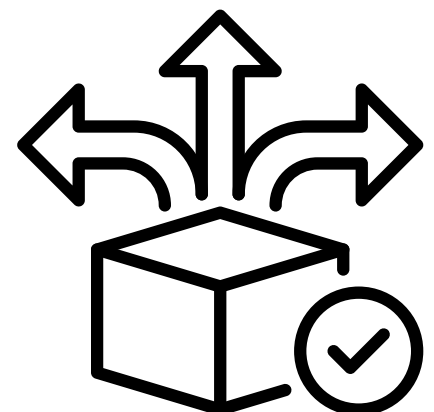
- Investing in different geographic regions to meet the Network Rail routes and to support Canadian Railway enhancements.
- Reducing exposure to country-specific risks such as political instability, economic downturns, or regulatory changes.

Product Diversification:

- Expanding our range of services offered to reduce dependency on a single product or market, such as RRV innovations.
- Exclusivity of new RRVs for a set time-frame to give leverage when hiring new innovative assets.

Supplier Diversification:

- Sourcing from multiple suppliers to avoid supply chain disruptions and reduce dependency on a single source.
- Enhancing supply chain resilience by ensuring alternative suppliers are available.



Diversification

Examples of plant assets owned by us that were game-changers in the marketplace.

The Force One units offer contactless excavations, thus removing the risk of utilities damages. The yellow jetting unit has capabilities to jet out drains whilst vacuuming the waste into its tank.



Both assets provide customers with a better alternative to old methodologies to do a specific job, making it more productive and safer.

The Force One truck proudly displaying their continued partnership with the Trees for Life charity.

Every day this truck is hired out, Trees for Life plants a tree in the Scottish Highlands. Over 1000 trees have been planted so far.



Diversification

We see diversification and decarbonisation as crucial strategies for ensuring long-term sustainability and resilience, whether in addressing climate change or managing financial and business risks.

Diversification:

- Risk Management: reduces the impact of any single investment's poor performance on the overall portfolio.
- Stability: provides more stable returns over time by spreading exposure across different investments.
- Growth Opportunities: captures growth potential in various sectors and regions, enhancing overall returns.

Decarbonisation:

- Environmental Benefits: reduces greenhouse gas emissions, helping to combat climate change and protect ecosystems.
- Health Benefits: lowers air pollution, leading to improved public health outcomes.
- Economic Benefits: promotes innovation and job creation in the renewable energy and clean technology sectors.




Decarbonisation Strategy

Decarbonisation is a key part of Readypower’s long-term strategy, supporting both our sustainability commitments alongside our ambition to remain a competitive and trusted partner within the critical infrastructure sector.

While progress has been made, we recognise that there is still much more to do. Our approach will be structured, data-driven and focused on delivering tangible, positive outcomes for all stakeholders involved in our operations.

| | | | |
|---|---------------------------------|--------------|----------|
|  | Decarbonisation Strategy | Author | J Mayo |
| | | Issue Status | 1 |
| | | Date | 11.03.24 |

4. Engage Stakeholders

| | | | |
|--|---------------------------------|--------------|----------|
|  | Decarbonisation Strategy | Author | J Mayo |
| | | Issue Status | 1 |
| | | Date | 11.03.24 |

1. Understand Your Emissions

Carbon Footprint Assessment: Begin by measuring and understanding your current emissions. This involves calculating your greenhouse gas (GHG) emissions across all aspects of your business operations.

We are somewhat along with this however we need to be better, to this end we are investing in telemetry and trialing innovative solutions with supply partners and SMEs

2. Set Clear Targets

Science-Based Targets: Set ambitious yet achievable targets aligned with the 1.5°C pathway as recommended by the Science-Based Targets Initiative. This ensures your goals are in line with global climate objectives.

In with Angel

Also targets set in sustainability report

3. Identify Reduction Measures

Industry-Specific Tools: Identify specific tools and strategies to reduce emissions based on your industry. This could include transitioning to renewable energy sources, improving energy efficiency, and optimizing production processes.

We are looking at our end-to-end process to see if we can make it even more efficient and then digitalising it to gain further insights with a view of reducing wasted effort and resource. We are transitioning to hybrid vehicles, installing solar PV and batteries throughout our property portfolio where appropriate. We are researching and trialing new technologies.

- Hydrogen injection
- Fuel active
- Fuel tracking in bowzers
- Carbon cleaning engines with Hydrogen
- HVO study

Decarbonisation

Decarbonisation refers to the process of reducing carbon dioxide (CO₂e) emissions associated with human activities, particularly those resulting from the burning of fossil fuels such as coal, oil, and natural gas. Our aim is to mitigate climate change by transitioning to a low-carbon economy.

