

Sustainability Committee report

Enhancing sustainability across our Group



Sustainability Committee members

- Louise Evans (Chair)
- Julie Armstrong
- Richard Elsy CBE
- Dr James Routh

Key activities for the year

- Promoting the Group's contribution to road safety and the associated reduction in road accidents and fatalities
- Promoting the Group's sustainability objectives by assisting in the roll-out of EVs and other lower-carbon transport technologies
- Overseeing the growth of the Group's sustainability strategy
- Reviewing the Group's policies, programmes, targets and initiatives

Meetings

4

Dear shareholders,

I am delighted to present my fifth report as Chair of our Sustainability Committee.

Sustainability is an intrinsic part of our core purpose to accelerate our customers' drive towards net zero emissions and to improve road safety and the automation of vehicle applications through leadership and innovation in engineering and technology.

The Sustainability Committee has continued to set the overall sustainability strategy for the Group and provide Board-level oversight of the various sustainability activities which are embedded throughout our business.

Role and activities

The role of the Committee includes:

- Promoting the Group's contribution to road safety and the associated reduction in road accidents and fatalities
- Oversight of the Net Zero Working Group, the global team tasked with identifying, managing and reducing the Group's carbon emissions
- Promoting the Group's Equality, Diversity and Inclusion and Social Mobility Programmes
- Reviewing the Group's management and governance policies
- Ensuring Group whistleblowing policies and procedures are appropriate and effective

Activities during the year

The Committee met four times during the year to develop the sustainability strategy and bring together the current activities under coherent oversight.

We have set our environmental goal to be net zero for market based Scope 1 and 2 emissions by 2040 and to be a net zero organisation by 2050, and are already making good progress against these objectives.

We continue to be advised by Auditel, a leading carbon solutions company, to assist us in identifying and reducing our carbon emissions and related costs. Achieving credible, trustworthy and substantiated environmental claims is key to our aim for verification with ISO 14068-1 (Climate change management – Transition to net zero; Part 1: Carbon neutrality).

Employee health, safety and wellbeing continue to be of paramount importance. The Group continues to be accredited with the ISO 45001 Occupational Health and Safety Management System certification at Anthony Best Dynamics Limited and AB Dynamics GmbH. This accreditation reinforces our health and safety policy and demonstrates our commitment to employee safety.

The Net Zero Working Group continues to operate and comprises representatives from the Group's subsidiaries who will spearhead a comprehensive programme to achieve net zero for Scope 1 and 2 emissions throughout all the businesses in the Group by 2040.

The Committee recognises the significance of diversity and inclusion and social mobility and supporting future leaders. The Group's Equality, Diversity and Inclusion and Social Mobility Programmes have both continued this year. We have an equality, diversity and inclusion policy which outlines our commitment to equality, diversity and inclusion and sets out how we put this commitment into practice. To support this policy, all of our hiring managers continued to undertake unconscious bias training this year and every current employee is to attend equality, diversity and inclusion training on an annual basis. We will continue to monitor our EDI data on an ongoing basis to assess the impact of this policy and our EDI strategy.

Looking forward

In the coming year, we plan to continue with the implementation of our strategy and refine our sustainability performance delivery.

Louise Evans
Sustainability Committee Chair
11 November 2025