

Sustainable Development
Report 2020

Our pathway to a more sustainable future



A new era of smart, connected services is required to meet the energy transition challenges of tomorrow.

Today, Swire Energy Services has grown from a world-leader in offshore containers, to become a fully integrated service provider for the global energy sector. Discover our strategy to build a more sustainable future and accelerate the transition to net-zero emissions by 2030.

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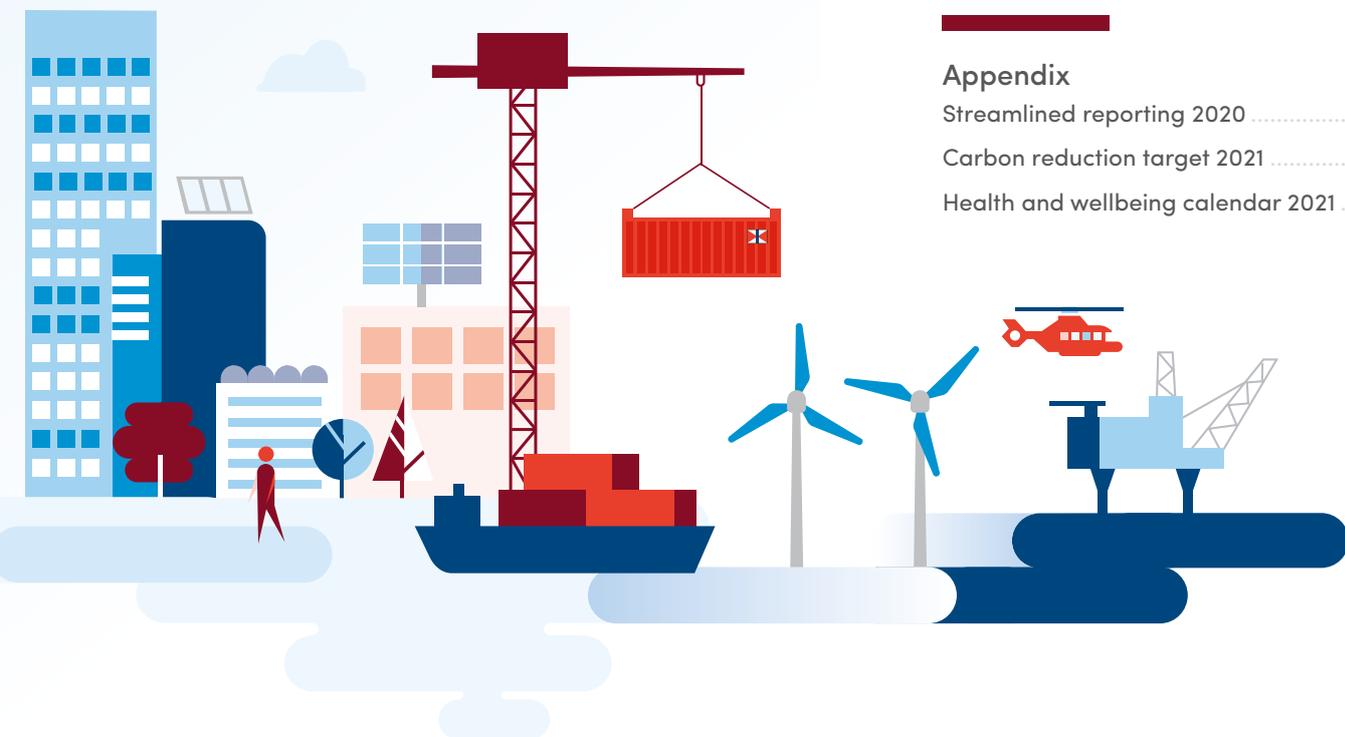
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Message from the CEO

Swire Energy Services has been in business since 1979 and has stood the test of time because we have always looked ahead and made decisions based on long-term sustainability.

We recognise that to continue this we must act swiftly and decisively to reduce carbon emissions and to mitigate damaging climate change, therefore, in line with the UNFCCC Paris Agreement of limiting the increase in global average temperature to below 1.5°C we have made the commitment of becoming carbon neutral by 2030.

With the global energy sector moving from a fossil-based system of energy production to a renewable-based system the long-term success and sustainability of our business depends on us embracing this transition. This will be achieved by expanding our services from our traditional oil and gas base to support the renewable energy sector, specifically offering an integrated service package for the global offshore wind industry. The natural first step of this transformation has been to rebrand the business from Swire Oilfield Services to Swire Energy Services.

We are also committed to supporting the United Nation's Sustainable Development Goals by leveraging our power and influence to achieve a better and more sustainable future for all, from promoting good health and wellbeing of our people and communities, to providing a diverse and inclusive working environment.



Manfred Vonlanthen
Chief Executive Officer



“To achieve a better and more sustainable future for all, from promoting good health and wellbeing, to working with industry partners to implement the goals.”

The background features a photograph of an offshore wind farm with several turbines on the ocean. The sky is a gradient of light blue and white. There are decorative geometric shapes: a dark blue triangle pointing left in the top right, a light blue triangle pointing right in the top right, and a red triangle pointing right in the bottom left.

Our approach to sustainability

Sustainability at Swire Energy Services

The transition to a sustainable society is both an urgent challenge and an opportunity to build a better future for all. Our journey at Swire Energy Services has already begun with a clear focus on our people, our communities and our environment. This is our global commitment to a sustainable future for SES and our planet.

SwireTHRIVE

First introduced in 2016, SwireTHRIVE, John Swire & Sons' overarching sustainability strategy, has been refreshed and expanded in 2020 to identify key areas for improvement in addressing environmental and social challenges that are material to the Swire group's businesses.

The new 2021 SwireTHRIVE strategy sees the group reinforce its commitment to sustainable development in the below five key areas.

Climate

Decarbonise our business and build climate resilience.

People

Foster a company culture that is accessible, inclusive, and safe.

Water

Use and manage water responsibly.

Waste

Turn today's waste into tomorrow's resource.

Communities

Position our community initiative as part of our core business value.

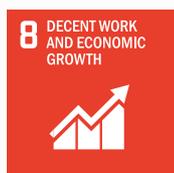


Sustainable development goals

Although we recognise the importance of all 17 interconnected United Nation's Sustainable Development Goals (SDGs) we believe that we can make our most significant contribution towards the achievement of seven of them.



Our commitment: nurture an engaged workforce that actively participates in the development of our health and safety culture, supporting our aim of providing a good working environment that promotes health and wellbeing as well as ensuring zero harm to our employees and communities we work in.



Our commitment: ensure the sustainable economic growth of both our business and the communities we work in by expanding our products and services to support the renewable energy sector.



Our commitment: create an inclusive and supportive working environment for all our people regardless of their age, gender or gender orientation, sexual orientation, relationship or family status, disability, race, ethnicity, nationality, or religious and political beliefs.



Our commitment: Introduce sustainable procurement to manage environmental and social risks inherent in our supply chains as well as encourage a circular economy approach to turn today's waste into tomorrow's resource.



Our commitment: become carbon neutral, net zero, by 2030 with an interim target of 65% reduction by 2025.



Our commitment: promote and adhere to the highest standards of professionalism, integrity and ethics.



Our commitment: working with industry partners to strengthen the means of implementation the goal

SUSTAINABLE DEVELOPMENT GOALS

Decarbonisation strategy

In order to fulfil our commitment of becoming carbon neutral by 2030 we have developed our decarbonisation strategy which sets out our reporting principles, our organisation boundaries, and the programme of initiatives designed to meet our interim target of a 65% reduction from our base year emissions by 2025.