Our key strategies and practices involved in decarbonisation include:

Transition to Renewable Energy: —————

- Replacing fossil fuels with renewable energy sources like solar, wind, hydro, and geothermal power for our buildings (we have implemented solar PV panels at our new site in Blantyre, and we are assessing our Nottingham and Warrington depots for future instillation).
- Implementing and considering further adoption of distributed energy resources (DERs) and energy storage systems such as battery storage in solar and wind systems, and hydrogen in plant assets.

Energy Efficiency: —————

- Enhancing energy efficiency in buildings (modern AC units sized to each room / zone), drop down ramps on low loaders and replacement of diesel to hybrid or full electric vehicles within our fleet.
- Implementing energy-saving technologies and practices, such as LED lighting with PIR technology, and auto closing doors.

Electrification: —————

- Electrifying sectors that traditionally rely on fossil fuels, such as electric / hybrid vehicles, and using AC heat pumps for heating.
- Considering energy suppliers who use clean sustainable energy sources (this is our mid to long term aspiration).
- Electrify fleet where possible with additional salary-sacrifice scheme available for our employees.

Policy and Regulation: —————

- Ambition to achieve Net Zero Target by 2050.
- Providing full transparency and compliance with policies, regulations and UN Goals.

Sustainable Practices: —————

- Supporting our stakeholder involved in sustainable land use, forestry, and agricultural practices to enhance carbon sequestration.
- Becoming industry leaders by example. Commitment to being a sustainable business helping our clients' meet their environmental targets.

Decarbonisation Case Study

01

Transition of Company Vehicle Fleet to Hybrid or Fully Electric Vehicles

Readypower is on a journey to decarbonise in a sustainable way.

As of 2025, Readypower operates over 180 hybrid or electric vehicles across the business. We invested in 21 fully electric company cars throughout 2025, and aim to continue significant investment in 2026, with an ambition to achieve a 95% hybrid or fully electric company car fleet.

Furthermore, our haulage fleet telematics system was upgraded during 2025, with systems rolled out across all road vehicles alongside a fuel bowser telemetry trial introduced to improve fuel monitoring. Driver training has also been integrated, with targeted programmes planned for 2026 to ensure continuous improvement.

Overall, these initiatives have improved driver and fuel efficiency, resulting in a 15% reduction in CO₂ emissions and a further 2.5% improvement in fuel efficiency.

We aim to achieve a 20% reduction in carbon emissions (CO₂e) and further improvement in fuel efficiency through continued optimisation of these measures.



Decarbonisation Case Study

02

Conversion of Existing Mobile Elevation Works Platforms (MEWP) Fleet from Diesel to Hybrid Technology

Specialist rail plant remains one of the most challenging areas of decarbonisation within the critical infrastructure sector. This is due to demanding operational requirements and the limited availability of viable and cost-effective alternatives to diesel-powered equipment.

To address this challenge, Readypower invested significantly in the conversion of x10 Mobile Elevation Work Platforms (MEWPs) from conventional diesel engines to diesel-electric hybrid machines, to be operational in 2026.

The upgraded machines are designed to operate using battery power for a full operational shift, where charging is also available through standard EV charging infrastructure or through operation of the diesel engine at its most efficient setting.

The project has been developed in collaboration with equipment suppliers and forms part of Readypower's wider program of fleet modernisation and emissions reduction.



Decarbonisation Case Study

02

Conversion of Existing Mobile Elevation Works Platforms (MEWP) Fleet from Diesel to Hybrid Technology



Innovation and differentiating aspects

Rather than replacing assets with new equipment, Readypower has explicitly chosen to repurpose and upgrade existing machinery.

This approach combines emissions reduction with circular economy principles. This is because asset life is extended whilst carbon associated with the manufacturing, purchasing, and replacement of equipment is reduced.

Furthermore, the ability to operate with electric power creates opportunities for improved working conditions in enclosed environments, whilst also reducing emissions at the point of use.

Impact and benefits

- Reduced dependence on diesel-powered operation.
- Supports lower-emission working practices.
- Extends the working life of existing assets.
- Supports innovation within specialist rail plant operations.

Decarbonisation Case Study

03

Investment in Renewable Energy Generation Across Operational Facilities

At Readypower, we're passionate about reducing our reliance on fossil fuels.

While most of Readypower's emissions arise from rail, plant and transport activities, we also recognise the importance of reducing emissions from office-based operations.

During 2025 as part of our ESOS plan for the Environment Agency, we've implemented and continued ongoing assessment of the feasibility of installing solar PV and battery technology across our property portfolio.

