



WORLD

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NEXT GENERATION LOGISTICS
AND MATERIALS MANAGEMENT

ISSUE 8 • NOVEMBER 2025



Delivering SAFE, LEAN and SUSTAINABLE operations TO SUPPORT OUR CLIENTS' PROJECTS



CEO intro

Dear Colleagues,

It is a pleasure to welcome you to the eighth edition of ASCOWorld. Over the past year, our teams have demonstrated exceptional dedication, driving progress across every corner of the business. Safety remains our foundation, and I am proud to recognise the achievements of our colleagues, including those awarded for their outstanding safety performance.

We have continued to invest in our service capabilities, with a multi-million-pound fleet upgrade in the UK, expanding operations in Australia, and working in partnership with Haskoning to help our customers plan for future projects. Our commitment to sustainability is reflected in our 2024 results and the goals we have set for the years ahead.

This year has also brought significant milestones and successes: securing major UK contracts, a new location in Norway, and strengthening long-standing partnerships with clients. Across the globe, our teams have shared their expertise at key industry events, showcasing ASCO's professionalism and innovation.

We also celebrate the remarkable histories of our locations, from 30 years in Canada and Norway to the experiences of our team in Africa, highlighting both our growth and the diverse cultures in which we operate.

Our people are at the heart of ASCO's success. This issue features stories of career development, long-standing service, graduate achievements, and contributions from women across the business. Beyond work, ASCO teams continue to make an impact through community initiatives, fundraising, and sporting and lifestyle events that bring us together across all locations.

I hope you enjoy reading about the achievements, milestones, and stories that make ASCO what it is today. Thank you to everyone whose passion, skill, and dedication continue to drive our success and shape our future.

Mike Pettigrew
Group CEO

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Thank You

We want to thank each and every person across the business who contributes to the magazine and shares their insight and stories with us.

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Interesting news or stories?

This newsletter represents you and your experiences at ASCO. We are always looking for interesting stories, news and photos to include in each issue, so please e-mail your ideas to marketing@ascoworld.com

Safety Excellence

We actively shape our business strategy and deliver our mission by obsessively pursuing **Safety Excellence**, **Service Excellence** and **Sustainability**. Through these obsessions we deliver high value for our customers and employees, and are responsible leaders of our human, financial and natural capital.

2025 SAFETY THEMES

Following the introduction of the 'Safety Excellence Reset' in Q4 2024, we established the quarterly HSSEQ themes for 2025 to guide our focus and initiatives throughout the year. It remains important for everyone to stay vigilant in every task - identifying hazards, applying effective controls, and avoiding complacency - to ensure safety remains at the forefront of our minds across the organisation.

Q1: Safe Start

- Control of work model
- Effective planning
- Importance of toolbox talks
- What is complacency?

Q2: My Safety

- Guest Speaker sessions
- LiveSafe Behavioural Based Safety Program

Q3: My Health

- Wellbeing
- Mental Health
- Physical Health

Q4: Strong Finish

- Planning
- Performance
- Communication
- Customer Requirements
- Security

MY SAFETY: A PERSONAL REMINDER FROM LISA AND DAVE RAMOS

In May, colleagues across ASCO came together for the Q2 Safety Theme Townhalls under the banner of "My Safety." This theme reinforces a simple but vital truth: **safety is personal**. It is about how each of us approaches our work every day, and the steps we take to ensure everyone goes home safe.

To bring this message to life, we were joined by guest speakers Lisa and Dave Ramos. Lisa shared her powerful story of surviving a serious workplace accident involving a forklift - an incident that changed her life forever. She spoke openly about the loss of her leg, the impact of that day, the challenges of recovery, and the small choices and habits that could have made a difference.

Dave added his perspective as a husband and father, showing how accidents extend far beyond the workplace, with lasting effects on families and relationships.

Their words struck a chord with everyone present, in person and online, and reminded us that My Safety is not just a theme - it is a responsibility we all share, every day.



SMART SAFETY AT THE GATE

As part of our ongoing commitment to safety, efficiency and continuous improvement, we have started an initial trial at South Base (Peterhead) of a new digital induction app specifically developed for 3rd party drivers visiting our sites.

The introduction of this tool marks a significant step forward in how we manage and communicate site requirements. Historically, the induction process for visiting drivers has been delivered manually at the point of entry - typically in a reactive manner, creating potential delays and inefficiencies. Many of these drivers are under time pressure, and the existing method didn't always allow for thorough, consistent communication around safety standards, site rules, or expected behaviour.

Recognising these challenges, we developed a digitally enabled induction process that provides flexible access to essential site information - before a driver even arrives on site. The new system allows drivers to complete site inductions ahead of arrival, giving them more time to absorb and understand the requirements, while our teams are freed from repeating manual inductions - resulting in better time management for everyone involved.

The app also caters for 'no notice' arrivals, allowing inductions to be completed digitally on-site if needed. By taking a proactive approach to inductions, we're reducing risks, easing pressure on gate staff, and ensuring every visitor receives the same clear, consistent information.



WAREHOUSE TEAM AWARDED BP SAFETY LEADERSHIP AWARD

We were very proud that our team operating the bp warehouse at the ASCO Campus in Dyce, Aberdeen received a **bp Safety Leadership Principles Award** in the category of 'Genuinely Care About Each Other'.

The award centred around the receipt of poorly packaged items from a supplier. The team, mindful of a safety initiative that highlighted the all too real dangers of badly packaged items, stepped up and engaged with the supplier. A site visit was organised to show the risk of injury, including a session called "Why Packaging is Important and the Need to Get it Right". This has prompted ASCO and bp to work with suppliers on the application of packaging standards.

This highlights how safety initiatives and a collaborative approach make a real difference to our most valuable asset - our people. Well done to the team for earning this well deserved accolade.



Service Excellence

DRIVING CHANGE WITH MULTI-MILLION POUND INVESTMENT

We are taking bold steps to support the UK's energy transition through a multi-million-pound fleet upgrade programme.

This initiative is transforming operations across all our UK sites, replacing older forklifts with modern, eco-friendly 16-tonne models that provide improved safety, ergonomics, and efficiency for our teams.

We've also strengthened our lifting capabilities with the addition of a brand-new Liebherr crane, complementing the strategic relocation of a similar crane from Hammerfest, Norway earlier this year. These investments are part of our broader commitment to modernising our infrastructure and reinforcing our role as a key enabler of the energy transition, while continuing to deliver exceptional service to our clients.

Together, these upgrades highlight our dedication to building a safer, more sustainable, and resilient operation. By modernising equipment and expanding our capabilities, we are ensuring we remain at the forefront of the UK's energy transition, providing our teams with the tools and technology to operate efficiently and safely, while supporting the energy sector's evolving needs.

"This investment demonstrates our unwavering commitment to the energy industry. While continuing to serve longstanding clients like bp and TotalEnergies, we are investing in infrastructure that supports the future of the evolving supply chain and strengthens our role in the energy transition."

Mike Pettigrew - Group CEO



FREIGHT MANAGEMENT BOOST TO SUPPORT ONGOING PUSH FOR GROWTH



We are excited to announce that Morten Nevland, previously our Director of Freight Management in Norway, has been promoted to head a new consolidated freight management unit. In this role, Morten brings together ASCO Freight Management (AFM) UK and AFM Norway into a single, unified operation. Our ship's agency service, Seletar, will also report to him.

This consolidation will combine the strengths of each operation, creating a more cohesive and agile organisation while maximising our potential for growth across a range of sectors and markets. Our initial focus will be developing a group project freight business centred on oil and gas, with the opportunity to expand into new markets, alongside further developing our existing portfolio of customers and sectors. Morten has been with us for two years and brings over 30 years' leadership experience from Norway and Sweden, including managing large-scale logistics projects and supply chains.

"The establishment of a consolidated freight management service will create a more cohesive, agile organisation. Under Morten's leadership, we will integrate Norwegian expertise into the UK while building on the unique strength of our UK operations. This is an exciting step towards a future of new opportunities and greater success, with a focus on delivering continued excellence for our customers."

Mike Pettigrew - Group CEO

Morten will divide his time between the UK and Norway, ensuring a strong presence and enhanced continuity in both regions. His new role heads up a wave of promotions and appointments across ASCO's integrated services.

ASCO EXPANDS OPERATIONS IN AUSTRALIA

We are growing our presence in Australia with the successful launch of a new decommissioning service. Building on more than a decade of operations in the country, we now have bases in Perth, Darwin, and Dongara, alongside mobile camps, giving us a strong foundation to support further growth.



In mid-2023, we secured our first decommissioning contract in Australia, an important step in broadening our service offering in the region. The contract was won following detailed market analysis and a fact-finding mission earlier in the year, which confirmed that demand for reliable decommissioning services was increasing. ASCO was well placed to respond.

To lead delivery, John Davidson, formerly NORM Operations Manager in the UK, relocated to Australia to take up the role of Operations Manager. John's transfer has provided continuity of expertise, ensured smooth mobilisation, and given clients confidence in our ability to deliver to the highest standards.

The project began with support from both UK and Australian colleagues, before transitioning into a locally managed operation. Two staff are now in place on the ground, providing flexibility while ensuring long-term capability in the region.

The first contract generated AUD\$800,000 and demonstrated ASCO's ability to step in where others had fallen short. Building on that success, a follow-on project worth AUD\$2 million is now in development. With Australian operations currently contributing around 22% of total revenue, the target is to grow local income to between AUD\$4–6 million per year.

This expansion reflects our commitment to sustainable growth. By applying proven expertise to new markets, supported by strong local teams, we are strengthening our presence in Australia and establishing a clear role in the country's decommissioning sector.

PIONEERING SIMULATION STUDY MAPS THE FUTURE OF SCOTTISH OFFSHORE WIND

A new study has shown that Scotland's offshore wind ambitions will only be realised with a more strategic approach to supply chain development. The project – led by ASCO with Haskoning and Scottish Enterprise – used advanced simulation modelling to identify where targeted investment can unlock capacity, strengthen resilience, and accelerate delivery.

The analysis revealed critical bottlenecks, including limited wet storage for floating units and insufficient integration berths. By modelling over 2 million vessel movements across 30 scenarios, the team tested different port strategies and pinpointed the most resilient options to support large-scale offshore wind deployment.

The findings come at a pivotal moment, with the UK government committing £300 million to strengthen Britain's offshore wind supply chain. Aligning closely with this funding, the study highlights where focused investment can reduce costs, avoid delays, and future-proof infrastructure.