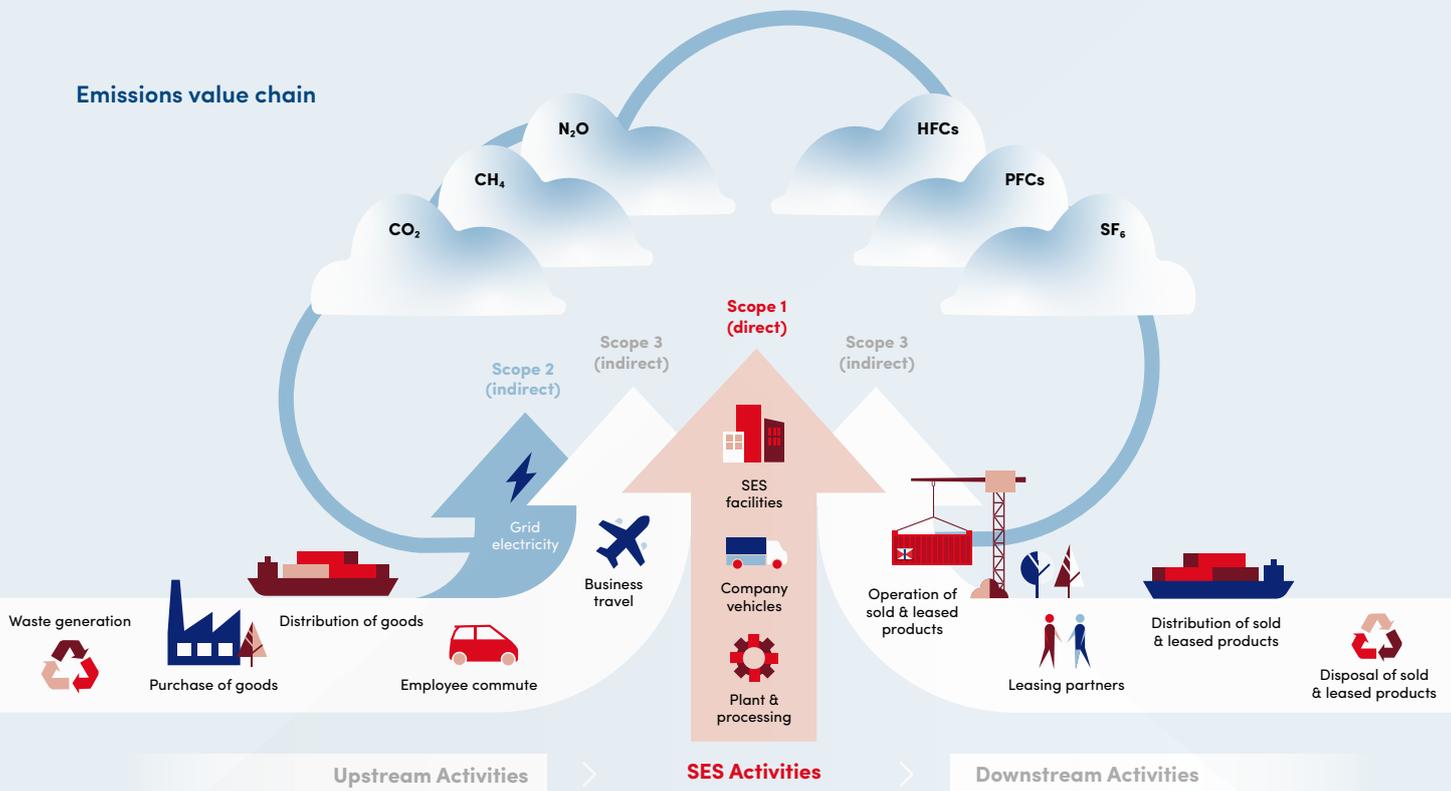
Our organisation boundaries have been defined as all operations over which Swire Energy Services has full operational control, i.e. an operation or facility that it, or one of its subsidiaries, has the full authority to introduce and implement its operating policies.

All greenhouse gas emissions inventories deemed to be material shall be taken from within the organisation boundaries. It must be understood that these inventories are not solely those generated directly by our activities but also those related to our activities across the value chain (upstream and downstream activities).

To assist in identifying sources of emissions and providing consistency in reporting inventories are categorised as:

- **Scope 1** – Direct emissions
- **Scope 2** – Indirect emissions
- **Scope 3** – Indirect emissions (upstream and downstream)

Emissions value chain



Risks and impact: Covid-19

The rigorous measures we implemented in 2020 to support all personnel during the pandemic has led today to minimal impact. Areas of focus are:

Supporting personnel working in yards and offices

Extensive communication and support were given to all essential personnel working in yards and offices to ensure social distancing and hygiene was maintained through changes to working practices and staggering working hours and breaks. Where personnel had any concerns or questions, local management were always available on-site as they worked on a rotational basis. Strict controls have also been embedded in all areas for visitors and contractors.

Supporting personnel working from home

30% of all personnel were asked to work from home, and this was clearly the most significant change that had potential to impact the business. The IT team, the Safety team and IT support service provider, Wipro, must be credited with the efforts made to ensure personnel working from home had the correct equipment and safety risk assessments in place from the early stages of the pandemic.

The management and safety teams also recognised the increased need to support personnel working from home and focus areas for support include:

- More frequent CEO town halls
- Promotion of healthy mind and body
- Mental health support
- Online 'at your desk' stretching and relaxation sessions with a qualified trainer during normal working hours (also uploaded for access as required)
- Promoting the use of 'camera on' video calls
- Managers calling personnel directly to check in
- Social events such as quizzes for departments through Teams

Travel

Travel restrictions have been in place throughout the pandemic and have been aligned with all international guidelines. Through a thorough risk-based process, essential SES personnel have had limited travel under the authorisation of ExCo to support Helifuel servicing requirements globally.



“Rigorous measures introduced to control the outbreak led to minimal impact on our personnel.”

People

*Liam Shand
Senior Technician, Aviation Services*



Diversity and inclusion

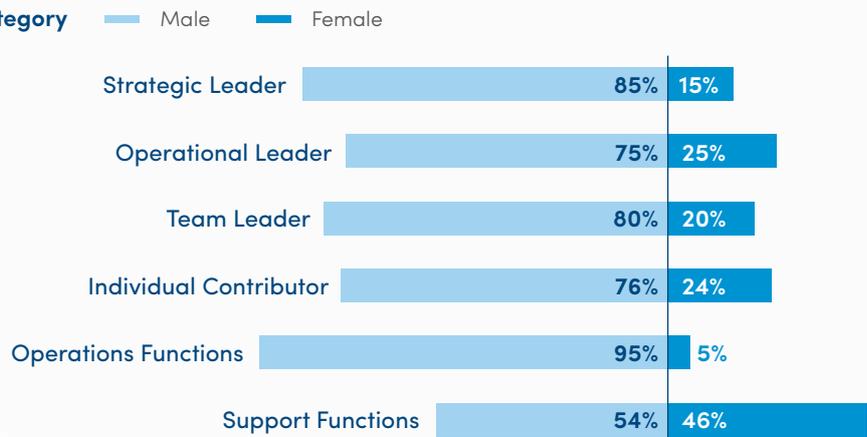
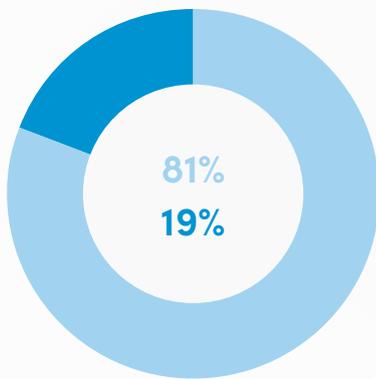
At Swire Energy Services we recognise the importance of diversity and inclusion as well as the positive impact it has on our company.

Therefore, we are committed to creating an inclusive and supportive working environment for all our people regardless of their age, gender or gender orientation, sexual orientation, relationship or family status, disability, race, ethnicity, nationality, or religious and political beliefs. With this commitment also comes the understanding that there are gaps and disparities that we must endeavour to close.