As part of our commitment via our ESOS plan we have installed solar PV and battery technology at our Blantyre site, as seen opposite. We are also currently assessing implementation at our Nottingham and Warrington sites in 2026/27.

We're hoping to save 5.8 tonnes of CO₂e emissions per year due to the Blantyre installation alone.



Decarbonisation Case Study

04

Fleet Modernisation Through Stage IV and Stage V Engines

Road Rail Vehicles (RRVs) are central to Readypower's operations. They represent a significant proportion of operational fuel consumption and associated emissions.

Improvements in our fleets' efficiency by ensuring modern technology and engines are utilised, supports the direct reduction of emissions from existing operations and is therefore, a key component in the Group's decarbonisation strategy.

Readypower maintains an ongoing capital investment program focused on modernising our RRV fleet and specialist attachments.

During 2025, Readypower invested over £6.1 million in our RRVs, upgrades and associated equipment to improve fleet capability, operational efficiency and environmental performance.

This investment forms part of a wider strategy to replace our older equipment with more environmentally friendly alternatives, whilst maintaining safe and efficient operational capabilities that our customers require.

Impact and benefits

- £6.1 million invested towards upgrading fleet / plant
- Environmentally friendly Tier 4 / 5 engines within our fleet increased by 5% (from 63% to 68%) during 2025
- Supports reductions in operational emissions and fuel consumption
- Reduces overall greenhouse gas emissions

Decarbonisation Trials

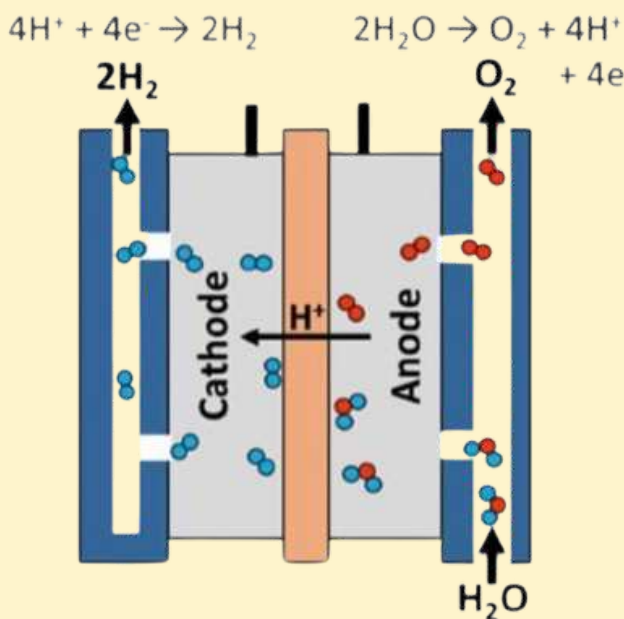
Ongoing Trials in Carbon Cleaning Technology

Readypower continues to explore the feasibility of an innovative carbon cleaning technology with Advanced Hydrogen Technologies Group. The technology aimed to improve engine efficiency and reduce emissions.

| ARTICULATED VEHICLE TEST RESULTS – MILLBROOK | | | |
|--|-----------------------------|-----------------------|-----------------------------|
| Exhaust Gas Emissions | From Baseline to Post Clean | Exhaust Gas Emissions | From Baseline to Post Clean |
| CO ₂ | -7.5% | N ₂ O | -35.3% |
| CO | -84.0% | THCs | -99.2% |
| NO _x | -16.3% | PARTICULATE MATTERS | -55.5% |
| NO | -17.8% | | |

(Average %)

UTAC Millbrook (Bedfordshire, UK)
% Change in Exhaust Gas Emissions.