"This project provides invaluable insight into the logistics of offshore wind. By anticipating bottlenecks and optimising operations, we can help Scotland deliver on its ambitious energy targets."

Thuy-Tien Le Guen Dang - Head of New Energy & Net Zero

Steve Jones, Haskoning's simulation lead, added: "Simulation is a critical enabler in this high-stakes environment. It gives stakeholders the confidence to make better decisions and avoid costly pitfalls."

The results are now being shared with government and industry partners to guide investment and ensure Scotland's offshore wind supply chain is ready to meet the challenge ahead.



Sustainability

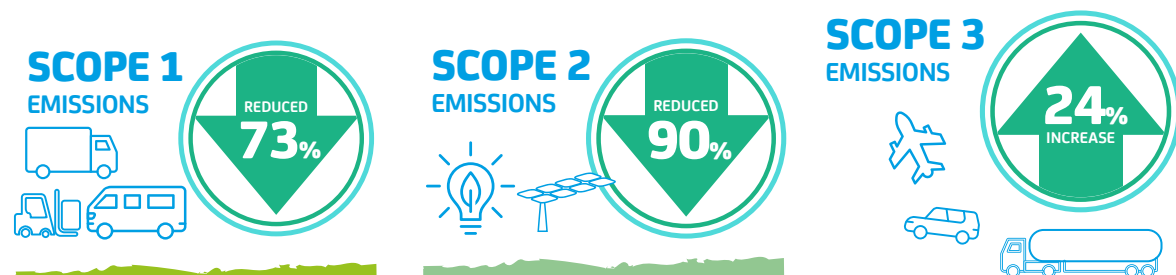
sustainable growth

At ASCO, sustainability isn't just a goal - it's an obsession and it's at the heart of everything we do.

In 2024, we made remarkable strides in reducing our environmental impact, driving innovation, and supporting our people and communities. From cutting carbon emissions across our operations to implementing process optimisation, improved planning and the deployment of technology, we have continued to lead the way in sustainable supply chain solutions. As we move forward, we remain committed to pushing the boundaries of what's possible, ensuring a greener, more responsible future for all.



Having successfully met our 2019-2024 objectives to reduce Scope 1, 2, and 3 emissions against a 2019 baseline, we have now set ambitious 2029 environmental performance targets while driving business growth. We will achieve this by leveraging the UNSDGs framework, adopting best practices in energy and waste management, and engaging stakeholders across the value chain in every new location we establish. Sustainability remains central to our strategy, guiding every decision we make.



Scope 1

Our Scope 1 emissions are mostly contributed to by diesel use. To tackle this, HVO is continually being deployed across HGVs, cranes, and forklifts, and transitioning the light vehicle fleet to electric vehicles. A reduction in gas consumption has also contributed to this decrease.

Scope 2

Since 2019, ASCO has used green tariffs in the UK and Norway, achieving a 90% emissions reduction by 2024 (market-based method). Solar energy is already in use at our Farsund warehouse, with other regions exploring similar options. In 2024, we've prioritised energy efficiency, appointing energy champions, rolling out training, and conducting ESOS audits across the UK.

Scope 3

Our Scope 3 emissions from business travel increased 24% from 2019, missing the 25% reduction target. Increased travel to support global growth has driven this rise. While international travel remains essential, we are committed to reducing Scope 3 emissions by 2029 and are revising travel procedures to limit unnecessary, carbon-intensive trips.

MAKING STRIDES IN SUSTAINABILITY WITH TOP SCORES ON KEY PLATFORMS

Our recent achievements in key sustainability scoring portals reflect our commitment to environmental responsibility and strong governance. In response to requests from several of our key customers, we participated in leading global sustainability assessments, achieving impressive results across the board.



We were awarded a Bronze rating from EcoVadis, a platform that evaluates companies on environmental, social, and ethical performance. This achievement places us among companies actively working to enhance their sustainability practices.

On Open-ES, we achieved an outstanding 74/100, demonstrating our strong approach to responsible and sustainable business practices and highlighting our ongoing efforts to improve transparency and performance in line with industry expectations.



We participated in the Carbon Disclosure Project (CDP), a globally recognised environmental disclosure platform. Our B rating signifies strong environmental management and demonstrates the substantial steps we have taken to measure, report, and reduce our environmental impact.

These achievements are testament to the hard work and dedication of our team.

COLLABORATING WITH SUPPLIERS TO REDUCE SCOPE 3 EMISSIONS

We recognise the critical role our supply chain plays in our sustainability journey. Our Scope 3 emissions, which encompass indirect emissions from our suppliers, have been a key area of focus for us in 2025 and beyond.

To gain deeper insight and drive meaningful reductions, we launched an annual questionnaire to better understand how key suppliers manage their emissions. Initially, the questionnaire will focus on a group of Tier 1 suppliers who were selected based on frequency of use and their involvement in high emissions operations.

By working closely with our suppliers, we aim to build a clearer picture of their emissions and identify opportunities to support them in reducing their carbon footprint. This initiative is not just about measurement - it's about collaboration. We want to partner with our suppliers to share best practices, provide guidance, and encourage more sustainable processes that benefit their operations and our collective impact on the environment.

This project marks the beginning of a long-term commitment to improving sustainability across our entire supply chain. By fostering strong partnerships and driving positive change, we can collectively reduce emissions and support a more sustainable future for all.

ASCO HELPS SHAPE PETERHEAD ENERGY TRANSITION VISION



Peterhead is set to benefit from more than £1 billion investment over the next decade, creating 8,000 jobs and delivering a £626 million income boost for the region, according to a new study by BIGGAR Economics.

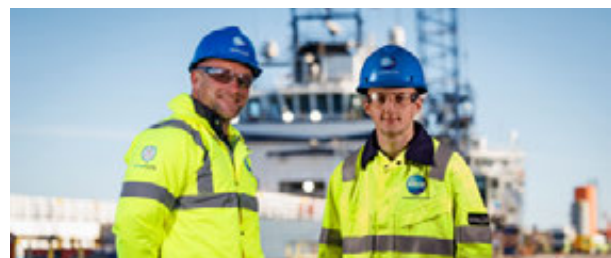
The research, commissioned for the Peterhead Energy Transition Forum, highlights the town's strengths in carbon capture, offshore renewables, transmission networks and hydrogen, positioning it as a key hub for the UK's net zero journey.

As a founding member of the Forum, we played a pivotal role. Thuy-Tien Le Guen Dang, Head of New Energy and Net Zero at ASCO, said: "Peterhead has a crucial role to play in decarbonisation. Its strategic position, combined with a well-established and experienced supply chain, makes it an ideal hub for supporting new energy developments. ASCO is proud to be developing local expertise and making a positive contribution to our community."

The Forum, supported by Scottish Enterprise and comprising organisations across industry, government and academia, has set out a vision built on four pillars: collaboration, transformation, decarbonisation and prosperity. With its strategic location, strong infrastructure and skilled workforce, Peterhead is uniquely placed to drive the transition, ensuring long-term economic growth and resilience while contributing to national and international climate goals.

Successes

ASCO WINS MAJOR NINE-FIGURE NORTH-SEA SERVICES CONTRACT



ASCO has secured a landmark nine-figure contract with a major North Sea energy operator, reinforcing its position as the leading logistics provider to the energy industry.

The major five-year contract, worth approximately £150 million is effective from 1st July 2025. The scope encompasses ASCO's full suite of integrated logistics services, including quayside operations, warehousing, materials management, marine gas oil, environmental services, aviation, customs, freight forwarding and ships agency.

This award represents a major milestone for ASCO, marking one of the largest and most comprehensive logistics contracts in its recent history. It underscores industry confidence in ASCO's proven ability to deliver mission-critical support for complex offshore operations in one of the world's most demanding energy environments.

"This is a transformational contract for ASCO, both in scale and strategic importance," said Mike Pettigrew, ASCO chief executive officer. "It validates our deep expertise in the North Sea, where we have been operating for almost 60 years, and our ability to deliver end-to-end logistics solutions that are safe, efficient and resilient."

This latest award builds on a series of strategic wins in the North Sea, with long-term contracts secured in the UK and Norway in 2025 alone exceeding £450 million in value.

It also reflects a broader industry trend toward integrated logistics solutions that streamline operations and improve efficiency. ASCO's approach - combining digital innovation with a sustainability-led model - has proven effective in helping operators manage complex offshore supply chains while maintaining a strong focus on safety and environmental responsibility.

"We're increasingly being recognised as a trusted partner in the global energy supply chain and are proud to play such a pivotal role in enabling safe and efficient offshore activity, while continuing to lead the way in supply chain transformation." added Mr Pettigrew.

ASCO AWARDED CONTRACT AND OPENS NEW OPERATING LOCATION IN MOSJØEN

ASCO is proud to announce it has been awarded a terminal handling contract with Alcoa in Mosjøen. Alcoa is the world's eighth-largest producer of aluminium, and this agreement marks a significant milestone in ASCO's 30-year history in Norway, representing a further expansion of its services beyond the oil and gas sector.

The new contract builds on ASCO's 17-year relationship with Alcoa in Farsund, where the company has gained valuable experience in terminal operations. Under the new agreement, ASCO will take over the Mosjøen terminal through a business transfer, expanding its operational footprint and scope of services.

Due to the scale and complexity of the contract, a broad range of capabilities will be required. ASCO is not only establishing operations in Mosjøen but also looking forward to building strong relationships with the local team and wider organisation.

Ole Kjetil Borsheim, Operations Director at ASCO Norge AS, commented: "We are pleased to expand our partnership with Alcoa. This contract is a testament to our ability to deliver high-quality services across multiple industries"

"This milestone represents an exciting new chapter for ASCO, and we look forward to a strong collaboration with the Mosjøen team as we integrate into the local community" says Managing Director Runar Hatletvedt.

ASCO took over operations on 1st June 2025, preparation and planning ensured a smooth transition. ASCO looks forward to a positive and productive partnership with Alcoa and key stakeholders in the region. In addition, ASCO Base Sandnessjøen supplies other operator customers who have exploration prospects on the Nordland shelf, as well as suppliers in the oil and gas industry and other customers who require logistics services.



ASCO SECURES NEW MATERIALS MANAGEMENT AND LOGISTICS CONTRACT WITH INEOS

ASCO is pleased to announce the award of a significant new materials management and logistics contract with INEOS, strengthening our long-standing partnership in the Southern North Sea sector. The services will be delivered from ASCO's integrated supply base in Great Yarmouth, providing INEOS with seamless support across materials and logistics management with quayside services, transport, warehousing and waste management.

