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ASCO GROUP

Sustainability Report

Striking the balances of the *energy transformation*

2021



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ABOUT THIS REPORT

About this Report

In accordance with our **sustainability obsession**, we will drive improvements in everything that is directly within our control. We will work with companies that share **our passion for people, the planet and sustainable business practices**, encouraging and influencing change in the communities, markets and industries that we serve.

This report highlights the steps we have taken so far to create a more sustainable business and achieve the targets we have set to be a net zero greenhouse gas emissions business by 2040.

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introduction

MESSAGE FROM OUR SUSTAINABILITY MANAGER



Thuy-Tien LeGuenDang
Group Sustainability Manager, ASCO

The world is changing at a fast pace with new technologies, new regulations and a rising interest in lowering our environmental impact.

Working together towards net zero carbon emissions by 2040

ASCO provides logistics and materials management services and solutions that enable our clients to achieve their low carbon ambitions, leveraging our core competencies to support the development of new energy technologies.

The world will continue to need energy to heat our homes, produce our food, enable international travel and power industry. This energy needs to be produced more efficiently with less greenhouse emissions. The energy transition will support the move from a system where energy predominantly comes from fossil fuels to an energy mix that involves many technologies, including wind, solar, nuclear, and other existing or emerging technologies.

We are committed to becoming responsible custodians of our human, financial and natural capital, supporting the energy transition and protecting our planet. We aim to reduce our environmental impact and decarbonise our supply chain.

Therefore, we have committed to assessing everything we do under a sustainable framework; the ASCO Environmental Management Policy.

Sustainability is one of our core obsessions and in collaboration with our clients and partners, we are working together to transition to lower carbon solutions, transforming the supply chain, and working towards our goal of net zero greenhouse gas emissions by the end of 2040.

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About ASCO

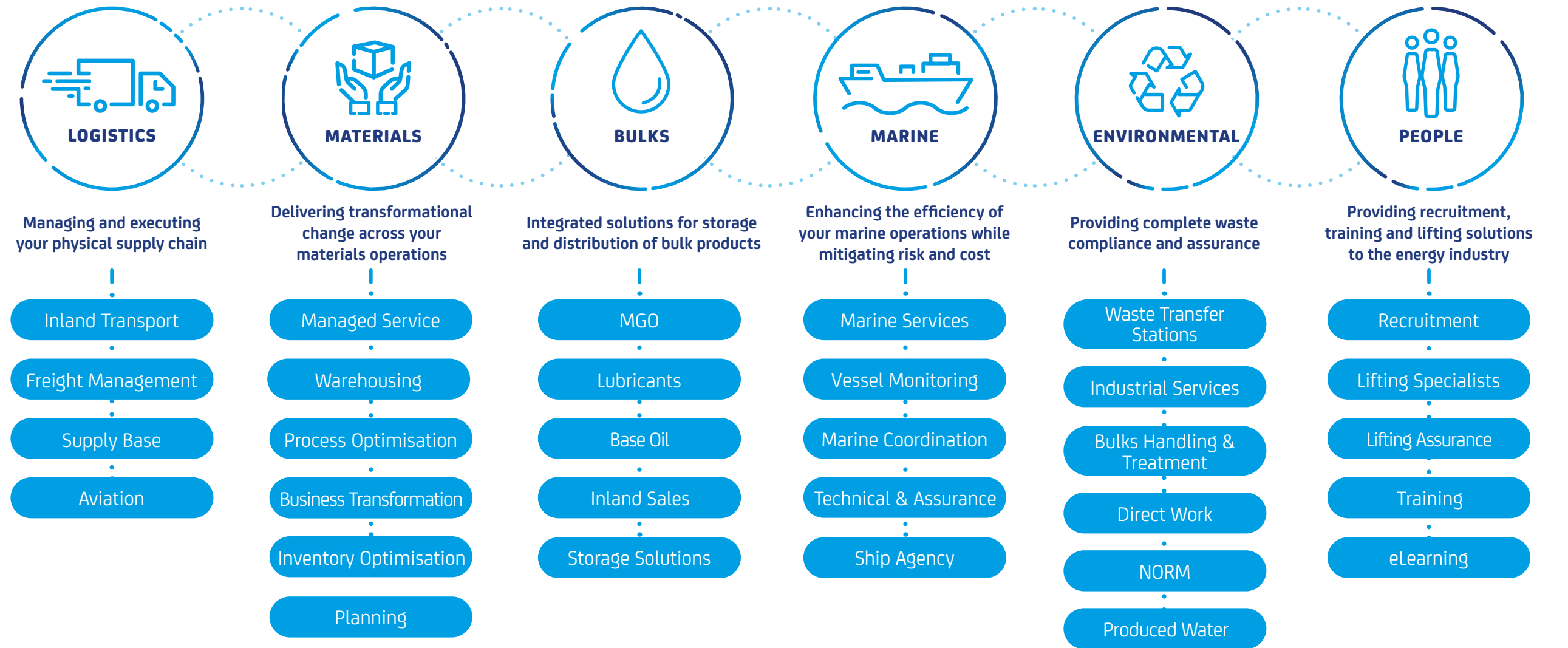
ASCO is a leading global logistics and materials management services provider, supporting projects in the Renewables, New Energy, Oil and Gas and Decommissioning sectors. The company supports major energy companies and Tier 1 contractors, with operations across five continents and eight countries. Headquartered in Aberdeen, Scotland, ASCO operates from over 70 locations worldwide and employs c. 1400 people.