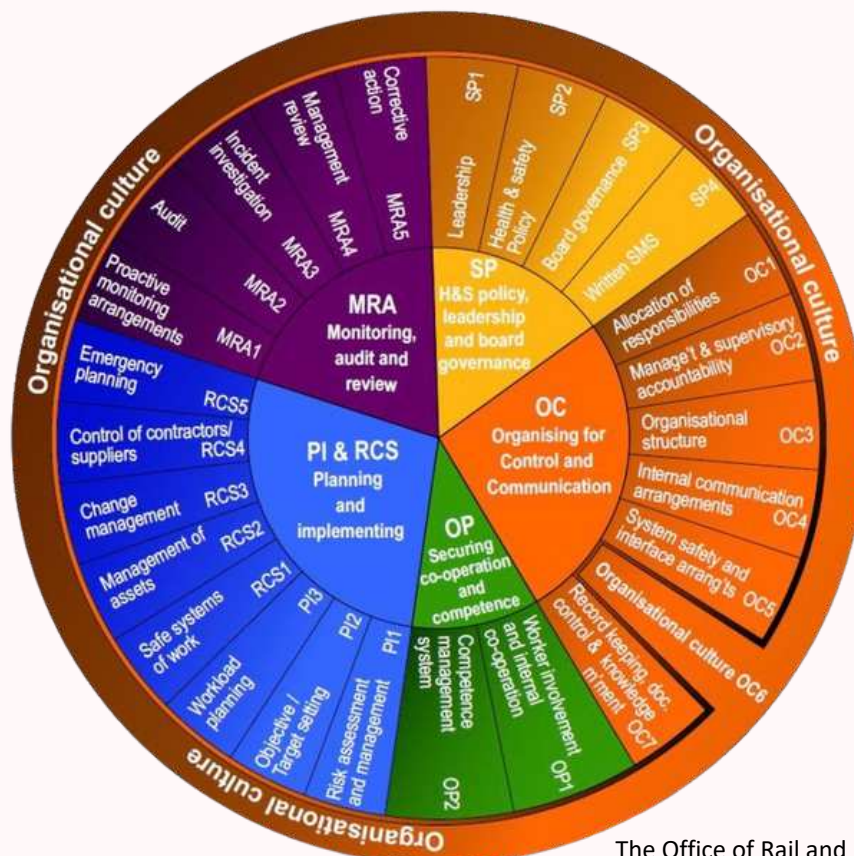


Corporate Social Responsibility - Health and Safety Culture

As a leading supplier of RRV's and associated services, Readypower Group recognises that high standards of Health and Safety are essential and commits itself to maintaining this in line with our comprehensive safety management system.

We have a strong health and safety culture putting the safety of employees, and anyone affected by our emissions first. We maintain a health and safety policy and safety charter endorsed by our CEO, and we have a mature Integrated Management System that has provided us with ISO 9001, 14001 and 45001 certification.

Our systems align to the RM3 Maturity Model developed and provided by the Office of Rail and Road (ORR) regulator in the UK. Measuring our systems' performance at least annually against RM3 allows us to continually improve while identifying weaknesses that can be captured as corporate objectives or targets.



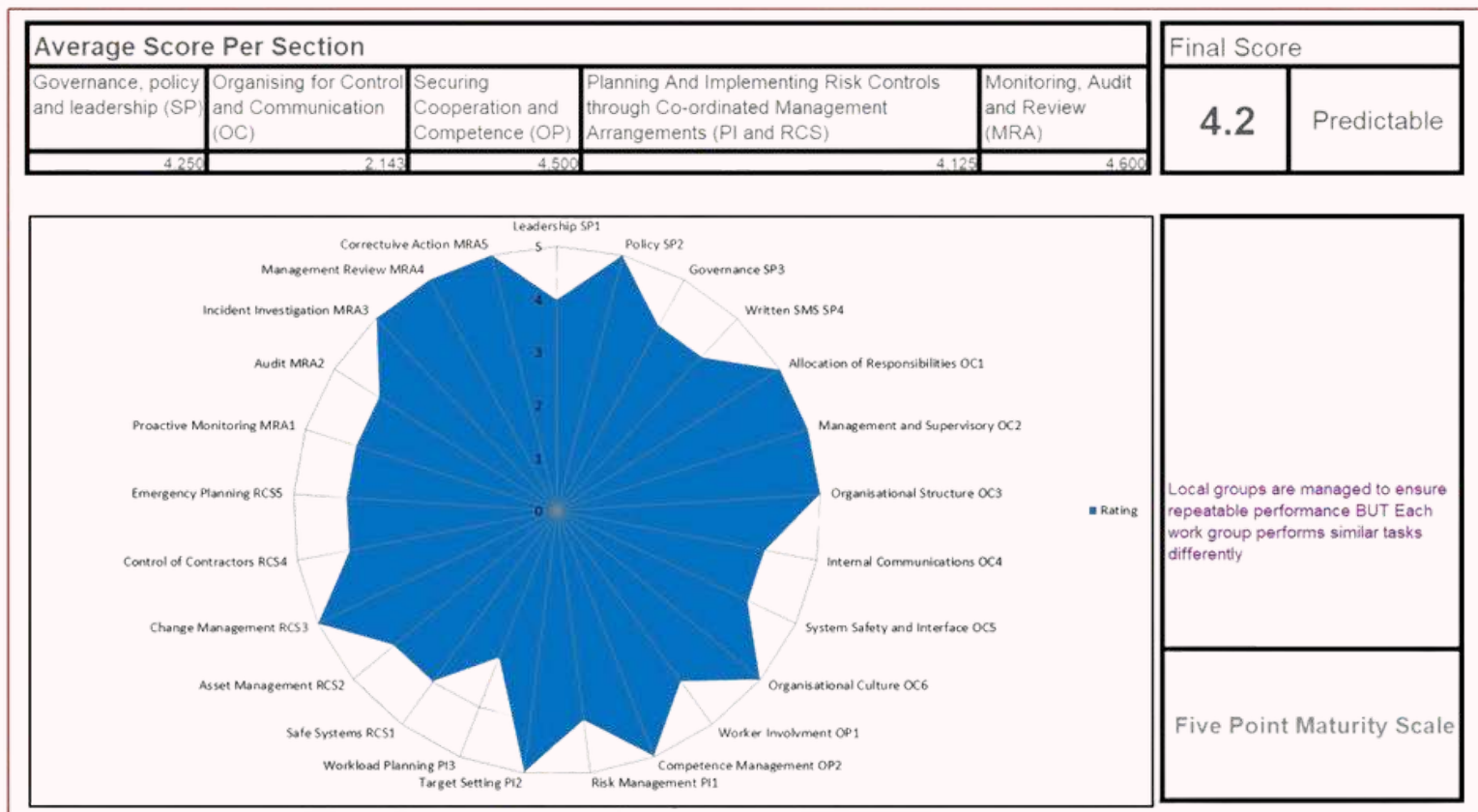
The Office of Rail and Road (ORR)

