

Sustainable Development Report 2023



At Swire Energy Services we continually strive to place sustainable development at the heart of everything we do.

Operating in 30 countries and drawing from over four decades of experience, our mission is to provide safe, cost-effective and reliable services to energy operations and logistics worldwide on a sustainable basis, enabling our customers to succeed in the ever-changing business environment.

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Message from our CEO

While the need to decarbonise and move to renewable sources of energy is undeniable, even the most ambitious projections acknowledge that oil and gas will remain an integral component of the global energy mix up to 2050 and beyond. Moreover, the ongoing conflict in Ukraine underscores the vulnerabilities inherent in the international energy market, emphasising the importance of nations maintaining a diverse energy security policy.

To ensure that the business is best placed to take advantage of these opportunities, during 2022 we came to the decision that our wind division should operate independently as Swire Renewable Energy, specifically focused on offering integrated maintenance and service solutions, allowing Swire Energy Services to concentrate its efforts on delivering rental, aviation, and chemical management services to its traditional oil and gas clientele.

Despite these structural changes, we remain committed to supporting the United Nation's Sustainable Development Goals and reaching our target of net-zero carbon emissions by 2030, in line with the UNFCCC Paris Agreement

of limiting the increase in global average temperatures to below 1.5°C. We firmly believe that through this commitment and by collaborating with our customers and partners across the value chain, we can play our part in mitigating the impacts of oil and gas operations, which, as estimated by the International Energy Agency, accounts for around 15% of total energy-related emissions globally.

Manfred Vonlanthen
Chief Executive Officer

A handwritten signature in black ink, appearing to read 'M. Vonlanthen', positioned below the printed name and title.

Our Approach to Sustainability



SUSTAINABLE DEVELOPMENT GOALS

Sustainable Development Goals

While we acknowledge the significance of all 17 interlinked United Nations Sustainable Development Goals (SDGs), our focus remains centred on making an impact in advancing seven of these goals.

3 GOOD HEALTH
AND WELL-BEING



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.

12 RESPONSIBLE
CONSUMPTION



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.

8 DECENT WORK
AND ECONOMIC
GROWTH



Our Commitment:

Ensure sustainable economic growth of our business and communities by expanding our products and services, and investing in technological upgrades and innovation.

13 CLIMATE
ACTION



Our Commitment:

Reaching net-zero carbon emissions by 2030 with an interim target of 65% reduction by 2025.

10 REDUCED
INEQUALITIES



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.

16 PEACE AND
JUSTICE



Our Commitment:

Promote and adhere to the highest standards of professionalism, integrity and ethics.

17 PARTNERSHIPS
FOR THE GOALS



Our Commitment:

Working with industry partners to strengthen the means of implementation of the goal.

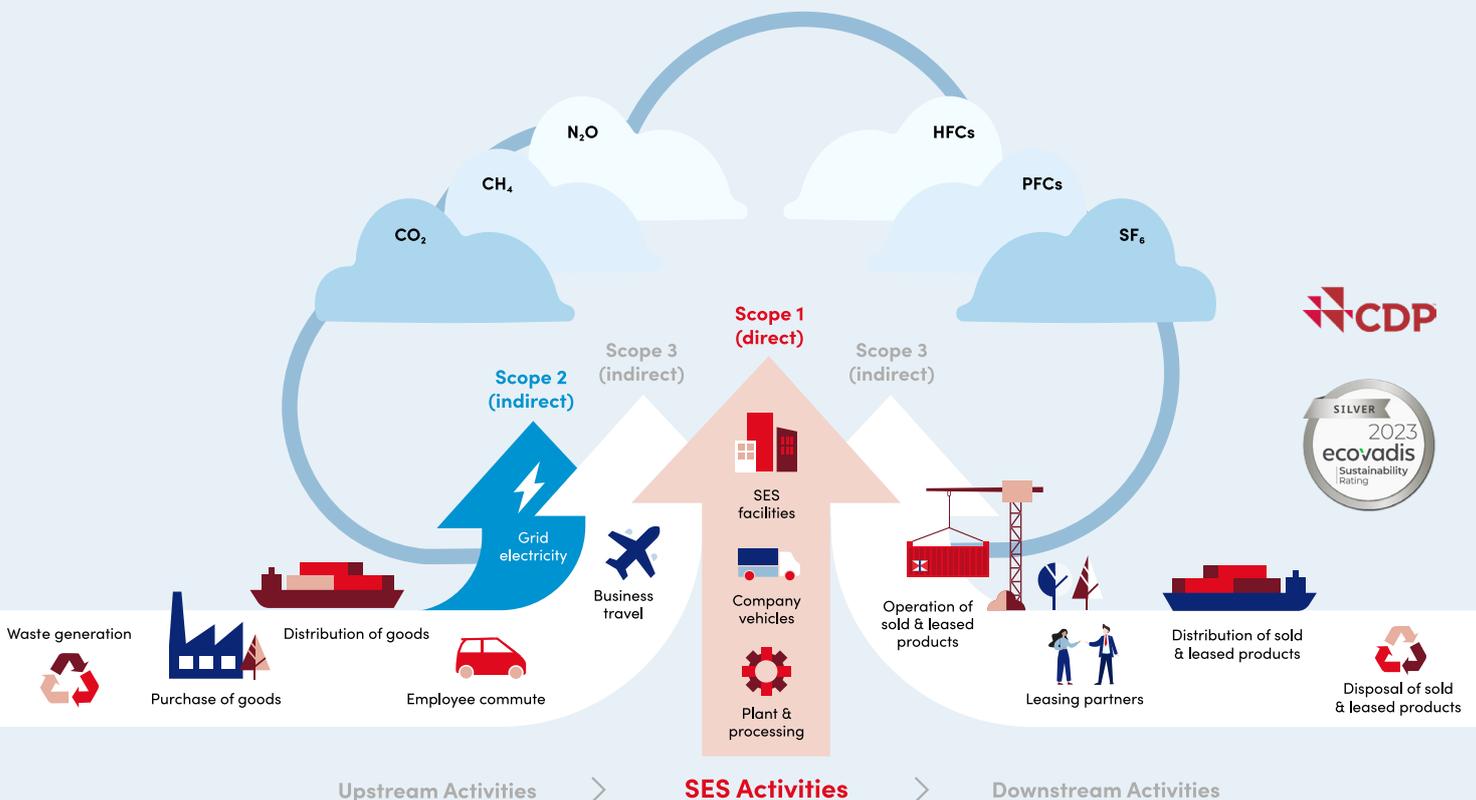
Sustainability at Swire Energy Services

The shift towards a sustainable society is both an urgent challenge and an opportunity to create a brighter future. At Swire Energy Services, our journey has already begun, centred around our people, communities, and environment. In 2022, we underwent evaluations by EcoVadis and CDP Worldwide for CSR management and climate stewardship, proudly achieving the EcoVadis silver medal and CDP's C banding.

In pursuit of our goal to achieve net-zero carbon emissions by 2030, we have developed a comprehensive decarbonisation strategy. This strategy outlines our reporting principles, organisational boundaries, and a series of initiatives aimed at achieving a 65% reduction from our base year emissions by 2025. To facilitate the identification of emission sources and ensure reporting consistency, our inventories are categorised into:

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

Emissions Value Chain





Health & Safety





Overview

Our overall health and safety performance remains positive, a testament to the collaborative efforts across the group.

