Sustainability Report 2025

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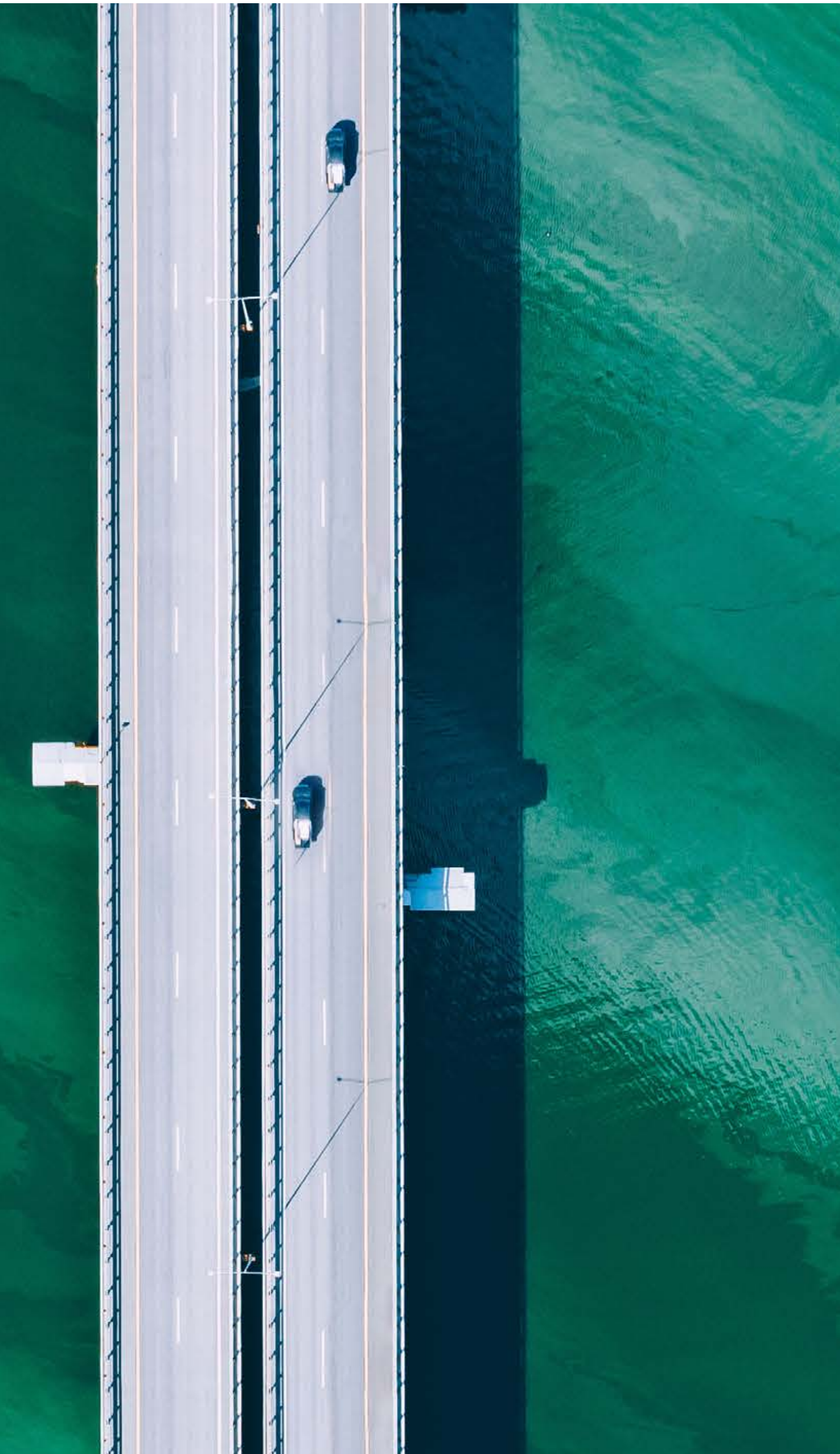


About this report

The following sustainability report (referred to as "the report" or "this report") provides information management believes is relevant to assessing and understanding the sustainability performance and commitments of Element Fleet Management Corp. ("Element", "we", or the "Company").

About Element

Element is the largest publicly traded, pure-play automotive fleet manager in the world. For more information, visit Investor Relations.

Our approach to sustainability reporting

This report is prepared with reference to the Sustainability Accounting Standards Board (SASB) Standards for Professional and Commercial Services (SV-PS). Emissions are accounted for in accordance with the GHG Protocol Corporate Standard, and Element aligns its reporting with the recommendations set forth by the Task Force on Climate-related Financial Disclosures (TCFD) framework. Additionally, we measure and report on select United Nations Sustainable Development Goals (UN SDGs) and as a signatory of the United Nations Global Compact (UNGC), we issue an annual Communication on Progress. Furthermore, Element engages with CDP Climate, EcoVadis, ISS, MSCI, and Sustainalytics. We are developing a roadmap to increase alignment with the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards and the Corporate Sustainability Reporting Directive (CSRD) in future reports as and when applicable.

Reporting period

Unless otherwise specified, all data and information in this report pertains to efforts in fiscal year 2024, which began on January 1, 2024, and ended on December 31, 2024.

Report cycle

Issued annually since 2021.

Report boundaries

Element has wholly-owned subsidiaries in the following regions: North American operations (U.S., Canada, and Mexico), Element U.S. and Canada Leasing Operations (Ireland), Element Strategic Sourcing Operations (Singapore), Element ANZ (Australia and New Zealand), and Autofleet (Israel). Autofleet, acquired by Element on October 1, 2024, is not included in the data presented in this report; however, it will be incorporated into future sustainability reporting cycles.

Currency references

U.S. dollars except where otherwise noted.

Independent assurance

Element obtained limited assurance provided by Ernst & Young over our 2019 baseline year and 2024 GHG emissions, as detailed in the Independent Practitioner's Assurance Reports.

Internal control over sustainability disclosure

Element's sustainability disclosures undergo internal quality checks to ensure accuracy to the best of our knowledge at the time of reporting. This report is subject to a structured review and approval process, engaging senior management from all relevant functional areas, Executive Management, and the Board of Directors. Our disclosure controls and processes surrounding sustainability disclosures and data aim to provide reasonable confidence in data reliability and alignment with recognized reporting standards and frameworks. However, a control system, no matter how well conceived or operated, cannot be expected to prevent all errors. We have established a process for these disclosures that we will continue to refine as we adapt to meet the evolving sustainability reporting landscape and the assurance expectations of our stakeholders.

Disclaimers

Caution regarding forward-looking statements

This sustainability report contains certain forward-looking statements and forward-looking information regarding Element and its business, which are based upon Element's current expectations, estimates, projections, assumptions and beliefs. In some cases, words such as "plan", "expect", "intend", "believe", "anticipate", "estimate", "may", "could", "predict", "project", "model", "forecast", "will", "potential", "target, "by", "proposed", "continue" and other similar words, or statements that certain events or conditions "may" or "will" occur are intended to identify forward-looking statements and forward-looking information. These statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in the forward-looking statements or information.

Forward-looking statements and information in this report may include, but are not limited to, statements with respect to, among other things, the Company's ability to adapt to the evolving sustainability reporting landscape, executing a global growth strategy, advancing the capital lighter business model, optimizing revenue, the Company's sustainability targets and objectives, including refining our approach to Scope 3 emissions reduction, science-based targets, the availability of carbon emission reduction tools and technologies, Element's and our clients' greenhouse gas emissions, fleet electrification, and transition of client vehicles, charging access, decarbonization strategies, future climate reporting, potential climate-related opportunities, diverse supplier relationships and spending, investing in the community, team member engagement, including growth and career development, data governance, ethics and compliance, and other sustainability related impacts, and objectives. By their nature, these statements require us to make assumptions and are subject to inherent risks and uncertainties that may be general or specific, which give rise to the possibility that our predictions, forecasts, projections, expectations or conclusions will not prove to be accurate, that our assumptions may not be correct and that our sustainability priorities, targets (including fleet electrification and GHG reduction targets), commitments and goals will not be achieved. As we work to advance our sustainability strategy, external factors outside of Element's reasonable control may impact our performance and ability to achieve our goals, including government policies, legislation and regulatory actions, global supply-chain disruptions, geopolitical risk, the occurrence, continuance or intensification of public health emergencies, such as the impact of post-pandemic hybrid work arrangements, the failure of third parties to comply with their obligations to us and our affiliates or associates, our ability to implement various sustainability-related initiatives internally and with our clients under expected timeframes, the availability of comprehensive and high-quality GHG emissions data and standardization of sustainability-related measurement methodologies, the need for active and continuing participation, cooperation and collaboration from various stakeholders, deployment of new technologies and industry-specific solutions, the evolution of client behaviour, varying decarbonization efforts across economies, manufacturer timing and availability, client decisions and preferences, the need for thoughtful climate policies globally, the challenges of balancing interim emissions goals with an orderly transition, and the continuing development and evolution of regulations, guidelines, principles, and frameworks internationally and Element's compliance thereto, which could lead to us to being subject to various legal and regulatory proceedings, the potential outcome of which could include regulatory restrictions, penalties and fines. These and other factors may cause actual results to differ materially from the expectations expressed in the forward-looking statements and may require Element to adapt its initiatives and activities or adjust its commitments, metrics, targets and goals. The foregoing list of risks and uncertainties is not exhaustive. The forward-looking statements in this report speak only as of the date of this report and are presented for the purpose of assisting our stakeholders and others in understanding our objectives and strategic priorities and may not be appropriate for other purposes. We do not undertake to update any forward-looking statement except as required by law. In addition, a discussion of some of the material risks affecting Element and its business appears under the heading "Risk Management" in Element's Management Discussion and Analysis for the twelve-month period ended December 31, 2024, and under the heading "Risk Factors" in Element's Annual Information Form for the year ended December 31, 2024, as well as Element's other filings with the Canadian securities regulatory authorities, which have been filed on SEDAR+ and can be accessed on Element's profile on www.sedarplus.ca.

The information disclosed in this document may differ from that contained in other disclosures. In future disclosures, we may change or update certain targets, plans, objectives and other information contained herein or include disclosures that otherwise differ from those contained in or implied by this document. We undertake no obligation to update the information in this report or prior disclosures, except to the extent required by law. This document is intended to provide information from a different perspective and in some cases in greater detail than is required in other disclosures, including our filings under Canadian securities laws.

Assumptions and risk factors relating to GHG emissions reduction targets

Our greenhouse gas (GHG) emissions reduction targets are based on a number of assumptions including, without limitation, the following principal assumptions:

- The successful and timely implementation of various corporate and business initiatives to reduce our electricity and fuel consumption, as well as reduce other direct and indirect GHG emissions enablers.
- No new corporate initiatives, business acquisitions, business divestitures or technologies that would materially change our anticipated levels of GHG emissions.
- No negative impact on the calculation of our GHG emissions from refinements in, or modifications to, international standards or the methodology we use for the calculation of such emissions.
- No required changes to our science-based targets pursuant to the SBTi methodology that would make the achievement of our science-based targets more onerous or unachievable in light of business requirements.
- Original Equipment Manufacturer (OEM) ability to supply lower-carbon vehicles at required scale to support our clients' transition to lower-emissions fleets.
- Client willingness and ability to adopt lower-carbon solutions in transitioning their fleets to align with our GHG emissions reduction targets.
- No changes in legal, regulatory and political environments that may negatively impact the feasibility, timing, or cost-effectiveness of achieving our GHG emissions reduction targets.
- Our ability to purchase high-quality, credible renewable energy certificates (RECs) to offset or reduce, as applicable, our GHG emissions.

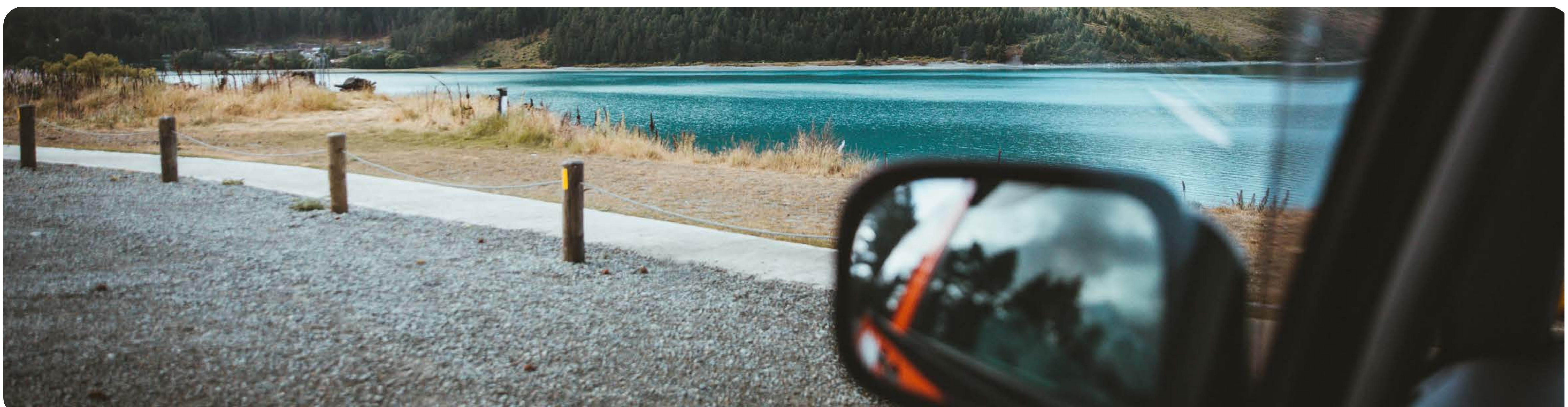
A portion of our GHG emissions reduction targets depend on our ability to implement certain corporate and business initiatives at scale to reduce GHG emissions to desired levels. Failure to implement such initiatives according to planned schedules due to changes in business plans, resource limitations, unavailability of capital technologies, equipment or employees, cost of allocations, actual costs exceeding anticipated costs, or other factors, or the failure of such initiatives, including of new technologies, to generate anticipated GHG emissions reductions, could negatively affect our ability to achieve our GHG emissions reduction targets. Future corporate initiatives, such as business acquisitions and organic growth, as well as the adoption of new technologies that are carbon-intensive or do not achieve expected emissions efficiencies, could negatively affect our ability to achieve our targets.

Modifications or refinements to international standards, including those set by the SBTi, or to the methodology we use to calculate GHG emissions that would result in an increase in our GHG emissions, could further impact our ability to achieve our targets. As it relates to our science-based targets specifically, the SBTi requires the recalculation of our targets when certain events occur, such as acquisitions or divestitures, or to conform to evolving SBTi methodology or standards. A recalculation resulting in the introduction of more ambitious targets could challenge our ability to achieve such updated targets.

We have limited influence over the reduction of our Scope 3 GHG emissions, compared to our Scope 1 and Scope 2 GHG emissions, as we depend on the engagement and actions of participants in our value chain to reduce their emissions. Failure to achieve sufficient engagement, collaboration, and action from these participants could adversely affect our ability to meet our Scope 3 GHG emissions reduction target. Achieving our Scope 3 GHG emissions reduction target is also reliant on our clients' willingness to adopt lower-carbon options and transition their fleets accordingly. Should our clients be unable or unwilling to commit to these transitions, our ability to achieve our Scope 3 GHG emissions reduction target may be constrained. Our ability to achieve our Scope 3 GHG emissions reduction target also depends on our OEM partners' ability to supply lower-carbon vehicles at the scale needed to support our clients' transition to lower-emissions fleets. Delays, supply constraints, or limitations in available vehicle models could impact our ability to achieve our Scope 3 GHG emissions reduction target.

Our ability to achieve our GHG emissions reduction targets is influenced by evolving regulatory and political landscapes. Changes in government policies, emissions regulations, carbon pricing mechanisms, incentives for renewable energy, and mandates for vehicle electrification could accelerate the need for emissions reductions. Conversely, policy rollbacks, delays in regulatory implementation, or inconsistent climate policies across jurisdictions could slow the pace of transition. Additionally, geopolitical events, trade restrictions, or shifts in government priorities may affect the availability and cost of lower-carbon vehicles, renewable energy credits, or other emissions reduction enablers. Any such changes could negatively impact the feasibility, timing, or cost-effectiveness of achieving our GHG emissions reduction targets.

The achievement, or maintenance of, our science-based target related to our Scope 1 and Scope 2 GHG emissions may require that we purchase a certain quantity of RECs. Should a sufficient quantity of acceptable (according to the SBTi guidelines) RECs be unavailable, should their cost of acquisition be considered prohibitive, or should laws, regulations, applicable standards, public perception or other factors limit the availability of RECs that we can purchase, the achievement, or maintenance of, our science-based target related to our Scope 1 and Scope 2 GHG emissions could be negatively impacted.



Organizational Overview

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- Who We Are
- Sustainability Balanced Scorecard
- Policies
- Materiality Assessment
- Stakeholder Engagement
- Leadership and Recognition

CEO Letter

Driven by our Purpose

In a time marked by rapid change and uncertainty, uniting behind a shared purpose has never been more important. At Element, we are driven to *Move the world through intelligent mobility*. Our 2025 Sustainability Report reflects not only this Purpose, but also our commitment to accountability and transparency, and our responsibility to drive measurable, lasting impact for positive change.

As you explore the report, you will see the collective efforts of our global team in building a more sustainable future. It offers a clear view of our goals, the progress we've made, and the steps we are taking to accelerate momentum. Collaborating across regions and in partnership with our clients, we've delivered meaningful outcomes across several key pillars.