Simon Turner, General Manager - Southern UK at ASCO, commented: "This contract represents a significant milestone for ASCO and underlines our ability to help INEOS meet their operational objectives in the Southern North Sea. Our integrated services model, delivered from Great Yarmouth, will ensure safe, efficient, reliable, and scalable support as INEOS continues to navigate the challenges and opportunities within the UK energy sector."



Simon Gray, Operations Asset Manager for INEOS, added: "We are delighted to extend and strengthen our relationship with ASCO. Their consistent performance, proactive approach, and deep understanding of our operational needs make them a trusted partner as we continue to drive operational excellence in a dynamic and challenging environment."

The award of this contract reflects ASCO's continued focus on delivering safe, innovative, and value-driven logistics and materials management solutions to its clients, supporting their operations through expertise, technology, and collaboration.

ASCO SECURES BASE AND LOGISTICS SERVICES CONTRACT WITH REPSOL NORGE AS



ASCO has been awarded a three-year contract, with options, to provide base and logistics services for Repsol Norge AS in Tananger and Farsund, Norway.

The agreement covers a comprehensive range of services, including warehouse management, cargo handling, waste services, transport and customs clearance, as well as personnel support for logistics, materials management, and helicopter coordination.

Repsol has been a key customer for ASCO in Norway since 2011, and this new contract ensures job security at ASCO's bases in Tananger and Farsund, reinforcing ASCO's position as a leading logistics provider in the region.

"We are grateful to Repsol for continuing to trust ASCO with its base and logistics services. This contract reinforces our strong partnership and allows us to further develop as a company while remaining a preferred and proud supplier to Repsol. It also strengthens our existing operations in Norway, providing a solid foundation for continued collaboration. We remain committed to simplifying, streamlining, and digitising logistics delivery to enhance efficiency and service quality."

Øyvind Salte, Norway Commercial Director, ASCO

Industry Recognition

We are thrilled to share our recent industry recognition, celebrating the achievements and dedication of our teams. These accolades highlight ASCO's ongoing commitment to sustainability, business excellence, and innovation.

OFFSHORE ACHIEVEMENT AWARDS SUSTAINABILITY PROJECT AWARD WINNER



We are incredibly proud to have been named winners in the Sustainability category at the Offshore Achievement Awards. This recognition is a testament to the hard work, passion, and commitment of our teams, who continuously strive to integrate sustainability into our business. A special thank you to Thuy-Tien and the members of the Sustainability Committee and everyone who has contributed to this achievement.

DECOM WEEK AWARDS SUSTAINABILITY AWARD FINALIST



We were finalists in the Sustainability Award category at the Decom Mission Awards 2025. This recognition highlights our commitment to reducing our own environmental impact and supporting our clients in their sustainability efforts, particularly in decarbonisation and decommissioning.

NORTHERN STAR BUSINESS AWARDS BUSINESS OF THE YEAR FINALIST



We were delighted to have been shortlisted as finalists in the Business of the Year category at the Aberdeen & Grampian Chamber of Commerce Northern Star Business Awards 2025. This prestigious award recognises companies that demonstrate profitability, growth, and a positive impact on the regional economy.

CHERRIES AWARDS TEAM OF THE YEAR (HIGHLY COMMENDED) HR PROFESSIONAL OF THE YEAR (FINALIST)



We were delighted to attend The Cherries Awards UK, where the UNITY Project Team was awarded Highly Commended in the Team of the Year category – a fantastic acknowledgment of the collaboration and dedication shown across HR, Finance and IT.

Diane Lavery MCIPD, our HR Systems Project Manager, was a finalist in the HR Professional of the Year category – a well-deserved recognition of her leadership and commitment.

We're incredibly proud of everyone involved in Project UNITY – this recognition is a testament to the hard work, professionalism and teamwork that define ASCO.

We are excited to spotlight the voices behind ASCO's expertise, as our leaders and specialists continue to share their insights on global stages. From industry panels to theatre presentations, these speaking opportunities reflect our commitment to thought leadership, collaboration, and driving meaningful conversations across the energy and logistics sectors.

ENERGI COAST REGIONAL SUPPLY CHAIN SHOWCASE APRIL 2025

Simon Turner, our General Manager for Southern UK recently spoke at the Energi Coast Regional Supply Chain Showcase event in Newcastle in April. His slot was during the 'Supply Chain Capabilities' session where he presented ASCO's capabilities and regional development plans.



ALL ENERGY & GLOBAL OFFSHORE WIND MAY & JUNE 2025

Our Head of New Energy and Net Zero, Thuy-Tien Le Guen Dang, presented at All-Energy on 14th May and Global Offshore Wind in London on 17th June. Thuy-Tien discussed a logistics modelling project we undertook in collaboration with Haskoning and supported by Scottish Enterprise, designed to optimise the use of existing infrastructure and reduce risks associated with simultaneous offshore wind projects in Scotland.



NAMIBIAN INTERNATIONAL ENERGY CONFERENCE APRIL 2025

Alisdair Duncan, Managing Director - ASCO Africa joined fellow experts on stage at the Namibia International Energy Conference in April for a key panel session on enabling Namibia's oil and gas boom through infrastructure investment and local supply chain development.



SURINAME ENERGY, OIL & GAS SUMMIT JUNE 2025



Deborah Benjamin, ASCO's Managing Director for Trinidad, recently took the stage at SEOGS in Paramaribo. In her address, she highlighted ASCO's critical role in supporting offshore oil and gas clients, reinforcing the company's commitment to enhancing efficiency, cost-effectiveness, and rapid delivery for international projects. It was a strong reminder of how established expertise and forward-thinking strategy combine to meet evolving industry needs.

Events

Our Marketing and Business Development teams have been busy attending industry events to strengthen ASCO's brand and expand awareness. These events are a key part of our strategy to grow the business, providing valuable opportunities to connect with current and potential customers, showcase our expertise, and demonstrate how we add value to their operations.

Beyond networking, we also aim to secure speaker slots to share insights on industry-relevant topics, reinforcing our position as leaders in our field. By participating in these events, we ensure ASCO stays visible, credible, and at the forefront of industry conversations.

PORTS AND VESSELS

FEBRUARY 2025

Hannah Keith and Ryan Thomson represented ASCO at RenewableUK's Ports and Vessels 2025 event, spending a productive few days discussing developments across the energy sector and sharing insights on future infrastructure demands.



ENERGY EXCHANGE AUSTRALIA

MARCH 2025



ASCO was well represented at Energy Exchange Australia by Kylie Arnel (Marine Supply Base Manager), Beatrice Pigni (HR Generalist), Michael Hays (Regional Business Development Manager), Damian Vinci (Operations Manager, Dongara and Camps), and Morgan Griffiths (Camps Superintendent). The team engaged with attendees over the two-day event, highlighting ASCO's capabilities and commitment to supporting the Australian energy sector.

NAMIBIAN INTERNATIONAL ENERGY CONFERENCE

APRIL 2025

ASCO Group CEO Mike Pettigrew, Chief Commercial Officer Fraser Stewart, and ASCO Managing Director for Africa, Alisdair Duncan attended the conference in Windhoek. ASCO's experience in frontier markets positions us strongly to support Namibia's energy ambitions through strategic collaboration and long-term value creation.



ALL ENERGY

MAY 2025

ASCO participated in All-Energy 2025, engaging with stakeholders on how we support energy projects across installation, operations, and maintenance phases. Thuy Tien Le Guen Dang, Head of New Energy & Net Zero, presented in the Offshore and Onshore Wind Show Floor Theatre on delivering large-scale offshore wind projects. Her session focused on logistics modelling to overcome key challenges in Scotland, as part of a collaborative project with Haskoning, supported by Scottish Enterprise.



GLOBAL OFFSHORE WIND

JUNE 2025

Our team attended GOW 2025, engaging with partners and stakeholders to showcase how ASCO supports wind projects through a wide range of services. Thuy-Tien took to the stage again to present alongside Haskoning.



EEEGR

MAY 2025

ASCO exhibited at the EEGR Southern North Sea (SNS) 2025 event at the Norfolk Showground & Events Centre. Our team was available to discuss how our integrated logistics and materials management solutions support critical projects across the energy sector.

DECOM WEEK

MAY 2025

ASCO proudly served as a Supporting Partner for Decom Mission's Decom Week. Throughout the event, our team highlighted our comprehensive suite of decommissioning capabilities, reinforcing our role in supporting clients at every stage of their projects.



UPCOMING EVENTS

FLOATING OFFSHORE WIND

NOVEMBER 2025

OFFSHORE WIND NORTH EAST (OWNE)

NOVEMBER 2025



This year marks 30 years of operations in Canada. We began with a small presence in the east and built our position through consistent delivery, strong customer focus, and a commitment to doing things properly. Over three decades, we've supported major industrial projects, invested in local communities, and established a reputation for reliability and capability.

A key step in our growth was the addition of Manatokan in Alberta, strengthening our waste management and industrial field services offering and helping shape the full-service business we run today across Newfoundland & Labrador, New Brunswick and Alberta.

Thirty years in, the foundations remain the same: high standards, the right people, and a clear focus on supporting our customers. We're proud of the journey and even more focused on what comes next.

Newfoundland - Labrador

PROJECT WORK

The team recently completed two years of major project work on FPSO overhauls.

OPERATIONAL EXCELLENCE

These projects have demonstrated the ability to balance core operations with large-scale project delivery while maintaining consistent staffing.

CONSULTANCY EXPANSION

Recent success in the pulp and paper industry with our materials consultancy.



Saint John - New Brunswick

WAREHOUSE MANAGEMENT

Services have been expanded to support refinery logistics operations, with growing local teams delivering these services.

GROUP COLLABORATION

Continued support from other regions ensures a cohesive, nationwide approach, representing a true collaborative effort across Canada.

Alberta

SERVICE OFFERING

Waste fluid hauling, plant-based cleaning, waste removal, automated tank cleaning, and turnaround services.

TRANSFORMATION SINCE 2012

The business has developed into a full-service provider for tier-one Oilsands operators in northeast Alberta.

GROWTH TRAJECTORY

Recent years have seen significant growth, more than doubling trading since 2022.

CONTRACT WINS

Awarded large fluid management contract at Foster Creek Oilsands site, doubling our scope of work in that area.



The Australian business continues to deliver strong results across safety, growth, and diversification. Here's a look at recent developments by location.