In 2022, there were only five recordable injuries, leading to a 37% reduction in the TRI rate from 2021. While one lost time injury was reported, it was found to be minor with limited potential for severe consequences.

It is believed that our focus on near-miss and safety observation reporting, which has significantly increased compared to previous years, has contributed to this improved performance.



	2020	2021	2022	Variance
Lost time injury	1	1	1	• 0%
Total recordable injury	8	8	5	• -38%
LTI rate	0.23	0.23	0.23	• 0%
TRI rate	1.84	1.81	1.14	• -37%
Near misses & safety observations	1,159	1,177	2,204	• +78%

LTI: Any injury resulting in the employee not being fit to work on the next 'scheduled' working shift in any capacity as instructed by medical practitioner.

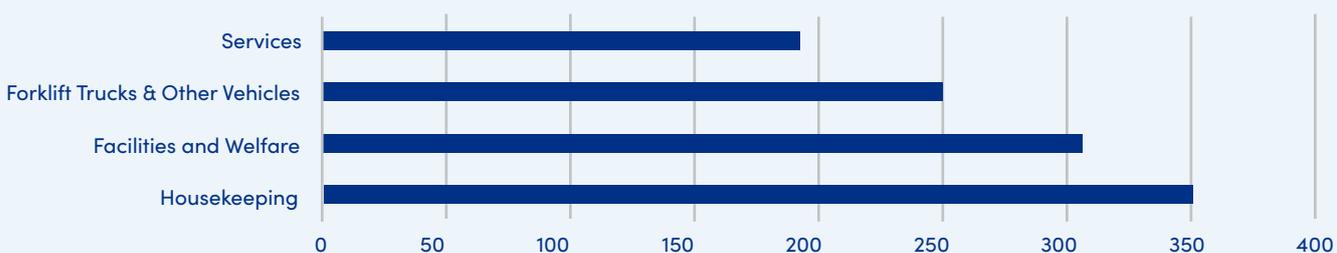
TRI: Any injury resulting in lost time injury, restricted work cases or medical treatment cases.

Rate: Number of injuries per 200,000 worked hours (No. Injuries x 200,000 / Man Hrs)

Near Miss & Safety Observations

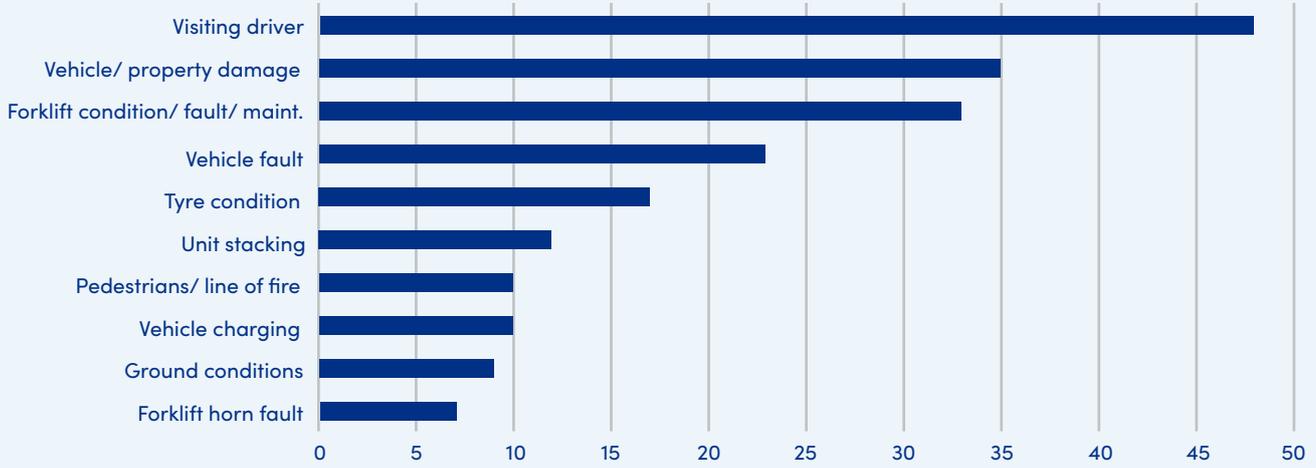
An analysis of our 2022 near miss and safety observation data has been used to inform our 2023 safety focus, which identified Forklift Trucks & Other Vehicles as the highest risk category. This is due to the large volume of forklift movements that are required to operate our rental fleet. Awareness campaigns covering traffic and driver management, forklift safety lessons learned, and forklift maintenance and use are in progress to drive improvement in this area.

2022 Near Misses Reported



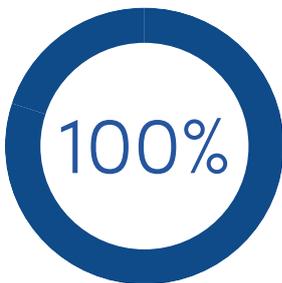


Forklift & Other Vehicles Near Miss Reporting 2022



Safety Non-Negotiables

Non-negotiables continue to support safety leadership across all operating companies. Through working closely with each business unit we achieved 100% adherence during 2022.



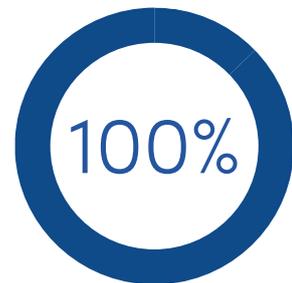
Safety Focus

All monthly safety topics and supporting materials were delivered across the group to raise awareness of the areas of most concern and drive performance improvements.



Monthly Safety Meetings

All monthly safety meetings were chaired by the general manager, or their deputy, to motivate their teams to step change safety.

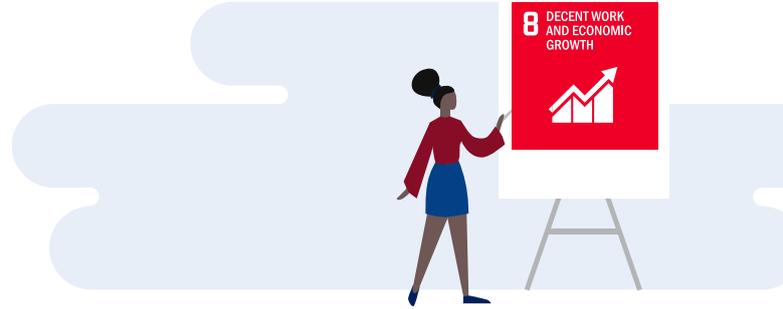


Senior Manager Behavioural Audits

All business units met their behavioural safety audit targets demonstrating senior management's commitment to safety and willingness to learn and implement change.