Making positive change

We know that setting bold goals – and holding ourselves accountable – yields results. In 2024, we achieved the significant milestone of receiving validation of our science-based targets by the Science Based Targets initiative (SBTi).

This validation reflects the rigour of our approach to decarbonization and marks an important step in aligning our business strategy with a science-based pathway to emissions reduction. Our targets are supported by a strategy grounded in core decarbonization levers – positioning us to make meaningful progress while remaining flexible and responsive to an evolving operating environment.

In addition, we are proud to share that we have surpassed our Scope 1 and 2 science-based target a decade ahead of our 2034 goal. This early achievement reflects our strong commitment to operational decarbonization and climate-conscious decision-making.

We are proud that our advancements continue to be recognized externally. In the past year:

- We received a B rating from CDP on the Climate Questionnaire, ranking us in the "Management Band" for the second year in a row.
- We earned an EcoVadis committed badge for our global assessment and a bronze medal for Element Mexico's regional assessment.
- We were recognized by The Globe and Mail for strong corporate governance practices at Canada's largest publicly traded companies (ranked 9 out of 215), as well as inclusion on the Women Lead Here Index.

Our commitment to an inclusive future

We continued the foundational work to define, as an organization, who we want to be and how we show up for our colleagues, clients, and the communities where we work and live. In 2025, we articulated our three Values:

- We are always a force for good
- We are experts defining the future of mobility
- We are driven by client success

As a Purpose-driven, Values-led organization, we recognize that sustainability is a social mandate and business imperative. Our approach goes beyond environmental stewardship – it encompasses our commitment to building a business that is inclusive and equitable.

At Element, we remain steadfast in our commitment to embedding diversity, equity, inclusion, and belonging into our culture and business strategy to create opportunities for all. An inclusive workplace not only reflects our Purpose and Values, it makes us stronger, more adaptable, and better equipped to serve our clients and communities.

Optimism for the road ahead

As a leader in fleet and mobility, we bring people and technology together to create sustainable, intelligent solutions that empower our stakeholders. Our leadership position means we have a unique opportunity to accelerate the transition to lower-emission fleets and support our clients in meeting their own decarbonization and broader sustainability goals.

Thank you to our teams for all they do, and to our clients for their collaboration and trust as we work together to create a sustainable future.

Laura Dottori-Attanasio
Chief Executive Officer

Who We Are

Driven by our Purpose

Move the world
through intelligent mobility

Our Purpose focuses on what we do and our unwavering commitment to client-centric service, leadership within the industry, and the positive impact we make today for a better tomorrow.

To *Move the world* is an embodiment of our dedication to seamless, intelligent mobility - reinforcing the impact we can make in reshaping the world through our services and commitment to building a sustainable future.

Company overview

Element is the largest publicly traded, pure-play automotive fleet manager in the world. As a Purpose-driven company, we provide a full range of sustainable and intelligent mobility solutions to optimize and enhance fleet performance for our clients across North America, Australia and New Zealand (ANZ).

Our services address every aspect of our clients' fleet requirements, from vehicle acquisition, maintenance, route optimization, risk management, and remarketing, to advising on decarbonization efforts, integration of electric vehicles and managing the complexity of gradual fleet electrification. Clients benefit from Element's expertise as one of the largest fleet solutions providers in its markets, offering economies of scale and insight used to reduce operating costs and enhance efficiency and performance.

2,800+
team members around the globe

1.5 million
vehicles under management (VUM[1])

95,000
electric vehicles under management (eVUM[2])

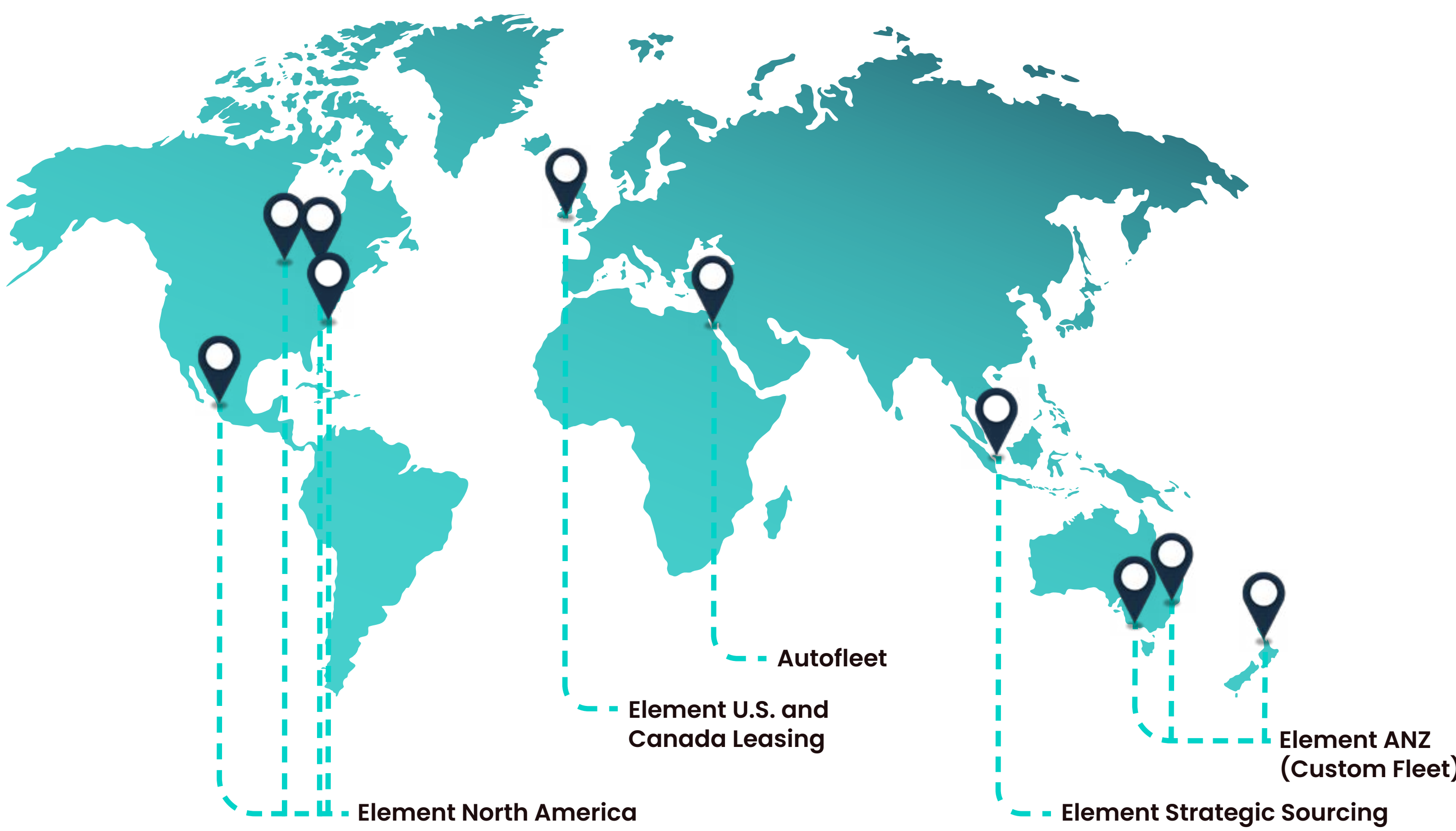
49
global net promoter score (NPS)

Guided by our Values

We are always a force for good

We are experts defining the future of mobility

We are driven by client success



[1] Each "VUM" is one unique vehicle (a) receiving or subscribed to one or more Element services, and/or (b) financed by Element, whether or not subsequently syndicated
[2] eVUM consists of battery electric vehicles (BEVs), plug-in hybrid electric vehicles (PHEVs), hybrid electric vehicles (HEVs), and hydrogen vehicles

End-to-end fleet management services and solutions

Acquire

Plan and acquire your fleet

- Acquisition
- Electric Vehicles
- Financing
- Title and Registration

Manage

Manage and optimize your fleet

- Accident Management
- Collision Management
- Fleet Partnership Solutions
- Fuel
- Maintenance
- Risk Management Solutions and Safety
- Taxable Benefits
- Telematics and Connected Solutions
- Tolls and Violations

Maximize

Maximize your investment

- Remarketing
- Sale Leaseback
- Strategic Advisory Services

By Need

Fleet solutions suited to your needs

- Cost Management
- Driver Productivity and Vehicle Uptime
- Fleet Electrification
- Fleet Technology
- Lease vs. Ownership
- Sale Leaseback
- Strategic Advisory Services
- Risk Management Solutions

By Type

Fleet types

- Field Service Fleets
- Global Fleets
- Government and Public Sector Fleets
- Heavy Truck Fleets
- Material Handling Equipment Fleets
- Sales Fleets

By Industry

Industry fleet solutions

- Construction
- Energy, Oil and Gas
- Food and Beverage
- Healthcare
- Services
- Transportation
- Utilities

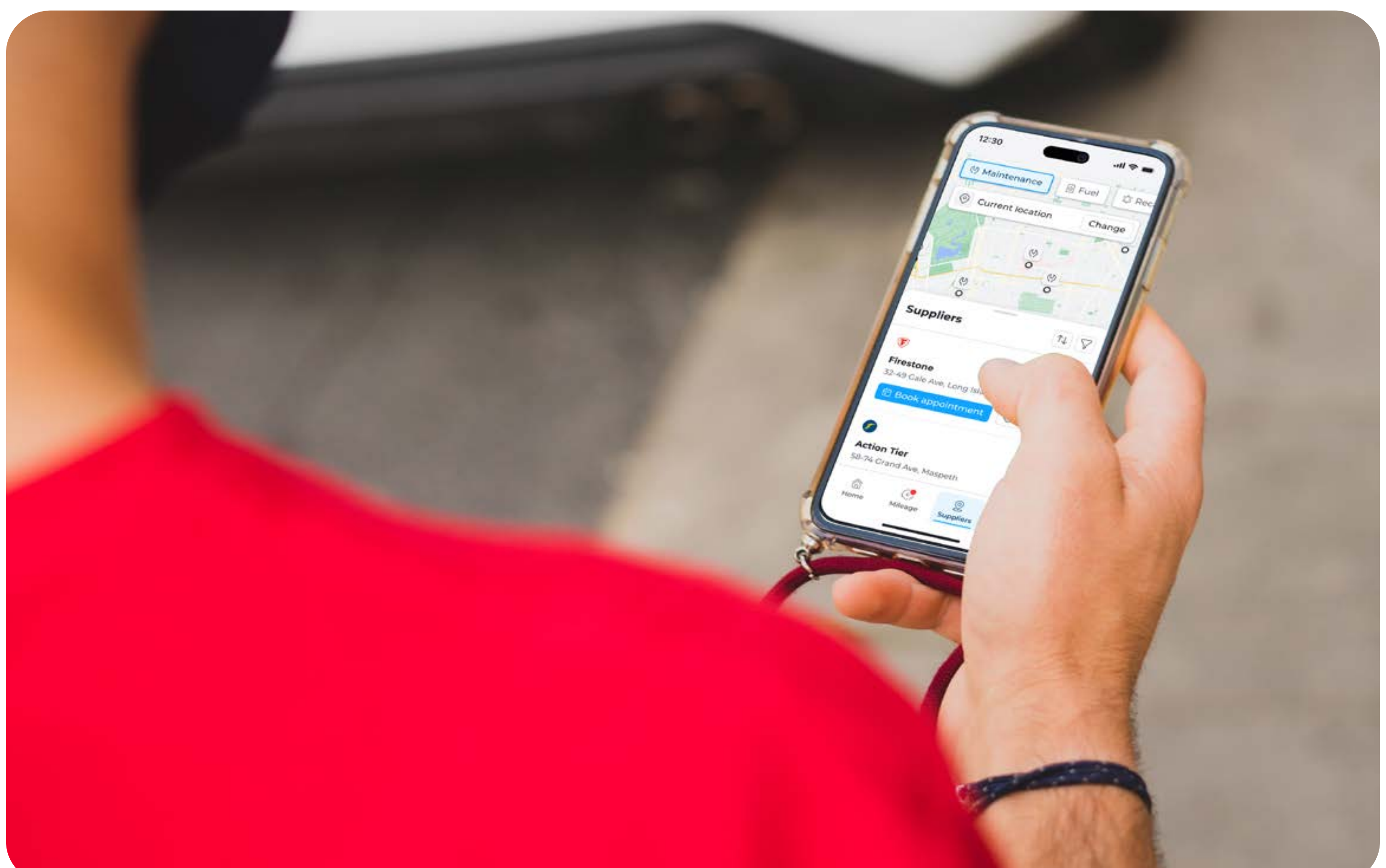
Global growth strategy

Driven by our Purpose to *Move the world through intelligent mobility* – and bolstered by our leadership position across fleet and mobility, we continue to focus on executing a global growth strategy that is delivering significant value to our clients, team members, business, and shareholders. By merging a digital-first mindset with operational excellence and strategic investments, we are well-positioned for long-term success in the evolving mobility landscape. Our focus on digitization and automation enhances the client experience, builds our operational scalability, generates greater data-driven insights, and enables long-term growth across our business. At the core of our efforts is an unwavering commitment to prioritizing client success.

Our conviction to define the future of mobility by moving the world intelligently has galvanized our teams globally. The fleet and mobility landscapes are evolving, and we see tremendous opportunities ahead for Element.

Our three strategic priorities focus on:

- Continuing to grow organically, with improved commercial effectiveness
- Prioritizing industry-leading client experience by transforming our holistic digital, analytics, and operational capabilities
- Growing beyond the core with new products and services such as Insurance, Small- to Medium-Fleets and shared mobility



A capital-lighter business model

Element continues to advance its capital-lighter business model that focuses on growing high recurring and higher margin services revenue and strategically syndicating assets, both of which improve the Company's return on equity. Services revenue has much lower funding needs than net financing revenue - only the net working capital required to procure fuel, parts, and services for clients - making services revenue highly accretive to return on equity.

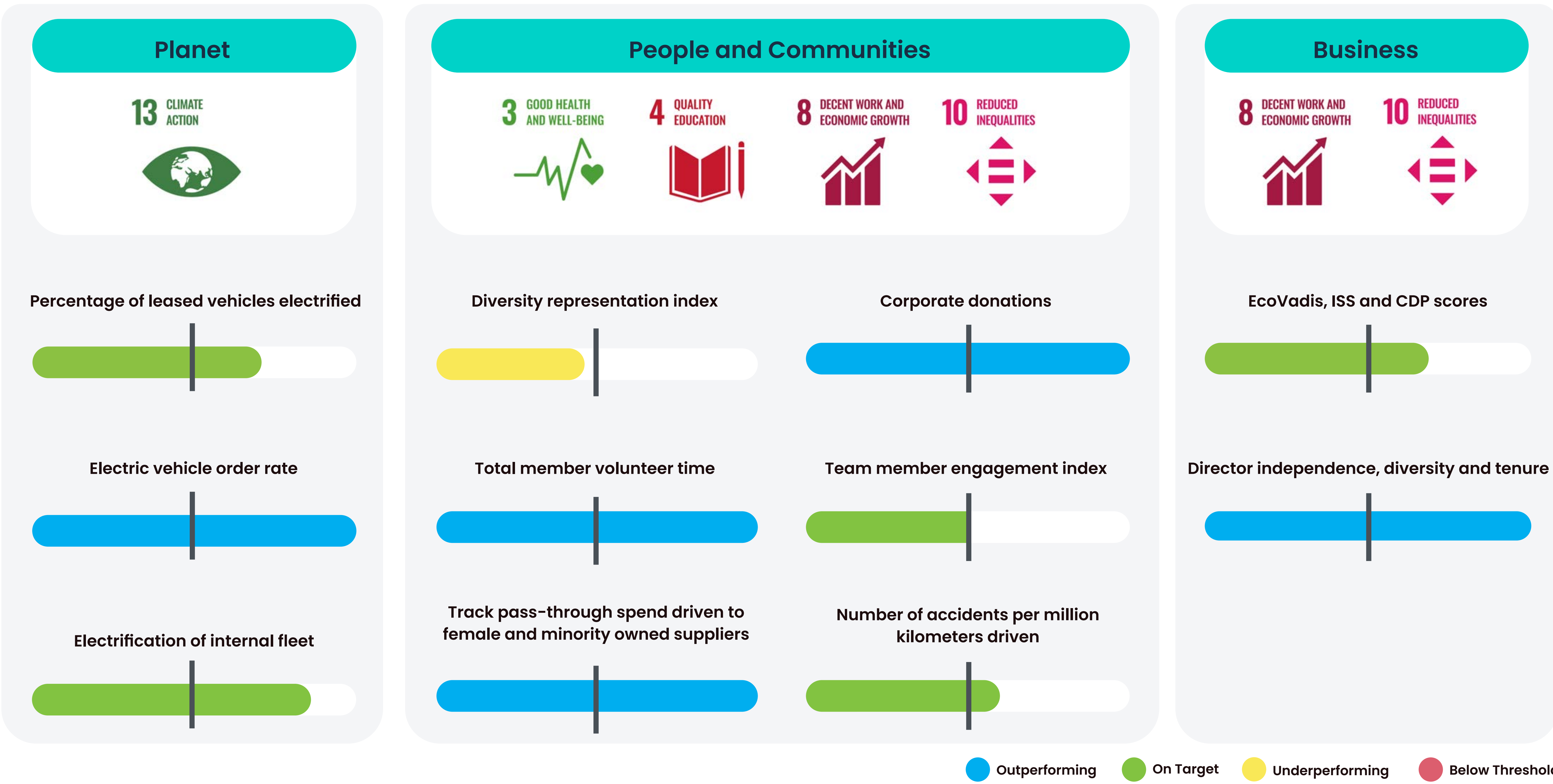
Driving sustainable value

Our capital-lighter business model not only enhances profitability and return on equity but also supports a more sustainable approach to fleet management. By prioritizing high-margin, recurring services revenue over capital-intensive asset ownership, we aim to optimize revenue per emissions-generating vehicle under management while maintaining a lower emissions intensity compared to traditional asset-heavy models. Multi-service offerings such as maintenance, collision, and telematics enable clients to extend vehicle lifecycles, improve efficiency, and reduce unnecessary emissions, reinforcing a more resource-efficient mobility ecosystem.