Darwin

RECORD VESSEL CALLS

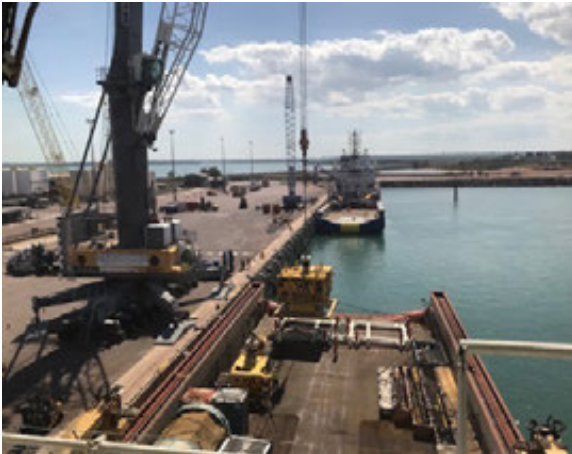
DMSB achieved a record-breaking year in 2024 for port calls, driven by ongoing production, new offshore construction, and increased exploration.

SPECIALIST SUPPORT

A contract was awarded to support a major float-over of topsides for a gas project, scheduled for September 2025. Services include consent and agency, landside and quayside logistics, and offshore personnel support.

SHIPS AGENCY EXPANSION

Matthew Homer has been seconded from the UK to support a large offshore project and help establish a ships agency service in Australia.



Pilbara - Dampier

REGIONAL PRESENCE

The business is re-establishing a base in Dampier to support a clients tubular operations.

STRATEGIC PROPERTY

Interest has been registered with the Pilbara Port Authority for key assets at the King Bay Supply Base.

GLOBAL SIGNIFICANCE

The Dampier region remains the largest single exporter of LNG in the world, underscoring its strategic importance for our Western Australian operations.

ENVIRONMENTAL SERVICES

John Davidson has permanently joined the Australian team to lead a new Environmental Services business, focused on decommissioning projects.

Perth Basin - Dongara

CAMPS BUSINESS

Two new contracts have been secured to support regional operations, including one long-term and one medium-term agreement which commenced mid-2025. This provides stability and growth for the Camps business.



ASCO Norway *Celebrating 30 Years*

In 1995, ASCO took its first steps into Norway with a small but determined team of 12 professionals in Tananger. What began with the weekly loading and unloading of the MS Far Spirit has grown into a nationwide logistics network supporting some of the world's leading energy and industrial companies.

A JOURNEY OF GROWTH AND INNOVATION

Over the past three decades, ASCO Norway has evolved from a single-base operation into a trusted logistics partner with a presence across the Norwegian coast. Key milestones include:

2003: Launch of personnel and consultancy services to meet industry demand.

2007: Expansion into non-oil and gas logistics with Elkem Aluminium in Farsund.

2009–2016: New bases in Sandnessjøen, Kristiansund, and Hammerfest; long-term contracts with BP, Talisman, and Statoil.

2011–2014: Integration of Risavika Havneservice and establishment of ASCO Freight Management.

2022: Sustainability in action with electric vehicles and solar panels in Stavanger and Farsund.

2024: A landmark green ammonia bunkering agreement with ST1 and Iverson E-Fuels in Stavanger.

Throughout this journey, our unwavering focus on safety excellence, service excellence, and sustainability has shaped every decision and innovation. These three obsessions are not just values - they are the foundation of how we operate, grow, and lead.



2025: A YEAR OF MAJOR WINS

This year marks not only our 30th anniversary in Norway but also a series of significant contract awards that reinforce our leadership in logistics:

Aker BP: A five-year, £70 million contract for base and logistics services in Tananger, Sandnessjøen, and Farsund, including warehouse management, waste services, and helicopter coordination.

Repsol Norge AS: A three-year agreement covering logistics, cargo handling, and personnel support in Tananger and Farsund.

Alcoa: A new terminal handling contract and operating location in Mosjøen, expanding our footprint in the industrial logistics sector.

LOOKING AHEAD

As we celebrate 30 years of ASCO in Norway, we remain focused on the future - driving innovation, sustainability, and operational excellence. Our people, partnerships, and purpose continue to shape a resilient and forward-looking organisation.



On the ground in Africa *Expanding frontiers*

In July last year, I moved to Windhoek, Namibia, after three and a half years in Senegal, where I helped establish our business unit. Those who follow oil and gas developments will know that Namibia, along with Suriname and Guyana, is among the prominent new markets attracting significant investment from the IOCs due to large-scale discoveries. I'm here to establish ASCO's business in Namibia and to leverage an early mover advantage before major field development projects begin.

Many friends and colleagues ask why I'm in Africa and, more specifically, why ASCO wants or needs to be here. The answer lies in the evolution of the oil and gas industry. Many of these emerging markets are in a position similar to Scotland in the 1970s or Trinidad in the 1990s when oil and gas activity first arrived. A whole new industry comes to a town or city with little prior experience in providing the necessary support. In many cases, people aren't fully aware of the scale of what's coming. This presents both a challenge and an opportunity - how does a country or region service an industry it knows nothing about? It's a considerable challenge for both governments and industry, but it's also where ASCO can make a real difference. With over 60 years of experience, we can help bridge the gap between local capabilities and the demands of the oil and gas sector, ensuring that new markets are equipped to support operations effectively.

Back in the UK, the oil and gas industry is in a mature phase and current government policy is not supporting further investment in the sector. While the UK's fiscal policy restricts investment, the global demand for hydrocarbons is not expected to decline for at least another decade. These resources must come from somewhere, and with geopolitical instability affecting several traditional production regions, IOCs are looking further afield for new opportunities. Against this backdrop, ASCO remains committed to growth, which means expanding into regions where investment is flowing.

As part of this strategy, ASCO established itself in Senegal and is actively pursuing sizeable opportunities in Côte d'Ivoire, Egypt, and Namibia. I hope to see some of these opportunities come to fruition this year.

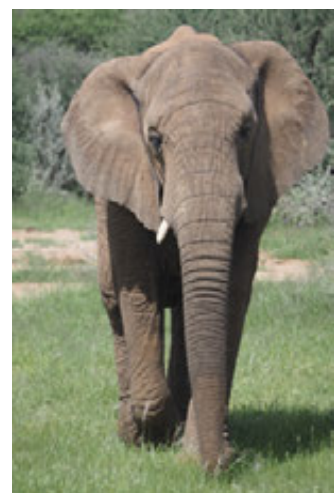
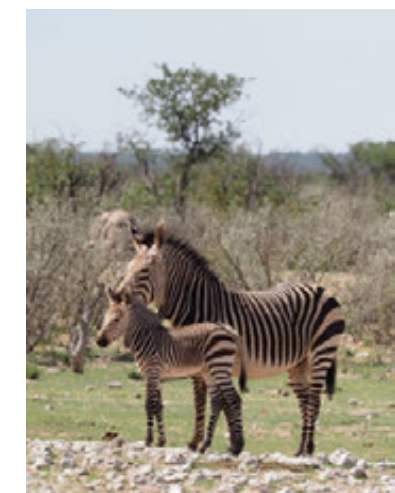
I'm often asked what it's like living and working in Africa. The challenges here are certainly different from those in a developed country. Processes can take longer, which can be immensely frustrating at times, but the rewards come in different and often humbling ways. One thing that is very evident to me in Africa is how much more people value the training and development opportunities, perhaps something we have begun to take for granted in the developed world?

On a personal level, living in Namibia is a unique experience. It's not exactly what some might imagine - it's a vast country with just three million people, plenty of open space, and incredible



wildlife. The lifestyle is different, particularly if you're used to city living, but if you embrace the change, it becomes a tremendous life experience. Social life here revolves around the 'braai' culture, where gatherings happen around a fire with great food and fine South African wine. And while I'm getting used to the local way of life, I still can't quite believe it when I see baboons while walking my dogs or giraffes on the way to the airport - it just doesn't seem real!

Moving to Africa has been an adventure, both professionally and personally. It has stretched me in many ways, but the experiences and opportunities have been fantastic. And for those of you in the north of Scotland, I can promise you one thing - the weather is just better, even if I do occasionally find myself complaining that it's too hot!





We remain committed to actively supporting and promoting the principles of Equity, Diversity, and Inclusion (ED&I) across all locations, with a focus on an authentic approach tailored to the unique needs of each business unit. This commitment is supported by our Leadership Team, grounded in our values, shaped by our organisational culture, and driven by our strategic objectives.

In 2024, we moved away from a single group-level team and instead focused on creating impact through a network of local teams that represent the interests of their respective workforces. The maturity of these teams varies across locations, so if not much is happening in your area, get involved. At a group level, the focus is on education and

awareness. This was communicated through the upgraded ED&I site on Connect and the introduction of a series of short awareness videos, available on Connect and alongside the cybersecurity training. If there is something specific you would like to see covered, speak to your local reps or send your request to EDI@ascoworld.com

We have been busy celebrating international dates such as International Women's Day, supporting mental health charities, engaging with industry such as OEUK's Industry Armed Forces Forum and displaying our support with a bold rainbow logo on our most prominent tanks in Aberdeen city centre.



"We recently refreshed our cultural ambitions to reinforce our commitment to a supportive workplace - one that is rewarding, inclusive, and respectful for everyone. To deliver on this commitment, we aim to actively educate through a variety of mediums, engage with industry through various bodies, and continuously improve our working practices through policy and procedural updates. The goal is that by raising awareness, fostering tolerance, and encouraging allyship, we will deliver the wide-ranging benefits that ED&I enables for all.

I would like to acknowledge the contribution of Allison Thomson, who previously led our ED&I efforts. Allison's work laid strong foundations, and as she moves on to new challenges, it's now up to all of us to step forward, continue the momentum, and ensure ED&I remains a core part of who we are at ASCO."

Tony Wright, Group CFO

Keeping Energy Moving

EMPLOYEE AWARDS



We are delighted to present our Keeping Energy Moving award winners!

These awards are a chance for you to nominate your colleagues to receive recognition for their great work.

Thank you all for your nominations - the winners in each category are:

'WE ARE SAFE'



ASCO OFFSHORE MATERIAL CONTROLLERS bp (Northern North Sea)

ASCO offshore material controllers exemplify the company's unwavering commitment to safety excellence, consistently maintaining an outstanding safety record. Their proactive approach to safety is demonstrated through their consistent submission of over 30 safety observations each month.

Their proactive efforts to identify and manage risks ensure a safe offshore environment and reinforce a strong 'safety-first' culture across operations. Their dedication sets a high standard for safety performance at ASCO. Well deserved!