Corporate Social Responsibility - Health and Safety Culture

RM3 was developed as a tool for assessing an organisation's ability to successfully manage health and safety risks, to help identify areas for improvement and provide a benchmark for year-on-year comparison.

RM3 is helping guide the industry towards excellence in health and safety risk management, with the best performing companies fully integrating health and safety practices into their culture.

RM3 sets out criteria for key elements of a health and safety risk management system which describe the steps used to evaluate a company's progress from ad-hoc to excellent health and safety management capability.



Corporate Social Responsibility - Health and Safety Culture

Clients return to us because we continue to demonstrate via audits, our commitment and compliance to:

- Staff welfare, education, support and workplace safety
- Plant reliability and premium quality of service
- Emergency response capabilities
- Working with clear, ethical, and transparent practices
- Environmental and sustainability challenges
- Working toward SMART objectives and Net Zero targets

We are the supplier of choice for these valuable customers.



Equity, Diversity and Inclusion

Readypower are committed to being a progressive and fair employer, in an industry that has historically been male dominated. Central to our mission is the recognition that diversity and inclusion are essential for our success. We firmly believe that a diverse workforce brings a wealth of perspectives and experiences that drive innovation and excellence.

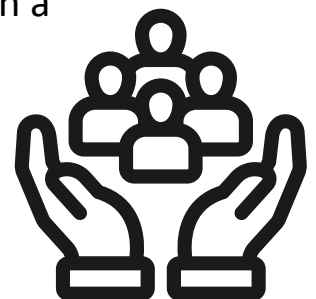
Therefore, we are dedicated to increasing the representation of women at all levels across our organisation.

We currently employ several strategies to aid us in closing the gap, which include:

- Development of an engineering apprenticeship programme.
- Regular benchmarking exercises coinciding with regular pay reviews.
- Continued development of our recruitment strategy to encourage applicants from backgrounds outside of rail, where the roles don't require specific competencies for rail and construction.
- Implementing and developing family-friendly HR policies.
- Our policies are reviewed annually by the Board with a view to improvement for both our existing staff groups and those we hope to attract, for example the introduction of a Menopause Policy.

Job advertisements are drafted using inclusive language, using the ACAS guidelines as a basis for wording. The organisation collects and monitors data on ethnic origin, disability and gender of our employees and workers. The data collected on gender enables us to monitor and report on the gender pay gap.

Management teams (up to executive level) regularly undertake IIRSM and Citation approved Equity, Diversity and Inclusion (EDI) training courses. Learning outcomes include understanding the Equality Act 2010 and protected characteristics, types of discrimination, treating others with respect and offering everyone fair access to opportunities within a professional environment.



Equity, Diversity and Inclusion



During 2025 we joined Women in Rail. Readypower Group is committed to improving our diversity and joining WiR highlights that commitment to our customers, partners and suppliers.

WiR was created with a mission of improving diversity in the UK rail industry via highlighting barriers to entry, encouraging businesses to make diversity part of their business strategy, attracting more young people into the rail industry and providing networking and support opportunities.