Additionally, our strategic syndication of assets frees up capital, allowing us to invest in sustainability-focused initiatives, including the acceleration of fleet electrification and the development of lower-carbon mobility solutions. By scaling revenue streams with inherently lower emissions intensity - compared to activities tied to vehicle manufacturing and deployment - Element strengthens both financial performance and climate-related resilience. This integrated approach ensures that our clients benefit from more effective, sustainable fleet management solutions while we continue to drive long-term value creation for our stakeholders.

Sustainability Balanced Scorecard

We continue to integrate sustainability into our business strategy by embedding measurable targets within our strategic objectives, using the Balanced Scorecard as a key tool. Since 2020, we've tracked our progress across core sustainability pillars, which form the foundation of our Sustainability Balanced Scorecard. This scorecard is integrated into our Global Balanced Scorecard, ensuring sustainability is embedded into enterprise-wide planning and performance management. We've also aligned our efforts to select United Nations Sustainable Development Goals, providing a framework for measuring our contributions to global sustainability priorities.



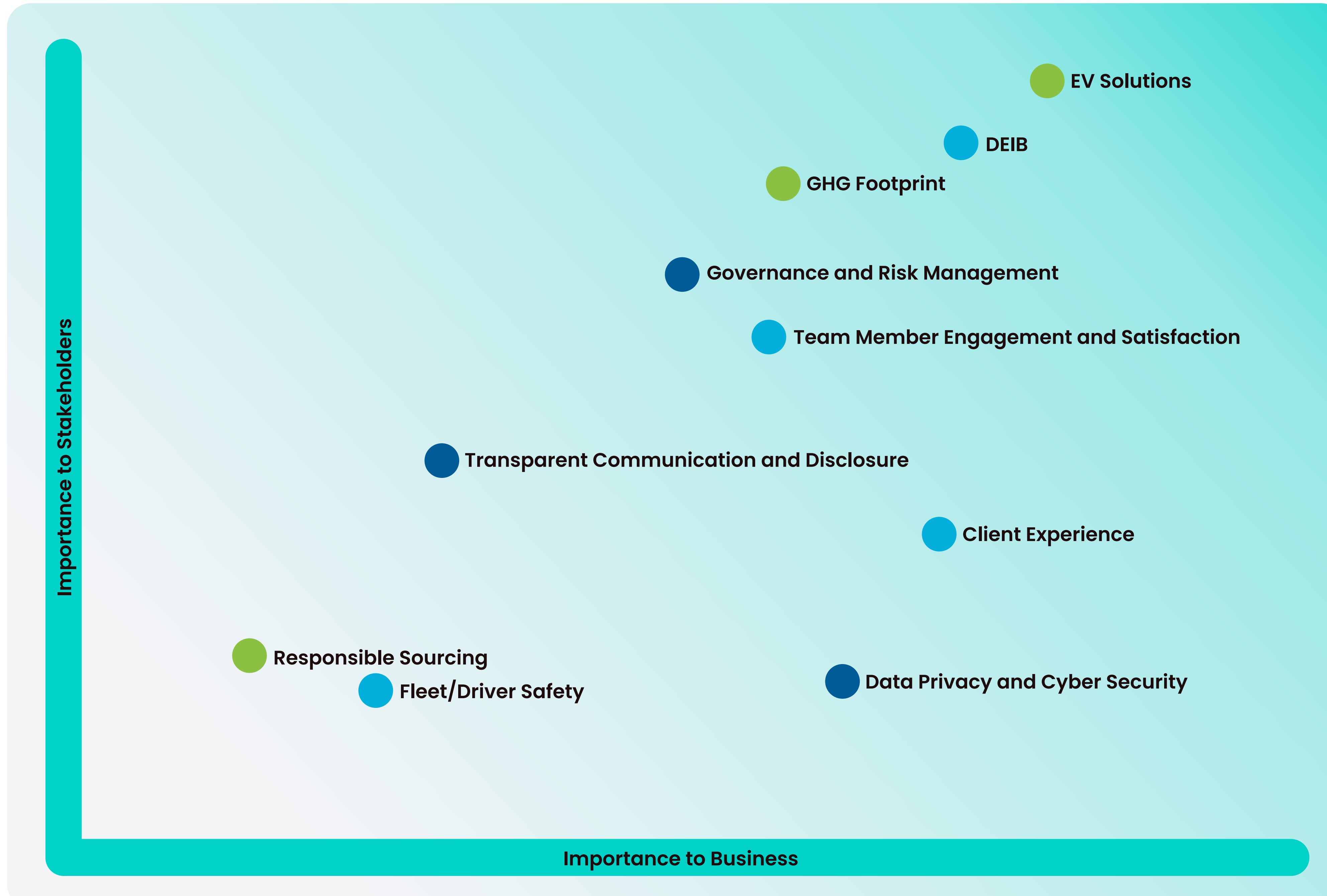
Policies

Mapping our key company policies with respect to our sustainability pillars.

Policies	Pillars
Anti-Corruption Policy	Business
Business Continuity Statement	Business
Code of Conduct and Ethics	People and Communities, Business
Corporate Social Responsibility Policy	Planet, People and Communities
Data Protection Policy	Business
Disclosure Policy	Business
Diversity, Equity, Inclusion & Belonging Policy	People and Communities
Environmental Policy	Planet
Global Concern Reporting Policy	People and Communities, Business
Health and Safety Program	Planet, People and Communities
Human Rights Statement	People and Communities, Business
Insider Trading Policy	Business
Majority Voting Policy for Director Elections	Business
Modern Slavery Report	Business
Modern Slavery Statement	People and Communities, Business
Universal Waste Program	Planet
Vendor Code of Conduct	Business
Whistleblowing Policy	Business

Materiality Assessment

To focus our efforts on the areas of greatest impact, Element engaged a third-party to conduct an assessment of material topics, the results of which are illustrated in the below materiality matrix. We are undergoing a European Sustainability Reporting Standards (ESRS) aligned Double Materiality Assessment to further determine the impacts, risks and opportunities across environmental, social and governance matters determined to be material from the impact perspective and the financial perspective, or both.



Planet | People and Communities | Business

Stakeholder Engagement

Stakeholder	Why We Engage	How We Engage	Value Created
Our Clients	To deliver reliable, high-quality services and solutions that optimize their fleet operations, reduce costs, and support their long-term success. We build trust through transparent engagement to develop a deep understanding of their evolving needs.	• Regular meetings • Business Reviews • Client Advisory Boards • Surveys	• Optimized fleet solutions • Enhanced cost efficiency • Strong long-term partnerships • Continued innovation
Our People	To attract, retain, and develop top talent while fostering an inclusive workplace culture that supports team member engagement and growth.	• Business Resource Groups • Development opportunities • Performance reviews • Engagement surveys	• Improved team member engagement • Team member retention • Talent pipeline development • Workplace well-being
Our Investors	Investors seek transparency, accountability, and insight into our financial and operational performance. Regular engagement fosters trust and confidence in our long-term strategy.	• Regular meetings • Investor events • Annual and quarterly disclosures	• Strong investor confidence • Long-term value creation • Enhanced access to capital markets • Informed strategic decision-making
Our Suppliers	We cultivate strong supplier relationships to drive innovation, efficiency, and supply chain resilience, ensuring mutual growth and shared success.	• Supplier scorecards • Requests for proposals • Diverse supplier conferences • Supplier satisfaction surveys	• Improved supply chain resilience • Access to innovative solutions • Collaborative mutually beneficial partnerships
Our Communities	As a responsible corporate citizen, we are committed to making a positive and lasting impact in the communities where we work and live.	• Volunteerism • Community giving • Community partnerships	• Strengthened community relationships • Meaningful social impact • Purpose driven engagement aligned with our Values

Leadership

At Element, we believe that adhering to recognized frameworks and standards helps our stakeholders better understand our efforts. The following are the frameworks and standards we follow or support, as well as some strategic alliances that we engage with:

United Nations Global Compact (UNGC)
Element has been a signatory of the UNGC since 2022, supporting the Ten Principles of the United Nations Global Compact on human rights, labour, environment, and anti-corruption.

United Nations Sustainable Development Goals (UN SDGs)
Element supports the UN SDGs. We align our efforts to five UN SDGs that are most relevant to our business: Good Health and Well-Being, Quality Education, Decent Work and Economic Growth, Reduced Inequalities, and Climate Action.

Sustainability Accounting Standards Board (SASB)
We report according to the SASB Standards for Professional and Commercial Services (SV-PS).

Corporate Electric Vehicle Alliance (CEVA)
Element is a member of CEVA, led by Ceres, which is a collaborative group of companies focused on accelerating the transition to electric vehicles across all use cases and class sizes.

Science Based Targets initiative (SBTi)
We have two near-term science-based targets that have been validated by the SBTi.

Task Force on Climate-related Financial Disclosures (TCFD)
We report according to the recommendations set forth by the TCFD.

IFRS Sustainability Alliance
Element is a member of the IFRS Sustainability Alliance, a global community for sustainability standards and integrated reporting.

Accelerate
We are members of Accelerate, Canada's zero emission vehicle (ZEV) alliance.

The Electric Vehicle Council (EVC)
We are members of EVC, the peak national body representing the electric vehicle industry in Australia.

Drive Electric
We are members of Drive Electric, a collective of businesses and individuals at the forefront of the electric vehicle movement in New Zealand.

Recognition

We were honoured to have our efforts in 2024 recognized by the following organizations:

CDP
Element received a B rating from CDP on the Climate Questionnaire, ranking us in the "Management Band" for the second consecutive year.

Globe and Mail Board Games
Element ranked 9th out of 215 companies assessed for corporate governance practices at Canada's largest publicly traded companies.

EcoVadis
Element earned a committed badge for our global assessment and a bronze medal for Element Mexico's regional assessment.

Work 180 Endorsement
Recognizing policies and practices that create a great place to work for women.

IR Impact Awards Canada
Awarded Best in Sector – Industrials and Best Overall Investor Relations (Large-cap).

Australian Workplace Equality Index (AWEI) Gold Certification
Acknowledging our commitment to fostering an inclusive and equitable workplace for LGBTQIA+ employees.

Rainbow Tick
Honouring our dedication to creating a safe and welcoming environment through best-practice policies and services for LGBTQIA+ inclusion.

LearnX Platinum Award
Best HR Talent Management: Diversity, Equity & Inclusion for Green Light, our emerging leadership program for women.

CEMEFI Socially Responsible Company (ESR)
Awarded the Empresa Socialmente Responsable (ESR) certification from CEMEFI for the fourth consecutive year.

Groupo Expansion

- Culturally Powerful Companies
- 500 Most Powerful Companies
- Super Empresas
- Top Companies

Our Planet

- Climate Action
- Greenhouse Gas Emissions
- Energy Consumption and Mix
- Climate-Related Risks and Opportunities

Climate Action

Our climate strategy is anchored in a commitment to reduce our greenhouse gas (GHG) emissions, provide our clients with solutions to reduce theirs, and help lead the fleet management industry to a lower carbon economy.

GHG emissions reduction targets

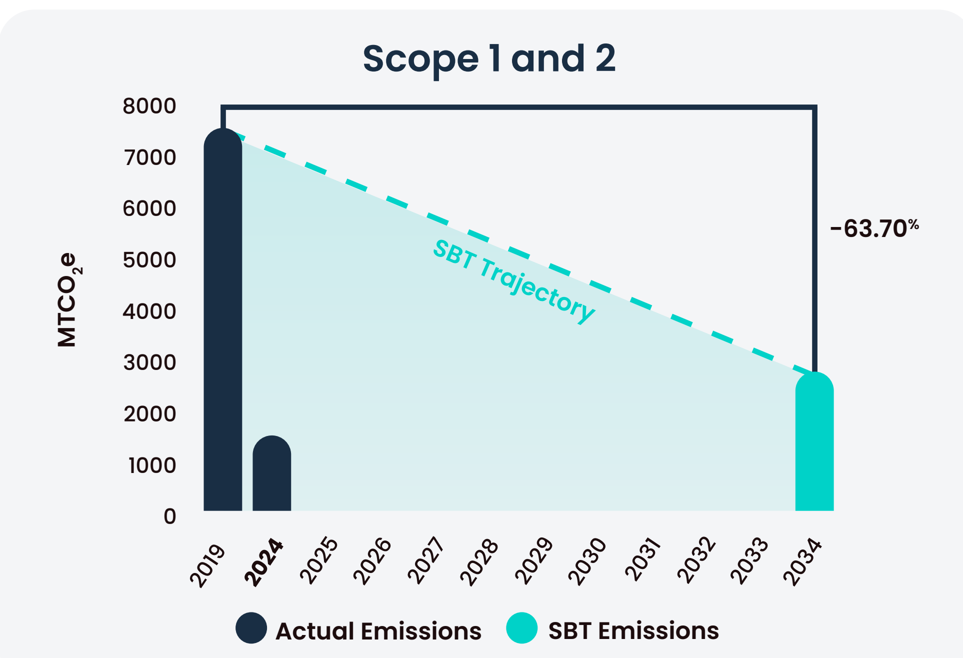
Element has set near-term science-based targets (SBTs) that were validated by the Science Based Targets initiative (SBTi) in Q4 2024. Our SBTs are:

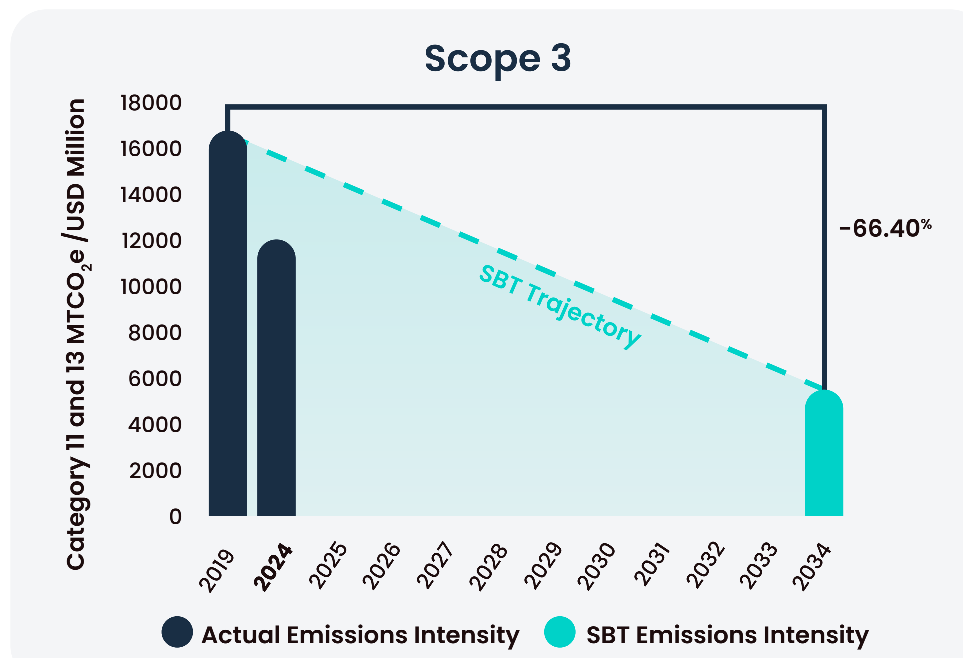
Element Fleet Management commits to reduce absolute Scope 1 and 2 GHG emissions **63.70%** by 2034 from a 2019 base year.

Element also commits to reduce Scope 3 emissions from use of sold products (Category 11) and downstream leased assets (Category 13) by **66.40%** per dollar of net revenue by 2034 from a 2019 base year.

Progress toward our 2034 targets

Target	Method used	Base year	Target year	Unit of measurement	Base year emissions	2024 emissions	Progress to date
63.70% absolute reduction of Scope 1 and 2 GHG emissions	**Absolute contraction**	2019	2034	$MTCO_2e$	7,456	1,487	-80%
66.40% intensity reduction of Scope 3 Category 11 and 13 emissions	**Economic intensity (GEVA[1])**	2019	2034	$MTCO_2e$ /USD Million	16,743	12,139	-27.5%





Target coverage

The percentage of our base year Scope 1, Scope 2, Scope 3, and total GHG emissions covered by our SBTs.