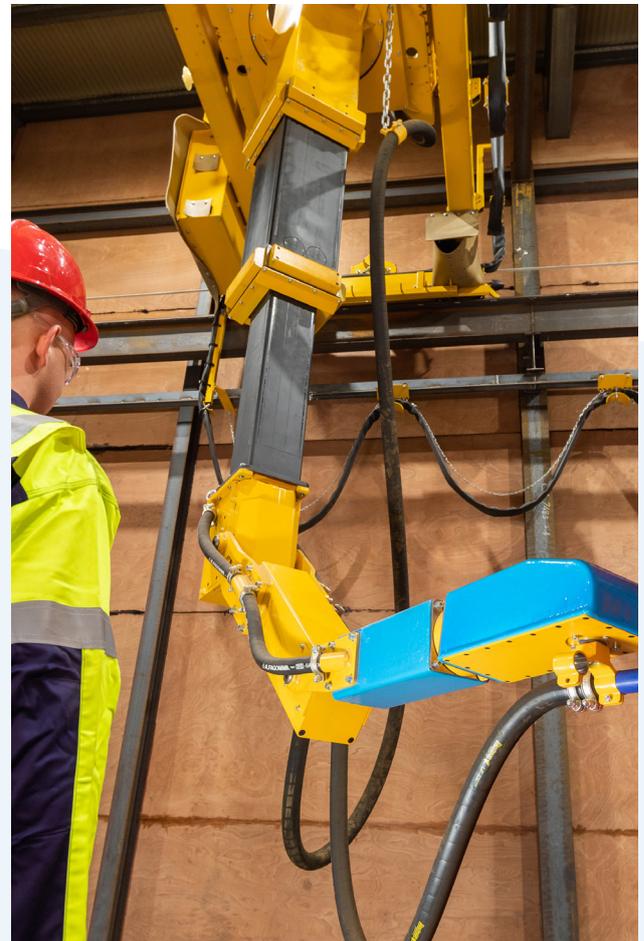
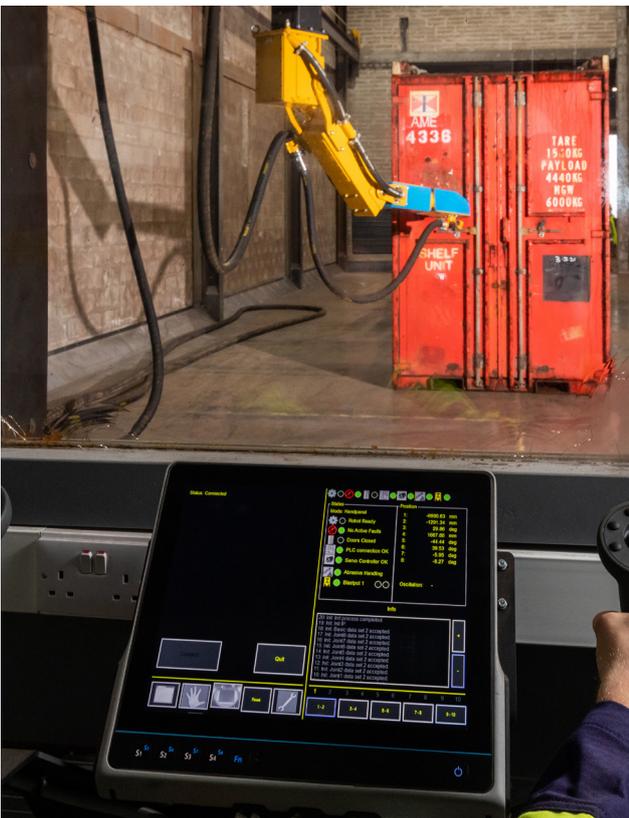
Investing in Innovation



At Swire Energy Services we have invested £3.5M to automate fleet refurbishment across our North Sea operations.

With the use of advanced robotic technology, we optimised our blasting and painting processes, which has not only delivered operational efficiencies and more consistent quality, but also improved the working conditions of our employees by limiting their exposure to hazardous environments and advanced their skills through programming and operating the new system.

Michael King VP for Operations commented “As part of our ongoing commitment to innovate, digitalise and reduce our carbon emissions, I am delighted with this project. Automating our refurbishment processes has allowed us to improve health and safety whilst maintaining our rental fleet to the highest standard. Furthermore, by extending the operating life of our fleet we will reduce the need for early disposal and replacement which in turn reduces carbon emissions across the entire supply chain.”



Safety in Practice

Initiatives



Just-Culture Disciplinary Decision Tree

The implementation of the 'Just Culture' framework for all incidents is now a mandatory practice across all business units and remains consistently applied. This approach has proven effective in altering the perception that safety related consequences discourage reporting. Moreover, it has played a pivotal role in facilitating corrective actions, as well as educating our broader operations teams.



Virtual Group Conferences

The quarterly virtual conferences have grown to encompass safety, operations, and HR themes, promoting strong collaboration throughout the group. These meetings are guided by team members from different business units in rotation, promoting inclusivity and directing attention to the specific challenges encountered within each unit, as well as areas of shared concern.

Quarterly Safety Focus

The quarterly safety focus will be jointly managed by all business units, each responsible for presenting a monthly topic along with its supporting materials. Additionally, each topic will be endorsed by the executive team. The focus areas for 2023 are:

• Q1 Vehicle and Driving Safety

- January - Forklift Truck Safety (lessons learned)
- February - Forklift Truck Safety (maintenance and use)
- March - Traffic and Driver Management

• Q3 Health and Wellbeing

- July - Facilities (maintenance) and Welfare
- August - Health and Wellbeing
- September - Housekeeping and 5S

• Q2 Human Performance

- April - Mentoring Programme
- May - Reward and Recognition
- June - Personal Protective Equipment

• Q4 Sustainability

- October - Waste Management
- November - Hazardous Substances, Contamination, & Pollution
- December - Decarbonisation Goals





People





Overview

At Swire Energy Services, we acknowledge the significance of diversity and inclusion, and we are fully aware of the positive influence these values bring to our company.

Our dedication lies in establishing an inclusive workplace that embraces all individuals, irrespective of their age, gender, gender orientation, sexual orientation, relationship or family status, disability, race, ethnicity, nationality, or religious and political affiliations. In acknowledging this commitment, we also recognise the presence of gaps and inequalities that demand our efforts to bridge.

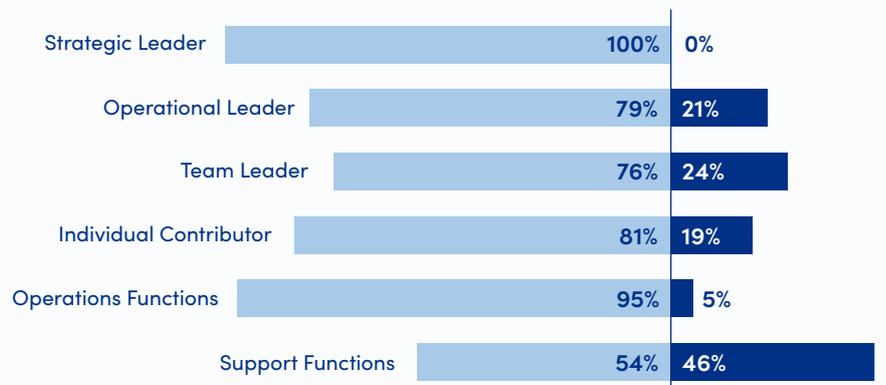
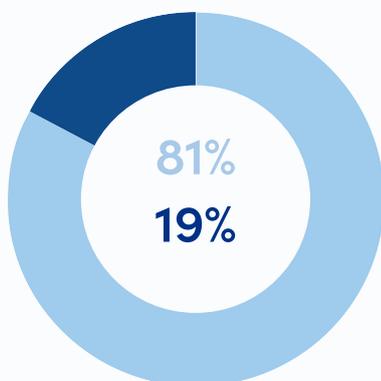
Gender

While the business restructuring was necessary, the omission of the wind division's labour statistics brought into focus the gender disparities within the oil and gas business. The representation of women within the workforce as well as senior leadership positions (strategic and operational) has seen a reduction from

23% to 19%, and 21% to 18% respectively. While these results are challenging, they mirror the difficulties faced by the wider oil and gas sector where despite making up 48% of the global workforce less than 20% of roles are filled by women, dropping to 10%-15% at senior level.