Businesses with diverse teams outperform business with less diverse teams in terms of efficiency and profitability. This is because they foster a culture of innovation, creativity and solution-finding by employing people with different perspectives and approaches.

Mental Health and Wellbeing

Mental health and employee wellbeing is a key focus for Readypower.

We ended 2025 with 49 Mental Health First Aiders Group-wide, an incredible increase of 32% from previous year.

1 in 9 of our employees are now Mental Health First Aiders (1 in 20 last year), providing monitoring and potentially life-saving support to their colleagues.

Training is delivered by Mental HealthFirst Aid (MHFA) England provided through the construction Lighthouse Charity, and we are using Mental Health Scotland for the education and personal development of our Scottish employees.

We encourage our staff to access free of charge training if they are interested in being a MHFA.

We actively participate in Mental Health Awareness Week each year, and promote help via the Lighthouse Charity Industry Helpline for those wanting confidential help.



MHFA England



Mental Health and Wellbeing

The focus for Mental Health Awareness Week is *“Movement: Moving more for our mental health”*.

Being physically active is great for our bodies and our minds.

56% of people found that exercising regularly helped them to alleviate stress and prevent burnout.

No matter how you choose to move your body, starting out small can have large benefits for both our mental and physical health. This might be everyday activities such as walking or cleaning, or more intensive activities such as running, swimming, and playing sports.



Employee Status and Development

Employee full-time headcount on 31.12.25: 445

| | |
|---|------------|
| Readypower Group Limited (RGL) | 31 |
| Readypower Rail Services Limited (RRSL) | 260 |
| Readypower Terrawise Limited (RTL) | 50 |
| Readypower Complete Drain Clearance Limited (RCDCL) | N/A |
| Force One Limited (FOL) | 104 |
| Total | 445 |

Ongoing education programmes



Company-wide e-learning

- Readypower Group is partnered with iHASCO.
- Our e-learning programmes include; Health and Safety, Human Resources, and Compliance.



Apprenticeships

- Readypower Group is partnered with Stafford College.
- We currently have ten Engineering Apprentices across our depots.



Dedicated e-learning and webinars

Covering all aspects of the built environment focusing on:

- Sustainability
- Fairness & Inclusivity
- Management
- People
- Procurement
- Retrofit

Employee Status and Development

One of the most important ingredients for a successful, long-term business, is competent employees.

Our Training School in Nottingham is accredited by the National Skills Academy for Rail (NSAR). Here we provide comprehensive training and assessments for our employees.

Some of these include:

- Sentinel qualifications (Railway)
- City and Guilds (Construction and Engineering)
- Recertification
- Upskilling opportunities

We have a dedicated training department that will liaise with you and your line manager directly.

Our biggest asset is our people. We aim to support, grow and develop our employees in their careers. We do this by providing both in-house and external training, including recertification, familiarisation, and upskilling opportunities.



Achievements and Awards

An update from the Compliance team

Readypower Group is proud to have been certified by BSI for ISO 9001, 14001 and 45001 (formerly 18001) for the past 12 years. Earlier this month we passed our surveillance audits with BSI with no nonconformances.

Thank you to all our operational staff in Readypower Rail Services, Readypower Complete Drain Clearance, Readypower Terrawise and Force One for helping us demonstrate continual improvement and compliance to the standards.



Achievements and Awards



Achievements and Awards

At Readypower Group we feel that celebrating success and rewarding our staff is vitally important, here are some examples.

Thank you, Dish!



On Tuesday 23 September, after finishing work for the day, Dish parked his truck at the Hemel yard, next to a drift experience track. As he was leaving, he saw the emergency services struggling to access the track, where a collision had left a lady trapped in a vehicle on the track.

The rescue teams were blocked by a large tyre wall surrounding the track. Without hesitation, Dish returned to the yard, got back into his truck, and used his crane to move the obstruction allowing fire and ambulance crews to reach the scene quickly.

Thanks to his quick thinking, valuable time was saved. While the lady was badly injured, we're relieved to hear she's expected to make a full recovery.

It's moments like this that remind us how fortunate we are to have team members who go above and beyond, even off the clock.

Enjoy your well earned Flame and Thunder tickets with your family!

Thank you, Gary!

A huge thanks to Gary for his outstanding effort during the blockades.

Gary has been working hard on the TRU project, acting as a key link between Readypower and the client. During the extremely busy Weeks 9 – 12, he went above and beyond. Gary was spending full shifts operating, then catching up on TRU work afterwards.

Gary has also shared some excellent content for Readypower on LinkedIn!



Achievements and Awards

Congratulations Danny!

