Sustainable Site Solutions

Section 172(1) Statement

FOR THE YEAR ENDED

31 December 2025

Garic

Introduction

The Board of Directors of Garic consider in good faith, both individually and together, that during the year ended 31 December 2025 they acted in a way that promoted the success of the company for the benefit of its members as a whole (having regard to the stakeholders and matters set out in s.172 (1) (a-f) of the Companies Act) as detailed below:
The stakeholders the Board of Directors considers in this regard are the company's employees, customers, suppliers, funders, shareholders, and the local communities in which the company operates.
The Board of Directors recognises that building strong relationships with our stakeholders will help us deliver our strategy in line with our long-term values and operate the business in a sustainable way. Project Compass reinforces our commitment to sustainable development and more detail on Compass can be

The likely consequences of any decision in the long-term.

The primary goal of the company is to enhance long-term value for its ultimate shareholders, while simultaneously minimising our environmental footprint.

The Board of Directors strives to ensure that day-to-day decisions look ahead and anticipate the future needs of all stakeholders. Long-term strategic opportunities are captured in the company's annual operating plan that covers a three-year horizon. A long-term incentive plan is in place for the executive directors of the company to assist in the delivery of long-term objectives. Investment decisions are evaluated using cash flow models that project future performance for at least five years.

The interests of the company's employees.

Developing colleagues, organisation and culture is a key enabler for the Group Vision and Garic's Board seeks to put colleagues at the heart of the business, working together to create safe and inclusive environments where colleagues can thrive, grow and make a difference.

As mentioned in the Strategic Report, the company holds a gold RoSPA award in recognition of its outstanding health and safety achievements. During the first half of the year the Company Executive held regular online and in person briefing meetings to provide colleagues with information relevant to them and to invite feedback from colleagues on matters of concern to them. The company also utilises Peakon to listen to our colleagues and act on feedback to deliver improvement. A newsletter, 'Garic Insight' is provided to all colleagues on a periodic basis, covering company initiatives, financial performance, and various ESG-related activities (Compass).

Monthly performance updates from the new CEO have been re-introduced to improve transparency. Our Compass People vision is to keep our colleagues safe at work and celebrate, respect and value them for who they are and what they do.

The need to foster the company's business relationships with suppliers, customers and others.

Regular meetings are held with customers, suppliers, banks, and other stakeholders to ensure we understand what these stakeholders need from their relationships with the company and to provide them with information on our business. The company regularly captures formal and informal customer feedback to help maintain and enhance our strong service provision and as previously mentioned, our latest NPS exercise resulted in a positive score of +76.6. The company has a procurement and supply chain management policy that sets out how relationships should be fostered with suppliers. Our Compass Customer vision is to continually work to be our customer's partner of choice and support them to thrive.

The impact of the company's operations on the community and the environment.

The company is committed to minimising its environmental impact, creating safe places for our people to work, and supporting our communities. These commitments are set out in the company's sustainability policy. The Board of Directors considers the company's environmental impact through an annual report that sets out our environmental footprint and progress against carbon reduction targets. Progress on energy use and carbon emissions is summarised in the SECR on p.13.

Our Compass Environment vision is we are committed to being an increasingly sustainable business minimising our environmental impact and influencing positive change. The company has invested in circular economy, giving old assets a new lease of life and reducing the amount of embedded carbon transferred to waste. The new blast booth that went live in early 2025 uses multi use rather than single use shot, considerably reducing the amount of waste going to landfill.

As mentioned above, Garic continues to hold gold accreditation from the Fleet Operator Recognition Scheme (FORS) and holds commendations from the Royal Society for the Prevention of Accidents (RoSPA) demonstrating our commitment to following best practice and meeting the highest standards of safety.

Our Compass Community vision is to strive to improve the quality of life for all in the communities in which we work and live and we delivered 165 colleague days given to the community in 2025 (146 in 2024).

The desire of the company to maintain a reputation for high standards of business conduct.

The company's values provide the guiding framework for ensuring decisions and actions are safe, responsible, have integrity and consider those people and organisations that may be affected by them. Employee recruitment, training, development, and appraisals are all based on these values. The company's corporate governance and standards of business conduct are reviewed by the company's shareholders, both informally and through periodic internal audits.

The need to act fairly as between members of the company.

The company has one corporate shareholder that it engages with through regular discussions, monthly management information, formal Board meetings and the provision of ad hoc information as required.

Key decisions in the year

We consider the key decisions to be those decisions taken by the Board which should not be delegated to either management or a committee of the board and which may have a potentially material impact on the company's strategy, stakeholders or long term value creation, including material supplier and customer contracts, capital investment, M&A activity and review of the company's long term strategy and three year operating plan.

In 2025 key decisions included

- the decision in Q4 2025 to sign a 10-year lease for the future Reading depot, which will underpin additional growth and allow the business to more easily capitalise on opportunities in the South of the country.
- the decision to reduce capital investment during 2025 in light of current trading and market conditions and instead focus on maximising utilisation of existing fleet; and
- the decision in December 2025 to exit legacy lease vehicles and commit to investment in eight new HIAB vehicles for transport, delivery of which will be in 2026, providing greater flexibility on asset lifecycle.

This report was approved by the Board of Directors on 27 May 2026 and signed on its behalf by:

Asif Latief
Chief Executive Officer

Sustainable Site Solutions

Garic

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