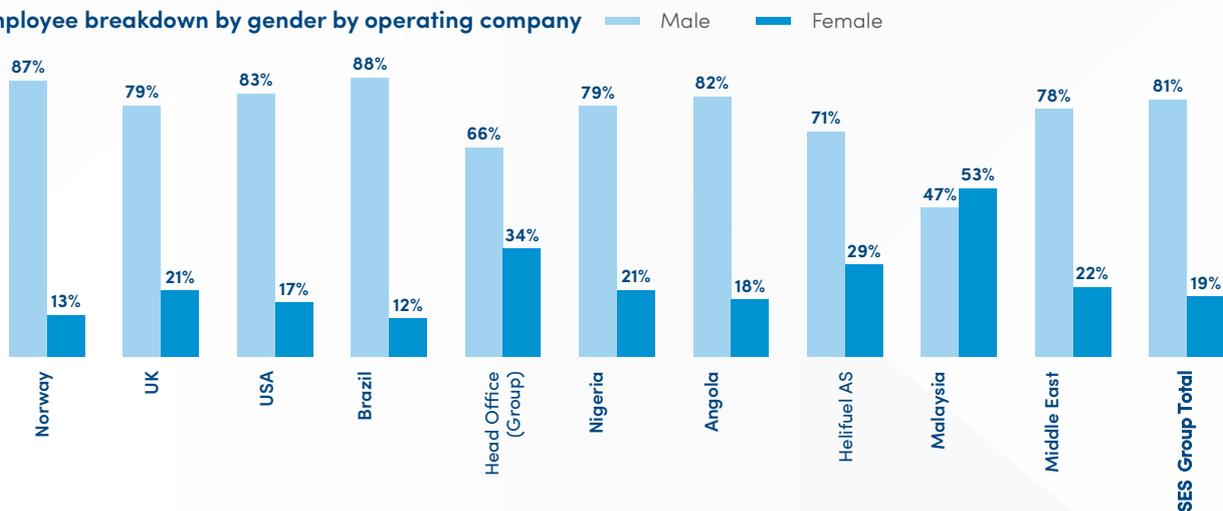
Gender

The Oil & Gas sector's historic gender disparity is reflected in our business with women accounting for 15% of our strategic leaders, 25% of our operational leaders and 19% of the entire workforce. However, we are committed to addressing this disparity and have now appointed our first female Executive Committee member. Our gender profile across our support functions is much more balanced with 46% of roles filled by women, however, within the operational functions this figure drops to just 5%.

Employee by gender and employee category

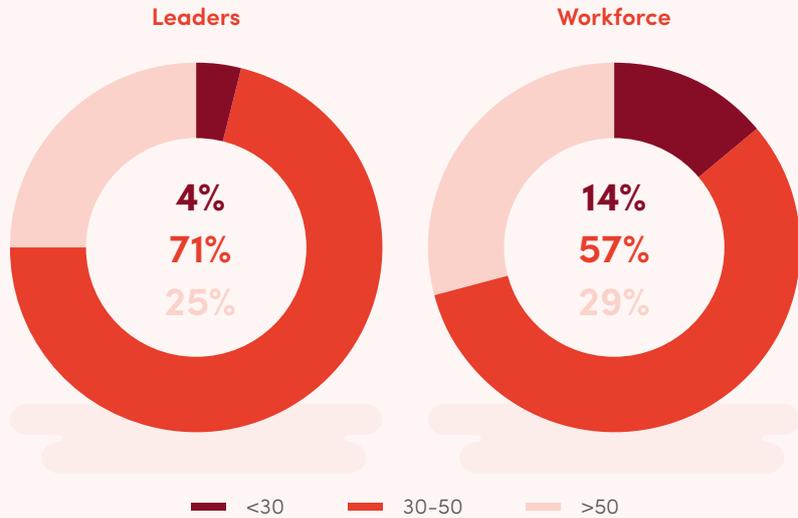


Employee breakdown by gender by operating company

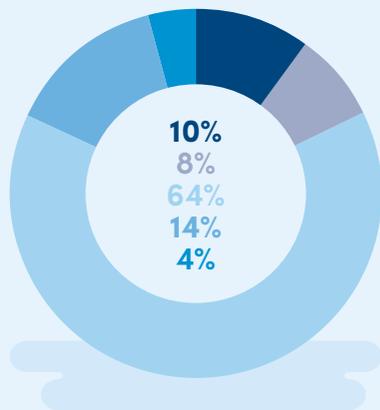


Age

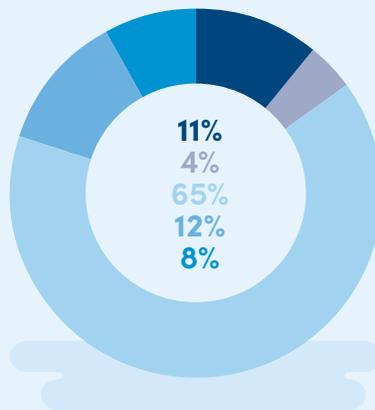
Although most of our workforce and leaders fall within the 30-50 age group we still have a healthy level of younger recruits joining the business (< 30 age group), in part because of the apprentice scheme. We recognise the value of the knowledge and experience our older workforce (> 50 age group) brings to the business, with their 13 years average length of service, and how they can support the next generation of workforce at SES.



Leaders



Workforce



Nationality & Culture

As a global business our workforce is made up of 25 different nationalities working across five continents. This broad spectrum of nationalities and cultures is reflected and represented within our strategic and operational leadership teams.

Legend: Africa (dark blue), Asia (grey), Europe (light blue), North America (medium blue), South America (dark blue)



Rosa Mateus Domingos - Customer Services

Actions

With the introduction of our flexible working policy, our continued effort to actively seek a diverse pool of applicants for all positions, and the implementation of our new human resources strategy, which will set ambitious goals and targets directly related to diversity and inclusion, we expect to see identified gaps and disparities begin to close over the short to medium term. Also, to address the potential issue of unconscious bias within our leadership team all senior leaders will be required to attend diversity and inclusion training during 2021.

Employee engagement

To identify areas for improvement and to support our commitment to employee engagement, we conducted an employee engagement survey in late 2019.

Employee engagement survey

It covered five categories that we believe are fundamental to our long-term success:

- Inclusiveness
- Work life balance
- Relationship with manager
- Personal development
- Recognition

Covid-19 employee engagement survey

Additionally, we recognise that 2020 was a difficult year for all our people not least those working from home, therefore, a further short engagement survey was conducted with the affected personnel.

90%

of employees felt included in their working environment

82%

of employees were happy with their worklife balance (9% increase from previous year)

75%

of employees feel they get recognised for their work efforts (5% decline from previous year)

86%

of employees are happy with the opportunities for their personal development (1% increase from previous year)

89%

of employees were happy with the relationship with their line manager (2% decline from previous year)

100%

of employees felt the business has provided adequate communications during COVID-19 restrictions



100%

of employees felt safe in the workplace



94%

of employees felt their productivity had improved since working from home



98%

of employees felt they had a clear understanding of priorities



Investing in our people

Apprenticeship schemes

Our investment in our apprenticeship scheme assists with our long-term goals of the business by addressing the skills shortage and supporting our local community. The apprentices gain invaluable skills from the scheme and our experienced employees are empowered by sharing their knowledge and capabilities. We will continue with these schemes throughout 2021.



Lauren Garden
Junior Buyer



James Mcleod
Electrical Apprentice



Tyler Flett
Welder Apprentice

Employee check-in

The new check-in system will be launched in 2021 and will replace our traditional annual appraisal process. This online tool will allow every individual from across the business to define, benchmark and continually evolve their career, with real time feedback and support.



Human Resources strategy

The introduction of the new Human Resources strategy will transform our approach to leading people and support the overall business strategy and objectives. The policy has been developed around six management pillars each with strategic and operational plans.

Management – to provide a standard approach to evaluating, supporting, and managing employees.