Scope	SBT Coverage
1	100%
2 (Market-based)	100%
3	87.51%
Total GHG emissions[2]	87.52%

[1] Greenhouse Gas Emissions per Value Added
[2] Scope 1 + Scope 2 (Market-based) + Scope 3 GHG emissions

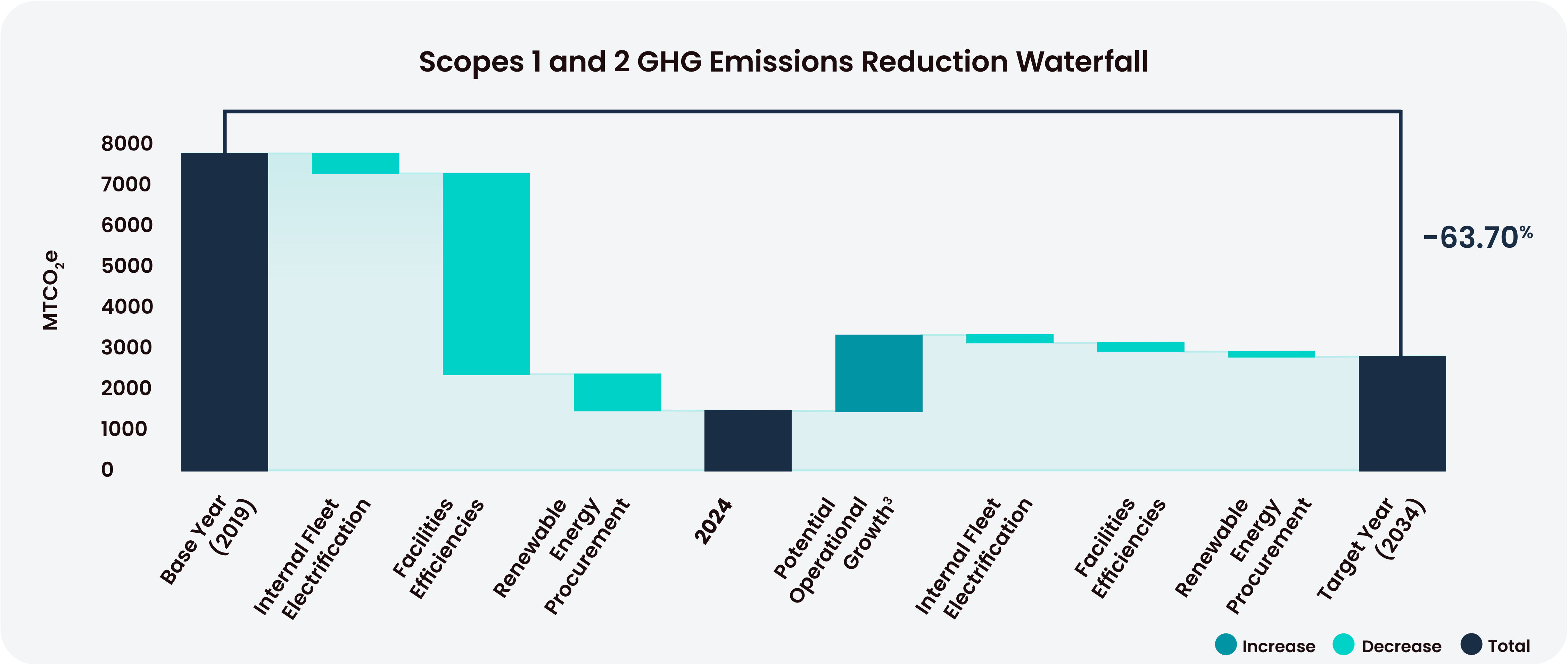
Levers to reduce GHG emissions from our own operations (Scopes 1 and 2)[1,2]

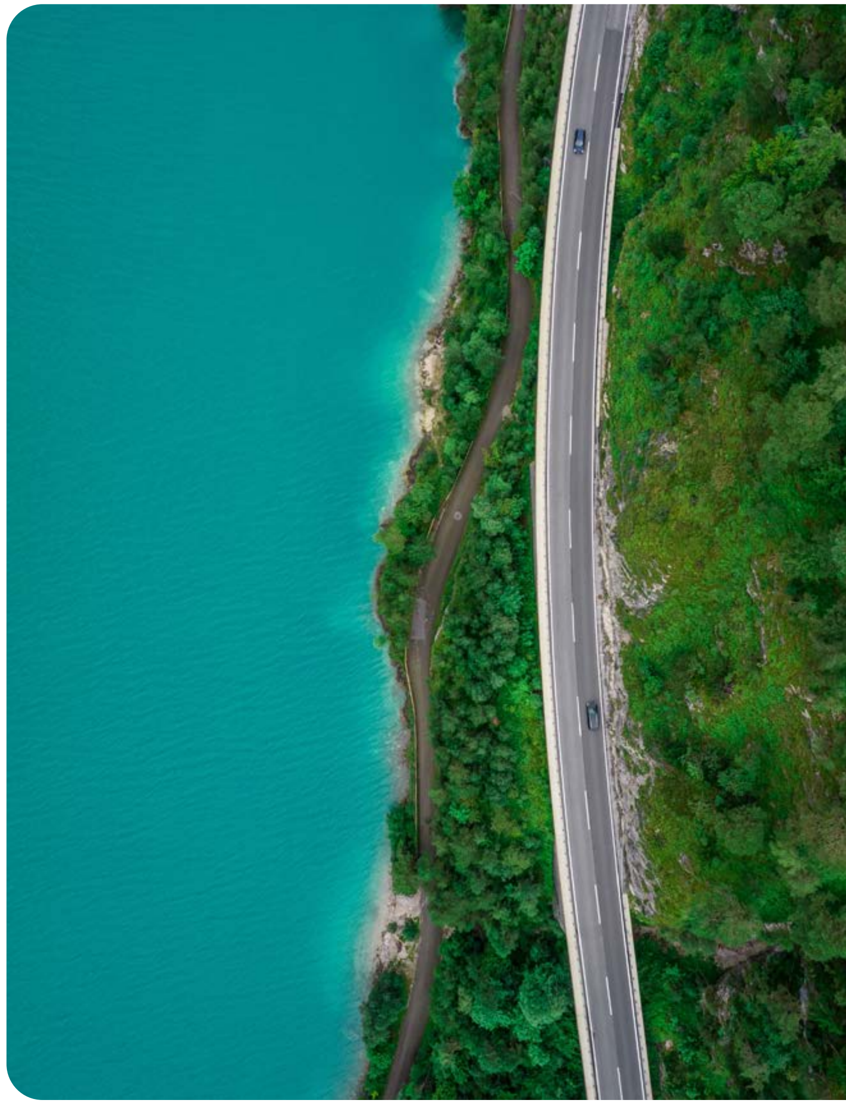
We are proud to have achieved, and surpassed, our targeted Scopes 1 and 2 emissions reductions, reaching an 80% reduction from our 2019 base year. This milestone reflects our strong commitment to operational decarbonization and climate-conscious decision-making. The progress we've made to date has been driven by three core levers, which will continue to form the foundation of our strategy moving forward. As we look ahead, we recognize that our operating environment is dynamic and may evolve over the next 10 years. Accordingly, our strategy is designed not only to drive further reductions where possible, but also to maintain alignment with our 1.5°C-aligned science-based target under a range of reasonable potential growth scenarios. Our Scope 1 and 2 emissions reduction levers are:

Facility efficiencies: As we optimize our real estate footprint, we continue to transition into more energy-efficient spaces while decommissioning older, less efficient locations. These initiatives have contributed meaningfully to our emissions reductions to date and will remain a focus as we strategically select spaces powered by lower-carbon energy sources and prioritize spaces in buildings with internationally and locally recognized sustainability certifications.

Internal fleet electrification: Electrifying our internal fleet remains a key pillar of our Scopes 1 and 2 decarbonization strategy, aimed at reducing direct emissions from fuel combustion. This initiative played a meaningful role in achieving our Scopes 1 and 2 emissions reduction to date, and will continue to be a priority as we work to maintain our operational emissions in line with our SBT. By accelerating EV adoption within our own operations, we not only advance our climate objectives but also demonstrate the practical benefits and viability of fleet electrification to our clients and industry peers.

Renewable energy procurement: To address residual emissions and maintain alignment with science-based targets principles, we will continue to procure high-quality renewable energy credits (RECs) in accordance with SBTi guidance, complementing our broader Scopes 1 and 2 emissions reduction efforts.





[1] Levers identified to reduce GHG emissions from our own operations (Scopes 1 and 2) are based on the best available information and reasonable assumptions at the time of reporting. As circumstances evolve, we will continuously monitor, refine and adapt our strategy, integrating new insights, developments, and innovations to remain aligned with our SBTs.
[2] Assumptions and risk factors relating to GHG emissions reduction targets.
[3] The Potential Operational Growth bar reflects a modeled emissions increase based on possible business growth over the next 10 years. It is not a forecast, but a strategic assumption used to stress-test our decarbonization pathway and evaluate our ability to remain aligned with our science-based target under potential future growth.

Levers to reduce GHG emissions intensity from use of sold products (Category 11) and downstream leased assets (Category 13)[1,2]

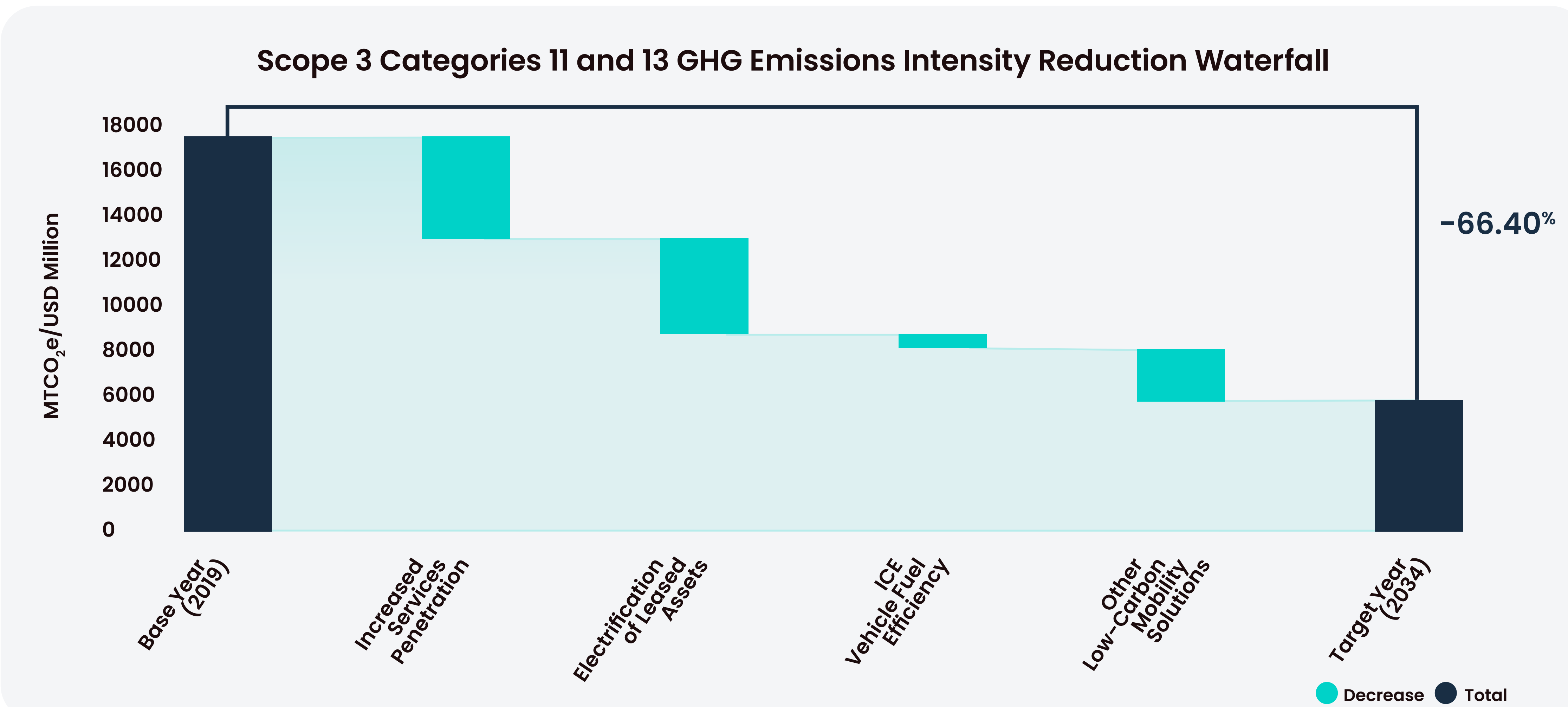
Our Scope 3 GHG emissions reduction strategy is centered on reducing emissions intensity - measured as Scope 3 emissions from Categories 11 and 13 combined, relative to net revenue. These categories account for 87.51% of our total base year Scope 3 emissions and 87.46% of our overall base year emissions footprint, making them the primary drivers of our value chain decarbonization efforts. To achieve our Scope 3 emissions reduction target, we are leveraging the following key strategic levers:

Increased services penetration: Expanding the share of value-added services per emitting VUM enables us to grow revenue without a proportional increase in emissions. Multi-service offerings allow clients to extend vehicle lifecycles, optimize efficiency, and reduce emissions, reinforcing a more sustainable fleet ecosystem.

Electrification of leased assets: The transition to electric vehicles (EVs) within our leased VUM portfolio is a primary driver of absolute Scope 3 emissions reductions within Categories 11 and 13. As the fleet industry gradually moves toward electrification, we are actively supporting clients in transitioning their fleets by providing end-to-end electrification solutions, with the goal of transitioning 350,000 VUM by 2030. While battery electric vehicles (BEVs) eliminate tailpipe emissions entirely, plug-in hybrid electric vehicles (PHEVs) and hybrid electric vehicles (HEVs) offer transitional solutions that lower fuel consumption.

Optimizing ICE vehicle fuel efficiency: Where electrification is not yet viable, we support our clients in reducing fleet emissions through a combination of vehicle right-sizing, fleet optimization, and the adoption of more fuel-efficient internal combustion engine (ICE) vehicles. In certain cases, this may include defleeting strategies, shifting to lower-emission vehicle models, and implementing fuel efficiency best practices to mitigate emissions while maintaining operational effectiveness.

Leveraging technology for efficiency gains: Through advanced mobility solutions, including telematics, we empower clients with the necessary data-driven insights to maximize fleet utilization, reduce idle time, and lower overall fuel consumption.



Adapting to the future of fleet mobility: As the industry evolves under the influence of Autonomous, Connected, Electric, and Shared (ACES) mobility trends, we will continue to refine our approach to Scope 3 emissions intensity reductions. By integrating emerging technologies and innovative mobility solutions, we will further optimize fleet emissions reductions, enhance efficiency, and maintain our position as a leader in sustainable fleet management.

A scalable, sustainable growth strategy

At Element, we are scaling our business in a way that reduces reliance on a direct vehicle-to-revenue growth model, ensuring that financial growth is increasingly decoupled from emissions. By prioritizing high-value, lower-emissions generating revenue streams, we are driving long-term value creation for our stakeholders while advancing toward our Scope 3 GHG emissions intensity reduction target.

[1] Levers identified to reduce GHG emissions intensity from use of sold products (Category 11) and downstream leased assets (Category 13) are based on the best available information and reasonable assumptions at the time of reporting. As circumstances evolve, we will continuously monitor, refine and adapt our strategy, integrating new insights, developments, and innovations to remain aligned with our target.
[2] Assumptions and risk factors relating to GHG emission reduction targets.

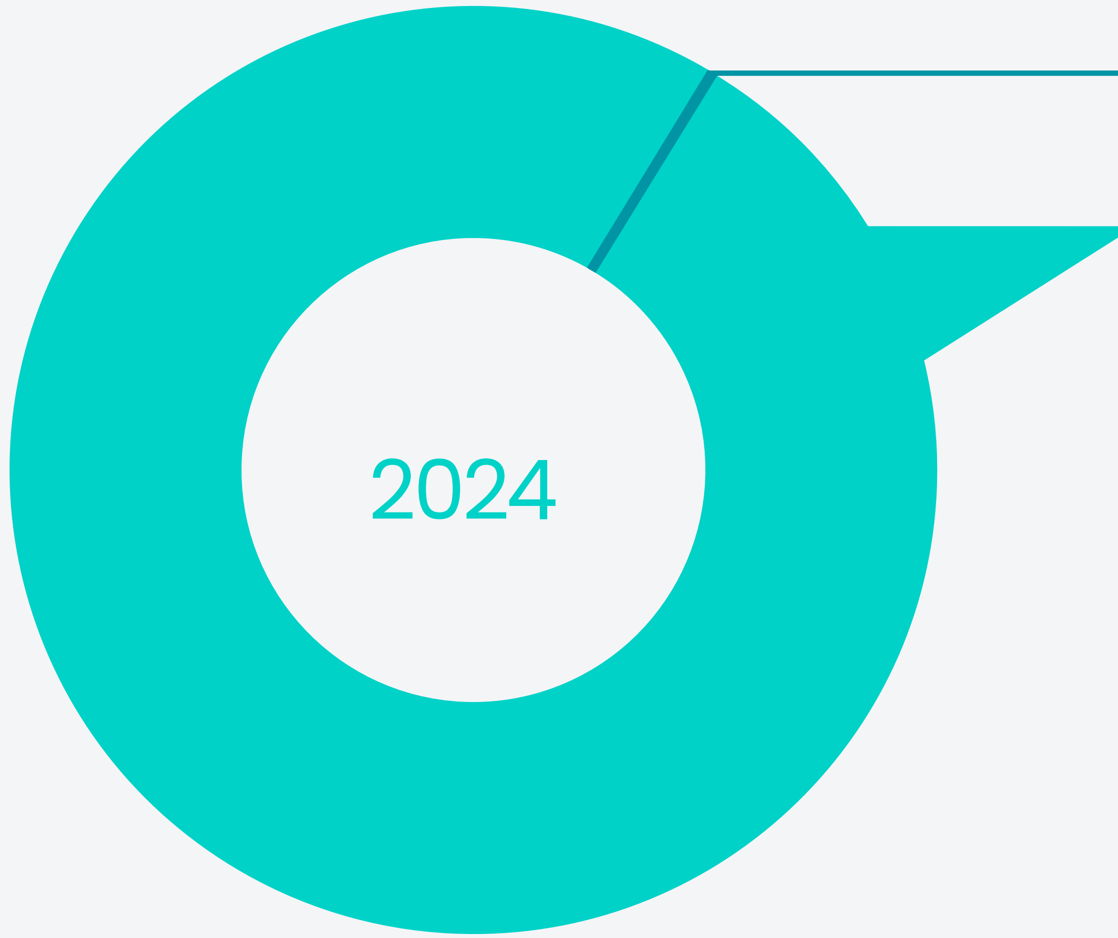
Disclosure of GHG Emissions

Direct (Scope 1), Indirect (Scope 2), and other Indirect (Scope 3) upstream and downstream GHG emissions measured in metric tonnes of CO_2 equivalent ($MTCO_2e$) and rounded to the nearest whole number. For more information regarding the preparation and methodology used in calculating Element's GHG emissions, please refer to the GHG Index section of this report.