Employee by Gender and Employee Category

— Male — Female

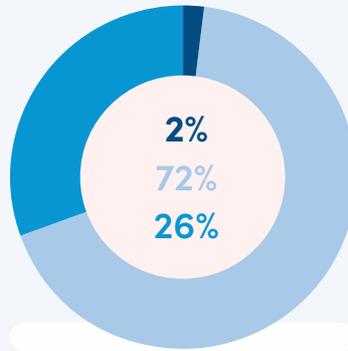




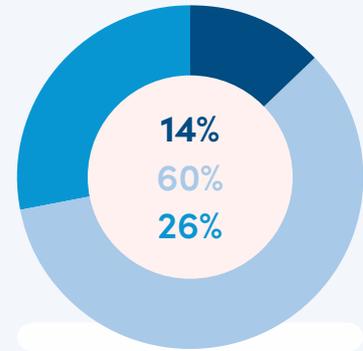
Age

While a significant portion of our workforce and leadership belongs to the 30-50 age bracket, we are pleased to note a steady influx of younger talent (< 30 age group) into our company. We deeply appreciate the invaluable knowledge and expertise that our more seasoned employees (> 50 age group) contribute to our organisation, given their 15 years average tenure. Their accumulated experience plays a pivotal role in guiding and nurturing the emerging workforce at SES, ensuring a smooth transition between generations.

Leaders

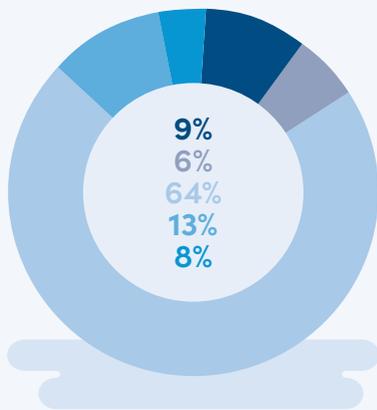


Workforce

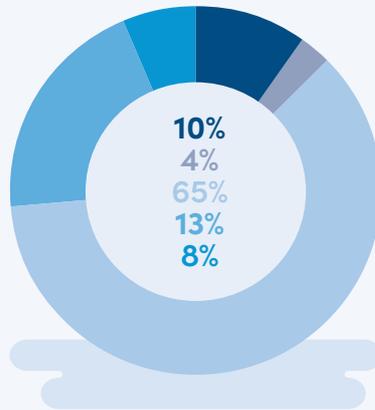


— <30 — 30-50 — >50

Leaders



Workforce



— Africa — Asia — Europe — North America — South America

Nationality & Culture

Our workforce comprises individuals from 22 distinct nationalities, collaborating across five continents. This extensive range of nationalities and cultural backgrounds is evident not only throughout our employee base but also within our leadership team.



▶ **22**
Nationalities

▶ **5**
Continents

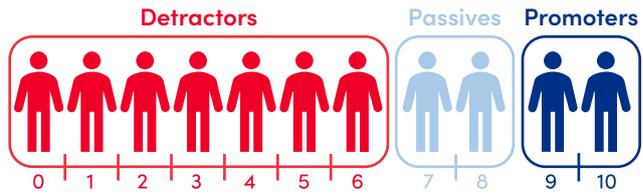


Investing in People

As part of our ongoing commitment to our employees we are actively exploring new ways to engage and gather feedback.

While our comprehensive engagement survey continues to hold significance, we understand that the two-year gap between surveys might not align with the rapid pace of current market conditions. Acknowledging this, we are adopting a more proactive stance by introducing an additional Employee Net Promoter Score (eNPS) survey to encourage frequent feedback and track employee satisfaction through the year.

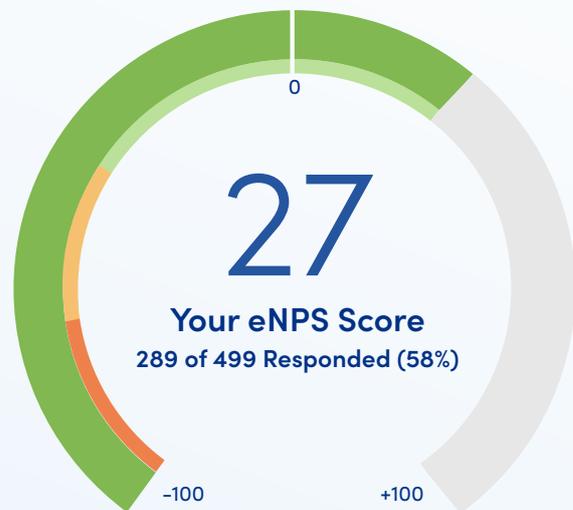
At the heart of the survey is a single key question: 'How likely are you to recommend SES as a workplace, on a scale of 0 to 10?'. Based on their responses, participants are sorted into detractors, passives, or promoters. The resulting eNPS is calculated by subtracting the percentage of detractors from the percentage of promoters.



Net Promoter Score = % Promoters - % Detractors

The August survey delivered an eNPS of 27, a marked improvement from 23 scored in March. It is hoped that by acting on feedback provided by our employees we will be able to continue this trend and reach our target eNPS of 32 by the end of 2023. This initiative amongst others has allowed SES to achieve a staff retention figure of 88%, which despite falling just short of our 90% target is considered a success given the ongoing labour market challenges.

It is extremely positive to see that 'People at Work' and 'Atmosphere' remain our top 'likes' and from the feedback we are committed to improving communications and continually reviewing compensation and benefits.





Powered by People

Initiatives



Talent Management & Mentoring

In 2022 we developed a new talent management framework which is in the process of being implemented. The primary aim is to support business continuity by means of succession planning and the provision of development opportunities for employees. To complement the talent management process, an internal mentor programme has also been introduced.



Leadership & Management Training

Across the group we are developing a core suite of leadership and management modules that will set our standards for all front-line managers.

In advance of this group-wide initiative, our aviation division has initiated a comprehensive 12-month leadership development programme for its management team. This programme encompasses workshops covering essential subjects such as the role of a leader, future leadership, and self-awareness. Moreover, each team member benefits from seven coaching sessions, tailored to enhance their individual leadership capabilities.

Feedback from our Norway Team, which has recently completed a similar programme in June 2023, has been overwhelmingly positive. Comments such as "time well invested", "provides the tools necessary to succeed", and "enables individuals to become a better version of themselves as a leader" underscores the programme's effectiveness and impact.



HR Information System Implementation

During 2022 we successfully implemented the HR Information System (HRIS) Bamboo HR, with all essential employee data securely uploaded for the use of our global human resources teams. Throughout 2023, we will focus on expanding its capabilities, incorporating features such as automated HR reporting, streamlined self-serve onboarding and off boarding processes, and employee personal information self-service.