Welfare – to promote health and wellbeing in the workplace, providing a working environment that supports our vision of being an employer of choice.

Resourcing – to develop a resourcing strategy that will enable SES to attract, integrate and retain our most valued assets; our people.

Reward – to establish clear and transparent processes for how employees are rewarded.

Talent management – to develop a framework and establish transparent careers and processes for identifying employees with high potential across all business units.

Values and behaviours – to create a culture that instils our values across the workforce, with clear goals and targets to promote us as an employer of choice.

Our communities

The impact of COVID-19 had an affect on many areas of the business, including our schedule of annual charity and community sponsored activities.

With limited in-person events able to go ahead due to government restrictions globally, 2020 activities were limited to a small volume of remote sponsorship and local donations.

We strongly believe that when the environment in which we operate thrives, so do we. As such we have set out objectives for 2022 which will define our community programme. Activities and programmes will be aligned across our global business, and clear expectations and objectives will be set.

We intend to focus on two key areas to support our long-term CSR commitment across the global communities in which we serve.

- Encourage community engagement and volunteering by supporting individuals across our organisation undertaking CSR activities
- Establish partnerships with local organisations within our communities to elevate our local support offering



UK & Group HQ team

Community activity examples (2019 to 2021):

UK

- Supported the Cash for Kids: Mission Christmas charity with its annual gift drive by providing 20 volunteers over a two-day period. Personnel from HQ and the facility yard in Aberdeen also supported with gift donations alongside the company donations
- Wood RecylAbility: Partnership with local Aberdeen social enterprise to ensure all wood waste is re-used and donated

Nigeria and West Africa

- Support for the undergraduate students in the local community with annual scholarships
- Provide annual homage donation to host communities in River State, Nigeria (Rebisi, Ogu/Bolo and Onne communities)
- Sponsored and volunteered in community development projects

USA

- Host and attend annual events which support many local community organisations and charities, which has included:
 - Wounder Warriors Foundation
 - St Jude's Children's Hospital
 - Houma Area Endangered Children
 - Children's Assessment Centre, Houston
 - All American Youth Football

Brazil

- Donated containers for storage purposes to local organisations including Primeira Igreja Batista em Imbuuro
- Donated furniture and appliances to local communities, who suffered losses during the 2018 summer rain

Health & safety

Chris Thomas - Test Engineer

Performance

2020 was a very difficult year for all our personnel and our operating companies continue to work under local COVID-19 restrictions.

The focus on improving safety whilst managing COVID-19 has been exceptional with significant gains versus 2019 performance being achieved. Lost Time Injury Frequency (LTIF) dropped from 0.7 to 0.2, and the Total Recordable Injury Rate (TRIR) dropped from 3.3 to 1.8. We have also seen a 46% increase in observation and near miss reporting from 746 incidents reported in 2019 to 1,091 reported in 2020.

	2019	2020		Variance
Loss Time Injury	3	1	●	-67%
Total Recordable Injury	15	8	●	-47%
LTI Rate	0.67	0.23	●	-66%
TRI Rate	3.35	1.84	●	-45%
Safety Observations and Interventions	784	1,159	●	+48%

Safety non-negotiables

Non-negotiables continue to support safety leadership across all operating companies:



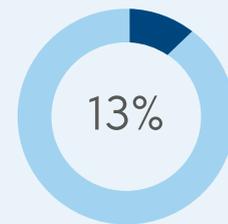
group monthly safety focus delivered to OPCOs

Quarterly safety focus has shared ownership across all operating companies with each taking responsibility for delivering a monthly topic and the supporting material. It is also sponsored by the executive team.



of safety meetings chaired by general managers

General managers chaired safety meetings and demonstrated strong safety leadership. COVID-19 has not affected attendance, and all meetings focus on group monthly safety topics; local safety KPIs; local initiatives; local safety representative input, and continuous improvements. The UK is specifically acknowledged for increasing the involvement of non-management personnel significantly in 2020 through their continuous improvement process.



of senior managers behavioural assessments completed

Senior manager behavioural audits were severely restricted due to COVID-19. The safety team continue to look at ways to promote senior management involvement and behavioural audits will restart as local restrictions begin to ease throughout 2021.

Initiatives

Path of consequence

Our award-winning path of consequence behavioural based programme explores and engages all participants to discuss the consequences, learnings and personal impacts from an incident on an injured individual, their family, a colleague, and their direct manager. The emotional impact, pressures, and strains on personal and professional life for all parties are explored in a fully interactive workshop. The objective of the session is to challenge behaviours and energise attendees to make the commitment to always consider the consequences of their actions / inactions.

The approach continues to be used in all operating companies for induction / refresher training and post incident reviews.

Just-culture

Application of the 'just-culture' framework to all incidents is a non-negotiable for all operating companies. Throughout 2020 this was used twelve times, and resulted in four corrective actions to complete retraining. Specifically, this process helped identify and drive a key improvement to introduce a 'young person's' risk assessment for the group following a hand injury in the UK in November which involved an apprentice.

Mental health and personal wellbeing

Mental health and personal wellbeing has required additional focus across all operating companies in 2020 and this will continue to be developed throughout 2021 through local initiatives, including Mental Health First Aiders, working from home, and the use of local support networks that match the cultures and specific operating company requirements.

Hand and eye injuries

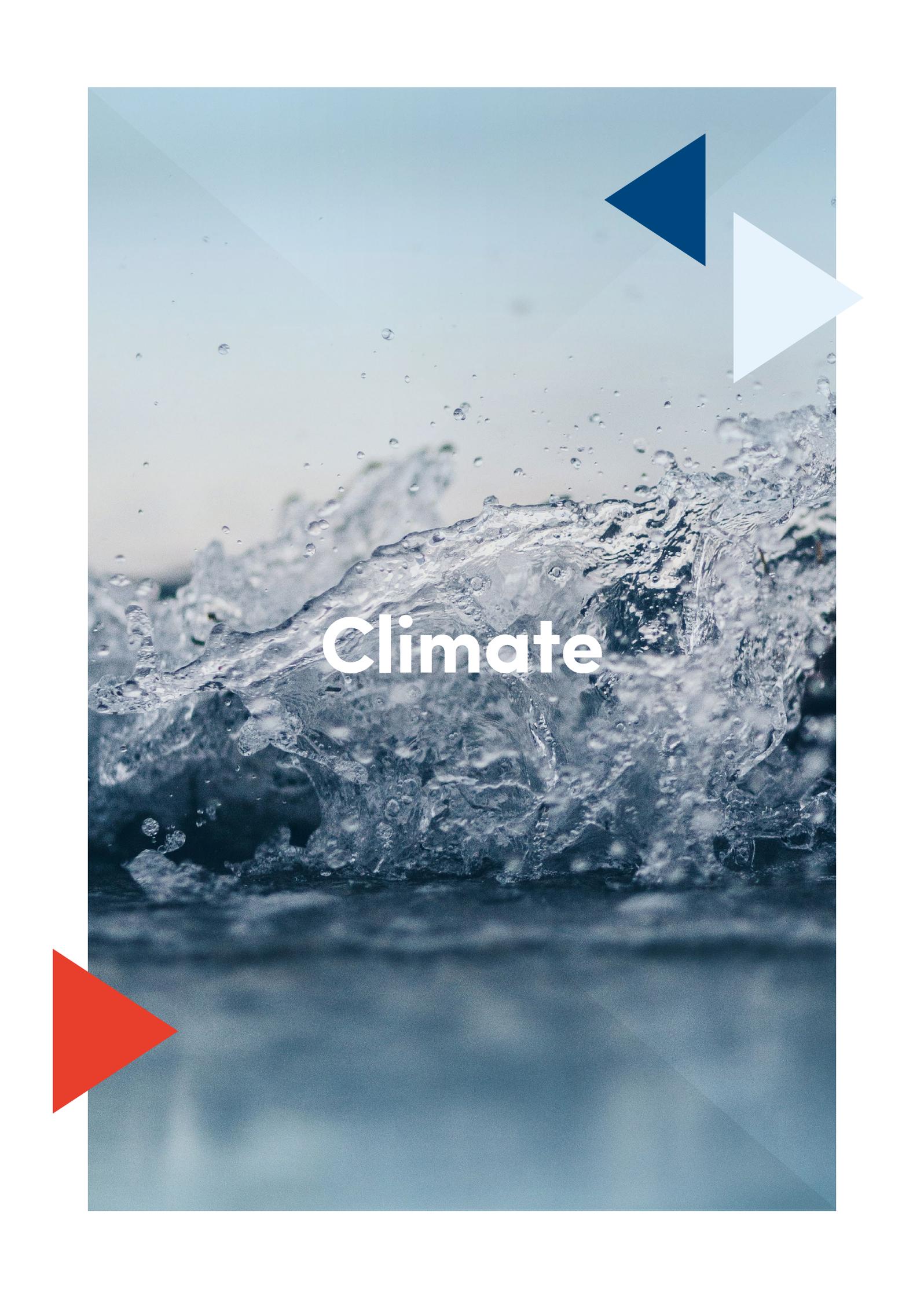
Hand and eye injuries ranked very high on every operating company's agenda for 2021 as they are the two areas where almost all the injuries were incurred in 2020 and are the key focus for everyone for January and February 2021.