ASCO's innovative processes and systems mean the company is at the forefront of driving supply chain efficiency, providing full transparency of the entire process from vendors to end users. The fully integrated suite of support includes logistics, transport and freight, supply base management, aviation services, warehousing and storage solutions, materials management, fuel and bulk provision, marine services, training, lifting and assurance, personnel provision and environmental services. It combines this with specialist technical and advisory services across marine, materials, inventory and lifting operations, and world-class technology via its proprietary integrated Logistics Management System (iLMS), to meet the needs of energy operators worldwide.


With over 50 years of logistics and materials management experience, ASCO's expertise and capability help customers by transforming operational efficiency and improving processes. Continued execution of innovative low-carbon strategies marks ASCO as the supplier of choice in supporting a sustainable future.

To find out more, visit: www.ascoworld.com

END TO END LOGISTICS AND MATERIALS MANAGEMENT



 c. 1400 personnel worldwide

 70+ operating locations

 50+ YEARS experience in logistics & materials management

LOCAL KNOWLEDGE, GLOBAL REACH



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OVERVIEW

Purpose

Our vision is to be a vibrant company supporting the world’s energy demands, delivering a sustainable environment for future generations.



Our mission is to simplify our customers logistics and materials management requirements by providing a comprehensive and efficient lifecycle service.

WE EXIST TO
Safely Support The Global Energy Industry
BY
**Providing An Innovative, Integrated Logistics
& Materials Management Service**

FOR THE GOOD OF
**Our Employees, The Community And Our
Investors**



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Values and Culture

WHAT WE STAND FOR, PLAN FOR AND AIM FOR

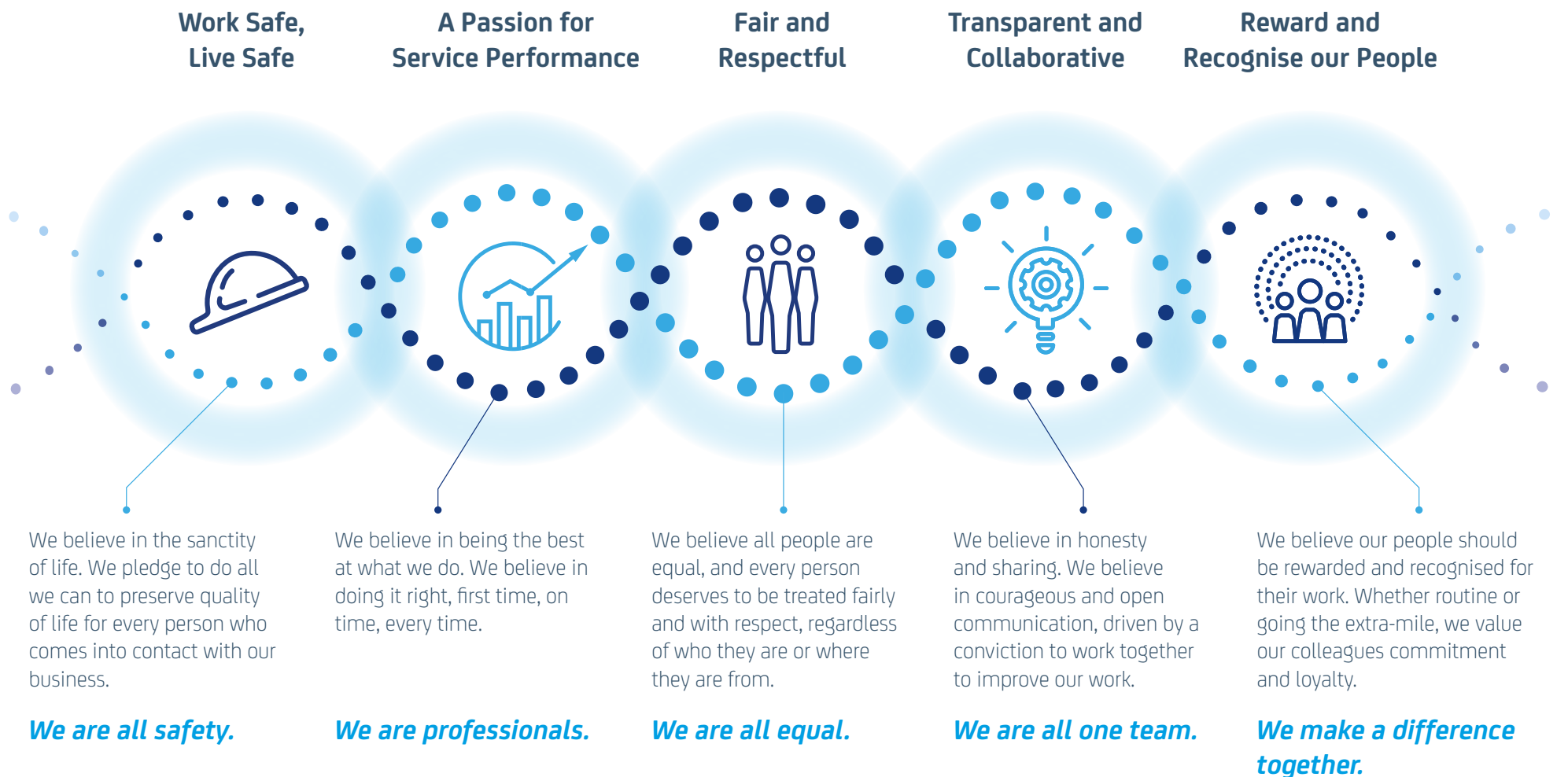
Safety Excellence, Service Excellence and Sustainability are our fundamental obsessions. Through these obsessions we deliver high value for our customers and employees, and are responsible leaders of our human, financial and natural capital. We actively shape our business strategy and deliver our mission by obsessively pursuing safety excellence and service excellence while sustainably managing our business to protect our planet for the next generation.