Our regional teams have embraced the system and have proactively identified avenues for enhancement which will be evaluated and incorporated through an ongoing process of continuous improvement.



Going the Extra Mile Recognition Scheme

To acknowledge employees who go above and beyond their assigned duties, the 'Going the Extra Mile' Recognition Scheme has been rolled out across the business. So far, we have presented a total of 83 awards across various categories, including Health & Safety, Environmental & Sustainability, Quality, Customer Care, Ethics & Integrity, and Hazard Observations.





Climate





Overview

In line with our commitment to achieving net-zero carbon emissions by 2030 with a 65% reduction by 2025, our 2022 target was a 41% reduction in absolute emissions from our 2019 base year.

Collective efforts across the group have allowed us to exceed this target by 14%, with emissions falling to 5,217 tonneCO₂e, a 48% reduction from 2019 and 18% from 2021. Emissions intensity also dropped, falling to 53 tonneCO₂e per £M Revenue, 11% ahead of target.

The 2023 goal is a 56% absolute emissions reduction from base year and 14% from 2022, with an intensity of 47 tonneCO₂e per £M Revenue. Forecasts based on H1-2023 data, ongoing initiatives, and historical trends indicates a further 15% drop in absolute emissions to around 4,450tonneCO₂e, and an intensity decrease to 45 tonneCO₂e per £M Revenue. Thus, SES remains firmly on track to surpass its 2023 target.

Performance vs Absolute & Intensity Targets

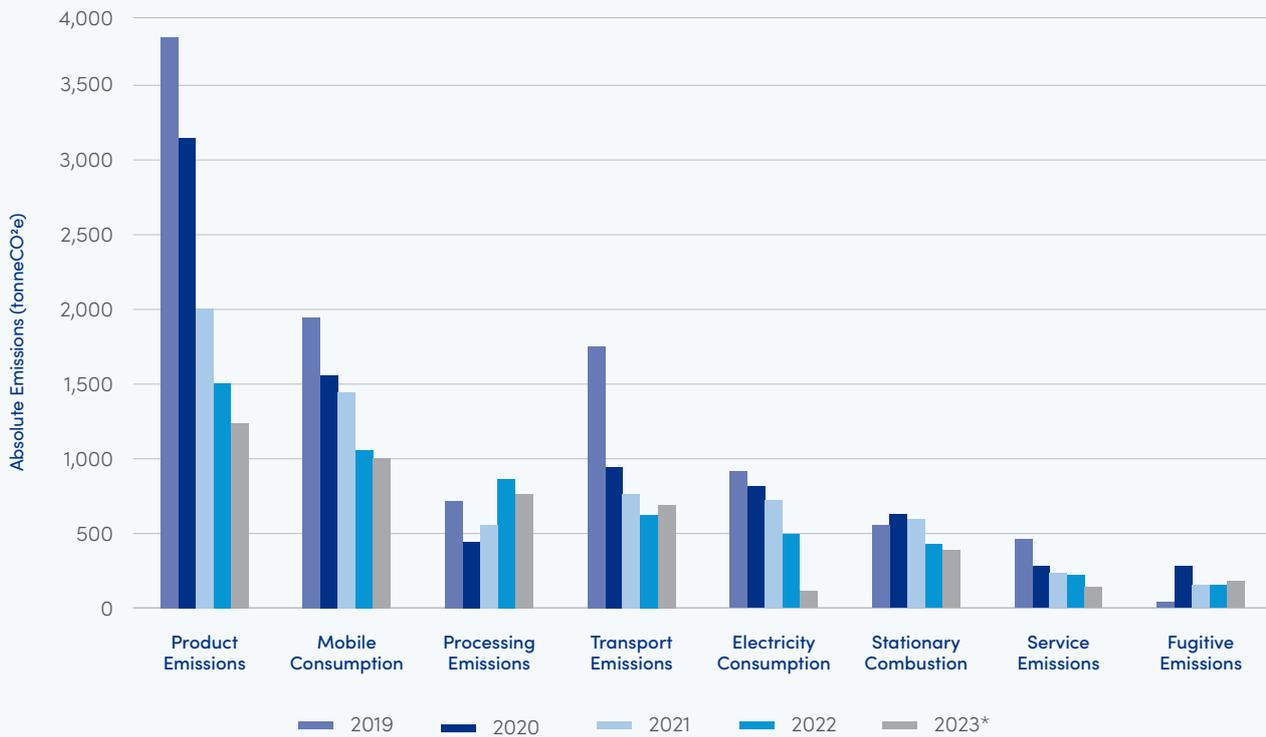




Emission Sources

Emission sources overall are on a downward trajectory and remain consistent with 2021. Product emissions continue to be the single largest source at 28%, followed by mobile combustion at 21%, transport emissions at 12%, and electricity consumption and stationary combustion at 10% and 9% respectively. Notably, process emissions have substantially increased making it now our 3rd largest source at 16%.

Emission by Source



Summary of Terms:

Scope 1. Mobile - Vehicle Fuel; Stationary - Boiler & Generators Fuel; Fugitive - Refrigeration Leaks

Scope 2. Electricity - Grid Electricity

Scope 3. Product - New Products (fleet & sales), Agents & Leasing Partners, & Fleet Disposal; Processing - Maintenance Materials; Transport - Freight & Business Travel; Service - Waste Disposal

Product Emissions (Scope 3)

In 2022 we achieved a 27% reduction in product emissions, despite projecting a 5% increase. Our strategic emphasis on refurbishing, modifying, and transferring existing equipment, rather than purchasing new, has been instrumental in this accomplishment. Looking ahead, we project an additional 11% reduction in 2023.

Mobile Combustion (Scope 1)

In 2022 we outperformed our 18% target by achieving a 26% reduction in absolute emissions. This success was driven by the UK and Norway EV forklifts delivering higher than expected savings. Moving forward, as we continue fleet electrification and trial HVO fuel for remote areas, we anticipate an 8% absolute emissions reduction in 2023.



Processing Emissions (Scope 3)

In 2022, unexpected processing emissions rose by 48% (261 tonneCO₂e), causing us to miss the 5% reduction target. This increase was due to extensive sling set replacements in the US, driven by higher demand. Although we expect a slight fall in 2023, due to our strategy of refurbishing and modifying existing equipment rather than buying new, processing emissions will continue to be higher than our base-year and remain our 3rd largest source.

Transport Emissions (Scope 3)

In 2022, transport emissions reduced by 19% exceeding the 5% reduction target. The greatest reduction in this category was from international freight which in turn was due to equipment sales remaining lower than expected. As is the case with process emissions our strategy of utilising existing equipment rather than buying new will increase transport emissions through the transfer of equipment between regions and as such we expect emissions to increase by 9% in 2023.