Quarterly safety focus

The 2021 quarterly safety focus shall have a different focus from previous years and will use each quarter to promote and celebrate successes for:

- Q1 - Injury focus areas
- Q3 - Health and wellbeing
- Q3 - Sustainability
- Q4 - Human performance



The background features a dynamic splash of water with numerous bubbles and droplets. Overlaid on this are several geometric shapes: a dark blue triangle pointing left in the top right, a light blue triangle pointing right in the top right, and a red triangle pointing right in the bottom left. The word "Climate" is centered in white text.

Climate

Our commitment to net zero

Swire Energy Services continues to work towards our commitment of reaching net zero carbon emissions by 2030 with a 65% reduction from our 2019 base-year by 2025.

To meet this commitment, we set a 2020 target to reduce absolute emissions by 7% with an emissions intensity¹ reduction of 6%. Our 2020 emissions data shows a 22% reduction in absolute emissions with a 14% reduction in emissions intensity (see Appendix A streamlined energy and carbon reporting 2020).

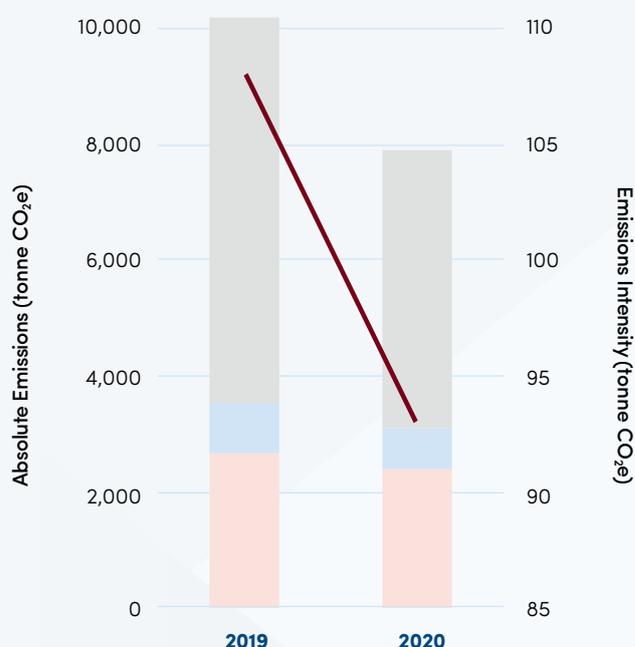
Although our results are very promising, the COVID-19 crisis, and the resulting oil price crash, has had a disproportionate effect on scope 3 emissions, specifically transport emissions and product emissions². When these sources are removed from the analysis our performance is in line with target, 18% absolute emissions reduction, 8% normalised reduction³.

During the crisis there has not been a significant reduction in energy consumption directly related to office staff working from home. This is due to most of our consumption coming from our operational facilities which have remained open.

Key performance indicators

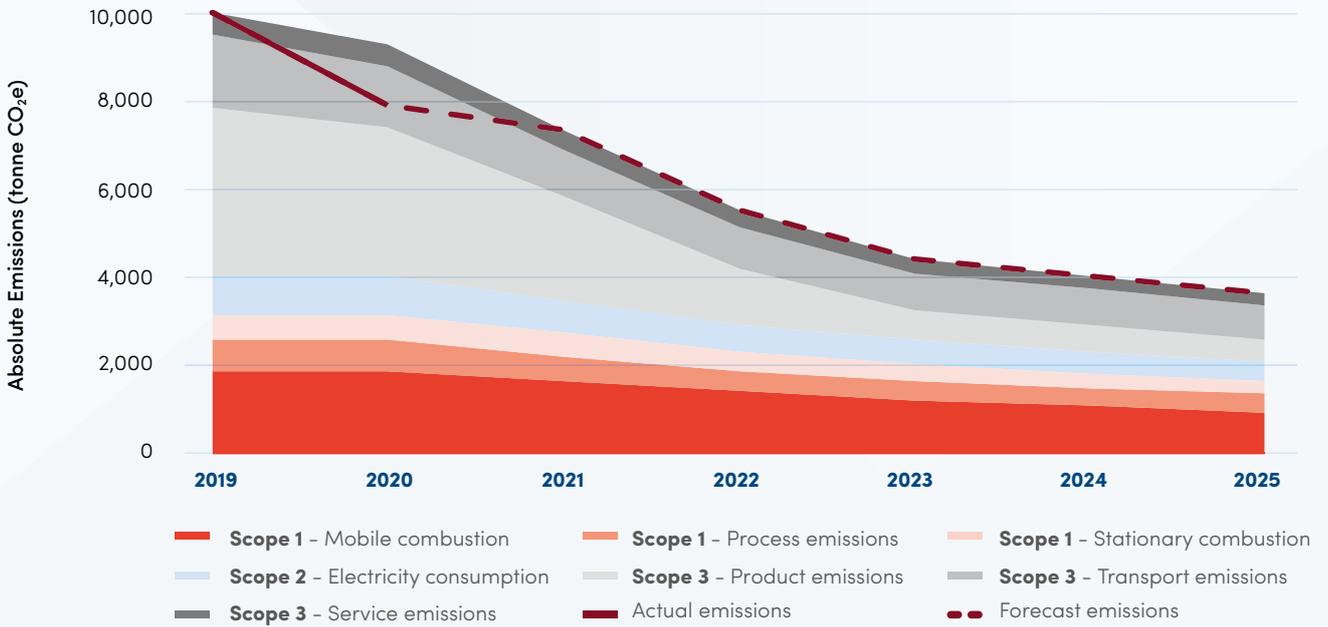
	2019	2020	Variance
Energy (MWH)	7,743	7,926	2%
Fuel (litr)	732,328	627,787	-14%
Waste (tonne)	2,020	1,399	-31%
Landfill (tonne)	416	205	-51%
Mains Water (m ³)	19,567	18,651	-5%
Scope 1 (tonne CO ₂ e)	2,657	2,389	-9%
Scope 2 (tonne CO ₂ e)	896	731	-18%
Scope 3 (tonne CO ₂ e)	6,618	4,788	-28%
Intensity (tonne CO ₂ e / £M)	108	93	-14%

Reduction by scope



1. Emissions intensity – ratio between total emission and revenue (Tonne CO₂e / £M)
2. For emission source definitions see page 26 target reductions
3. Normalised reduction – emissions reduction when normalised against reduction in revenue