'WE ARE SUPPORTIVE'



GLEN MARTON FUGLEDAL Base Operator (Tananger, Norway)



Glen Marton Fuglestad has been nominated for his unwavering reliability and professionalism. Glen's nominee goes on to explain that he is always punctual, dependable, and upbeat. Glen faces every challenge with a positive attitude. His supportive nature uplifts the team daily, making a lasting impact through simple yet powerful actions.

Congratulations Glen - keep up the good work.

'WE ARE PASSIONATELY BRAVE'



ADOM HUGGINS W2W Logistics Coordinator (Chaguaramas, Trinidad and Tobago)

Adom's nominee commented that over the last eight months his impact has been nothing short of exceptional. He is a phenomenal asset with a remarkable ability to adapt swiftly and his willingness to tackle challenges head-on to achieve positive outcomes.

Adom meets every challenge head-on, flagging risks and delivering solutions with a can-do attitude. He consistently represents ASCO with professionalism and pride, and his impact on operations has been outstanding. Well done, Adom.

OTHER COLLEAGUES NOMINATED BY YOU WERE:

- | | |
|--------------------|--------------------------------------|
| → Elaine Baxter | → BP Inventory Team |
| → Mark Biggerstaff | → BP MM Onshore Material Controllers |
| → Gary Boyd | → ASCO Trinidad Chargehands |
| → Charlie Penny | → Ithaca Aviation Team |
| → Charles Penny | |
| → Mark Young | |

Well done all, you are a credit to ASCO!

A focus on career development

Kylie Arnel

Kylie Arnel joined ASCO in 2014 as a Marine Supply Base Coordinator in Darwin. In 2017, Kylie took a leap of faith and became the Marine Supply Base Manager. Learn more about Kylie's career development and time at ASCO below.

JOINING ASCO

In 2014, I was approached by the then ASCO Darwin General Manager when Darwin Marine Supply Base (DMSB) first opened. At the time I didn't know much about ASCO, so I was excited to learn about DMSB and was eager for a change from working in the Domestic Shipping Service industry. This was my chance to get involved with the Oil and Gas sector, work at a brand-new quayside facility and advance my career.

I joined ASCO as the Marine Supply Base (MSB) Coordinator, managing the vessel schedule while assisting with safety, operations and reporting. This experience helped me build relationships with clients and gave me the knowledge and confidence to further develop my career within ASCO.

MY JOURNEY SO FAR

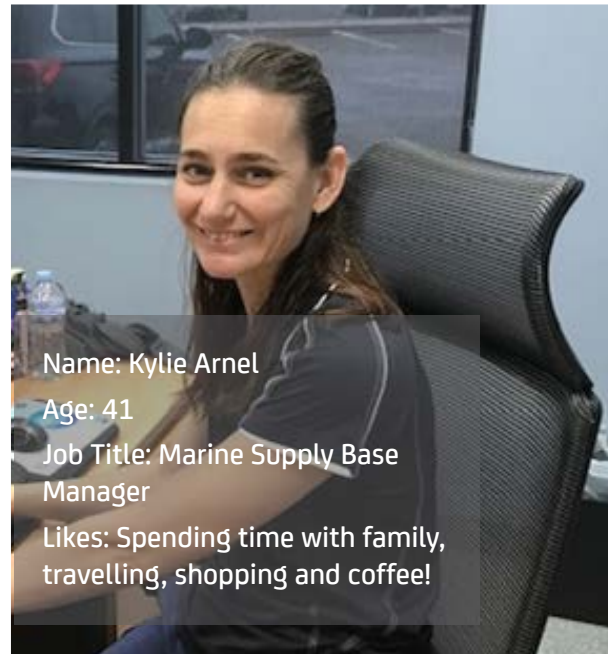
After three years as the MSB Coordinator, an opportunity arose to step into the Marine Supply Base Manager role. I was nervous but knew I had the full support of ASCO and my colleagues to take on the challenge of managing DMSB and making the role my own.

I am responsible for overseeing all operations at the DMSB. My first year as the manager was not easy - we had safety incidents, client disputes, wharf defects and constant vessel scheduling changes. I quickly learned that time management is key and that you can't do everything at once - sometimes, you just need to take a moment before continuing with operations.

As a part of our contract at DMSB, we report to Darwin Port. I made changes to simplify the reporting process while also requesting five-year forecasts from the clients. This allowed us to plan more effectively and anticipate peak periods. Once we had this information, I presented it to Darwin Port and the clients so they could all understand how busy DMSB would be in the coming months and years. At first this was a struggle, clients didn't want to openly provide their forecast, but they learnt that it was valuable to their operations and could benefit from working with other operators around vessels, pilots, berths and rig availability.

WHAT DO YOU LIKE ABOUT WORKING AT ASCO?

I have an ocean view office where I get to look out on the water to see the vessels alongside DMSB while watching the large LNG tankers transit by our quayside. I have the best of both worlds where I can go on board vessels, walk around the quayside to assist with operations and when it gets too hot, I go back to my air-conditioned office.



Name: Kylie Arnel

Age: 41

Job Title: Marine Supply Base Manager

Likes: Spending time with family, travelling, shopping and coffee!

I have a small team of four, we step into each other's role when needed and have a close working relationship supporting one another, while having a laugh. I am fortunate to have excellent relationships with our clients and stakeholders, which makes my job much easier. If an issue arises, a quick phone call usually resolves it. Every day is different. Clients often change their schedules at the last minute, and operations don't always go to plan. However, the team always finds a way to make it work safely while providing a professional service.

SUPPORT FROM THE BUSINESS

ASCO supported my career development with training and leadership while also helping and providing direction when required. They gave me time off to have my son and supported me with work life balance when I returned from maternity leave. I recently celebrated my 10-year service with ASCO, this was a special occasion that coincided with the anniversary of DMSB last year.

During this those 10 years, I have seen DMSB grow with additional clients, vessels and operations. In 2024 we achieved our record-breaking year with the largest number of port calls, I am proud to be part of a team that contributed this result! Looking ahead, I'm excited to see how DMSB continues to evolve, and I look forward to playing a part in its future growth.

Ryan Thompson

Former art student Ryan Thompson joined ASCO in 2023, but his journey to Business Development Manager for Central UK started much earlier. Beginning his career as a deckhand on a barge on the Tees, Ryan's diverse experience has propelled him from the deck to leading ASCO's growth in the region.

MY JOURNEY SO FAR

Today, I'm the Central UK Business Development Manager at ASCO. My role has evolved significantly since joining the company. I was fortunate enough to help secure contracts with key clients like North Star and Equinor for the Dogger Bank project, which laid the foundation for our expansion in the region.

Our Teesside location has grown rapidly, and we've been able to recruit a fantastic team, with a strong focus on hiring local talent. We're already seeing the benefits of our work, with plans to expand further. By the end of 2025, we expect to have around 65 to 70 direct jobs at the port.

It's been incredibly rewarding to see our growth, and I'm excited about what lies ahead as we continue to play a pivotal role in the UK's energy transition.

WHAT DO YOU LIKE ABOUT WORKING AT ASCO

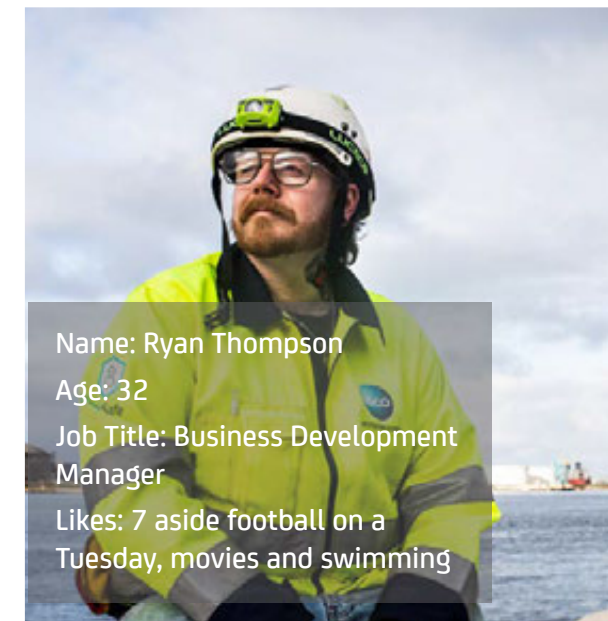
One of the things that really drew me to ASCO was the company's commitment to growth and innovation. It's clear that ASCO isn't just about delivering logistics and materials management services – it's about shaping the future of energy. The company's focus on sustainability, decarbonisation, and providing solutions for renewable energy aligns perfectly with my values. I'm incredibly proud to be part of a company that is driving positive change in the energy sector.

SUPPORT FROM THE BUSINESS

I've always felt supported in my role, right from the very start.

At ASCO, everyone is encouraged to make a difference, and our work really does have an impact – not just within the company, but in the communities where we operate. For me, it's not just about business success; it's about making a meaningful contribution to the local area and to the wider industry.

Looking back on my career, I never would have imagined I'd be in this position when I first stepped onto that bunk barge over a decade ago. But I've learned that sometimes the most unexpected paths lead to the greatest opportunities. ASCO has been an incredible company to work for, and I'm looking forward to the exciting challenges and opportunities that the future holds.



Name: Ryan Thompson

Age: 32

Job Title: Business Development Manager

Likes: 7 aside football on a Tuesday, movies and swimming

JOINING ASCO

My career path to ASCO is probably not what you would expect. I grew up in Marske, and after finishing my studies in fine art at Cleveland College of Art and Design, I found myself at a bit of a crossroads. I wasn't quite sure what I wanted to do next, until a family friend, who worked as a skipper on a workboat on the Tees, gave me a piece of advice that changed everything. He told me I needed a "proper job," which led me to start working as a deckhand on the Erimus Star, a bunk barge on the Tees when I was 18.

I immediately fell in love with the work. Over the next few years, I gradually worked my way up to skipper. But after a few years of early mornings and battling harsh weather conditions, I knew it was time for a change. I decided to leave life at sea behind and joined LV Shipping as a trainee ship's agent. It was during this time, and especially through managing offshore projects during Covid, that I started to build a deeper understanding of the logistics and supply chain side of the industry.

Then, in 2023, I got a call from a former colleague. ASCO was looking to open a new office on Teesside, and they needed someone to help set things up. The opportunity seemed too good to pass up, so I took a leap of faith, and here I am now, leading ASCO's operations on Teesside.

150 Years of Service

It's not every day that we get to celebrate long service milestones, and at the end of 2024, we had the privilege of honouring not one, but five incredible colleagues whose dedication to ASCO spans an impressive 150 years!