	2019[1]	2024[1]
Scope 1: Direct - $MTCO_2e$		
Scope 1 Subtotal	2,260	995
Scope 2: Indirect - $MTCO_2e$		
Scope 2 (Location-based)	5,349	1,344
Scope 2 (Market-based)	5,196	492
Total Scope 1 and 2 - $MTCO_2e$		
Scope 1 + Scope 2 (Location-based)	7,609	2,339
Scope 1 + Scope 2 (Market-based)	7,456	1,487
Scope 3: Indirect - $MTCO_2e$		
Category 1 - Purchased Goods and Services	16,238	16,893
Category 2 - Capital Goods	1,646,134	1,566,606
Category 3 - Fuel and Energy-related Activities	1,592	642
Category 4 - Upstream Transportation and Distribution	90,607	31,966[2]
Category 5 - Waste Generated in Operations	933	54
Category 6 - Business Travel	934	2,836[3]
Category 7 - Employee Commuting	682	4,685[4]
Category 8 - Upstream Leased Assets	N/A	841
Category 11 - Use of Sold Products[5]	6,346,457	8,039,946
Category 12 - End of Life Treatment of Sold Products	33,554	30,307
Category 13 - Downstream Leased Assets[6]	6,197,842	5,161,778
Scope 3 Subtotal $MTCO_2e$	14,334,972	14,856,552
Grand Total (Scope 1 + Scope 2 Location-based + Scope 3) $MTCO_2e$	14,342,581	14,858,891
Grand Total (Scope 1 + Scope 2 Market-based + Scope 3) $MTCO_2e$	14,342,428	14,858,039

[1] Limited assurance provided by EY over GHG emissions; summary totals and subtotals are excluded from the scope of assurance. Category 8 has been assessed as not applicable (NA) in 2019 and is therefore excluded from the scope of assurance.
[2] 26% of total category 4 emissions are Well-to-Tank emissions (optional emissions)
[3] 11% of total category 6 emissions are Well-to-Tank emissions (optional emissions)
[4] 53% of total category 7 emissions are Well-to-Tank emissions and Teleworking emissions (optional emissions)
[5] 21% of total category 11 emissions are Well-to-Tank emissions (optional emissions)
[6] 21% of total category 13 emissions are Well-to-Tank emissions (optional emissions)

GHG emissions across our value chain[1]



Scope 1 + 2 (market-based) 0.01%

Scope 3 99.98%

1 - Purchased Goods and Services	0.11%
2 - Capital Goods	10.54%
3 - Fuel and Energy-related Activities	0.00%
4 - Upstream Transportation and Distribution	0.22%
5 - Waste Generated in Operations	0.00%
6 - Business Travel	0.02%
7 - Employee Commuting	0.03%
8 - Upstream Leased Assets	0.01%
11 - Use of Sold Products	54.11%
12 - End of Life Treatment of Sold Products	0.20%
13 - Downstream Leased Assets	34.74%

GHG intensity based on net revenue

Total GHG emissions per net revenue	Unit of Measurement	2024
Total GHG emissions (location-based) per net revenue	MTCO$_2$e/USD million	13,663
Total GHG emissions (market-based) per net revenue	MTCO$_2$e/USD million	13,662

Energy Consumption and Mix

	Unit of Measurement	2024
Total energy consumption[2]	MWh	6,192
Share of total energy consumption from renewable sources	%	42
Total purchased electricity consumption at Element facilities[3]	MWh	4,195
Share of total purchased electricity consumption at Element facilities from renewable sources	%	62

[1] Values rounded to two decimal places
[2] Includes natural gas (Scope 1), purchased electricity at Element facilities, purchased electricity from EVs, and energy consumption from heat, steam and chilled water (Scope 2)
[3] Scope 2

Climate-Related Risks and Opportunities

We conducted a comprehensive assessment of our climate-related risks and opportunities with the support of an independent third party. This assessment was aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and built upon the key themes identified in our materiality assessment. Like our broader materiality process, this evaluation was rooted in stakeholder engagement and rigorous analysis to identify the most material climate-related risks and opportunities relevant to Element.

Internal stakeholder input played a pivotal role in identifying and evaluating both physical and transition risks across various time horizons: short, medium-, and long-term, to assess their potential impact on our business operations. These risks were evaluated based on their likelihood and Element's vulnerability, and with alignment to our financial planning strategy.

To analyze physical risks, we leveraged Sust. Global, an independent provider of geospatial climate intelligence. Using this intelligence, we conducted a climate scenario analysis of our critical facilities, assessing risks under both worst-case and middle-of-the-road scenarios developed by the Intergovernmental Panel on Climate Change (IPCC).

Beyond risk assessment, we also identified climate-related opportunities that could generate long-term value for Element. Our analysis considered opportunities across all five areas outlined in the TCFD framework, assessing them based on their likelihood, business value, implementation effort, and expected financial impact. As the fleet management industry transitions toward a lower-carbon future, we recognize the potential for increased revenues from integrating new sustainable products and services, positioning us to support our clients while driving long-term business growth.

Time Horizons used for Risk and Opportunity Impact Assessment

Short-term 0-3 years | Medium-term 3-5 years | Long-term 5+ years

2027 | 2029 | 2050

Impact Risk Assessment

- **Major** – Critical materiality, requiring major pivot of business strategy or financial planning
- **Significant** – High materiality, likely to require significant pivot of business strategy or operational protocols
- **Moderate** – Moderate materiality, requiring additional adaptation planning and mitigation responses
- **Low** – Low materiality, financial risks likely managed as part of existing processes

Identified Physical Risks and Impact Scores

Qualitative Business Impact

Risk Type	Example	Short	Medium	Long
Chronic	Sea level rise	Low	Low	Low
	Heatwave	Low	Low	Low
	Flooding	Low	Low	Low
Acute	Water stress	Moderate	Moderate	Significant
	Wildfire	Low	Moderate	Low
	Hurricanes	Moderate	Moderate	Moderate

Identified Transition Risks and Impact Scores

Qualitative Business Impact

Risk Type	Example	Short	Medium	Long
Policy and Legal	Compliance with climate-related regulatory mandates	Moderate	Moderate	Moderate
	Liability risks related to growing EV offerings	Low	Moderate	Moderate
	Exposure to litigation related to climate-related regulatory requirements or the company's impact and contribution to climate change	Low	Low	Moderate
Technology	Cost to transition to low carbon technologies - substitution of existing products and services with lower-carbon options	Significant	Significant	Significant
Market	Supply chain disruptions, human rights concerns, and climate hazards	Moderate	Moderate	Significant
Reputation	Failure to meet stakeholder expectations regarding mitigation and resilience actions, climate performance, and disclosure	Low	Moderate	Low

Impact Opportunity Assessment

Low — Low financial benefit, low feasibility, and/or high level of effort associated resulting in a low priority opportunity to consider

Moderate — Combination of feasibility and effort with resulting benefits may be worth pursuing and/or discussing alongside other financial opportunities

Significant — Combination of feasibility and effort with resulting financial benefits should be considered worth pursuing

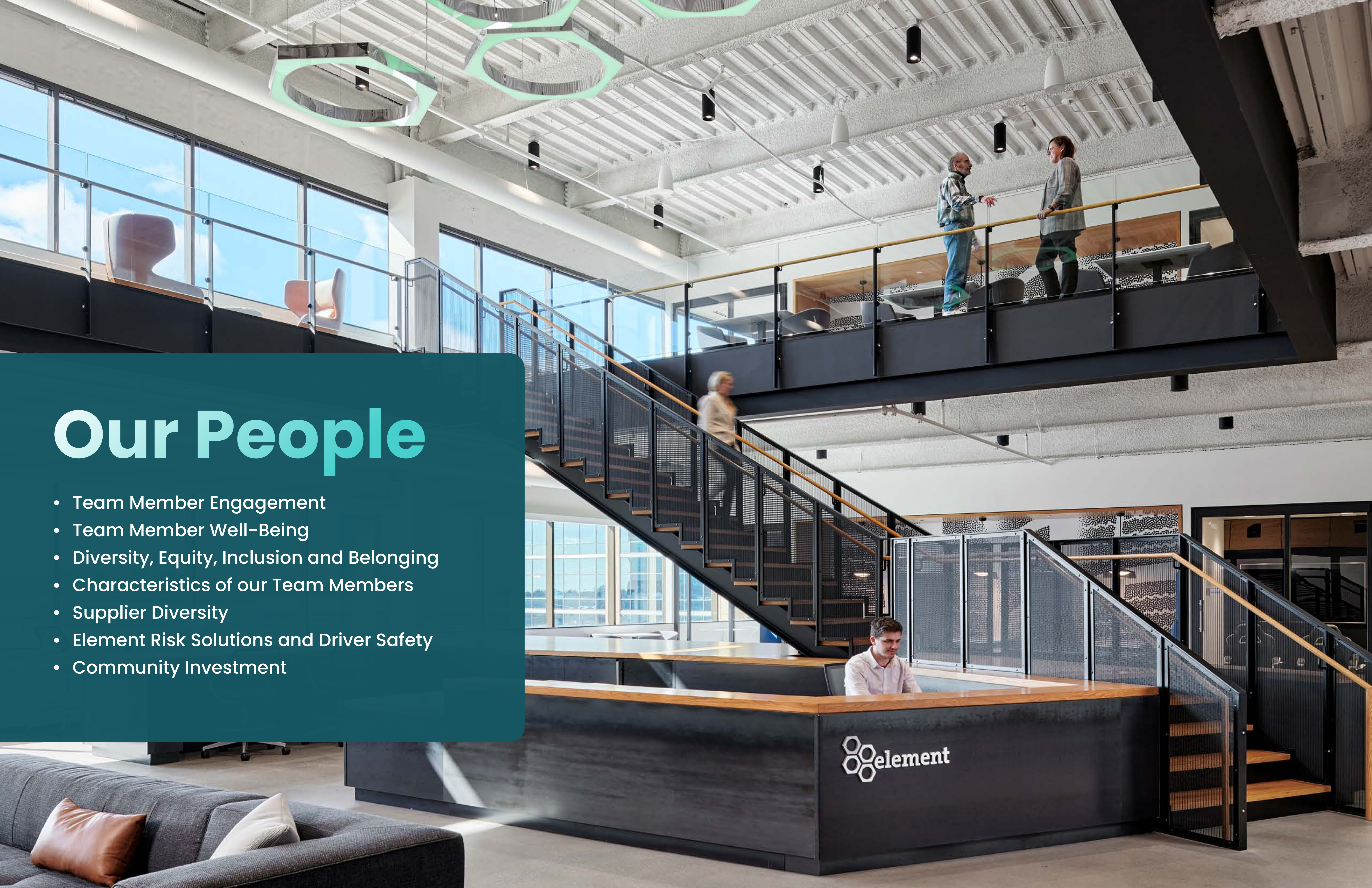
Major — High financial benefit, high feasibility, and/or low level of effort associated resulting in a high priority opportunity for implementation

Identified Opportunities and Impact Scores

		Qualitative Business Impact		
Opportunity Type	**Example**	**Short**	**Medium**	**Long**
Energy Source	Transitioning to low-carbon energy sources	Moderate	Moderate	Significant
Resource Efficiency	Leveraging advanced technologies to reduce operating costs and emissions	Moderate	Significant	Major
Products and Services	Growing existing sustainable products and services as well as integrating new ones	Moderate	Significant	Major
Markets	Funding opportunities and public-sector incentives for lower-carbon vehicle adoption or other decarbonization initiatives	Low	Moderate	Moderate
	Expansion into new markets	Moderate	Moderate	Significant
Resilience	Value chain engagement to support/catalyze sustainable product offerings and invest in climate-related activities	Low	Moderate	Significant

Our People

- Team Member Engagement
- Team Member Well-Being
- Diversity, Equity, Inclusion and Belonging
- Characteristics of our Team Members
- Supplier Diversity
- Element Risk Solutions and Driver Safety
- Community Investment



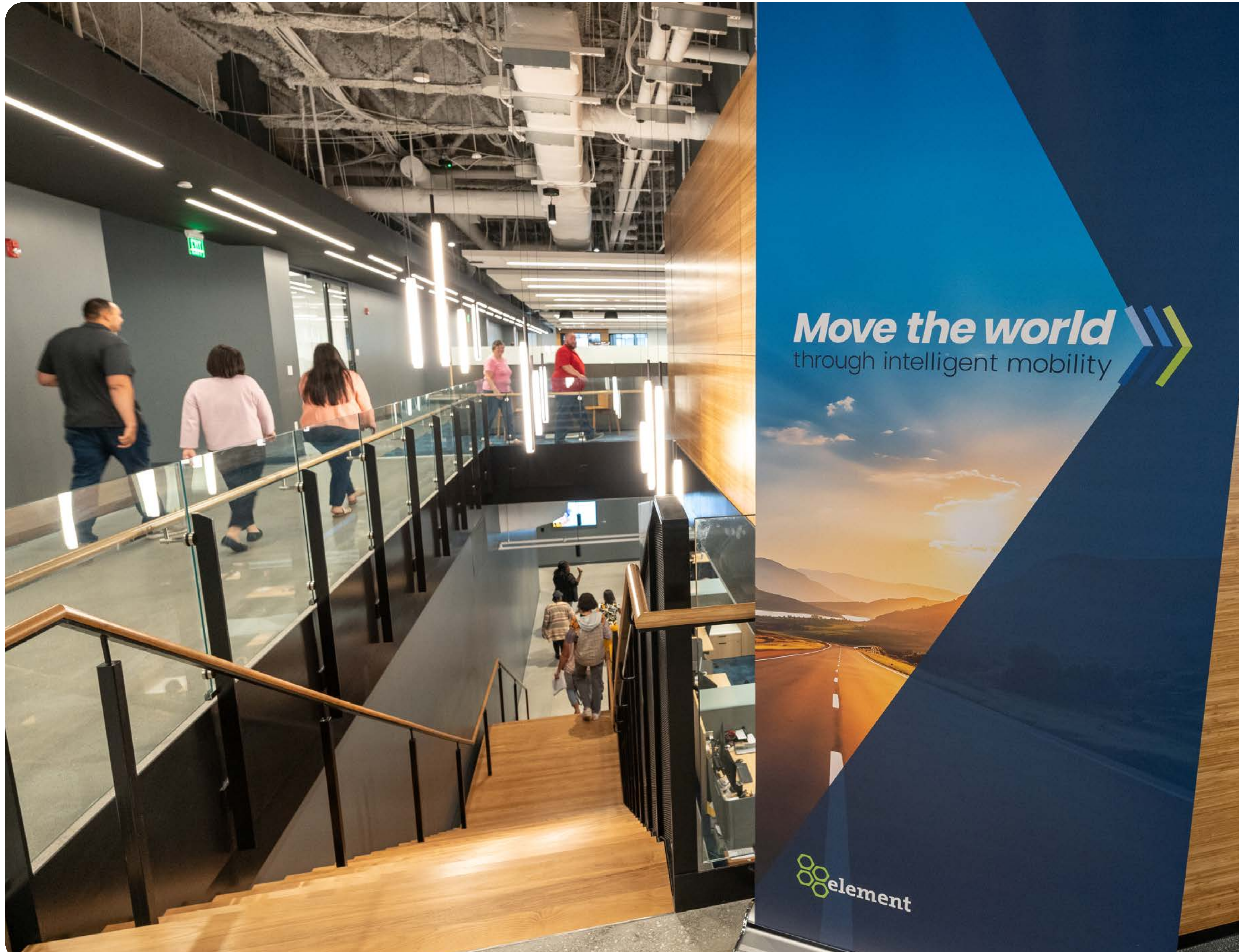
Team Member Engagement

We remain dedicated to enhancing our team members' experience by prioritizing well-being, fostering a sense of belonging, encouraging career growth and development, and elevating their overall Element workplace experience. This holistic approach ensures our team feels supported and empowered to thrive in their roles.

Our aim is to create a work environment where everyone feels connected, motivated to contribute, and can collaborate effectively through diverse engagement channels. Tools like our annual Team Member Engagement Survey, along with pulse surveys and regular town halls, offer valuable insights into team sentiment and informs action planning. To measure our progress and stay aligned to strategic goals, engagement is tracked through our Global Balanced Scorecard.