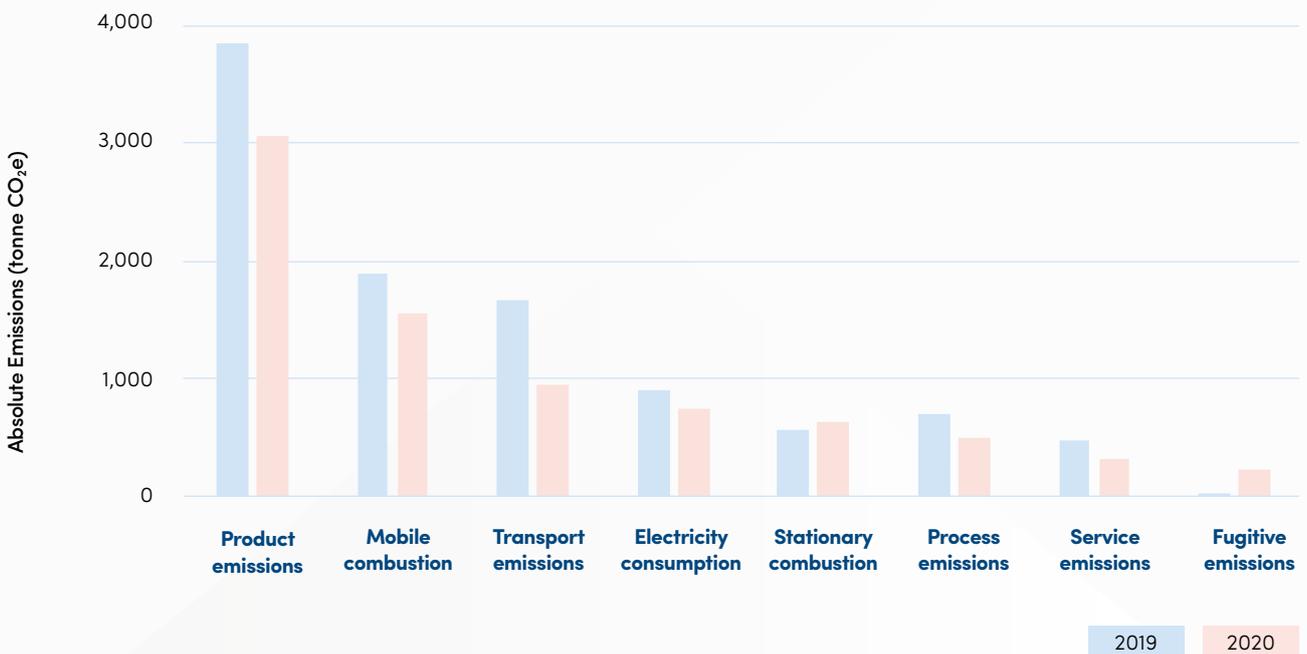
Absolute emission vs target



Emission sources

Our emission sources remain consistent with 2019, with product emissions still our single largest source at 39%, followed by mobile combustion at 20%, transport emissions at 12%, and electricity consumption at 9%. Stationary combustion became a higher portion of

our emissions, 8%, due to increased demand for diesel generated electricity in South Saharan Africa, and fugitive emissions has also been identified as posing an increased threat given the sharp increase in reported refrigerant losses from our Norway fleet of freezer containers.





Product emissions

A 21% absolute emissions reduction, 11% normalised reduction, was achieved. Although this met our 2020 target our 2021 target is much more aggressive, 31% normalised reduction from base year, which will require us to maintain a low level of new fleet purchases, reduce weight of our designs, and select container manufacturers based on their net emissions.



Mobile combustion

A 18% absolute emissions reduction, 8% normalised reduction, was achieved which exceed our target given that we did not expect to see a significant reduction until June 2021 when the UK fleet of diesel forklift trucks is replaced with EV alternatives.



Transport emission

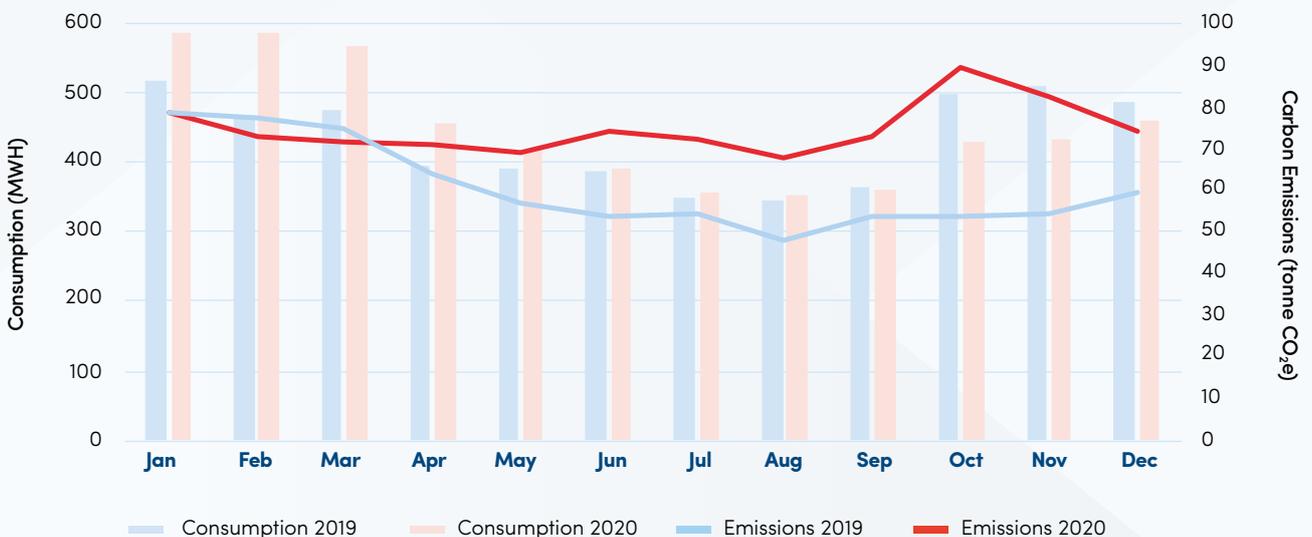
A 43% absolute emission reduction, 33% normalised reduction, was achieved which well exceeded our reduction target of 17%. However, the COVID-19 crisis has had a disproportionate effect on transport emission, specifically business travel, therefore, to ensure emissions remain low through recovery from the crisis we must continue to use technology as an alternative to business travel and offset emissions where this is not possible. Only 6% of our business travel in 2020 was offset which must improve to meet our 2021 target of 85% normalised reduction from base year.



Electricity consumption

Our electricity consumption from the grid in 2020 was 5,402 MWH, an increase of 4% from 2019. This was predominantly due to a 13% increase in Norway's consumption. As the carbon intensity of the Norwegian electricity grid is very low (0.011kgCO₂e/KWH) this increase has only had a marginal effect on our overall emissions. Improvements in other regions has allowed for a 18% reduction in absolute emissions, 8% normalised reduction, even with this increased consumption.

“Improvements in other regions has allowed for a 18% reduction in absolute emissions.”