To mark this momentous occasion, Mike Pettigrew (CEO), Tony Wright (CFO), and Mike Ramsey (General Manager – NUK) hosted a special celebratory meal for our long-serving colleagues and their partners. It was a night filled with gratitude, laughter, and reflections on years of hard work, commitment, and shared successes.

From their very first day, each of these individuals has played an integral role in ASCO's journey, contributing not just to their teams but to the wider business. Their expertise, passion, and unwavering commitment have helped shape our company, and we are truly grateful to have them as part of the ASCO family.

Honouring Our Long-Serving Colleagues:

- Alistair McGee, Senior Warehouseman – 30 years
- Jackie Edwards, Senior Administrator – 25 years
- Freddie Dick, CCU Yard Supervisor – 30 years
- Janice Murray, Financial Services Supervisor – 40 years
- Anne Buchan, Group HSSEQ Coordinator – 25 years



(Pictured left to right: Alistair McGee, Tony Wright, Mike Ramsey, Jackie Edwards, Freddie Dick, Janice Murray, Anne Buchan, and Mike Pettigrew.)

Congratulations to all our long-service award recipients! Your hard work and dedication inspire us all- here's to the next milestones ahead!

JANICE MURRAY



Financial Services Supervisor

We asked Janice how things have changed since she started at ASCO 40 years ago.

"From an office filled with cigarette smoke and the noise of chattering electric typewriters to the introduction of the internet, personal computers and a focus on employee wellbeing - how the office environment has changed in 40 years, for the better!"

ALISTAIR MCGEE



Senior Warehouseman

Ally reminisced on some memorable moments during his career with ASCO.

"A highlight for me is being invited to an evening presentation by Castrol Offshore as a thank you for the work we had been doing for them. My colleagues are another highlight - on my 50th birthday they laid on a surprise for me at work with cake and gifts and last year when I was very ill for a long period - they kept in contact and came round to my house to visit while I was off."

ANNE BUCHAN

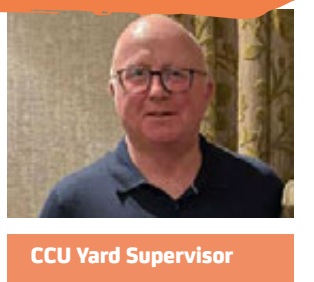


Group HSSEQ Coordinator

We asked Anne for a stand out memory from her 25 years at ASCO.

"A standout memory for me was when I got the opportunity to travel to the ASCO Tanzania supply base to conduct an internal HSSEQ audit and assist with their Quality documentation. It was a great experience to visit in person and finally meet the team I had been working with over email. I thoroughly enjoyed spending a week in a new country and environment."

FREDDIE DICK

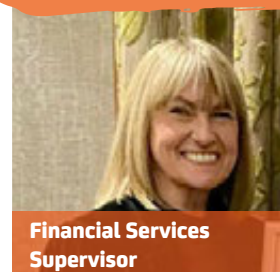


CCU Yard Supervisor

Freddie told us about the strong bonds he has formed with colleagues over the years.

"The strong bond you make with your workmates over the years is special. There was one occasion when I was in ARI getting chemotherapy. Andy Turnbull, Mark Summers and Wayne Bannerman came to visit me straight after work. Wayne accidentally knocked over my tray of used plates, causing a loud bang, almost giving my mum and myself a heart attack and the nurses bolted into the room as they thought I had collapsed. Wayne had a right beamer!!"

JACKIE EDWARDS



Financial Services Supervisor

We asked Jackie to give us a highlight from her 25-year career with ASCO

"A highlight of my career with ASCO was when I received recognition from senior management and was awarded a Make a Difference Award!" Jackie was nominated for the exceptional support she provided to the team in Senegal. She always displays a real desire to deliver excellent customer service and displays a can do attitude.

Insight into a new start

Fiona Chaulk

Fiona Chaulk joined ASCO in 2024 as an HSSEQ Advisor for our team in Western Australia.

Find out more about Fiona and her time at ASCO so far below.

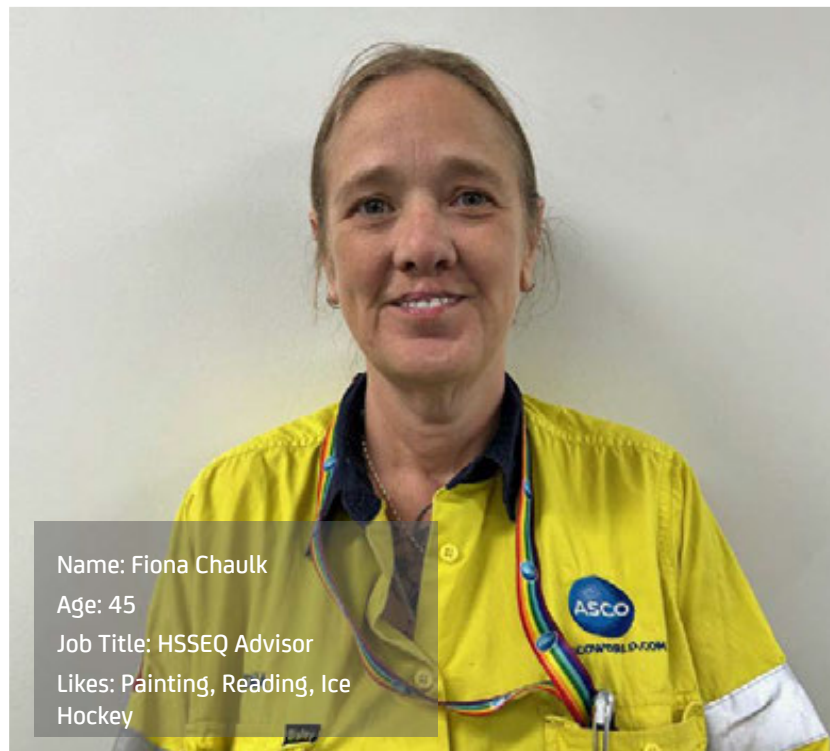
MY BACKGROUND

My journey in safety began around 18 years ago while working in the mining and construction industry as a Fly-In-Fly Out (FIFO) worker. Over the years, I have worked with several companies, gaining invaluable experience in workplace safety and operational efficiency. Just over a year ago, I joined ASCO, and since then, I have been actively working at both the Perth Supply Base (PTSB) and the Dongara Supply Base (DGSB) and Camps in Western Australia.

JOINING THE UK COMMERCIAL TEAM

When I first heard about the opportunity at ASCO, it immediately caught my attention as it seemed like the perfect fit for my skills and experience. After an initial meeting over Teams with my prospective manager and the Human Resources team, I had a strong feeling that this was the kind of environment where I would fit in well. Their approach, values, and team culture aligned with my own, making the decision to join ASCO an easy one.

As the HSSEQ Advisor for PTSB, DGSB & Camps, I play a key role in ensuring that safety, health, security, environment, and quality (HSSEQ) standards are upheld across our operations. My role involves regular travel to Dongara to oversee safety protocols and ensure that the Camps and Supply Base are operating smoothly and in compliance with regulations. In addition to site visits, I also assist teams in the Perth office by developing critical safety documents



Name: Fiona Chaulk
Age: 45
Job Title: HSSEQ Advisor
Likes: Painting, Reading, Ice Hockey

and leading HSSEQ-focused activities to promote a strong safety culture.

Safety has always been a passion of mine, and ASCO shares the same commitment to maintaining the highest safety standards. One of the most rewarding aspects of my role is working with a team that is dedicated and driven to succeed together. The people at ASCO truly make the difference; the collaboration and shared commitment to safety create a fantastic working environment.

ASCO SO FAR

ASCO is a great company to work for, with a strong sense of teamwork and a shared focus on achieving common goals.

My role encompasses all of ASCO's core values and obsessions, ensuring that every team I work with understands their responsibilities and commitments. By embedding these values into daily operations, we create a safer, more efficient working environment for everyone.

For anyone considering a role at ASCO, I would say that if you are passionate about what you do and want to be part of a supportive and dedicated team, this is the place for you. ASCO offers a fantastic environment to grow professionally while working alongside great people who share the same drive for excellence.

Women in business

Kelly Smith

At just 35, Kelly Smith is driving progress in one of the most complex corners of the energy sector - environmental and decommissioning. As Group Head of Environmental and Decommissioning at ASCO, her leadership is helping steer both business growth and sustainability.

"No day is the same... except the inevitable death by Teams meetings!"

Kelly's role spans strategic direction, compliance, performance, and site visits across ASCO operations. It's a job she loves, thanks to the variety and - above all - the people.

From University to Energy Leadership

Kelly's career began with a university placement at an oilfield chemical company - a move that secured her first job and sparked her passion for the industry. "That placement cemented my career in energy," she says.

Now, over 11 years into her journey (and counting), Kelly has seen significant change - including a more diverse workforce. "In the early days offshore, some rigs didn't even have toilets for women. That's changed, thankfully!"

Breaking Barriers

As a woman in energy, Kelly admits it hasn't always been easy. "I didn't have anyone in leadership I could aspire to. That made it harder to picture myself at the top." But that didn't stop her - and now she's that role model for others.

"Sometimes you only see the barriers once you've already broken through them."



Name: Kelly Smith
Age: 35
Job Title: Head of Environmental and Decommissioning
Likes: Travelling for new experiences/culture, cooking, and my son insists I add 'gaming' with him on my list!

Mentorship and Mindset

Support came from her former boss Chris, who encouraged her from day one. "He asked me what I wanted from my career - I said his job. And here I am."

She also credits the AXIS mentoring network for giving her a valuable external perspective - and recommends it to anyone looking to grow in their career.

Words of Advice

"Back yourself. Take the opportunities given to you, and make the ones that aren't."

Kelly encourages women to join the energy sector, highlighting

the opportunities tied to the energy transition and the value of diverse thinking in leadership.

Life Beyond Work

So how does she juggle it all? "By realising not everything has to be done today. And having a 7-year-old at home definitely helps shift my focus after work - especially when he insists I game with him!"

Her Proudest Moment?

"Getting this job. It's what I worked for from day one. And who knows - maybe I'll go even further."

Developing the next generation

CELEBRATING OUR 2022 GRADUATES: SHAPING THE FUTURE AT ASCO

At ASCO, we take pride in investing in emerging talent and supporting the next generation of industry leaders. Our 2022 graduate intake has gone from strength to strength and are now thriving in key roles across the business.

Nathan Morrison

Assistant Project Manager



Nathan joined ASCO's graduate scheme looking for an opportunity to explore different career paths. After rotating through various departments, he found his place in decommissioning, where he now works as an Assistant Project Manager.