Service Excellence, Sustainability and Safety Excellence are our **FUNDAMENTAL OBSESSIONS**



Our culture puts safety uncompromisingly first. We are passionate about service performance and believe in transparency, honesty and collaboration with our customers and employees. We strive to be a progressive and sustainable business for the environment and communities we operate in. We believe in a workplace that is rewarding, personally and professionally, and that recognises individual efforts, whilst being fair and respectful of all stakeholders.

OUR VALUES - What we believe in



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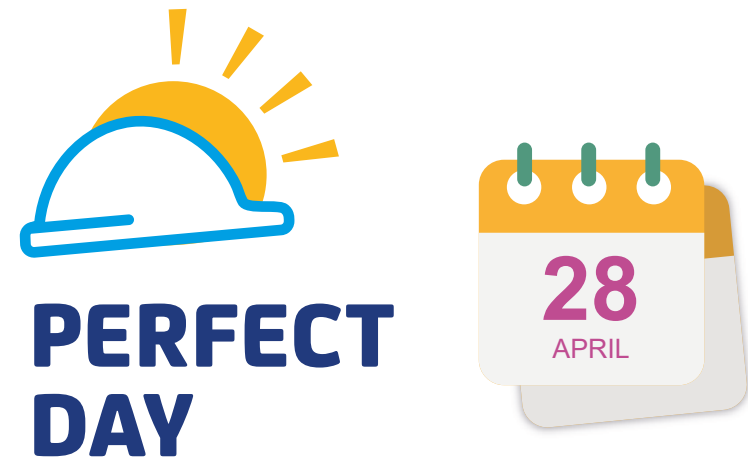
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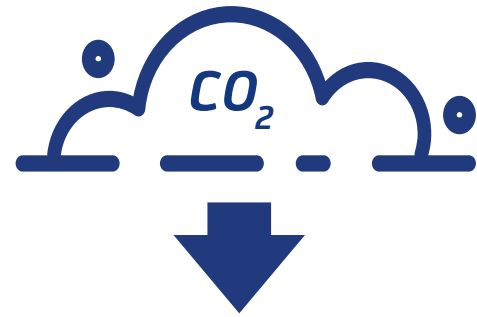
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2021 Highlights



PERFECT DAY



CO₂ reduction workshops undertaken with Goal7 consultancy in all countries



102 SUGGESTIONS submitted through our Employee Suggestion Portal

make a difference
2021
your opinion matters

70% of our workforce participated in the ASCO *Make a Difference* employee satisfaction survey



SHORE POWER installed in Hammerfest (electrification)

84 LONG SERVICE AWARDS



total **850** years

180 TONNES OF ASCO WASTE RECYCLED



SUPPLY BASE DIGITALISATION



2 new supply base digitalisation projects



Environmental Sustainability Committee established

83,500 TONNES OF WASTE RECYCLED FOR CLIENTS




SEPTEMBER

60 MILLION STEPS walked by our teams in 'STEPtember'



ASCO lifestyle

Community events in ASCO locations around the world

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Framework and Standards

To develop its sustainability framework, ASCO has aligned with the United Nation Sustainable Development Goals (UNSDGs), also known as the Global Goals, and has identified the commitments below in line with the UNSDGs objectives that are applicable to its business:

UNSDG OBJECTIVES



GOOD HEALTH AND WELL BEING

Ensure healthy lives and promote well-being for all at all ages

ASCO COMMITMENTS

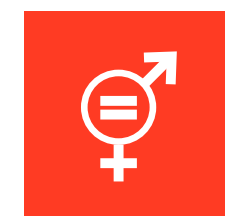
- Introduction of Mental Health First Aiders
- Access to Employee Assistance Programme (EAP)
- Annual employee health initiatives
- Health and well-being awareness campaigns



QUALITY EDUCATION

Ensure inclusive and equitable quality education and promote lifelong learning

- Hire and develop apprentices and graduates across the business
- Encourage employees to undertake vocational studies
- Implementation of formal Performance Development Process (PDP)



GENDER EQUALITY

Achieve gender equality and empower all women and girls

- Publish Gender Pay Gap report
- Implementation of mandatory Equality & Diversity Awareness e-Learning module



CLEAN WATER AND SANITATION

Ensure availability and sustainable management of water and sanitation for all

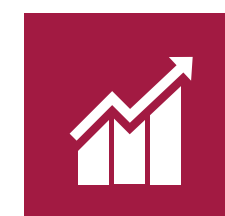
- Minimise and improve efficiencies in water consumption within the business and water supply to customers
- Improve water metering across the business



AFFORDABLE AND CLEAN ENERGY

Ensure access to affordable, reliable, sustainable and modern energy for all.