Team Member Engagement Score:
73%

In 2024, we launched our Purpose, and in Q1 2025 we officially launched our new set of Values. Both were co-created by our team members and provide a shared sense of direction that ensures our culture is shaped by those who live it every day.



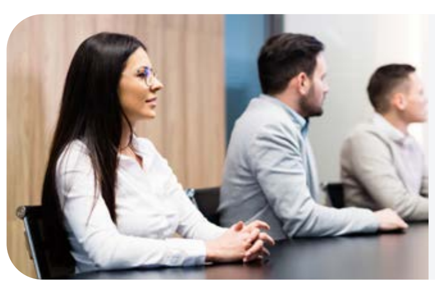
Processes to remediate negative impacts and channels for team members to raise concerns

Element is committed to ensuring a safe and ethical environment for all team members and encourages open and honest communication at all times. To support this objective, we have an internally and externally posted Global Concern Reporting Policy which outlines numerous avenues team members can utilize to raise a concern. To provide additional comfort to team members, Element utilizes EthicsPoint®, a comprehensive reporting tool that enables confidential and anonymous reporting to the organization. All concerns received by the organization are reviewed and addressed.

Training and skills development

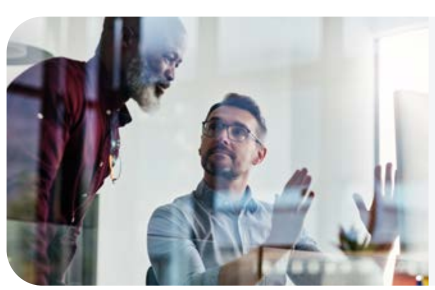
We are committed to supporting continuous growth and career development for our team members through meaningful training and learning opportunities. We have committed to a comprehensive people development program – shaped by feedback and insights from our team members – which aims to build capabilities at every level, from foundational skills to leadership and mentorship opportunities. Designed to foster a Purpose-driven leadership culture, the program equips our team members with the tools and knowledge they need to grow, innovate, and meet the evolving needs of our clients and business.

Every team member takes part in our annual Foundations Learning Program, which addresses essential topics such as our Code of Conduct, workplace health and safety, harassment prevention, safe IT and data practices, and core policies. Team members also receive training on sustainability, diversity, equity, inclusion, and belonging, as well as product knowledge to enrich their learning and foster a strong performance culture.



Percentage of eligible team members who participated in regular performance and/or career development reviews

99%



Average number of training hours per team member[1]

24

[1] There may be additional in-person learning experiences, on-the-job training, or eLearning occurring internally across Element that are not tracked within our learning and development platforms. Furthermore, team members have the opportunity to invest in their professional growth through our tuition reimbursement program or may receive leadership approval to participate in external learning experiences, which are also not tracked.
[2] Unadjusted gender pay gap is calculated as the difference between the average gross earnings of male and female team members.
[3] Total remuneration ratio is calculated as: the salary of the highest paid individual divided by the median employee salary excluding the highest paid individual, and rounded to the nearest whole number.

Team member retention

We prioritize team member retention by fostering a Purpose-driven, Values-led culture of growth and inclusion, offering competitive benefits, development opportunities, and a supportive work environment where team members can build long-term careers.

Voluntary team member turnover rate

9%

Involuntary team member turnover rate

5%

Remuneration and pay equity

Our remuneration strategy is designed to attract and retain top talent by offering competitive compensation, performance-based incentives, and benefits that support team member well-being and financial security. We are committed to equal pay for equal work and regularly review our compensation practices to identify and address any disparities across roles and levels.

Unadjusted gender pay gap[2]

9%

Total remuneration ratio[3]

60:1

In addition to our unadjusted gender pay gap, we conduct an annual pay equity analysis in partnership with an independent third party. This analysis assesses differences in pay levels, adjusting for factors such as role, job level, experience, and geography. We are committed to ensuring pay parity across all of our locations, for all of our team members. The result of our most recent assessment shows that we have maintained pay parity globally, with women being compensated 99% of that received by men. In addition, we are committed to providing a living wage for our team members by annually reviewing living wage rates to ensure our salaries are at or above these levels.

Team Member Well-Being

Element fosters a culture of well-being that supports our team members both personally and professionally. Our approach is grounded in three key pillars: **physical**, **emotional**, and **financial well-being**, reflecting a holistic commitment to providing the resources and support our team members need to feel healthy, engaged, and cared for. This includes access to comprehensive health benefits, mental health resources, employee assistance programs, and financial education tools.

Health and safety

The health, safety, and well-being of our team members, clients, and suppliers are a top priority at Element. We are committed to maintaining a safe, secure, and respectful workplace and hold ourselves accountable for fostering a positive environment for all. We comply with all applicable workplace health and safety regulations, as detailed in our Health and Safety Program and we expect every team member to play an active role in upholding these standards. To support this, workplace health and safety training is included in our annual Foundations Learning Program for all team members.

Collaborative hybrid approach

Our global workforce operates in a hybrid model, with team members working in the office three days per week. Consistent in-office days across the company enable more meaningful in-person collaboration, strengthen cross-functional relationships, and help maintain a cohesive and connected culture across regions and offices.

Family-related leave[1]

We recognize the importance of supporting team members through important life events. Element offers flexible family-related leave options for our global team members to accommodate various family needs, including the birth of a child, caring for ill family members, or navigating other significant events. We are committed to offering support throughout their leave and during their transition back to work.

Team members entitled to family-related leave
100%

Entitled team members that took family-related leave
14%

[1] Family-related leave includes maternity, parental, adoption, caregiver, carers, compassionate care, and bereavement leave

Diversity, Equity, Inclusion and Belonging

At Element, diversity, equity, inclusion and belonging (DEIB) is centered on our Value, we are always a force for good. We believe a culture of inclusion strengthens our organization and drives innovation, ensures that all our team members are accepted, respected, can be their authentic selves, and have the support and resources needed to thrive. Ultimately our commitment to DEIB provides an environment where everyone feels like they belong.

DEIB is core to how we operate, treat each other, and engage in our communities where we live and work. By upholding these principles, we continue to build a workplace that provides opportunities for our people and ensures strength and growth for our business.

Spotlight | **Element ANZ's Reconciliation Action Plan**
2024 Achievements, Challenges, and Learnings

Engaging our team members

Our Business Resource Groups (BRGs) play a crucial role in driving our DEIB strategy and Purpose forward. By focusing on our people, community, and business, they foster connections and create a sense of belonging and balance for all. By providing our team members opportunities for learning, connection, allyship and growth we strengthen our commitment to DEIB, and aim to nurture our culture, and further an inclusive workplace where everyone can thrive.

- Abled and Disabled Empowering People Together BRG and capABILITY
- Activate! Wellness BRG
- Asian Employee BRG
- Black Employee BRG
- CULTURALConnect
- Communities, Activities, Recreation and Environment BRG and Custom Cares
- Green Impact
- Latin BRG
- LGBTQ2+ Allies BRG and PRIDE
- Veterans BRG
- Women's BRG and elevateHer

For more information, please visit the Diversity, Equity, Inclusion and Belonging page on our website.

Characteristics of our Team Members

Team member gender distribution across management levels

Management Level	Gender	2024	2023	2022
Total workforce	Male	50.3%	—[3]	—[3]
	Female	49.6%	51%	50%
	Not specified	0.1%	—[3]	—[3]
People leaders[1]	Male	60%	—[3]	—[3]
	Female	40%	45%	43%
	Not specified	0%	—[3]	—[3]
Senior leaders[2]	Male	66%	—[3]	—[3]
	Female	34%	33%	33%
	Not specified	0%	—[3]	—[3]

Racial and/or Ethnic diversity representation across management levels (United States and Canada)

	2024	2023	2022
Total workforce	29%	24%	21%
People leaders[1]	28%	23%	22%
Senior leaders[2]	25%	21%	20%

Team member age distribution

Under 30 years old	30-50 years old	Over 50 years old
8%	57%	31%

[1] Supervisor+
[2] VP+
[3] This metric was not previously disclosed

Supplier Diversity

We are committed to fostering a diverse supply chain that promotes diversity, equity and inclusion and contributes to stronger business outcomes, promotes innovation and enhances supply chain resilience. We continue to expand our engagement with diverse suppliers and strengthen partnerships with organizations that support supplier inclusion and development. For our clients, we offer tools and customized tracking solutions that help expand their diverse spend, ensuring diversity commitments are understood, effectively organized, and transparently reported. We have established diverse supplier relationships across multiple areas of our operations, including vehicle acquisition, delivery, upfitting, maintenance, transportation, fueling, and accident repair.

We are dedicated to building relationships with businesses that are:

- Small
- Minority-owned
- Women-owned
- Disadvantaged/disabled-owned
- Indigenous-owned
- Veteran-owned
- LGBT business enterprises

In 2024, we directed $1.9 billion to our network of over 4,800 diverse suppliers

Element is a proud member of the following organizations supporting supplier diversity:

- National Minority Supplier Development Council (NMSDC)
- Women's Business Enterprise National Council (WBENC)
- Canadian Aboriginal and Minority Supplier Council (CAMSC)
- Canadian Council for Indigenous Business (CCIB)
- Disability:IN Minnesota
- Supply Nation
- Amotai

More information about supplier diversity at Element can be found on our website.

Element Risk Solutions and Driver Safety

Safety and risk management are cornerstones of sustainable fleet operations. In Q1 2025, we launched Element Risk Solutions - a fully integrated insurance and risk management offering designed to transform how clients insure and manage commercial fleets. This new service bundles insurance coverage solutions, including accident management, subrogation, driver safety programs, and telematics, to deliver a seamless, vehicle life-cycle experience for clients.

A key component of this offering is our comprehensive Driver Safety Program, which supports our clients in proactively managing road safety, reducing risk exposure, and protecting what matters most - their people. Our program is designed to help fleets build and maintain a safety-first culture, integrating data, training, and continuous improvement to reduce accidents and enhance operational performance. Our suite of DriverCare safety solutions enables clients to proactively assess, manage, and mitigate driver risk. Both DriverCare CoPilot and DriverCare Connect identify at-risk drivers through integrated data from violations, collisions, and telematics while DriverCare Connect additionally offers real-time visibility and reporting to fleet managers for monitoring risk trends and driving behaviour.

Beyond supporting the safety of our clients' drivers, these programs also contribute to the broader safety of the communities in which they operate. By helping reduce collisions, injuries, and fatalities on the road, our safety services support the mitigation of risk not only within our clients' fleets - but for all those who share the road with them.

Community Investment

At Element, we are focused on strengthening the communities where we work and live – and share a deep sense of responsibility that sustainable action today lays the groundwork for a brighter tomorrow.

As a Purpose-driven, Values-led organization, at the heart of our investment lies a steadfast commitment to building a better, more inclusive future. We do this by fostering a culture of community engagement, as well as partnering with and funding organizations.

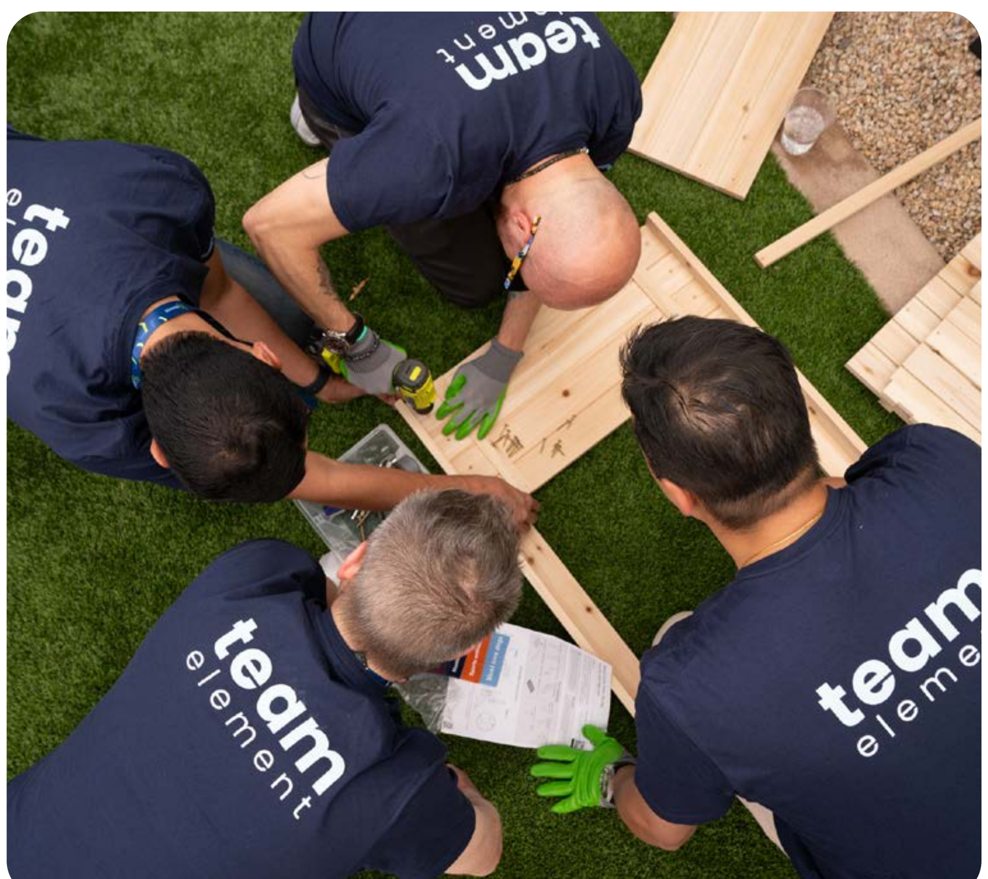
Our Giving Pillars

Our investments and partnerships are grounded in the belief that meaningful change is achieved through sustained support, intentional action, and community empowerment. We focus our efforts across three giving pillars: **Youth and Education**, **Environment and Sustainability**, and **Equity and Accessibility**.

Youth and Education: We believe empowering young people through education is one of the most powerful tools for long-term societal change. Our initiatives in this area aim to remove barriers to academic achievement and equip youth with the resources, mentorship, and skills they need to thrive. Whether it's funding learning programs, providing scholarships, or fostering leadership development, we are dedicated to unlocking the full potential of the next generation.

Environment and Sustainability: We recognize that a healthy planet is essential to the well-being of all communities. Our environmental giving focuses on promoting sustainability and reforestation. From supporting conservation efforts to environmental education, we are committed to protecting our shared environment.

Equity and Accessibility: Creating opportunity for all is at the core of who we are. Through equity and accessibility initiatives focused on making an impact, we strive to ensure that everyone has a fair opportunity at success. Our support encompasses a wide range of programs including community development, workforce readiness, and accessibility advocacy to foster a society where every individual has the tools and support they need to thrive.



How We Make a Difference

We bring our giving pillars to life through meaningful action and engagement – empowering our team members and partners to drive tangible impact.

Purpose Day and Volunteerism: We encourage our team members to actively participate in their communities through Element's Purpose Day, a paid volunteer day where team members can spend their time volunteering where they are most inspired to *Move the world through intelligent mobility*. In addition, we offer several team-led volunteer initiatives throughout the year.

Employee Matching Program: In 2025, to amplify the impact of our team members' generosity, we will launch a donation matching program that doubles their contributions to eligible nonprofits, strengthening the connection between our team and the organizations they support.

Donations: We provide direct financial support to organizations that align with our core giving pillars. Our strategic giving ensures that resources are balanced between immediate impact and long-lasting change.

Below are some of the organizations that Element supported through fundraising, partnerships and donations, as well as volunteering in 2024:

Casa Hogar Alegría

Casa Hogar Alegría is a non-profit that transforms the lives of girls without parental care. The organization provides food, housing, and integral education, empowering these girls to become independent women. Element is proud to support Casa Hogar Alegría through volunteering and a donation.

Children's Aid Foundation of Canada

Element is a proud partner of Children's Aid Foundation of Canada and their Youth Works program. Our investment funds essential resources like employability training, job placements, internships, and career counseling. Our team also participated in packing comfort kits for kids entering care. Together, we're empowering young people across Canada to succeed and thrive.

Irvine Nature Center

In 2024, we were proud to contribute to Irvine Nature Center, a non-profit center providing environmental education for children and adults in Maryland. Through extensive programming, Irvine's goal is to expose children and adults to the importance of environmental literacy and stewardship and teach a concern for the planet that translates into actions that help preserve our natural world.

Killara Foundation

Killara Foundation is a not-for-profit organization that supports Aboriginal and Torres Strait Islander peoples by providing pathways to employment, cultural connection, mentoring, and support in navigating the housing and labour markets. We partnered with Killara to develop an Interview Skills Workshop to empower participants to confidently navigate the labour market and secure their next employment opportunity.

The Lift Garage

The Lift Garage is a non-profit aimed to move people out of poverty and homelessness by providing low-cost car repair, free pre-purchase inspections, and honest advice that supports our community on the road to more secure lives. Our team is proud to support this organization through financial investments and volunteering to pack winter emergency car kits.

Our Business

- Sustainability Oversight
- Snapshot of our Board of Directors
- Shareholder Engagement
- Responsible Business Conduct

Sustainability Oversight

Board level oversight

Board of Directors
Receives regular updates on Element's sustainability strategy and performance; reviews and approves key material projects to ensure alignment with corporate objectives and best practices.