JOINING ASCO

I completed my Management degree at RGU in 2022 and wasn't sure what I wanted to do next. I saw ASCO's graduate scheme advertised and thought the structured rotations across departments offered a chance to explore multiple career paths and gain experience before settling into a specific role.

I had the opportunity to understand how contracts are won and managed in the commercial department and to see how they are executed in operational roles. I worked closely with teams in the Operations Control Centre, visited work sites, and got hands-on exposure to supply vessels, which gave me a comprehensive view of ASCO's diverse operations.

MY CURRENT ROLE

My final rotation was in the Environmental department, where I quickly realised decommissioning was the right fit for me and was fortunate enough to secure a role as Assistant Project Manager. I coordinate decommissioning projects, managing logistics and client communication on waste plans. Each project presents unique challenges, often involving complex materials like those with marine growth still attached.

One of the most rewarding parts of the job is the coordination involved in getting these materials processed and disposed of in an environmentally responsible manner. Communication is important, I'm constantly liaising with clients, managing schedules, and working with internal teams to ensure everything runs smoothly. I've also had the chance to travel to various ASCO sites, which has been invaluable for my personal and professional development.

MY CURRENT ROLE

There is always someone willing to help you at ASCO. One of the greatest benefits of the graduate scheme was the opportunity to build relationships across different departments. Having connections has made it easier to navigate challenges in my current role, as I know who to turn to for advice and support.

I've had the opportunity to complete several training courses which have been essential for my work, especially when dealing with materials that require special handling. I've received mentorship from experienced colleagues, which has guided me as I continue to grow within the company. Looking ahead, I'm excited to continue in the decommissioning sector, it's a fast-paced and evolving industry, and I'm excited to be part of this innovative field at ASCO.

Taylor Cunningham

New Energy and Net Zero Officer

Taylor Cunningham joined ASCO through the graduate scheme in 2022. Since then, she has progressed into the role of New Energy and Net Zero Officer, playing a key part in driving ASCO's sustainability initiatives forward.

JOINING ASCO

After studying Sustainable Environmental Management, I didn't have the opportunity to fully apply my degree in the way I had hoped. My cousin, a long-time ASCO employee, made me aware of the graduate scheme, and it immediately stood out as the perfect opportunity.

At first, it felt overwhelming, but the structured rotations helped me break down the learning process. Over time, I developed a well-rounded view of the business, understanding how different departments work together to contribute to ASCO's overall success.

One of the most impactful projects I worked on was coordinating the 'Fit 4 Offshore Renewables' accreditation, which gave me hands-on project management experience. Another highlight was meeting lots of people across the company while doing energy audits.

MY CURRENT ROLE

Throughout the graduate scheme, I adapted to the needs of each department while maintaining a focus on sustainability - setting aside one day a week to work with Thuy-Tien on sustainability-related projects. Over time, I was given greater responsibilities, allowing me to gain hands-on experience and contribute to ASCO's sustainability efforts.

When the New Energy and Net Zero Officer role was advertised, it felt like the perfect next step for me. Sustainability comes



with its challenges, but every step forward brings us closer to our net-zero goal. I focus on ensuring we're on the right path, prioritising efforts where they matter most, and driving meaningful progress.

SUPPORT FROM THE BUSINESS

The graduate scheme played a key role in my career development by providing opportunities across multiple departments. I've been fortunate to join the Sustainability Committee - allowing me to contribute to ASCO's strategic sustainability direction.

Mentorship and support from colleagues, particularly strong female leaders, have been invaluable throughout my journey. Their guidance has helped shape my development and reinforced the importance of diverse leadership.

Looking ahead, I'm excited to broaden my expertise in new energy as ASCO continues expanding into the renewables market. I hope to make a lasting impact on ASCO's sustainability journey.

Ross MacPherson

Supply Chain Administrator

Ross joined ASCO's graduate scheme following a varied start to his career. Having run his own business before applying, Ross was looking for an opportunity that would allow him to develop new skills and gain a broader understanding of business. Now working in Procurement as a Supply Chain Administrator, he has embraced the opportunities ASCO has provided.

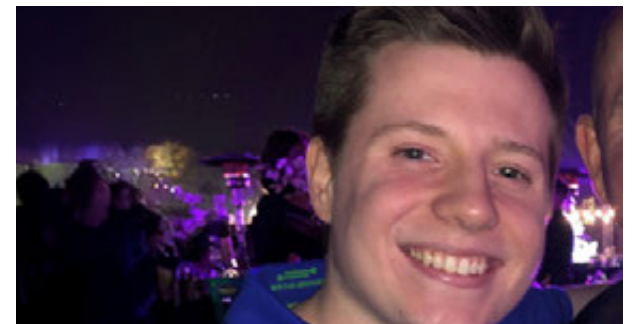
JOINING ASCO

After completing my degree in Business Management in 2020, I entered an almost non-existent job market due to the pandemic. During that time, I started a local sanitisation and disinfectant company with my Dad, running it successfully for two years.

I wanted to broaden my experience so I attended a job fair where I met Debbie Scott, who introduced me to ASCO's graduate scheme.

MY CURRENT ROLE

During the graduate scheme, I rotated through several departments, each with different challenges and learning opportunities. While some placements felt like a natural fit, others pushed me out of my comfort zone, teaching me valuable lessons about adaptability and teamwork. One of my key projects involved creating an in-house training module for Fuel and Lubes bunker operatives, streamlining the previous training materials to make them more effective and relevant.



Since completing the scheme, I moved into Procurement as a Supply Chain Administrator. My responsibilities include managing supplier databases, purchase orders, and overseeing procurement processes. I'm now taking on additional responsibilities, including managing forklift repairs across all sites and gaining hands-on experience in the Supply Chain Specialist role, which is my next career goal.

SUPPORT FROM THE BUSINESS

I have received incredible support at ASCO. During the graduate scheme, I had a dedicated HR mentor who provided guidance and helped me navigate my placements. I have also had access to numerous training opportunities.

Looking ahead, I aim to develop further within Procurement and progress into a Supply Chain Specialist role. With the skills I've gained and the support from ASCO, I feel confident in my ability to achieve this goal.

Lifestyle



In 2024, ASCO teams across the world came together with incredible ingenuity and generosity, raising funds for a variety of local and global causes. From charity runs to bake sales and Australian BBQ's, our people showed what it means to live our values beyond the workplace. The momentum has continued in 2025 - with even bigger plans in motion to support the communities we live and work in.

NORTHERN UK

In 2024, the Northern UK team raised funds for New Arc, the largest wildlife rescue centre in the North-East of Scotland. A fantastic total of £8,400 was raised through various events throughout the year, including a seven-a-side football tournament, a family fun day, and the return of the popular quiz night. Additionally, the team supported Mission Christmas, the Buchan Giving Tree, and local food banks, as well as sponsoring various employee-led fundraising events.

Charlie House has been selected as the Northern UK charity for 2025. This organisation is dedicated to improving the quality of life for children in the North-East of Scotland with life-limiting or life-threatening conditions.



SOUTHERN UK

In 2024, the Southern UK team chose to support Nelson's Journey, a charity providing bereavement support for children. Fundraising activities included a beach clean, themed raffles, and bake sales. Over the festive season, they organised a Christmas jumper day and collected donations for Christmas food hampers.

NORWAY

The team in Norway are committed to giving back to our communities and supporting initiatives that make a difference. In 2024, they continued their support for the Cancer Society and invested 50 000 NOK into youth sports, particularly less mainstream sports, to create more opportunities for children to participate and develop their skills. The funds were split across various local clubs we invested in activities for the Sola Baseball youth club in Stavanger.



NEWFOUNDLAND, CANADA

Our team in Eastern Canada dedicated 2024 to giving back through various charitable initiatives. In February, they marked Pink Shirt Day, raising awareness about workplace bullying and equipping staff with the knowledge to recognise and prevent it. Continuing their annual tradition, they donated school supplies to the Single Parents Association of Newfoundland, supporting families in need at the start of the school year. Additionally, they made a generous \$5,000 donation to the Young Adult Cancer Centre, contributing to cancer research and support programmes for young adults facing cancer.

Looking ahead to 2025, the Newfoundland team is expanding their community involvement by participating in the St. John's Pride Parade in July, reinforcing their commitment to inclusion and support.

MANATOKAN, CANADA

In Manatokan, our team worked closely with the Conklin Regional Development Advisory Committee (CRDAC) to assist those in need within the Conklin area. As part of this partnership, they provided home-cooked holiday meals for local elders, covering the cost of two communal gatherings at Thanksgiving and Christmas, with contributions exceeding \$1,500 per event. Their Christmas donations included two \$300 gift cards to CNRL in support of the Lac La Biche Women's Shelter, along with a \$1,600 golf club set raffled off to raise additional funds for the shelter. The team also supported local youth sports with a \$200 donation to help the U15 Lloydminster Blazers hockey tournament continue its annual event.

In 2025, the Manatokan team remains committed to supporting local charities, youth initiatives, and their ongoing partnership with the CRDAC to address community needs.

AUSTRALIA

The ASCO team in Australia made a significant impact in 2024, raising over \$7,000 for various local charities, including their chosen charity of the year, Cancer Council of Australia. Fundraising activities included a Dolly's Day BBQ in support of the anti-bullying charity Dolly's Dream, as well as morning teas, golf days, and quiz nights to bring people together for a good cause. The team also participated in Movember, hosting a Movember BBQ to raise funds. In addition, they contributed blessing bags, donated to the local food bank in Darwin, and supported holiday initiatives such as the Christmas Wishing Tree for children and the Salvation Army's gift-wrapping initiative.



FIND OUT HOW YOU CAN GET INVOLVED

Contact your local representative

Northern UK

Caroline Fettes
Solutions Architect/Project Manager

Southern UK

Stacey Short
HR Advisor

Canada

Tracy Henstridge
Operations Administrator

Australia

Beatrice Pigni
HR Generalist

Norway

Inger Lise Molenaar
HR & Organisation Manager

Senegal

Dior Dieng
Finance and Admin Supervisor

Trinidad

Nicola Bharath
HR Assistant

Social life at ASCO

TALL SHIPS SPONSORSHIP



We were delighted to be an affiliate sponsor of the Tall Ships event as it sailed into Aberdeen this July. Having operated in and around Aberdeen Harbour for nearly 60 years, some of us are old enough to remember previous visits in 1991 and 1997 and the amazing buzz it created around the city. This time the event was even more spectacular with events, fairs, food stalls and quayside concerts from big acts each night. The whole city was abuzz with people, over 400,000 attended across the four day event. We were proud to be part of such an awe-inspiring event.