Electricity Consumption (Scope 2)

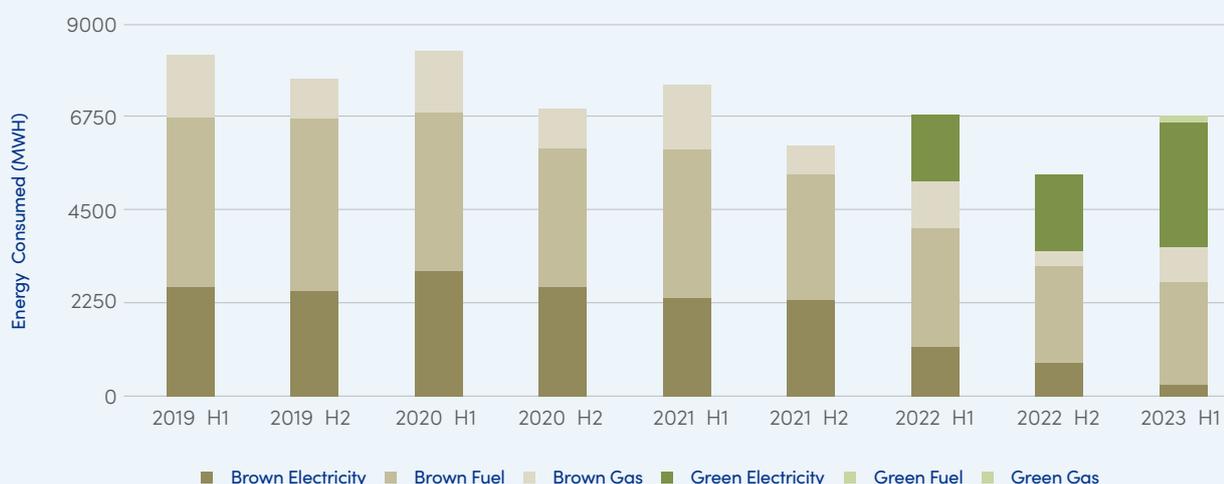
2022 saw a 12% increase in electricity consumption which was due to increased electrification of processes and delays in implementing some reduction initiatives. Fortunately, to mitigate this increase it was possible to bring forward the switch to a renewable tariff in the UK which meant a steep decline in emissions intensity allowing a 25% absolute emissions reduction, only slightly behind the 26% target. This action as well as the commissioning of the US Solar PV system means over 90% of electricity now comes from renewable sources which will reduce emissions by 74% in 2023.

Stationary Combustion (Scope 1)

A 28% absolute emissions reduction was achieved exceeding the 14% target. A significant part of this reduction was due to much lower gas consumption in Norway. However, this saving was largely driven by to excessive consumption in 2021 rather than reduction initiatives in 2022. This being said, the base consolidation and rightsizing of office facilities in the UK, which is designed to be energy efficient and is heated through air-source heat pumps, also contributed.

Move to Renewable Energy

The combination of the actions taken to reduce our scope 1 and 2 emissions has allowed us to successfully decarbonise our overall energy usage, which now stands at 47% renewables. However, to continue to drive this forward and reach the net-zero 2030 goal there will be the need to make use of biofuels and green gas during the transition to full electric systems. In addition to moving to renewable sources of energy, increased focus must be given to identifying specific consumption reduction initiatives through data monitoring. By end 2023 the UK will have the ability to monitor both electricity and gas in real-time.



Investing in Renewables

We continued to invest heavily in Renewable energy and installed a solar photovoltaic system atop our facility in Houma, Louisiana, the largest Swire Energy Services operating base in the US.

Despite only being in operation for six months, the system surpassed initial expectations and currently generates more energy than the facility's demand. The surplus energy has been fed back into the grid and has the capacity to power the equivalent of 11 homes in Louisiana for a full year.

This project demonstrates how Swire Energy Services contributes to a cleaner and more sustainable future for the local communities in which it operates.

Mike Perera, Director and General Manager in the US, added:

"At Swire Energy Services, we are committed to providing long-term sustainable value to our stakeholders, customers, and community. Our aim is to lead our industry in sustainable development, and this is just one of many steps towards our goal of reaching net-zero carbon emissions by 2030."





Reaching 2025 Target

Initiatives



Zero Waste to Landfill

SES continues to pursue the ambition of zero waste to landfill. As of June 2022 all remaining dry waste in the UK now goes to energy reclaim meaning that 2023 will see less than 4% of waste going to landfill across the business. The main challenge of reaching zero landfill waste is the US where waste management infrastructure is limited.



Internal Carbon Pricing

Internal carbon pricing (ICP) is a cost set by a business to monetise the carbon emissions it generates and saves to make emissions meaningful to decision-makers, future-proof decisions against future carbon taxes, nudge investment toward less carbon intense solutions, and fully incorporate decarbonisation into the performance of the business. Following an internal study SES will roll out an internal carbon price trial. The price shall be set at \$100 per tonneCO₂e and applied to scope 1 and 2 emissions using the shadow price method.



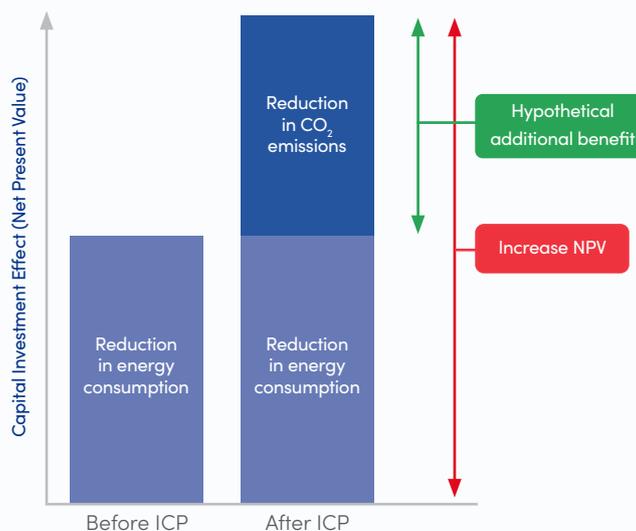
100% Renewable Electricity

The move to 100% renewable electricity will reduce emissions by 553 onneCO₂e (26%) from 2022 levels. Existing actions shall see the share increase to 90% in 2023. For the remaining portion, given that it is spread across several smaller business units, the intention would be to purchase iRECs (origin guarantees) to offset the remainder.



Low Emissions Forklifts

The success of the EV forklift rollout in Norway and UK means that there is the opportunity to implement similar initiatives in other regions, specifically Brazil and the US where solar PV systems have been installed and could be utilised to power the equipment. Although EV forklifts are the preferred solution, this is not financially viable for smaller bases with reduced operating hours. For these locations HVO fuel will be considered as the next best solution.