- Increase electricity purchases from renewable energy sources
- Implement a strategy for transition to green energy
- Promote an energy aware culture throughout the business
- Ensure opportunities for energy efficiency are supported by robust business cases for implementation
- Collaborate with the global energy sectors and supply chain to identify innovations to harness new technology



DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- Strive for 100% local content in all countries of operation
- Utilise 'ASCO Lifestyle' to support charitable giving, community and employee support
- Continuously review and improve work and operational practices

UNSDG OBJECTIVES



INDUSTRY INNOVATION AND INFRASTRUCTURE

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

ASCO COMMITMENTS

- Implement a sustainable strategy which allows for a phased reduction of greenhouse gases through changes to infrastructure and introduction of technologies
- Encourage collaboration, deliver training and awareness and foster innovation
- Nurture a culture where all personnel can contribute to and participate in sustainability initiatives



RESPONSIBLE CONSUMPTION & PRODUCTION

Ensure sustainable consumption and production patterns

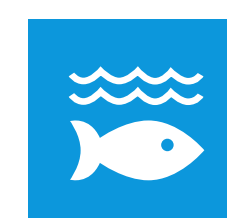
- Ensure the efficient use of resources and materials in all services provided
- Maintain license to operate through compliance with relevant legislation ensuring legislative requirements provide value to the business
- Manage waste within the business according to the principles of the waste hierarchy
- Integrate sustainable procurement into supply chain management



CLIMATE ACTION

Take urgent action to combat climate change and its impacts

- Committed to Net Zero by 2040
- Develop and implement a Net Zero transition strategy
- Provide transparent and supported sustainability reporting to the business and clients / other stakeholders



LIFE BELOW WATER

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

- Ensure effluent discharges are minimised, managed and controlled



LIFE ON LAND

Protect, restore and promote sustainable use of terrestrial ecosystems

- Achieve a net gain in biodiversity
- Implement a strategy for investment in carbon offsetting / abatement programmes



REDUCED INEQUALITIES

Reduce inequality within and among countries

- Implementation of a Diversity & Inclusion committee
- Implementation of mandatory Equality & Diversity Awareness e-Learning module
- Implementation of Unconscious Bias training for all Managers



PEACE JUSTICE AND STRONG INSTITUTIONS

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

- Implementation of mandatory anti-bribery and corruption training for all employees
- Adherence to governance best practice
- Ensure continued GDPR compliance
- Implementation of Code of Conduct policy
- Implementation of a Diversity & Inclusion committee
- Publish Anti-Slavery & Human Trafficking statement

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Protecting the Planet

ASCO is committed to long-term value creation in support of the goals of the Paris Agreement. We take our environmental responsibilities seriously and are determined to play an active role in a sustainable future to support the development of low carbon and affordable energy. We aim to protect our resources, manage our waste and reduce our water usage while also decarbonising our operations.

The global environmental challenges that we face require immediate and collective action to limit the impact on our society. Everyone and every business must play its part to ensure they reduce greenhouse gas emissions and limit global warming to well below two degrees Celsius.



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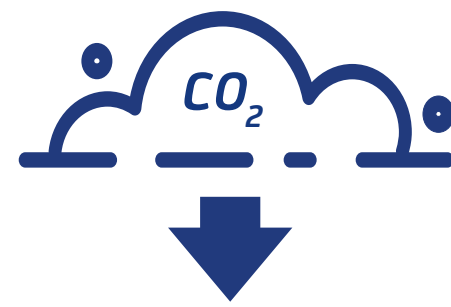
ASCO's Response

As part of our sustainability obsession and our responsibility to manage our business for the long-term benefit of all stakeholders and the planet, we have established an Environmental Sustainability Policy which has been approved and signed off by the ASCO Management Board (AMB). Through this policy, we are committed to becoming responsible custodians of our human, financial and natural capital, supporting the energy transition and protecting our planet. We are committing to becoming a net zero greenhouse gas (GHG) emissions business by the end of 2040, as well as protecting our natural resources and minimising waste.

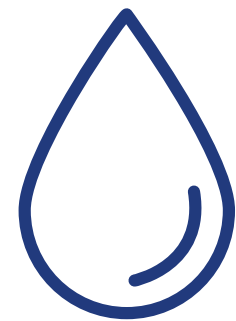
As part of our efforts to achieve our net zero by 2040 ambition, a Sustainability Manager has been appointed to look at all areas of sustainability and energy transition opportunities. An Environmental Sustainability Committee (ESC) has also been established to drive the ASCO decarbonisation roadmap in line with the company environmental sustainability policy, using the principles of increasing efficiency, protecting natural resources, eliminating waste, and transitioning to low carbon solution alternatives.

Additionally, we continue to work closely with Aberdeen-based environmental consultant, Goal7 (named after the UN Sustainable Development Goal for Clean and Affordable Energy), to verify our performance and advice on policies, regulations and latest technologies.