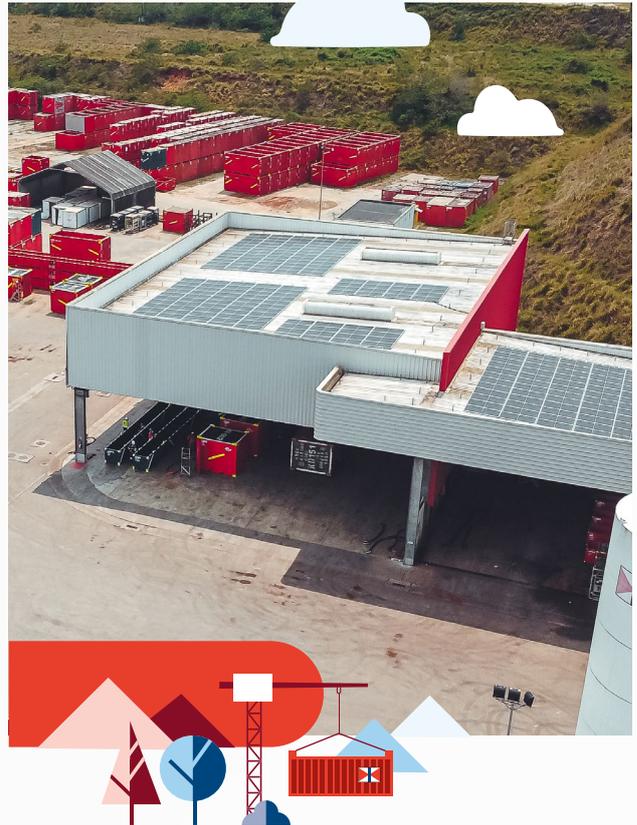
2021 targets and initiatives

We have set a 2021 target of reducing carbon emissions from our 2019 base year by 27% (circa 2,700 tonne CO₂e).

To reach this target each operating company, as well as group supply chain, has been set individual targets complete with a detailed initiatives plan designed to focus on their main emissions sources and where the greatest savings can be realised (Appendix B).

Onsite renewables (scope 1 & 2)

In January 2020, our first onsite solar PV system was commissioned at our Macae Brazil facility where we now generate more electricity than we consume. Over the course of 2021 and 2022 we plan to install similar systems at our Angola, Nigeria, and USA facilities. Although when fully commissioned these systems will only generate 14% of our global electricity demand, due to the intensity of the electricity grid in these locations and our current reliance on diesel generators. We estimate that our overall emissions from these sources will reduce by 43%.





Electric forklift trucks (scope 1)

Our operations across all locations are heavily reliant on the use of diesel-powered forklift trucks. Advancement in Electric Vehicle (EV) technology has allowed us to replace the UK’s existing fleet of trucks with the EV alternative, delivered in June 2021. This will reduce scope 1 emissions significantly contributing to a 13% reduction in mobile combustion in 2021.

“Advancement in electric vehicle technology has allowed us to replace the UK’s existing fleet of trucks with the EV alternative”

Emissions released by blast and paint process (scope 1 & 2)

To ensure our fleet of offshore containers are at acceptable standards, continued refurbishment is required. This refurbishment process is a manual operation which accounts for a high portion of electricity consumption across our two largest operations (Norway and UK). During 2022 we plan to switch to an automated system which will reduce the process’s energy consumption by 31%.

Energy consumption (scope 1 & 2)

An energy audit shall be carried out for each of our SES operating facilities which will provide a detailed plan to maximise energy efficiency and identify suitable alternatives to carbon intense plant such as existing gas heating systems.



Appendix

Appendix A:

Streamlined energy and carbon reporting 2020

	2019			2020		
	UK and offshore	Global (excluding UK and offshore)	Total	UK and offshore	Global (excluding UK and offshore)	Total
Mobile Combustion - Emissions release by owned or leased cars, vans, trucks, and forklifts (scope 1) / tCO ₂ e	371	1,522	1,893	331	1,218	1,549
Electricity Consumption - Emissions release due to electricity drawn from the grid. (scope 2) / tCO ₂ e	460	436	896	385	346	731
Stationary Combustion - Emissions release by owned or leased boilers, heaters, generators. (scope 1) / tCO ₂ e	408	146	554	419	204	623
Fugitive Emissions - Emissions release due to the failure of refrigeration systems (scope 1) / tCO ₂ e	0	210	210	0	217	217
Total gross Scope 1 & Scope 2 emissions / tCO ₂ e	1,239	2,315	3,554	1,135	1,985	3,120
Energy consumption used to calculate above emissions:/kWh	3,655,796	4,086,545	7,742,341	3,435,231	4,491,643	7,926,874
Intensity ratio: tCO ₂ e (gross Scope 1 + 2) / £M Revenue	63	31	38	70	29	37
Process Emissions - Emissions released during the production of process critical materials, i.e. steel, paint, slings, etc. (scope 3) / tCO ₂ e	466	163	629	302	148	450
Product Emissions - Emissions released during the production of new products (scope 3) / tCO ₂ e	1,466	2,219	3,685	70	2,631	2,701
Product Emissions - Emissions released by our agents or leasing partners during the mobilisation, maintenance and servicing (scope 3) / tCO ₂ e	0	156	156	0	344	344
Product Emissions - Emissions released during disposal of end of life fleet (scope 3) / tCO ₂ e	11	7	17	45	8	53
Transport Emissions - Emissions released due to business travel (scope 3) / tCO ₂ e	404	325	729	114	47	161
Transport Emissions - Emissions released due to distribution of goods (scope 3) / tCO ₂ e	194	739	933	64	717	781
Service Emissions - Emissions release due to disposal of solid and liquid waste (scope 3) / tCO ₂ e	135	333	468	102	196	298
Total gross Scope 3 emissions / tCO ₂ e	2,675	3,942	6,618	697	4,091	4,788
Total gross Scope 1, Scope 2 & Scope 3 emissions / tCO ₂ e	3,914	6,257	10,171	1,832	6,076	7,908
Intensity ratio: tCO ₂ e (gross Scope 1, 2 & 3) / £M Revenue	199	84	108	112	88	93
Carbon offsets / tCO ₂ e	0	0	0	0	0	0
Total annual net emissions / tCO ₂ e	3,914	6,257	10,171	1,832	6,076	7,908
Intensity ratio: tCO ₂ e (net Scope 1, 2 & 3) / £M Revenue	199	84	108	112	88	93

Appendix B:

Carbon reduction target 2021

Emissions Source	Summary of Initiatives	Target Reduction
Product Emissions	<ul style="list-style-type: none"> Maintain low volume of new fleet purchased by utilising exist fleet, i.e. modification, transfer, refurbishment, or purchasing competitors' fleet. Reduce weight of designs. Select manufacturers based on steel suppliers' emissions, facility emissions and robust decarbonisation strategy. Change to single coat low VOC paint system. Investigate possible for using alternative materials. 	39%
Mobile Combustion	<ul style="list-style-type: none"> Switch to Electric Forklifts in UK and where possible in Norway. Switch to EV where possible in the UK and Norway, i.e. company cars, vans, etc. 	13%
Transport Emissions	<ul style="list-style-type: none"> Limit air travel to essential trips only where there is no practical alternative, i.e. rail, road. Select airlines that offer carbon offsetting schemes and record when offsets have been used. Switch to 3rd party hauliers with robust decarbonisation strategy. 	37%
Electricity Consumption	<ul style="list-style-type: none"> Commission Solar PV system in USA and Africa. Performer energy audit and adopt quick wins in UK and Norway. Tender electricity supply in Norway and select supplier with least intense energy mix. 	15%
Stationary Combustion	<ul style="list-style-type: none"> Performer energy audit and adopt quick wins in UK and Norway. Install solar panel system in Nigeria and Angola. 	3%
Process Emissions	<ul style="list-style-type: none"> Automate refurbishment process. Increase refurbishment intervals by improving preventative maintenance, i.e. spot blasting, coating repair, etc. Change to single coat low VOC paint system. 	19%
Service Emissions	<ul style="list-style-type: none"> Improve waste management in USA and Africa by moving to a provider with more recycling capabilities. 	4%
Fugitive Emissions	<ul style="list-style-type: none"> Investigate freezer container failures and improving preventative maintenance. Prototype CO₂ freezer container solution. 	10%

Emissions Source	Definition
Stationary Combustion	Emissions release by owned or leased boilers, heaters, generators.
Mobile Combustion	Emissions release by owned or leased cars, vans, trucks, and forklifts.
Process Emissions	Emissions release during welding, cutting, blasting, painting, pumping, washing, processes.
Fugitive Emissions	Leaks from refrigeration and air-conditioning units.
Electricity Consumption	Electricity drawn from the grid.
Transport Emissions	International Freight (distribution of goods paid for by SES). Local Freight (distribution of goods paid for by SES). Business travel and accommodation.
Service Emissions	Disposal of solid and liquid waste.
Product Emissions	Emissions released during the production of new SES products. Emissions released by our agents or leasing partners during the mobilisation, maintenance, and servicing of SOS products. Emissions released during disposal of SOS products.