Congratulations to Danny Tighe for being nominated at this years CPA Stars Of The Future Awards, along with other nominees Danny will be competing for **Apprentice Mentor of the Year!**

This recognition is incredibly meaningful and testament to Danny, it reflects the hard work, dedication and passion he has for mentoring our talented Apprentices.



Congratulations Saxon!



Congratulations to Saxon Blackman for being nominated at this years CPA Stars Of The Future Awards, along with other nominees Saxon will be competing for **Level 3 Plant Technician of the Year!**

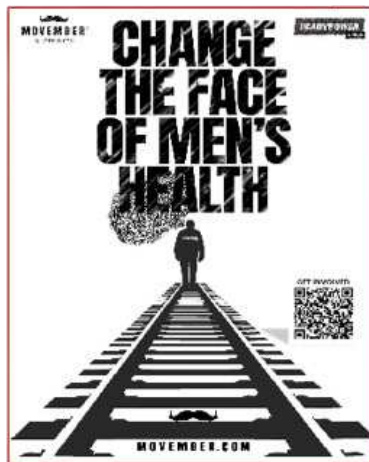
The awards recognise and reward outstanding Apprentices who not only bring ability and commitment to their learning but also possess extra attributes which mark them as being not only the foundations of the industry's future, but also potential future leaders.

Finalists!
Well done Danny and Saxon.



Achievements and Awards

Our charitable partnerships



Achievements and Awards

Force One - Trees for Life Truck

Force One is proud to continue their partnership with the Trees for Life charity.

For every day the 'green' truck is hired out, Trees for Life will plant a tree in the Scottish Highlands. Over 1000 Trees have been planted to date.

We're aiming to reach 1100 trees planted in 2026.

The truck has been a huge success among Force One's clients so far.



Achievements and Awards

Giving back in 2025

Community Impact In Action

- Backing veteran-focused charities through team-led fundraising initiatives.
- Raising awareness for homelessness, mental health and welfare support.
- Reinforcing our commitment to social impact beyond the workplace.

Great Tommy Sleep Out

On 21 March, Ed Williams (Senior Ops Manager, Wales and Western) took part in the Great Tommy Sleep Out in the Brecon Beacons. The sleep out was in support of veterans that are experiencing homelessness in the UK right now.

For the past 105 years RBLI has helped veterans by providing homes, jobs and welfare support. In 2024, they raised an incredible £1.2 million through The Great Tommy Sleep Out which has enabled them to bring veterans in from the cold.



If you are able to, please donate using the QR code. Any donations are hugely appreciated.

Charity Walk for Combat Stress

In October, James Clark will be taking part in a 50KM Ultra March across the Kent Downs in support of Combat Stress, a leading charity dedicated to helping former servicemen and women cope with PTSD and other mental health challenges resulting from their time in the armed forces.

Although James hasn't served in the military himself, he has close friends and family members who have and has seen firsthand the life-changing impact that charities like Combat Stress can have. That's why he's committed to completing this challenge in under 12 hours, to help raise both awareness and funds for an incredible cause.

James would be incredibly grateful for any donations. You can donate via the QR code. Thank you for your support.



Achievements and Awards

Giving back in 2025

Cowshed Tree of Hope

We're proud to support the Cowshed's Tree of Hope this Christmas.

A 'tree of hope' was delivered to our Winnersh office, with tags on the branches that had gift requests from children. The team bought and donated presents to children who may not have received a gift this year.

The gifts will be delivered to the Cowshed before Christmas where a team of volunteers will wrap the presents before they are given to the children.

Thank you to everyone who donated!



Achievements and Awards

Readypower Rail Services Stand-Down Day

RRSL paused operations on 9 July to focus on one thing: safety.

Safety Stand-Down Days provide a chance to step back from the day-to-day and refocus on what's most important, which is keeping ourselves and each other safe. In the rail industry, we work in high risk environments every day, and that means safety has to be at the heart of everything we do.

Our Safety Stand-Down Day aligned our team members on safe working practices and focused on preventing incidents before they happen. It's not just about a one-off day, it's about building a culture where safety is our first priority, every day.



Achievements and Awards

Community Youth Team Sponsorships



Safety, Health, Environmental and Quality Improvement Plan

As part of our management review Readypower Group developed and set objectives via the Safety, Health, Environment and Quality Improvement Plan (SHEQ IP).

These objectives are SMART and cover Safety, Health, Environment and Quality. They are reviewed monthly by the compliance team.

Every action has an owner and a sponsor and are further reviewed at board level periodically.