Audit Committee
Receives regular updates from independent auditor on Element's emissions inventory assurance process and reviews sustainability-related public disclosures included in Element's security filings.

Compensation and Corporate Governance Committee
Responsible for the strategic oversight of all material sustainability matters and climate-related issues.

Credit and Risk Committee
Supports the Board in fulfilling its responsibilities around risks that are inherent to Element's business activities, including climate-related risks.

Executive level oversight

Guides and monitors progress, sustainability strategic direction, and risk assessments and mitigation.

Enterprise Risk Council
A cross-functional group led by our Chief Financial Officer. Risk owners from across Element regularly update the Council on their risks, the steps towards mitigation, and any potential emerging trends.

Sustainability Steering Committee
Comprised of Executives and Vice Presidents who act as a rapid decision-making forum, providing ongoing strategic direction for the sustainability program.

Management and operational level oversight

Cross-functional leadership, project, and program management of sustainability priorities.

Sustainability Leadership Committee
A global team of leaders responsible for driving the implementation of Element's sustainability program, fostering client engagement, and overseeing workstream members activities contributing to sustainability initiatives.

Sustainability Working Groups
Responsible for managing projects and programs that drive sustainability priorities, ensuring effective implementation, and reporting.

Snapshot of our Board of Directors

Our Board of Directors plays a critical role in shaping our strategy and overseeing our commitment to long-term value creation. Comprised of a diverse mix of expertise, experience, and perspectives, the Board provides strong governance and independent oversight. Under its leadership, we continue to integrate sustainability into our strategic direction and risk management framework, driving responsible growth and resilience.

Directors 10

Independent Directors 9

Average Director Tenure (years) 4

Directors with Climate and Sustainability Skills/Experience 2

60% **Women**

40% **Men**

20% **Racially and/or Ethnically Diverse Directors**

For more information on our Board, please visit: Board of Directors.

Shareholder Engagement

Element has an engaged and supportive shareholder base. At our 2024 Annual Meeting, shareholders voted with over:

91+% **approval for every Director on our Board**

97% **approval for Element's Say on Pay resolution**

The overwhelming support for Element's Say on Pay resolution reflects our commitment to sensible executive compensation practices, including a compensation program that promotes close alignment between compensation and shareholder returns.

Short-term incentives for the Chief Executive Officer (CEO) and other Named Executive Officers (NEOs) are directly aligned with key strategic objectives and metrics outlined in Element's 2024 Global Balanced Scorecard. These incentives are distributed with at least 50% based on financial performance and 25% based on Sustainability priorities which include NPS and employee engagement. Short term incentives for all other Element team members are also tied to the same sustainability priorities, with 17.5% of their incentive weighting based on these Global Balanced Scorecard targets. For more details, please refer to our management proxy circular.

Mexico investor visit

We welcomed 23 investors and sell-side analysts to our Mexico City office in September 2024 for a multi-day investor visit that showcased the potential and opportunities in our Mexico business as well as the ample organic growth opportunities across Element. The event highlighted how Element is positioned to lead in the evolving mobility landscape and provided attendees with the opportunity to immerse themselves in the vibrant Mexican culture. Throughout this event, the investment community was also able to hear directly from several of our key clients.

Responsible Business Conduct

Ethics and compliance

Our Code of Business Conduct and Ethics ("Code") sets forth the ethical standards and expectations for all team members, directors, officers, contractors, vendors, consultants, and other representatives of Element and its subsidiaries across all our regions. The Code has been adopted by our Board of Directors to summarize the standards of business conduct that must guide the actions of all Element representatives. Our Code outlines our expectations around:

- Compliance with laws, rules and regulations
- Anti-corruption and anti-bribery
- Fair dealing and ethical conduct
- Conflicts of interest
- Confidentiality and data protection
- Respectful workplace conduct
- Reporting concerns and non-retaliation protections

The Board of Directors also reviews and approves our Anti-Corruption Policy, Disclosure Policy, Insider Trading Policy, Whistleblowing Policy, and Modern Slavery Report. All team members are required to review and certify their adherence to the following core policies as part of our annual Foundations Learning Program:

- Anti-Corruption Policy
- Code of Business Conduct and Ethics
- Disclosure Policy
- Insider Trading Policy
- Whistleblowing Policy
- Financial Authorization Policy
- Business Travel and Entertainment Policy
- Harassment and Discrimination Policy
- Workplace Violence Policy
- Concern Reporting Policy
- Diversity, Equity, Inclusion and Belonging Policy

Element's Credit Policy includes Know-Your-Client obligations to help prevent money laundering. Element conducts due diligence during the client and vendor onboarding process, and, in the U.S., a daily update is provided via LexisNexis to ensure funds are not sent to, or received from, entities that may appear on any government watch list.

Human rights

As outlined in our Human Rights Statement, we are committed to maintaining a workplace that is safe, healthy, inclusive, ethical, and that respects all human rights as outlined in the United Nations Universal Declaration of Human Rights. Recognizing that the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and its Follow-up has become a key international benchmark of labour standards, Element has adopted and developed policies and procedures that are consistent with these principles. Element respects the freedom of association rights of all employees. We understand the important role that we play in respecting the human rights of our team members, clients, and the members of the communities in which we operate, aiming to avoid contributing to adverse human rights impacts through our business activities, including the impact of our supply chain. Our policies and procedures incorporate guidance provided by the United Nations Human Rights Council in the Guiding Principles on Business and Human Rights.

In accordance with these Guiding Principles and as described in our Modern Slavery Statement, we believe that forced or compulsory labour, servitude, child labour and human trafficking are severe violations of fundamental human rights and freedoms.

We comply with labour laws in the jurisdictions in which we operate, providing fair and equitable compensation and working hours that respect the rights of individuals in a workplace that is safe, healthy, and inclusive.

Anti-corruption and anti-bribery

As detailed in our Anti-Corruption Policy, we are committed to achieving the highest standards of ethical conduct and to ensuring that we act in compliance with all applicable laws. This Policy, which applies to all employees, directors, officers, contractors, vendors, consultants and other representatives, has been established to ensure that we conduct business with integrity and in an ethical and transparent manner, free from corruption and bribery and in compliance with anti-corruption laws and regulations.

	Results
Team members trained on anti-corruption and anti-bribery	100%
Convictions for violation of anti-corruption and anti-bribery laws	0
Amount of fines for violation of anti-corruption and anti-bribery laws	$0

Risk management

Our Enterprise Risk Council (the "Council") is a cross-functional group led by our Chief Financial Officer. Risk owners from across the business regularly update the Council on their risks, the steps towards mitigation, and any potential emerging trends.

Our Enterprise Composite Risk Index (ECRI) regularly evaluates risks impacting revenue, credit and collections, operations, treasury, information technology, and people. The ECRI adheres to our Risk Appetite Statement, providing clear metrics and thresholds for effective risk management. The results and related actions are shared with the Credit and Risk Committee of the Board of Directors for visibility and agreement.

Data privacy and cybersecurity

Data privacy and cybersecurity are critical priorities at Element, with strong oversight from both executive management and the Board's Credit and Risk Committee. Risk assessments, including information security updates, are reviewed quarterly as part of our enterprise risk management approach.

Element's information security program is aligned with the National Institute of Standards and Technology (NIST) Cybersecurity Framework and supported by 24x365 Managed Security Services for continuous monitoring, threat detection, and incident response. Our IT and legal teams, along with external experts, maintain robust data governance policies and proactively monitor systems to prevent, detect, and respond to vulnerabilities.

All team members complete mandatory annual training on cybersecurity awareness, and enterprise-wide phishing simulations are conducted regularly. Incident response protocols are well-established, with cross-functional teams activated as needed.

To date, Element has not experienced any material compromise of internal systems data. While some vendors have encountered incidents, there has been no material loss or exposure to personally identifiable client information.

Responsible sourcing

Our commitment to maintaining high standards of environmental and social responsibility extends to our supply chain. We aim to make well-informed purchasing decisions and ensure our vendors and suppliers uphold the same fundamental principles that we do - including legal compliance, fairness, honesty, and strong anti-corruption practices.

All suppliers and vendors working with Element are required to comply with our Vendor Code of Conduct, ("Vendor Code"), which is applied globally across all our operations. The Vendor Code outlines our expectations for suppliers to uphold standards that reflect respect for the environment, human rights, ethical conduct, health and safety, diversity, privacy and information security.

We expect our suppliers to share our commitment to upholding human rights and to align their practices with the International Labour Organization (ILO) standards, as appropriate to the location and nature of their operations. This includes, but is not limited to:

- Prohibition of child labour, forced labour, human trafficking, and slavery (further detailed in our Modern Slavery Report, and Modern Slavery Statement).
- Respect for freedom of association and provision of fair, safe, and equitable working conditions - including reasonable working hours and living wages.
- Enforcement of anti-discrimination and anti-harassment policies.
- Protection of worker health and safety.

As part of our responsible sourcing program, we also conduct supplier assessments, which include both virtual evaluations and on-site inspections.

In 2024, we advanced our approach to responsible sourcing by engaging a third-party consultant to develop a Responsible Sourcing Policy and a comprehensive supplier questionnaire. These tools will enhance our due diligence processes and support deeper engagement with suppliers on key topics such as ethical business conduct, labour and human rights practices, supplier diversity, and environmental responsibility.

Business continuity

Element's Business Continuity Plan (BCP) is designed to ensure the uninterrupted delivery of our services and uphold a consistent, high-quality experience for our clients and drivers - while also supporting the needs of our team members, suppliers, and investors during a business disruption.

The BCP provides a comprehensive, written framework for responding to, and recovering from, a wide range of potential disruptions. This includes events such as utility outages, connectivity interruptions, severe weather or natural disasters, building damage, pandemics, and significant IT or data centre failures. The plan outlines clear protocols for managing, coordinating, and communicating during both short-and long-term disruptions to Element's operations, services, and technology platforms.

Dedicated teams are assigned based on event type and are responsible for executing response strategies, supporting impacted site locations, and collaborating across departments to ensure business continuity. These teams are also prepared to directly support client- and driver-facing operations, minimizing service disruptions.

To maintain a high level of readiness, the teams regularly provide communication, training, and awareness initiatives for relevant stakeholders across the organization.

Indices

- GHG Index
- TCFD Index
- SASB Index

GHG Index

GHG Protocol Corporate Standard

Organizational Boundaries – Operational Control

Element defines its organizational boundaries for corporate reporting of consolidated GHG emissions according to the Organizational Control Approach.[1] Under this approach, Element will account for 100 percent of the GHG emissions for operations over which it has operational control. This approach was chosen to align with our goal to reduce GHG emissions across all our facilities.

Base year - 2019

The fiscal year ending in 2019 is the base year for Element's greenhouse gas inventory (Scopes 1, 2 and 3). This year was chosen as the most recent operating year from the time of initial calculation, not influenced by extraordinary macroeconomic factors. Both Market- and Location-based methodologies were used to calculate 2019 and 2024 Scope 2 inventories in accordance with the GHG Protocol Corporate Accounting and Reporting Standard Scope 2 Guidance.[2]

Adjustments to base year emissions – structural and methodology changes

Structural changes include mergers, acquisitions, and divestments of operations or facilities and/or outsourcing or insourcing of GHG emitting activities. Methodology changes include changes in activity data accuracy, changes in emission factors, and/or changes in the methodology used to calculate GHG emissions. Discovery of significant errors in base year emission calculations can necessitate a change in the base year emissions inventory. In cases where changes are made, these changes will be made to the baseline and current year, so that all emissions are reported using the same basis. In this way, the boundary of the reduction goal inventory remains consistent throughout the goal period.

Element defines a "**Significance Threshold**" requiring a change in the base year emissions as a significant structural or methodology change or discovery of error(s) resulting in at least a +/- 5% change in Scope/Category corporate-wide GHG emissions. Also, a Significance Factor of +/- 10% change in individual category GHG emissions from the previous year's emissions will trigger an internal verification review for that category. Finance leadership will evaluate the Significance Thresholds on an annual basis and may make adjustments to the thresholds as deemed appropriate once additional historical data is developed for the facilities.

Structural changes (e.g., mergers, acquisitions, and divestments of operations or facilities, and/or outsourcing or insourcing of GHG emitting activities) will be identified during the annual inventory reporting process using a standard year-end questionnaire distributed to team members in Real Estate and other relevant local facility managers.

Methodological changes will be identified during the annual inventory reporting process via data review by Sustainability leadership. Element will watch regulatory changes as well as newly published technical guidance by the GHG Protocol, CDP, the Science Based Targets initiative, or any other organizations with authority in the field of GHG Management and GHG emission accounting.

Emissions quantification methods

Element's GHG emissions are quantified using emissions factors from the United States Environmental Protection Agency (US EPA), the United Kingdom Department for Environment, Food & Rural Affairs (UK DEFRA), and other credible and public sources as outlined in Table 1.

For Scope 3 Categories 4 (Upstream transportation and distribution), 6 (Business travel), 7 (Employee commuting), 11 (Use of sold products) and 13 (Downstream leased assets) the Well-to-Wheel (WTW) emissions boundary was used in alignment with the Science Based Targets Land Transport guidance.[3]

The WTW emissions boundary includes both Well-to-Tank (WTT) emissions – upstream emissions from fuel and energy production - and Tank-to-Wheel (TTW) emissions generated during the use of vehicles. As WTT emissions fall outside the minimum boundary required by the WRI/WBCSD Corporate Value Chain (Scope 3) Standard[4], the proportion of these optional emissions have been disclosed for applicable categories in our Disclosure of GHG Emissions.

Emissions factors

Emission factors and global warming potentials are applied to source data, or estimations of source data, to quantify direct and indirect emissions. Relevant calculation and estimation methodologies are listed in Table 1 in adherence with the GHG Protocol Corporate Accounting and Reporting Standard.

Accounting for GHG reductions

Element purchased Green-E certified, unbundled Renewable Energy Certificates (RECs) within North America to facilitate the development of renewable electricity infrastructure. These RECs are applied to Element's market-based Scope 2 GHG emission calculations at a country-level basis.

[1] WRI/WBCSD GHG Protocol Corporate Standard
[2] WRI/WBCSD GHG Protocol Scope 2 Guidance
[3] Science-based Targets Land Transport Guidance
[4] GHG Protocol – Corporate Value Chain (Scope 3) Accounting and Reporting Standard

Table 1: Element's Emissions Factors for Emissions Quantification

Scope 1	Relevant Emission Factors (EFs)	Calculation and Estimation Methodology
Stationary Combustion (Facility Natural Gas)	US EPA GHG Hub and other country-specific publications[1]	Natural gas consumption data is pulled directly from utility bills, where available. For facilities where Element holds a portion of floor area, total building consumption is pro-rated to reflect the floor area provisioned by lease agreements. When utility data is not directly available, natural gas consumption is estimated using US Energy Information Administration (US EIA) data from the Commercial Buildings Energy Consumption Survey (CBECS)[2], which considers climate region, building type, and natural gas use per unit area.
Facility Refrigerant Emissions	Global warming potentials from the most current IPCC report (AR6)[3]	Where available, facility equipment specifications are used to estimate refrigerant leakage or refrigerant top-up records are used. For other facilities, refrigerant leakage rates are estimated based on facility floor area and industry averages.
Mobile Combustion (Vehicle Fuel)	US EPA GHG Hub and other country-specific publications[1]	Emissions calculations are based on fuel consumption data reported for each vehicle in Element's internal fleet. Emissions related to the charging of electric vehicles are included within Scope 2 calculations below.
Scope 2	**Relevant EFs**	**Calculation and Estimation Methodology**
Electricity	For location-based calculations, country-specific publications[1, 4] and US EPA eGRID[8] For market-based calculations, residual mix emission factors[5], where available. For regions without residual mix factors available, location-based factors are used.	Electricity consumption data is pulled directly from utility bills, where available. For facilities where Element holds a portion of floor area, total building consumption is pro-rated to reflect the floor area provisioned by lease agreements. When electricity data is not directly available, electricity consumption is estimated using US Energy Information Administration (US EIA) data from the Commercial Buildings Energy Consumption Survey (CBECS)[2], which considers climate region, building type, and electricity use per unit area. When utility spend is provided but kWh consumption is not, average electricity prices for the relevant country are used to estimate kWh usage.
Other Utilities (Steam, Heating or Cooling (i.e., Chilled Water))	UK DEFRA[5] Relevant country-specific electricity emission factors[1, 4] related to the estimated electricity required for chilled water	Utility consumption data is pulled directly from utility bills for purchased heat, steam, or cooling (i.e., chilled water). For facilities where Element holds a portion of floor area, total building consumption is pro-rated to reflect the floor area provisioned by lease agreements.
Electric Vehicles Charging	See EF description for "Electricity" within this table above	Where available, reported electric vehicle charging amounts are used for each electric vehicle in Element's internal fleet. Where charging amounts are not available, spend or distance driven data is used to estimate charging amounts based on average price per kWh or mileage per kWh information.
Scope 3	**Relevant EFs**	**Calculation and Estimation Methodology**
Cat. 1 - Purchased goods and services	US EEIO Supply Chain[7] emission factors adjusted for inflation	Vendors or spend categories are assigned a NAICS industry code classification and assigned emission factors from the US EEIO dataset. Only indirect spend is included in Category 1.