Example of incorporating ICP into investment analysis



Net-Zero Containers

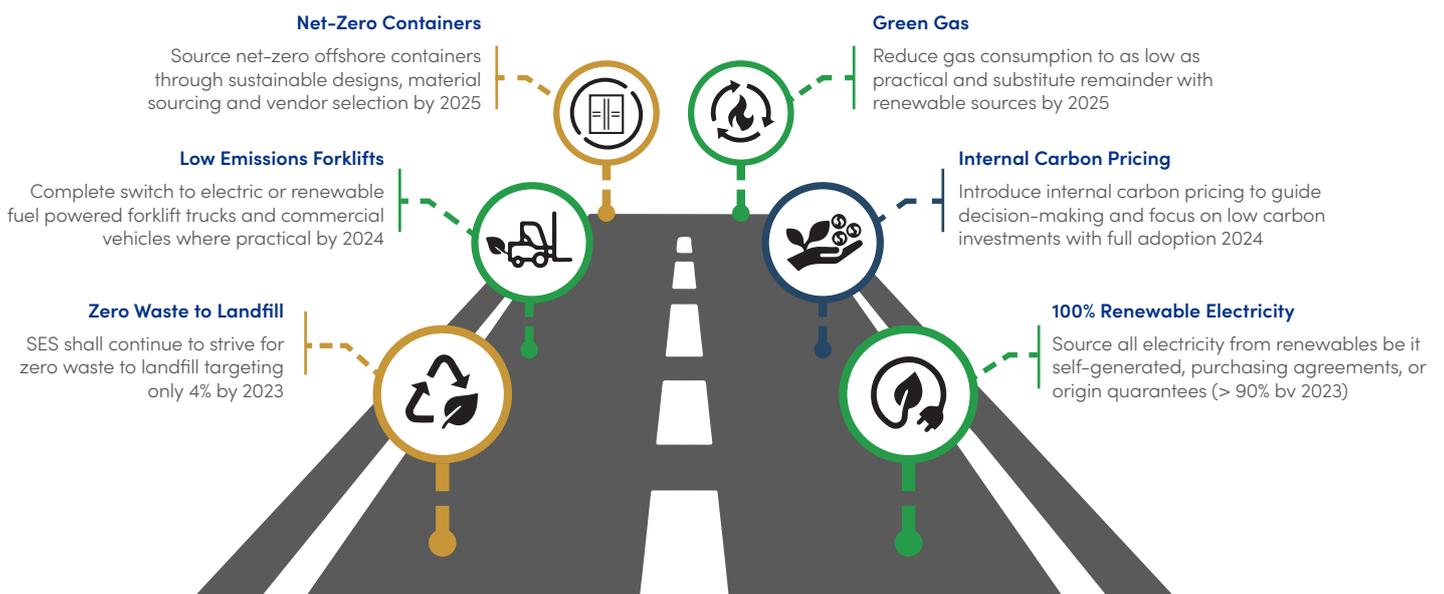
It is already our strategy to only purchase new fleet when there is no other feasible alternative. This has allowed us to reduce emissions related to fleet purchases by over 60% from our base year. Additionally, the introduction of the new automated refurbishment facility in the UK and Norway will allow SES to continue to build on this success.

Despite these actions it is inevitable that new fleet will be required, as such reaching net-zero will be impossible without an element of offsetting. To assure the integrity of the process we will develop a strategy to reduce these emissions to as low as practical first, by modifying existing assets, developing sustainable designs, and working with vendors to reduce their emissions.



Green Gas

The greatest opportunity to reduce gas consumption is within our refurbishment facilities. Over the coming years we will implement a range of initiatives to reduce consumption to as low as practical, however, due to technology limitations gas will still be required to run critical processes. Therefore, green gas (Biomethane) sourced either through direct purchase or origin guarantees will need to be used during the transition to full electric systems.





Business Ethics & Anti-Corruption





Overview

Swire Energy Services is dedicated to upholding the highest ethical standards in all our business activities. This commitment extends to every member of our team, from senior management to new employees, who are all required to follow our Code of Ethics.

Key principles of this code include:

Bribery and Corruption

We take a zero-tolerance approach to bribery and corruption and are committed to acting professionally, fairly and with integrity wherever we operate.

Facilitation Payments

We are opposed to paying additional charges to speed up routine duties, e.g. to avoid undue delays. We will always endeavour to avoid such payments.

Gifts and Entertainment

We neither give nor accept gifts or entertainment that could influence our business decisions.

Competition and Anti-Trust

We are committed to complying with all applicable competition and anti-trust laws to which our businesses are subject to.

Conflicts of Interest

We refuse to compromise the company's interests for personal gain and avoid actions that could harm our reputation or raise doubts about our integrity.

Money Laundering

We take a proactive approach to prevent money laundering, making illicit funds look legitimate, and observe all rules on that subject and cooperate with authorities.

Diversity, Inclusion and Respect in the Workplace

We foster an inclusive and supportive workplace for everyone, regardless of their diverse backgrounds or beliefs.

Sustainable Procurement

We see sustainable procurement as an opportunity to create value by driving innovation and responsibly managing environmental and social risks inherent in our supply chains.

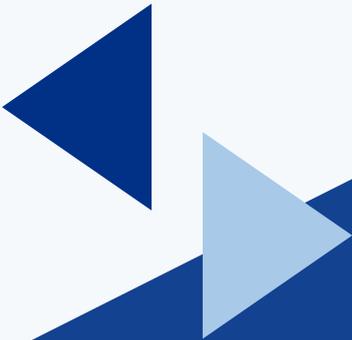
Modern Slavery

We have a zero-tolerance approach to modern slavery and are committed to implementing effective controls to ensure it does not take place anywhere in our own business or supply chains.

Whistleblowing Scheme

We encourage our employees and third parties to report improprieties relating to our business activities through the central e-mail address: ethics@swirees.com.

Statistics



Employee Demographic Analysis 2022

Statistics	Angola	Brazil	Malaysia	Nigeria	Norway	UAE	UK	US	Head office	Group total
Staff (all employment types)										
Total	19	39	12	28	165	9	101	59	29	461
Employees who are on permanent term (%)	100%	95%	100%	100%	100%	100%	100%	100%	100%	100%
Permanent employees who work full-time (%)	100%	100%	100%	100%	100%	100%	99%	100%	93%	99%
Female	21%	13%	58%	25%	13%	11%	22%	15%	45%	19%
Male	79%	87%	42%	75%	87%	89%	78%	85%	55%	81%
Gender by category										
Strategic Leader (A & B)										
Total	0.5	1	1	0.5	2	1	1	1	5	13
Female	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Male	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Operational Leader (C & D)										
Total	4	6	4	4	21	4	13	11	10	77
Female	25%	17%	50%	25%	5%	0%	31%	9%	50%	21%
Male	75%	83%	50%	75%	95%	100%	69%	91%	50%	79%
Team Leader (E & F)										
Total	1	7	5	4	23	1	9	7	1	58
Female	0%	43%	80%	0%	13%	0%	33%	14%	0%	24%
Male	100%	57%	20%	100%	87%	100%	67%	86%	100%	76%
Individual Contributor (G)										
Total	14	25	2	19	119	3	78	40	13	313
Female	21%	4%	50%	32%	14%	33%	19%	18%	63%	19%
Male	79%	96%	50%	68%	86%	67%	81%	82%	37%	81%
Operations Functions										
Total	9	27	2	14	136	3	74	36	-	301
Female	0%	0%	0%	0%	4%	0%	9%	6%	-	5%
Male	100%	100%	100%	100%	96%	100%	81%	94%	-	95%
Support Functions										
Total	10	12	10	14	29	6	27	23	29	160
Female	40%	42%	70%	50%	52%	17%	56%	30%	45%	46%
Male	60%	58%	30%	50%	48%	83%	64%	70%	55%	54%