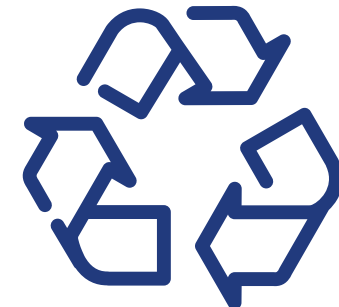
Net Zero Greenhouse Gas Emissions by 2040



Protect our Natural Resources (water usage)



Zero Waste to Landfill



ASCO SUSTAINABILITY COMMITTEE



Steve Mitchell



Rebecca Ogg



Thuy-Tien LeGuenDang



Paul Davidson



Kenneth Mikalsen



Calum Calder



Graeme Towsey



Mark Strachan



Crystal Philip-Sydney



Mick Smith



Jennifer Sutherland



Scott Rains



Glenn Hurren



Yann Anthony Tchiemigni

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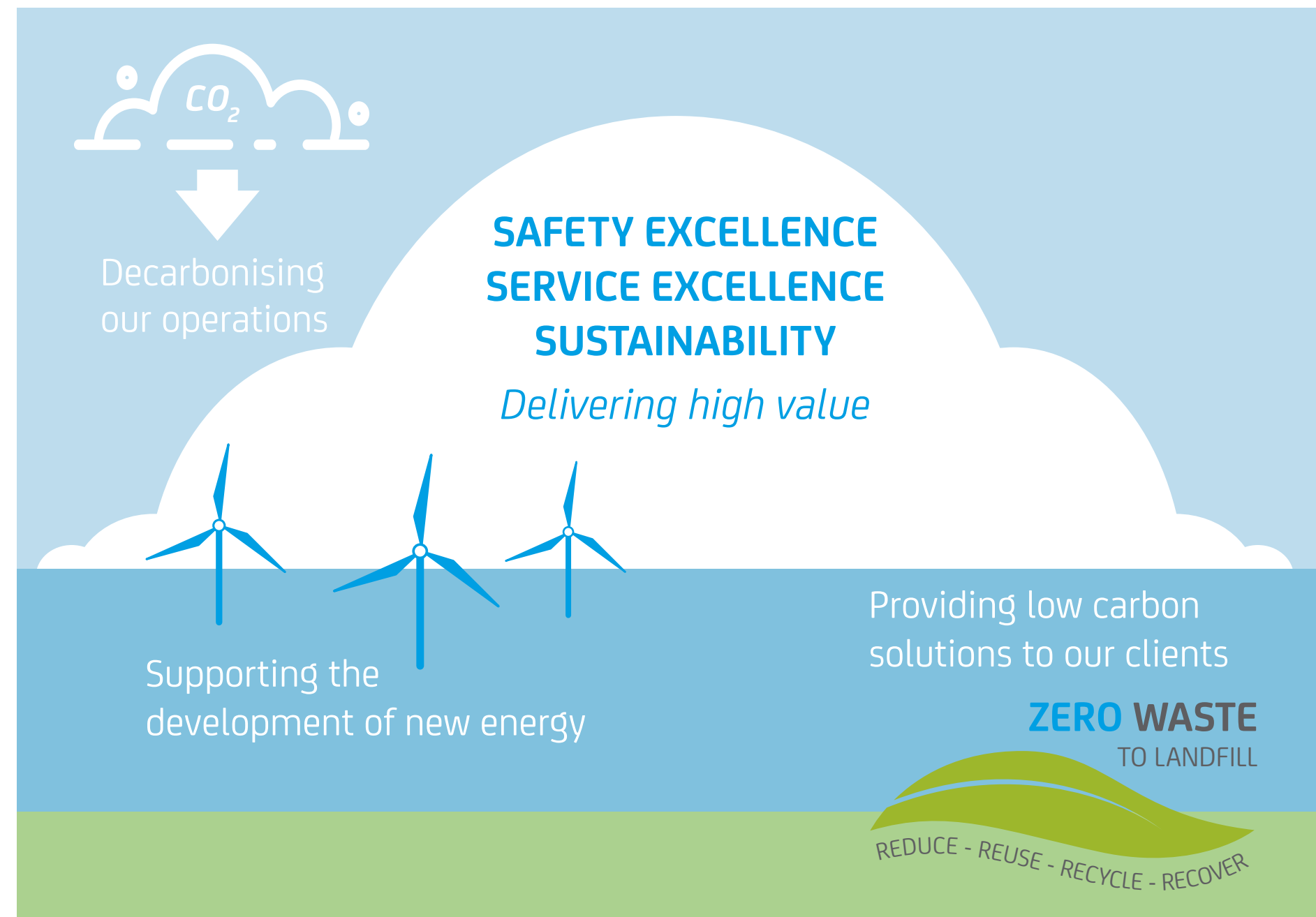
ASCO's Energy Transition Strategy

TOWARDS A SUSTAINABLE ENERGY SYSTEM

To meet the climate challenge while also addressing the need for energy, ASCO has developed a methodology that shows how we are progressing towards our own net zero ambition, while simultaneously investing in the transformation of the energy system that will be necessary to realise the goals of the Paris Agreement.

The energy transition has two key aspects: operational decarbonisation and new energy development. The development of renewables, hydrogen and CCUS projects are crucial elements to support the future energy mix. These projects will contribute to supplying a stable and resilient energy source while achieving a net zero target.