INTERNATIONAL WOMEN'S DAY

International Women's Day is celebrated globally on the 8th of March, and many of our team members around the world marked the occasion.

In Australia, our colleagues in Perth created a board filled with heartfelt notes dedicated to the most important women in their lives. In Darwin, team members decorated the office and gathered to enjoy a buffet. Meanwhile, at the Camps, ASCO and CaterCare came together to organise homemade baked goods for our client, Mitsui.

In Aberdeen, our colleagues hosted a lunchtime celebration featuring two guest speakers. Kat Henderson shared her incredible journey after a cycling accident left her unable to use her legs. Our own Danny Robb then took to the stage to

ROWIES TO RUNAR

In May, ASCO's Norway-based Managing Director, Runar Hatletvedt, tried his first ever rowie (or buttery, Aberdeen roll, cookie, the list goes on...) – and that was it. He was hooked. So, when the Tall Ships came to Aberdeen, there was only one thing for it: send a batch across the North Sea. Thanks to The Bread Guy Bakery and the brilliant team at Ocean Youth Trust Scotland, a fresh delivery of Aberdeen's finest set sail aboard the Alba Explorer, bound for Kristiansand – more than 300 nautical miles away.

After a few days at sea – and one 2.40am finish line crossing – the crew arrived safely in Norway, tired but proud. Waiting at the dock? One very happy Runar, ready to be reunited with his now-famous snack. Therowies made it. The young crew smashed it. And ASCO couldn't be prouder to have played a small part in this brilliant voyage. Now the real challenge? Getting Runar to stick to three a day.



discuss his efforts in the Highland Games to encourage more women to participate in these historic events.

In Norway, our colleagues celebrated with beautifully decorated cakes across various locations and our colleagues in Farsund organised a 'hot dog party' for everyone too.

Coming together to champion gender equality in the workplace and beyond is so important. Together we can create a more inclusive future for all. We hope everyone had a fantastic time celebrating!

NEW MARSKE SPORTS CLUB



When New Marske Sports Club, based in Northeast England, told us they were in need of winter coats for their under nine's team, we saw an opportunity to make a real difference. We wanted to show our commitment to the local community - so we stepped up as a club kit sponsor and provided the jackets for the team. Now, the players can train comfortably through the colder months, and we are proud to be part of their journey.

CELEBRATING KINDNESS



You may know Alan Milne, HSSEQ Advisor and T&C Specialist at ASCO Canada, as the undisputed GOAT of ASCO Movember - but this time, we're celebrating a different kind of achievement. Alan was recently honoured with a Volunteer Achievement Award by Cold Lake and District Family and Community Support Services (FCSS), recognising his outstanding commitment to community service.

Alan received the award at the FCSS Annual Volunteer Appreciation Dinner, in celebration of his 10 years of dedicated service to the Cold Lake Bully Free Committee.

TRINIDAD BEACH CLEAN



Some of the ASCO team in Trinidad and Tobago joined forces with the European Business Chamber for a "Down the Islands" beach clean-up.

The initiative brought together local businesses and community members to remove waste and debris from the shoreline, helping to protect marine life and preserve the natural beauty of the islands.

By taking part, our colleagues demonstrated ASCO's ongoing commitment to sustainability and environmental stewardship.

Since emigrating to Canada in 2013, he has made it his mission to be an active and positive force in his local community. As a long-standing member of the Bully Free Committee, Alan has played a key role in a variety of initiatives aimed at promoting kindness and inclusivity. From organising and participating in events, to delivering presentations at schools and family gatherings, Alan's impact has been both wide-reaching and deeply felt.

Alan's commitment to creating respectful environments extends beyond his volunteer work. Within ASCO, he has been a passionate advocate for respectful workplaces, helping to deliver training sessions that promote a culture of kindness and accountability. In 2024, Alan organised a workshop led by a renowned expert on workplace bullying, further demonstrating his dedication to making a difference.

Reflecting on his award, Alan shared:

"ASCO has always been very supportive, allowing me time to attend meetings and events when required should I be on shift. I'm honoured to be recognised with this award, but even more proud to be part of something that supports kindness and respect in our community."

Alan, thank you for leading by example and showing us all how compassion, commitment, and community spirit can make a real difference - both in our communities and here at ASCO.

Meet the Team

Quayside Operations

Say hello to some of the members of our quayside operations team in Peterhead, UK.

Each issue will have a spotlight on a different team within the business, helping us get to know our people all over the world.

BASE OPERATIVE

Charlie Marr

IF YOU COULD HAVE A SUPERPOWER, WHAT WOULD IT BE AND HOW WOULD YOU USE IT?

I would like healing powers so I could help people.

IF YOU COULD WITNESS ANY EVENT FROM THE PAST, PRESENT, OR FUTURE, WHAT WOULD IT BE AND WHY?

I would go back to 1967 when Celtic won the European Cup.

CHECKER

Wayne Bannerman

IF YOU COULD HAVE A SUPERPOWER, WHAT WOULD IT BE AND HOW WOULD YOU USE IT?

Mind changer - so I could stop all the wars/violence in the world by changing peoples thoughts and ideas.

IF YOU COULD CHANGE ROLES IN THE COMPANY FOR A DAY, WHAT ROLE WOULD IT BE AND WHY?

Planning and Control Manager. To see what pressure there is and if I could plan a whole day.

WHAT'S YOUR FAVOURITE BOOK AND WHAT IMPACT DID IT HAVE ON YOU?

JFK. It made me think about how much of what happened was a conspiracy.

WHAT THREE ITEMS WOULD YOU WANT ON A DESERT ISLAND?

My dog, my book and a hammock.

HOW WOULD YOUR FRIENDS DESCRIBE YOU?

Animated, boisterous and funny

IF YOU COULD INVITE ANYONE TO DINNER, WHO WOULD IT BE?

Nelson Mandela - he fought for his fellow man and his words are inspirational.

MULTI SKILLED OPERATIVE

Colin Robinson

IF YOU COULD TRAVEL ANYWHERE IN THE WORLD, WHERE WOULD YOU GO AND WHY?

Japan - I would like to experience a completely different culture.

WHAT'S YOUR FAVOURITE BOOK AND WHAT IMPACT DID IT HAVE ON YOU?

Aesop tales (in poetry) still makes me smile.

IF YOU COULD WITNESS ANY EVENT FROM THE PAST, PRESENT, OR FUTURE, WHAT WOULD IT BE AND WHY?

VE Day - pure happiness.

IF YOU COULD INVITE ANYONE TO DINNER, WHO WOULD IT BE?

My Grandfather.

TELL US YOUR FAVOURITE CRACKER/DAD JOKE.

What do you call a belt made of watches? A waste of time!

BERTHER

Frankie Fraser

WHAT'S A SKILL OR HOBBY YOU'VE ALWAYS WANTED TO LEARN OR DEVELOP, AND WHY?
Metal detecting to find gold.

IF YOU COULD HAVE A SUPERPOWER, WHAT WOULD IT BE AND HOW WOULD YOU USE IT?
The ability to jump into places. I could jump into banks to get money.

HOW WOULD YOUR FRIENDS DESCRIBE YOU?
Fun time Frankie.

WHAT'S YOUR FAVOURITE MOVIE AND WHY?
The Alamo - cowboys, gunfights and history.

IF YOU COULD CHANGE ROLES IN THE COMPANY FOR A DAY, WHAT ROLE WOULD IT BE AND WHY?

Base Manager.

IF YOU COULD WITNESS ANY EVENT FROM THE PAST, PRESENT, OR FUTURE, WHAT WOULD IT BE AND WHY?

The gold rush.

CHARGEHAND

Jim Duthie

IF YOU COULD CHANGE ROLES IN THE COMPANY FOR A DAY, WHAT ROLE WOULD IT BE AND WHY?

CEO - to see what happens at that level in the company.

IF YOU COULD HAVE A SUPERPOWER, WHAT WOULD IT BE AND HOW WOULD YOU USE IT?

The ability to produce food and feed the starving.

IF YOU COULD INVITE ANYONE TO DINNER, WHO WOULD IT BE?

Mohammed bin Rashid Al Maktoum (Prime Minister of UAE)

IF YOU COULD WITNESS ANY EVENT FROM THE PAST, PRESENT, OR FUTURE, WHAT WOULD IT BE AND WHY?

Celtic winning the European Cup in 1967.

BASE OPERATIVE

Andy McGillivray

WHAT'S A SKILL OR HOBBY YOU'VE ALWAYS WANTED TO LEARN OR DEVELOP, AND WHY?

To better my drumming skills as I love my music.

WHAT'S YOUR FAVOURITE BOOK AND WHAT IMPACT DID IT HAVE ON YOU?

Stephen King's 'The Stand' depicts exactly how human beings would react in a worldwide apocalypse.

IF YOU COULD WITNESS ANY EVENT FROM THE PAST, PRESENT, OR FUTURE, WHAT WOULD IT BE AND WHY?

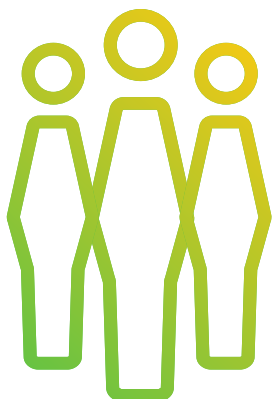
The pyramids being built, the architecture of them has always been a mystery.

WHO INSPIRES YOU?

John Carpenter. He has written and directed so many good movies, plus I've met him in person.

WHAT THREE ITEMS WOULD YOU BRING ON A DESERT ISLAND?

Headphones, iPhone and a huge box of protein bars.



EMPLOYEE ASSISTANCE PROGRAMME

Have you heard of the Employee Assistance Programme (EAP)?

The EAP is an assistance programme for employees that offers a range of different services that are all free of charge and strictly confidential. Services include counselling, legal advice, financial advice and lots more.

We would like to remind everyone that ASCO provides an Employee Assistance Programme across many of our locations, all of these are through third-party providers and are completely confidential. For more information on the EAP, please get in touch with your local HR representative.



mental health
first aider

MENTAL HEALTH FIRST AIDERS

At ASCO, we want to create a workplace culture where everyone feels comfortable, making it easier to speak about mental health concerns and to seek support when they need it.

We would like to remind you that our trained Mental Health First Aiders are available for support and guidance at all locations, whether by telephone, email or in person.

The contact details for the Mental Health First Aiders can be found on the SharePoint page **here**.