Safety

- Implement new controls for onboarding (Compliance / HR)
- Design and install WAH platforms at depots for lorry drivers (objective to improve WAH safety)
- Increase fitter safety training events (all full-time fitters to complete minimum of 3 e-learning courses)

Health

- Express Medicals health surveillance check-ups (provide health surveillance check-ups for FOL site staff)
- Hold at least 4 Social Committee led events in 2025 (continuation of our 2024 objective designed to help engage with staff members)
- Mental Health First Aiders (objective to reach 42 MHFAs in 2025 across the group)

Safety, Health, Environmental and Quality Improvement Plan

Environment

- Replace diesel vans for hybrid fuel units (we target to own 130 units before year end)
- Seek 'Net Zero' certification for energy suppliers (aim for FOL 1st then look at RRSL / RTL)
- Aim to maintain GRESB 5-star status

Quality

- Increase the Supply Chain Sustainability School engagement hours to 300 (position as of Dec 24 is 153 hours)
- Retain above 99.1% scoring on the rail PPS portal (monitored monthly / reflects customer satisfaction)
- SMT Site Assurance checks (SMT members to undertake at least 1 site audit per 2 months)

SHEQ Monitoring Performance

Frequent monitoring is crucial to knowing how our business is performing.

| | | |
|-----------------------------------|--------------|--------------|
| Fatality Weighted Injuries | 0.106 (2025) | 0.042 (2024) |
| Accident Frequency Rates | 0.008 (2025) | 0.025 (2024) |
| Lost Time Accident Frequency Rate | 0.045 (2025) | 0.069 (2024) |
| Reportable Environmental events | 0 (2025) | 0 (2024) |

Good results based on circa 1,080,000 hrs our staff worked in 2025.

Toolbox Talks (TBTs)

2,061 (1,890 in 2024) signed and dated TBT records

Recorded as a 1 to 1 event. Each TBT issued is documented with a written Q&A section to demonstrate receipt and understanding. **All records are signed and dated by the person issuing the TBT and receiver.**

A healthy number of Close Calls raised and actioned in 2025:

- **7,010**
- 5,309 (2024)



Create/Send & My Compliance – Communication Tools

- **44** Bulletins, Newsletters, Info Alerts sent during 2025 via Create/Send
- Equates to over **19,560** push emails
- **49** Bulletins, Newsletters, Info Alerts sent during 2025 via My Compliance

SHEQ Monitoring Performance

Here are our KPI results for 2025:

Internal Site Assurance

134 POS Assurance Site Visits (inc. 20 Directors' visits) (118 in 2024)

135 Non-POS Assurance Site Visits (inc. 41 Directors' visits) (94 in 2024)

1 trend spotted in the data analysis, and improvement actions taken.

Auditing

15 External Audits

| | |
|--------------------------|---------|
| RISQS | 10 days |
| BSI (9001, 14001, 45001) | 11 days |
| NR Tech & POS | 1 day |
| FORS | 4 days |
| NSAR | 2 days |
| Customers | 3 days |
| Achilles (Force One) | 2 days |
| Total | 33 days |

3 Internal Audits

10 days over 2 planned audits and 1 unannounced audit.

Sentinel Sponsored Workforce

637 RRSL (701 in 2024)

58 FOL (25 in 2024)

54 RTL (70 in 2024)

Our iHASCO e-learning programme

- **1111** (912 in 2024) courses completed (covering various topics)

All courses set on a 12, 18 or 24 repeat cycle to keep the workforce refreshed.

Internal Communications

Internal electronic notice boards are kept up-to-date with current topics, including:

- New starters
- Best close call hamper winners
- Charity events
- News from around the Group

A dedicated team of Group Company Representatives collectively update the Communications team.

Structured Comms meetings are held and documented each month to help keep all parties informed and aware of current affairs and news.

The Communications team are responsible for maintaining our social media platforms, our intranet and company websites.

The Head of IT keeps digital notification boards up to date at all sites with relevant information, deliberately rotating news stories each hour through the day.



Cyber Security

A cyber-attack poses a growing threat to the security of our business and therefore the safety of infrastructure in the UK, including the railway network. The threat is evolving due to new technologies that present vulnerabilities if protection is insufficient. In response to this Readypower are engaging with best-in-class suppliers to ensure that our network and data is secure.

Our IT team has been working to improve our resilience to cyber-attacks and has provided advice, guidance and tips to employees to help them contribute to protecting Readypower.

During 2025 Readypower has run several cyber security tests including external and internal penetration testing. We have also achieved Cyber Essentials Certification. All employees complete mandatory training to raise their knowledge about cyber security threats.

2026 will see Readypower retain its Cyber Essentials Plus certification, ensuring that we are up to date with the latest security measures.



READYPOWER

GROUP



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