Supporting new energy development is part of our diversification and growth strategy while delivering low carbon operations and providing low carbon solutions to our clients as part of our sustainability commitment.



Managing the energy supply chain is a complex and challenging business and failure comes with a heavy cost. Over the past 50 years, we have developed a reputation for being a reliable, responsible and value-driven logistics and materials management service provider. We enable our clients to deliver ambitious energy projects through our key differentiators of people, processes, systems and solutions.

With over 50 years of experience in offshore logistics operations, we can work with partners on defining infrastructures and bespoke project logistics models to optimise their resources and ultimately support an integrated low carbon energy market. We have the expertise to provide innovative solutions to support the scale of new energy production including hydrogen/ammonia, wind and CCUS.

As with all changes of this nature, collaboration at every level will be equally vital to ensure we all meet our targets. We endeavour to engage with all our stakeholders including clients, suppliers and industry bodies to actively include ESG metrics in our contracts, to work on innovative and sustainable solutions to lower overall supply chain emissions and support an integrated, stable, resilient and affordable low carbon energy mix.



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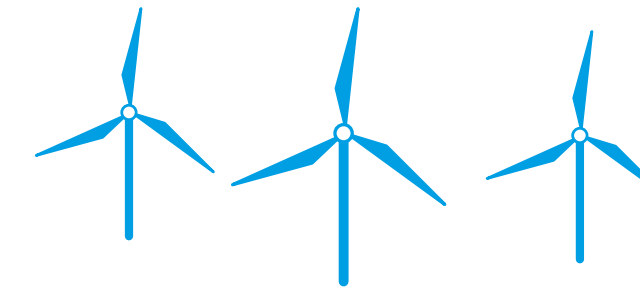
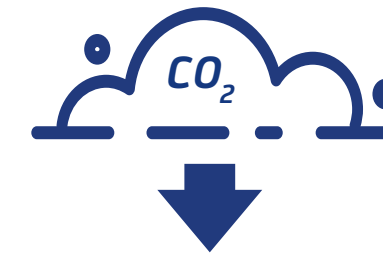
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ASCO's Energy Transition Strategy

2021 ENERGY TRANSITION PROJECTS



ASCO is actively reducing its environmental impact and shaping a low carbon supply chain. Some of our initiatives include; the transition to electric vehicles; the trial of renewable biofuel on HGV trucks; and the digitalisation of two additional supply bases in Sandnessjøen and Farsund in Norway, following successful grant applications..

ASCO's market position is unique to support our customers as they strive to lower their carbon footprint. Through improved planning, process optimisation, increased utilisation (e.g. through multi-customer sharing) and the deployment of technology, ASCO enables its customers to reduce both marine and road transportation, delivering significant reductions in CO₂ emissions. This will be enhanced by the implementation of the data-driven Operations Control Centres (OCC) in both Aberdeen and Tananger. Connected to our iLMS system and managed by our OCC expert team, the result is an agile delivery approach with workflows that can improve business performance, planning, visibility and ultimately drive efficiencies.

Across the UK and Norway, we have already been working to support significant new energy activities such as Moray East, Hywind, Dogger Bank, Seagreen and the Lista wind projects. We are championing the development of hydrogen and carbon capture, with collaborations in place for the Barents Blue project in Norway and the Everlong project in Europe. ASCO not only provides end-to-end logistics and materials management services including bunkering, distribution, shore base services and materials management, but full solutions to support these ventures.

Decarbonising our operations	Supporting the development of new energy	Providing low carbon solutions / models to our clients
<p>Operations Control Centre launched in the UK and in Norway</p> <p>Connected to our Integrated Logistics Management System (iLMS) and managed by our Operations Control Centre (OCC) expert teams, our data-driven OCC improves planning and visibility to drive efficiencies.</p>	<p>Barents Blue Project</p> <p>Horisont Energi will build Europe's first large-scale factory for the production of "clean" ammonia from natural gas and renewable energy in Hammerfest, Norway. The CO₂ will be captured during the production process and stored permanently in sandstone reservoirs.</p> <p>ASCO will provide full logistics and supply services within marine, base and port operations, materials management and control, transport and customs clearance, environmental services, delivery of cargo carriers and associated equipment, as well as other logistics-related services.</p>	<p>Shore power installed in Hammerfest (Norway)</p> <p>Installation of a shore power plant to decrease fuel usage, reduce emissions and lower noise pollution.</p>
<p>Digitalisation of supply bases</p> <p>Digitalisation for process control provides an agile approach with workflows that improve business performance and enhance the customer experience.</p>	<p>ACORN Project</p> <p>Acorn is an ambitious climate mitigation programme to establish the carbon capture and storage and hydrogen infrastructure essential for meeting the Scottish and UK Net zero target.</p> <p>ASCO is actively engaged with Storegga to support this project.</p>	<p>Working on shared model in maritime transport and warehousing</p> <p>Maximising the utilisation of space within warehouse infrastructures and increasing vessel fleet utilisation to optimise costs and reduce CO₂ emissions.</p>
<p>HVO trial on UK HGV fleet</p> <p>A month trial was successfully undertaken on our heavy goods vehicles to assess the switch from fossil fuel to renewable Hydrotreated Vegetable Oil (HVO).</p> <p>A new supply chain for HVO was built to support our transport fleet's transition.</p>	<p>Everlong Project</p> <p>The project aims to encourage the uptake of Ship-Based Carbon Capture (SBCC) to decarbonise the maritime sector.</p> <p>As part of the advisory board, ASCO is looking forward to supporting the team as they consider how best to integrate this technology into existing ship and port infrastructure.</p>	
<p>Electric vehicles</p> <p>Transition of the light vehicle fleet to electric in Norway and UK where possible.</p>	<p>Wind market</p> <p>ASCO is strengthening its presence in the renewables market having previously worked on a range of projects including Hywind, Kincardine, the Moray East and SeaGreen, providing logistics and materials management services.</p>	