Employee Demographic Analysis 2022

– Continued

Statistics	Angola	Brazil	Malaysia	Nigeria	Norway	UAE	UK	US	Head office	Group total
Age										
Strategic & Operational Leader (A –D)										
Under 30 years old	0%	0%	0%	0%	0%	0%	0%	0%	13%	2%
30 to 50 years old	75%	86%	100%	80%	61%	100%	86%	67%	53%	72%
Over 50 years old	25%	14%	0%	20%	39%	0%	14%	33%	33%	26%
All Staff										
Under 30 years old	5%	23%	0%	4%	13%	11%	21%	8%	21%	14%
30 to 50 years old	74%	69%	92%	79%	60%	78%	49%	56%	55%	60%
Over 50 years old	21%	8%	8%	18%	27%	11%	31%	36%	24%	26%
Nationality										
Strategic & Operational Leader (A –D)										
African	75%	-	-	100%	-	-	-	-	-	9%
Asian	-	-	100%	-	-	-	-	-	-	6%
European	25%	-	-	-	100%	100%	100%	-	100%	64%
North American	-	-	-	-	-	-	-	100%	-	13%
South American	-	100%	-	-	-	-	-	-	-	8%
All Staff										
African	89%	-	-	96%	1%	-	-	-	-	10%
Asian	-	-	100%	-	1%	33%	-	-	-	4%
European	11%	-	-	4%	98%	67%	100%	-	100%	65%
North American	-	-	-	-	-	-	-	100%	-	13%
South American	-	100%	-	-	-	-	-	-	-	8%
Disability										
Employees with a physical disability	4%	-	-	-	-	-	1%	-	-	0.4%
Retention & Training										
Average tenure of employee (years)	9	6	4	10	11	5	8	9	8	9
Female	7	6	4	8	10	4	7	7	6	7
Male	9	6	5	11	11	5	8	9	9	9
Under 30 years old	9	3	-	1	2	1	3	3	4	3
30 to 50 years old	8	7	4	10	10	6	5	8	7	8
Over 50 years old	12	10	10	12	18	4	15	11	13	15

Streamlined Energy & Carbon Reporting 2022

	2021			2022		
	UK and offshore	Global (exc. UK)	Total	UK and offshore	Global (exc. UK)	Total
Mobile Combustion – Emissions released by owned or leased cars, vans, trucks, and forklifts (scope 1) / tCO ₂ e	260	1,176	1,436	84	992	1,076
Electricity Consumption – Emissions released due to electricity drawn from the grid. (scope 2) / tCO ₂ e	335	321	656	233	257	490
Electricity Consumption – Energy consumed due to electricity drawn from the grid. (scope 2) / kWh	1,199,986	3,495,645	4,695,631	1,491,690	2,817,781	4,309,471
Stationary Combustion – Emissions released by owned or leased boilers, heaters, generators. (scope 1) / tCO ₂ e	370	234	604	252	157	409
Fugitive Emissions – Emissions released due to the failure of refrigeration systems (scope 1) / tCO ₂ e	0	116	116	0	110	110
Total gross Scope 1 & Scope 2 emissions / tCO ₂ e	965	1,847	2,812	569	1,516	2,085
Energy consumption used to calculate above emissions: / kWh	3,035,437	4,790,732	7,826,169	2,351,214	3,439,312	5,790,526
Intensity ratio: tCO ₂ e(gross Scope 1 + 2) / £M Revenue	61	28	34	33	19	21
Process Emissions – Emissions released during the production of process critical materials, i.e. steel, paint, slings, etc. (scope 3) / tCO ₂ e	347	224	571	308	543	851
Product Emissions – Emissions released during the production of new products (scope 3) / tCO ₂ e	330	1,152	1,482	315	626	941
Product Emissions – Emissions released by our agents or leasing partners during the mobilisation, maintenance and servicing (scope 3) / tCO ₂ e	0	509	509	0	568	568
Product Emissions – Emissions released during disposal of end of life fleet (scope 3) / tCO ₂ e	9	17	26	0	0	0
Transport Emissions – Emissions released due to business travel (scope 3) / tCO ₂ e	93	59	152	154	142	296
Transport Emissions – Emissions released due to distribution of goods (scope 3) / tCO ₂ e	160	428	588	53	284	337
Service Emissions – Emissions released due to disposal of solid and liquid waste (scope 3) / tCO ₂ e	91	141	232	88	127	215
Total gross Scope 3 emissions / tCO ₂ e	1,030	2,530	3,560	918	2,290	3,208
Total gross Scope 1, Scope 2 & Scope 3 emissions / tCO ₂ e	1,995	4,377	6,372	1,487	3,806	5,293
Intensity ratio: tCO ₂ e (gross Scope 1, 2 & 3) / £M Revenue	127	66	78	87	47	54
Carbon offsets / tCO ₂ e	92	137	229	154	142	296
Total annual net emissions / tCO ₂ e	1,903	4,240	6,143	1,333	3,664	4,997
Intensity ratio: tCO ₂ e (net Scope 1, 2 & 3) / £M Revenue	121	64	75	78	45	51

Carbon Emissions Reduction Targets 2023

Emissions Source	Summary of Initiatives	Target Reduction
Product Emissions	<ul style="list-style-type: none"> Maintain low volume of new fleet purchased by utilising existing fleet, i.e. modification, transfer, and refurbishment. (Supply Chain) Work with key partners within each region to achieve more accurate data collection and encourage carbon reduction initiatives. (MENA, SEA) Explore the opportunity for carbon neutral containers by reduce weight, using less intense material, assessing manufacturers. (Supply Chain) 	0%
Mobile Combustion	<ul style="list-style-type: none"> Realise emissions savings from EV forklifts. (Norway) Trial HVO fuel in conventional forklifts. (Norway) Explore the switch to EV forklifts outside of North Sea operations. (Brazil, US) 	7%
Transport Emissions	<ul style="list-style-type: none"> Continue to work with transport suppliers to move to the use of HVO fuels for domestic transport. (UK) Limit air travel to essential trips only where there is no practical alternative, i.e. rail, road. (All) Logistics Providers to activity measure and report the carbon emissions generated for all freight transported internationally. 	5%
Electricity Consumption	<ul style="list-style-type: none"> Realise benefit of the solar PV system and switch to green tariff for remainder. (US) Realise benefit of the switch to green tariff. (Norway, UK) Realise savings from the consolidation of operation in relation to electricity. (UK) Realise benefit of the automated refurbishment process on energy consumption. (Norway, UK) 	75%
Stationary Combustion	<ul style="list-style-type: none"> Realise gas savings from the consolidation of operation. (UK) Reuse excess heat from air compressors. (UK) Reduce gas consumption in refurbishment process. (Norway, UK) Explore the move to an energy contract that guarantees supply from the grid. (Nigeria) 	30%
Processing Emissions	<ul style="list-style-type: none"> Reduce the requirement for sling replacement at set intervals or following minor repairs. (MENA, US) Realise benefit of the automated refurbishment process on material consumption. (Norway, UK) Increase refurbishment intervals by improving preventative maintenance, i.e. spot blasting, coating repair, etc. (All) 	10%
Service Emissions	<ul style="list-style-type: none"> Reduce landfill waste by increasing reuse, recycle and energy recovery waste streams. (Brazil, Norway, UK) Improve waste management by moving to a provider with more recycling capabilities. (SSA, US) 	10%
Fugitive Emissions	<ul style="list-style-type: none"> Continue to investigate freezer container failures and improve preventative maintenance. (Norway) Consider replacing freezer as necessary with standard size alternatives, i.e. 10' reefer container. (Norway) 	10%



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