Scope 3	Relevant EFs	Calculation and Estimation Methodology
Category 2 - Capital goods	US EEIO Supply Chain[7] emission factors adjusted for inflation	Vendors or spend categories are assigned a NAICS industry code classification and assigned emission factors from the US EEIO dataset. Originations and other capital spend is included in Category 2.
Category 3 - Fuel- and energy-related activities	US EPA GHG Hub and other country-specific publications[1, 4] UK DEFRA well-to-tank factors[5]	Source data from Scope 1 and 2 calculations for stationary combustion, mobile combustion, and utilities is used to calculate Scope 3, Category 3 emissions. For electricity, including electric vehicle charging and consumption related to chilled water, regions are assigned to each facility based on location, in line with those used for Scope 2 calculations. Where region specific data was unavailable, country-specific emission factors were used. Well-to-tank factors are applied to account for upstream generation emissions. Emissions from transmission & distribution losses are accounted for using estimations based on region and country-specific T&D loss percentages.
Category 4 - Upstream transportation and distribution	US EPA GHG Hub[1] US EEIO Supply Chain[7] emission factors adjusted for inflation UK DEFRA well-to-tank factors[5]	While not required by the GHG Protocol, the Well-to-Wheel emissions boundary was used in alignment with the Science Based Targets Initiative Land Transport guidance[11]. Where available, reported data for fuel consumption or distance driven was used. Where activity data is unavailable, the spend-based methodology is used to quantify emissions using US EEIO emission factors.
Category 5 - Waste generated in operations	US EPA GHG Hub[1] US EEIO Supply Chain[7] emission factors adjusted for inflation	Where available, activity data for waste generated in operations is used to quantify emissions based on waste type and disposal method. Where applicable, total building waste amounts are pro-rated to reflect Element's floor area provisioned by lease agreements. Where spend data is available for waste removal services, the spend-based methodology is used to quantify emissions using US EEIO emission factors. Where activity or spend data is unavailable for a facility, waste generation is estimated based on per capita waste generation averages across countries.
Category 6 - Business travel	UK DEFRA[5]	While not required by the GHG Protocol, the Well-to-Wheel emissions boundary was used in alignment with the Science Based Targets Initiative Land Transport guidance[11]. Where available, activity-based data for flights (distance and cabin class) and hotel stays (location and number of nights), are used. Where activity data is not available, relevant business travel spend is combined with estimates to quantify distance travelled or hotel stays.

Scope 3	Relevant EFs	Calculation and Estimation Methodology
Category 7 - Employee commuting	UK DEFRA[5] US EPA GHG Hub and other country-specific publications[1, 4]	While not required by the GHG Protocol, the Well-to-Wheel emissions boundary was used in alignment with the Science Based Targets Initiative Land Transport guidance[11]. Estimated based on the number of employees at each of Element's facilities and their assumed percentage of hybrid or remote work. Employees on Leave of Absence as at December 31, 2024 were excluded from the calculation. For employees who commute, average commute distances were used when available. Other location commute distances were estimated based on city / region trends. Mode of transportation was assumed for each location based on city or region data. For remote employees, incremental teleworking ratios[9] were included for natural gas and electricity usage.
Category 8 - Upstream leased assets (Element is lessee)	See Scope 1 and 2 EF references within this table above.	For the facilities subleased by Element, calculated emissions based on methodologies described in Scopes 1 and 2. As sub-leasing arrangements expire, Category 8 emissions will be reflected in Scopes 1 and 2 as appropriate. For vehicles rented by Element on behalf of contingent workers, emissions calculations are based on reported fuel consumption data for each vehicle.
Category 9 - Downstream transportation and distribution	Not Relevant – transportation emissions are accounted for in Category 4 – Upstream Transportation and Distribution.	Not Relevant
Category 10 - Processing of sold products	Not Relevant – Element does not process intermediate products.	Not Relevant
Category 11 - Use of sold products	UK DEFRA[5] US EPA GHG Hub and other country-specific publications[1, 4] US EPA eGRID[8]	While not required by the GHG Protocol, the Well-to-Wheel emissions boundary was used in alignment with the Science Based Targets Initiative Land Transport guidance[11]. Estimated based on data related to all vehicles sold in the reporting year. Vehicle make, vehicle type, fuel type and model year were used. Assumptions were made for the average yearly mileage and average lifetime mileage. Fuel economy by make was also considered to estimate lifetime fuel consumption and mileage driven. For electric vehicles, estimated lifetime energy consumption in similar method outlined above using an assumption on the average kWh consumption per mile/kilometer.
Category 12 - End-of-life treatment of sold products	UK DEFRA[5] in combination with vehicle mass and component materials from Argonne National Labs' GREET2024 model[10]	Estimated based on number of vehicles sold in the reporting year and an estimated average car weight by vehicle type (e.g., passenger car, SUV, etc.) and an estimated material composition by vehicle type (e.g., % metals, % plastic, etc.).

Scope 3	Relevant EFs	Calculation and Estimation Methodology
Category 13 - Downstream leased assets (Element is lessor)	UK DEFRA[5] US EPA GHG Hub and other country-specific publications[1, 4] US EPA eGRID[8]	While not required by the GHG Protocol, the Well-to-Wheel emissions boundary was used in alignment with the Science Based Targets Initiative Land Transport guidance[11]. Assigned vehicle types and fuel to each leased vehicle and calculated emissions based on reported fuel usage in the lease period. Where fuel data was not available, utilized reported distance driven data. Where distance data was not available, estimated fuel consumption based on vehicle type and an assumed average yearly mileage. Reported or estimated charging of electric vehicles was also included in the calculation.
Category 14 – Franchises	Not Relevant – Element does not operate Franchises.	Not Relevant
Category 15 – Investments	Not Relevant – Investments are not a material source of emissions for Element.	Not Relevant

[1] GHG Emission Factors Hub | US EPA
Emission Factors and Reference Values - Environment and Climate Change Canada
National Greenhouse Accounts Factors - Australia
Measuring Emissions: A Guide for Organizations - New Zealand
Mexico. National Inventory Report (NIR). | UNFCCC
National Inventory Report - Netherlands
Sustainable Energy Authority of Ireland (SEIA)
[2] Commercial Buildings Energy Consumption Survey (CEBCS) 2018 | U.S. EIA
[3] GHG Protocol | GWPs from IPCC Reports
[4] National Emissions Register - 29 de febrero de 2024 - Mexico and National Inventory Report - Greenhouse Gas Sources and Sinks in Canada Part 3 2024
[5] Green-e Residual Mix Factors (USA)
AIB European Residual Mix Factors (EU)
[6] Greenhouse gas reporting: conversion factors 2024 - GOV.UK
[7] US EEIO Supply Chain Greenhouse Gas Emission Factors
[8] Emissions & Generation Resource Integrated Database (eGRID) | US EPA
[9] Estimating Energy Consumption & GHG Emissions for Remote Workers | Anthesis Group
[10] Argonne National Laboratory Greenhouse gases, Regulated Emissions and Energy use in Technologies Model
[11] Science-based Targets Land Transport Guidance
[12] GHG Protocol – Corporate Value Chain (Scope 3) Accounting and Reporting Standard

Table 2

2024 Scope 1 and 2 Emissions Summary

	Total $MTCO_2e$	CO_2 (MT)	Ch_4 (MT)	N_2O (MT)	HFC (MT)	CO_2 ($MTCo_2e$)	Ch_4 ($MTCo_2e$)	N_2O ($MTCo_2e$)	HFC ($MTCo_2e$)	Other[1] ($MTCo_2e$)
Scope 1	995.13	859.90	0.05	0.02	0.08	859.90	1.22	4.65	128.64	0.73
Scope 2 (Location-based)[2]	1,344.02	1,019.15	0.09	0.01	0.00	1,338.26	2.52	3.24	0.00	0.00
Scope 2 (Market-based)[2]	491.70	115.42	0.00	0.00	0.00	491.69	0.01	0.01	0.00	0.00

2019 Scope 1 and 2 Emissions Summary

	Total $MTCO_2e$	CO_2 (MT)	Ch_4 (MT)	N_2O (MT)	HFC (MT)	CO_2 ($MTCo_2e$)	Ch_4 ($MTCo_2e$)	N_2O ($MTCo_2e$)	HFC ($MTCo_2e$)	Other[1] ($MTCo_2e$)
Scope 1	2,260.06	1,953.89	0.13	0.03	0.19	1,953.89	3.98	8.19	294.00	0.00
Scope 2 (Location-based)[2]	5,349.39	4,694.00	0.44	0.06	0.00	4,694.00	13.04	16.12	0.00	0.00
Scope 2 (Market-based)[2]	5,195.56	4,559.18	0.00	0.00	0.00	4,559.18	0.00	0.00	0.00	0.00

2024 Scope 1 and 2 Regional Totals $MTCO_2e$

		2024	2019
Scope 1	ANZ	9.64	219.38
	US/CAN	561.18	1,680.06
	MEX	410.96	360.62
	IRELAND[3]	13.04	-
	OTHER[3,4]	0.32	-

		2024	2019
Scope 2 (Market-based)	ANZ	165.76	448.75
	US/CAN	155.28	4,688.68
	MEX	152.83	58.13
	IRELAND[3]	17.20	-
	OTHER[3,4]	0.64	-

		2024	2019
Scope 2 (Location-based)	ANZ	148.62	448.75
	US/CAN	1032.11	4842.51
	MEX	152.83	58.13
	IRELAND[3]	9.84	-
	OTHER[3,4]	0.62	-

[1] Hydrochlorofluorocarbons (HCFCs)
[2] Certain emission factor sources used to calculate emissions did not disclose factors at the component gas (CO_2, CH_4, and N_2O) level, only the CO^2e factor. Therefore, the total $MTCO_2e$ within Table 2 does not mathematically align with each of the listed component gases as the necessary information is not available.
[3] Location is excluded from 2019 base year emissions, as it was not yet established or operational during that period.
[4] Includes emissions from administrative locations, representing a small portion of total emissions.

TCFD Index

Task Force on Climate-related Financial Disclosures

TCFD Recommended Disclosures	CDP Disclosure Location
Governance	**The organization's governance around climate-related risks and opportunities**
a) Describe the Board's oversight of climate-related risks and opportunities	CDP Climate Change Questionnaire 4.1.2
b) Describe management's role in assessing and managing climate-related risks and opportunities	CDP Climate Change Questionnaire 4.3
Strategy	**The actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy, and financial planning**
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	CDP Climate Change Questionnaire 2.1, 3.1, 3.1.1, 3.6, 3.6.1
b) Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning	CDP Climate Change Questionnaire 3.1.1, 3.6.1, 5.1.2, 5.2, 5.3.1, 5.3.2, 5.14, 5.14.1
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	CDP Climate Change Questionnaire 5.1, 5.1.1, 5.1.2
Risk Management	**The processes used by the organization to identify, assess, and manage climate-related risks**
a) Describe the organization's processes for identifying and assessing climate-related risks	CDP Climate Change Questionnaire 2.1, 2.2.1, 2.2.2, 2.2.5, 2.2.6, 2.2.8, 2.2.9
b) Describe the organization's processes for managing climate-related risks	CDP Climate Change Questionnaire 2.1, 2.2.1, 2.2.8, 2.2.9
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	CDP Climate Change Questionnaire 2.1, 2.2.1
Metrics and Targets	**The metrics and targets used to assess and manage relevant climate-related risks and opportunities**
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	CDP Climate Change Questionnaire 7.52, 7.54, 7.54.1, 7.54.2
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	CDP Climate Change Questionnaire 7.6, 7.7, 7.8, 7.8.1, 12.1, 12.1.1, 12.1.3, 12.3
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	CDP Climate Change Questionnaire 7.53, 7.53.1, 7.53.2, 7.53.4, 7.54, 7.54.2

SASB Index

Professional and Commercial Services (SV-PS)

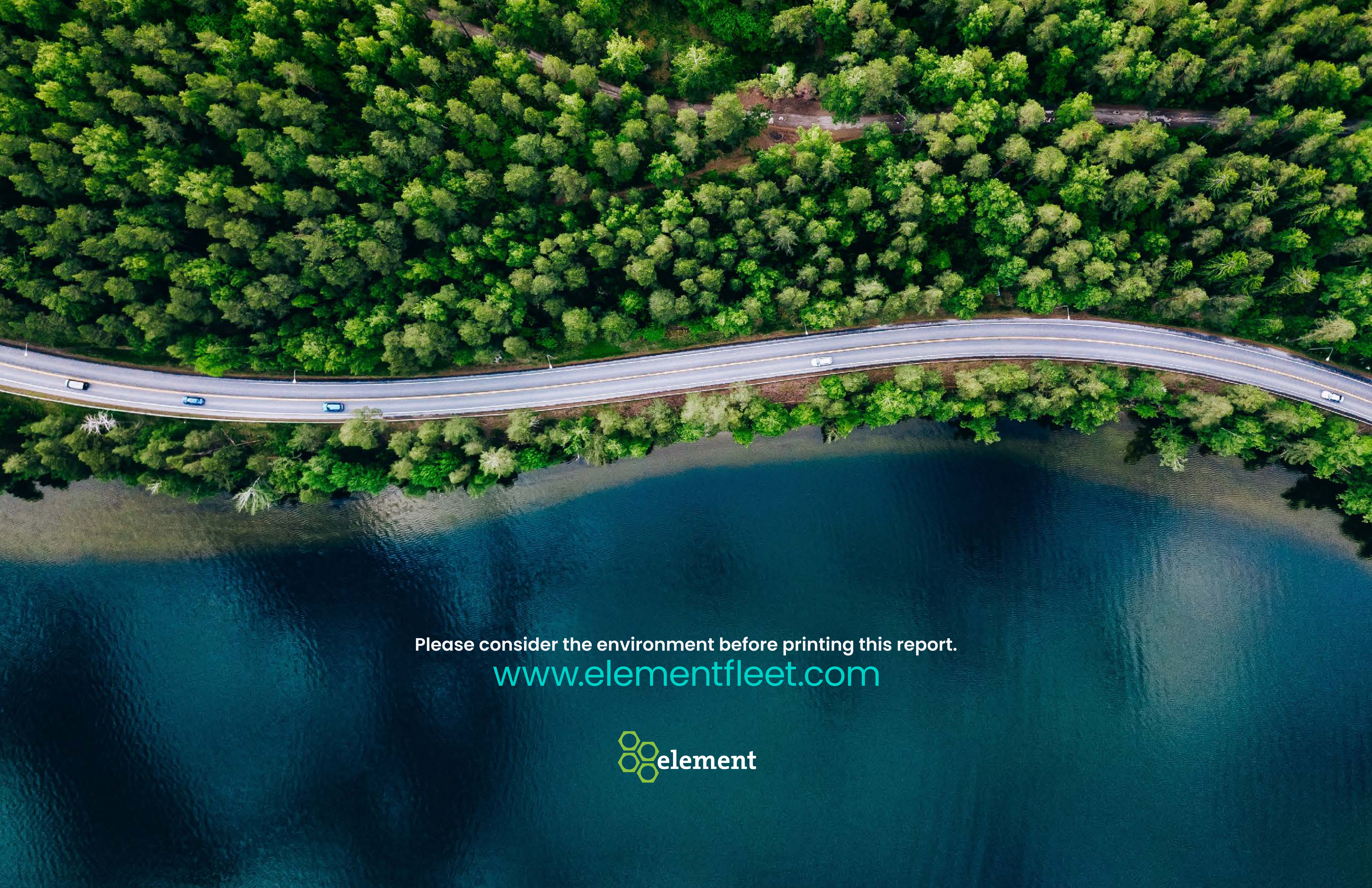
Sustainability Accounting Standard

Table 1. Sustainability Disclosure Topics and Metrics

Topic	Metric	Category	Unit of Measure	Code	Element Response
Data Security	Description of approach to identifying and addressing data security risks	Discussion & Analysis	n/a	SV-PS-230a.1	Element follows the NIST framework and Secure Controls Frameworks (SCF) to identify, assess and protect critical data stored or processed on behalf of Element's clients.
	Description of policies and practices relating to collection, usage, and retention of customer information	Discussion & Analysis	n/a	SV-PS-230a.2	Element follows jurisdictional privacy policies such as PIPEDA, GDPR and others to ensure data that is entrusted to us is managed according with the privacy principles and standards for the markets we operate in.
	(1) Number of data breaches, (2) Percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) Number of (a) customers and (b) individuals affected	Quantitative	%	SV-PS-230a.3	(1) 7 (2) (a) 0% (b) 0% (3) (a) 60 (b) 0
Workforce Diversity & Engagement	Percentage of (1) Gender and (2) Diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	Quantitative	%	SV-PS-330a.1	Characteristics of our team members
	(1) Voluntary and (2) Involuntary turnover rate for employees	Quantitative	%	SV-PS-330a.2	(1) 9% (2) 5%
	Employee engagement as a percentage	Quantitative	%	SV-PS-330a.3	73%
Professional Integrity	Description of approach to ensuring professional integrity	Discussion & Analysis	n/a	SV-PS-510a.1	We ensure professional integrity through clearly defined expectations, regular training, and oversight mechanisms that promote ethical conduct at all levels of the organization. This approach is supported by several core policies that outline our standards and provide guidance on addressing concerns: Code of Business Conduct and Ethics, Whistleblowing Policy, Concern Reporting Policy, Anti-Corruption Policy, Insider Trading Policy
	Total amount of monetary losses as a result of proceedings associated with professional integrity	Quantitative	$USD	SV-PS-510a.2	$0

Table 2. Activity Metrics

Activity Metric	Category	Unit of Measure	Code	Element Response
Number of Employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Quantitative	#	SV-PS-000.A	(1) 2,877 FTE, 20 PTE (2) 0 (3) 26



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