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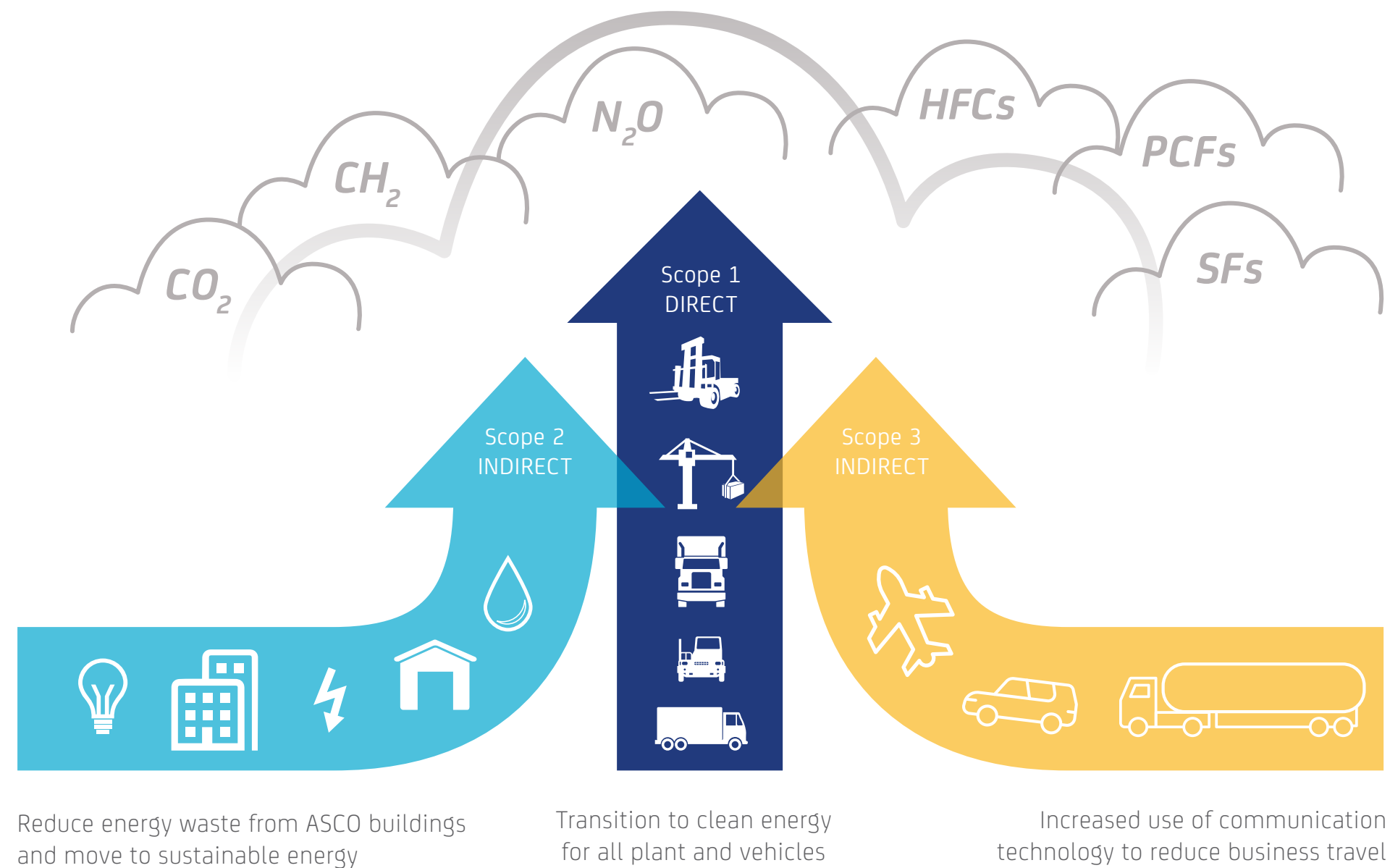
Decarbonising our Operations

METHODOLOGY

ASCO has developed methodologies for monitoring and reporting Greenhouse Gas (GHG) emissions under scopes recognised within established international standards such as ISO 14064 and the Greenhouse Gas Protocol. These scopes are defined as follows:

- Scope 1: Direct emissions from road haulage and transportation, operation of mobile plant and equipment
- Scope 2: Indirect emissions from energy consumption for buildings
- Scope 3: Indirect emissions from business travel, handling and processing of client waste and supplying bulk to client