All reduction targets are from base year 2019 and normalised against revenue variance

Appendix C:

Employee Breakdown by Gender 2021

Statistics	Swire Energy Services AS	Swire Energy Services Ltd	Swire Energy Services L.L.C	Swire Energy Services Do Brasil LTDA	Head Office	Swire Energy Services Nigeria Ltd	Swire Energy Services Angola Lda	Helifuel AS	Swire Energy Services Malaysia Ltd	Swire Oilfield Middle East LLC	Group total
Staff (including all employment types)											
Total	140	121	59	40	35	29	28	17	15	9	493
Employees who are on Permanent Term (%)	99%	96%	100%	88%	92%	100%	96%	93%	100%	88%	96%
Permanent employees who work Full-time (%)	99%	95%	100%	100%	94%	100%	100%	100%	100%	100%	98%
Male	87%	79%	83%	88%	66%	79%	82%	71%	47%	78%	81%
Female	13%	21%	17%	12%	34%	21%	18%	29%	53%	22%	19%
Gender by Category											
Strategic Leader (A & B)											
Male	100%	100%	100%	100%	86%	100%	100%	-	100%	100%	85%
Female	-	-	-	-	14%	-	-	100%	-	-	15%
Operational Leader (C & D)											
Male	94%	67%	83%	100%	60%	83%	100%	100%	50%	67%	75%
Female	6%	33%	17%	-	40%	17%	-	-	50%	33%	25%
Team Leader (E & F)											
Male	81%	90%	100%	86%	50%	100%	100%	100%	25%	100%	80%
Female	19%	10%	-	14%	50%	-	-	-	75%	-	20%
Individual Contributor (G)											
Male	87%	81%	81%	86%	63%	74%	76%	64%	100%	50%	76%
Female	13%	19%	19%	14%	37%	26%	24%	36%	-	50%	24%

Appendix C:

Employee Breakdown by Gender 2021

- Continued

Statistics	Swire Energy Services AS	Swire Energy Services Ltd	Swire Energy Services L.L.C	Swire Energy Services Do Brasil LTDA	Head Office	Swire Energy Services Nigeria Ltd	Swire Energy Services Angola Lda	Hellifuel AS	Swire Energy Services Malaysia Ltd	Swire Oilfield Middle East LLC	Group total
Gender by Category											
Operations Functions											
Male	97%	91%	95%	93%	-	100%	100%	88%	100%	100%	95%
Female	3%	9%	5%	7%	-	-	-	12%	0%	-	5%
Support Functions											
Male	42%	41%	64%	70%	66%	54%	62%	56%	33%	60%	54%
Female	58%	59%	36%	30%	34%	46%	38%	44%	67%	40%	46%
Age											
Strategic & Operational Leader (A to D)											
Under 30 years old	0%	13%	0%	0%	12%	0%	0%	0%	0%	0%	4%
30 to 50 years old	68%	67%	69%	75%	53%	100%	50%	75%	100%	100%	71%
Over 50 years old	32%	20%	31%	25%	35%	0%	50%	25%	0%	0%	25%
All Staff											
Under 30 years old	10%	22%	14%	25%	26%	-	4%	12%	7%	-	14%
30 to 50 years old	58%	40%	47%	70%	54%	90%	75%	71%	87%	89%	57%
Over 50 years old	32%	38%	39%	5%	20%	10%	21%	18%	7%	11%	29%
Nationality											
Strategic & Operational Leader (A to D)											
African	-	-	-	-	-	100%	75%	-	-	-	10%
Asian	-	-	-	-	-	-	-	-	100%	-	8%
European	100%	100%	-	-	94%	-	25%	100%	-	100%	64%
North American	-	-	100%	-	6%	-	-	-	-	-	14%
South American	-	-	-	100%	-	-	-	-	-	-	4%

Appendix C:

Employee Breakdown by Gender 2021

- Continued

Statistics	Swire Energy Services AS	Swire Energy Services Ltd	Swire Energy Services L.L.C	Swire Energy Services Do Brasil LTDA	Head Office	Swire Energy Services Nigeria Ltd	Swire Energy Services Angola Lda	Helifuel AS	Swire Energy Services Malaysia Ltd	Swire Oilfield Middle East LLC	Group total
All Staff											
African	-	-	-	-	-	100%	93%	-	-	-	11%
Asian	1%	-	-	-	-	-	-	-	100%	44%	4%
European	99%	100%	-	-	97%	-	7%	100%	-	56%	65%
North American	-	-	100%	-	3%	-	-	-	-	-	12%
South American	-	-	-	100%	-	-	-	-	-	-	8%
Age											
Disability											
Employees with a physical disability	-	1%	-	-	-	-	4%	-	-	-	0.4%
Retention & Training											
Average tenure of employee (years)	13	8	9	5	6	10	10	8	3	4	9
Male	13	9	9	5	7	10	10	7	5	4	10
Female	11	5	8	5	5	9	8	10	2	4	7
Under 30 years old	2	3	4	3	3	-	7	6	1	-	3
30 to 50 years old	12	6	10	6	6	10	10	7	3	4	9
Over 50 years old	16	14	9	9	12	10	11	11	8	3	13

Appendix D:

Health and wellbeing calendar 2021

February 2021		July 2021	
01 – 07	Children’s Mental Health Week Highlighting the importance of children/ young people’s mental health, and understanding changes in your child’s behaviour	30	World Friendship Day Promoting the value of and importance that friendship plays in our lives
04	Time to Talk Day Encouraging conversations around mental health to help break the silence and any stigma	Throughout July	National Picnic Month Encouraging people to head outside in the warmer weather, and enjoy outdoor eating
17 – 23	Random Acts Of Kindness Week Promoting kindness and positivity, and looking out for others	August 2021	
March 2021		Throughout August	Psoriasis Awareness Month Highlighting this common skin condition and some treatment ideas
08	International Women’s Day An annual event, the 2021 theme is “Choose to Challenge” - from challenge comes change	September 2021	
Throughout March	Walk All Over Cancer Month A UK challenge for Brits to walk 10,000 steps each day in March to raise awareness and money for Cancer Research UK	20 – 26	National Eye Health Week Promoting and maintaining good eye health
April 2021		Throughout September	World Alzheimer’s Month An international campaign to raise awareness of and challenge any stigma around the disease
05 – 10	Parkinson’s Awareness Week Providing information and resources on this disease	October 2021	
26 – 02 May	National Gardening Week Celebrating the health benefits (both physical and mental) of gardening	Throughout October	Go Sober for October Encouraging everyone to be a ‘Soberhero’ and go alcohol-free in October to raise money for Macmillan Cancer Support
28	World Day for Health and Safety An international campaign promoting occupational health and safety	Throughout October	National Cholesterol Month Highlighting the health implications of increased cholesterol levels
May 2021		November 2021	
10 – 16	Mental Health Awareness Week The theme this year is nature and the environment	03	National Stress Awareness Day Encouraging people to identify and reduce the stress factors in their lives
10 – 16	Diabetes Week An annual nationwide initiative to increase awareness about diabetes	25-29	Action Against Domestic Violence Highlighting the emotive topic of domestic abuse and violence
31	World No Tobacco Day Examining the health issues that smoking can cause, plus tips to break a smoking habit	December 2021	
May 2021		02 – 08	Greif Awareness Week An initiative to discuss grief, something we all have or will have to deal with in our lives, and to encourage people to talk about it
May 2021		05	International Volunteer Day Celebrated annually each 5 December, this is an opportunity for all volunteers to celebrate their efforts, share their experiences, and encourage others to volunteer



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