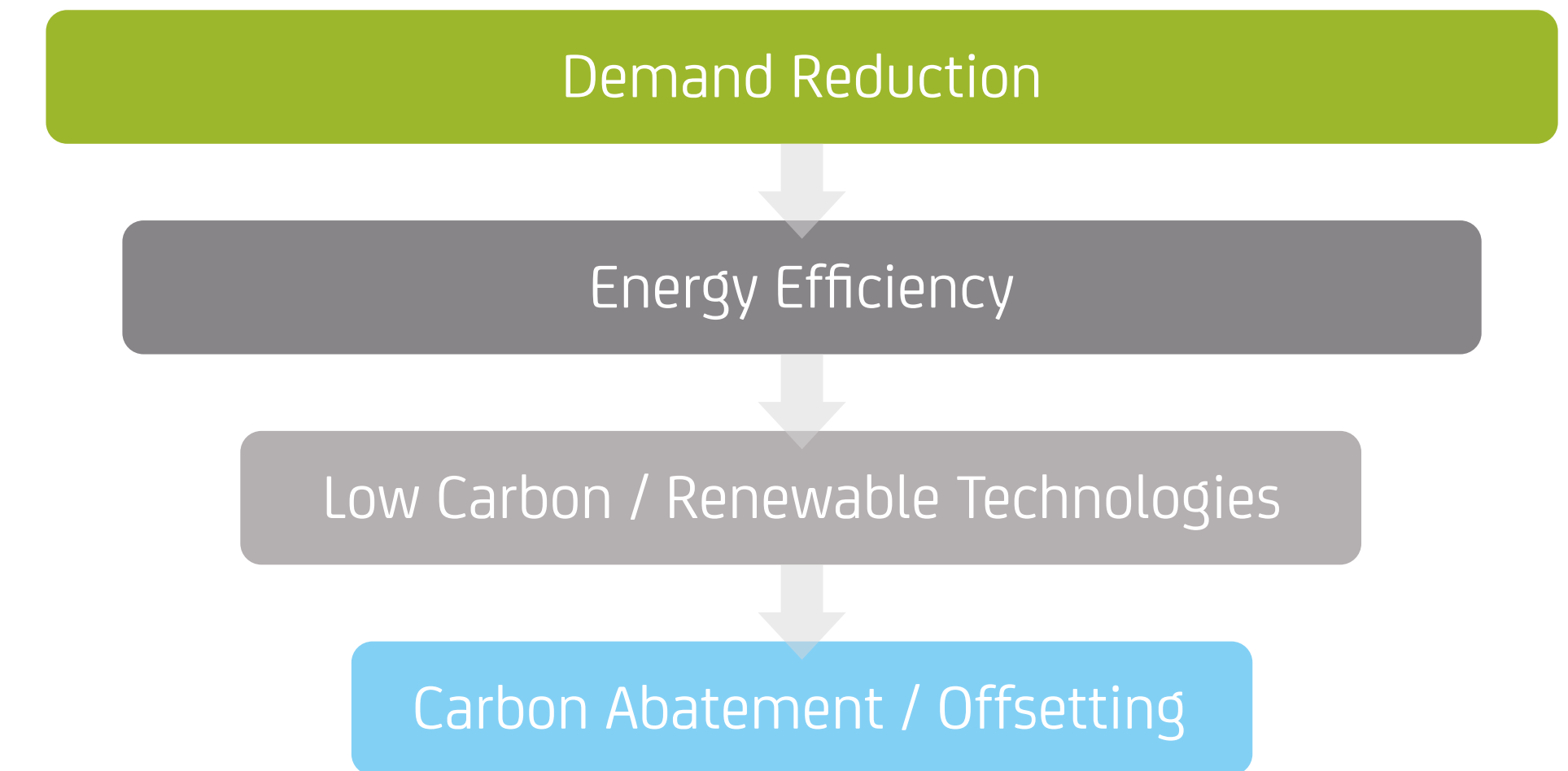
NET ZERO AMBITION / ASCO CO₂ EMISSIONS



The principles used to develop our decarbonisation strategy are based on “Guidance for quantification and reporting GHG emissions” and the Energy Management Hierarchy.

Our priority is to first prevent unnecessary energy usage and reduce demand through behavioural change, raising awareness and identifying opportunities to reduce energy consumption in our operations. We will implement measures to improve energy efficiency, e.g. change to LED lighting, improved insulation, and management of heating and cooling systems. Over time, ASCO will transition towards low carbon and renewable technologies such as solar and wind and integrate these into our existing energy supplies. Once we have reduced our carbon footprint to the lowest possible level through the three stages, we can explore carbon offsetting strategies to bring our remaining carbon output to net zero.

THE ENERGY MANAGEMENT HIERARCHY



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Goals and Objectives for a Carbon Neutral Future

REDUCTION FROM 2019 TO 2024

With support from Goal7, a consultancy that helps accelerate the implementation of energy solutions that work in balance with the world around us, we developed staged objectives for reducing our GHGs against an established 2019 baseline.


The first objectives are set for 2024 with targets for reducing Scope 1, 2 and 3 GHG emissions.

SCOPE 1

Direct emissions from road haulage and transportation, operation of mobile plant and equipment


-30%

Road haulage and transportation



Emissions released by owned or leased cars, vans, trucks and forklifts

Mobile plant and equipment




Emissions released by owned or leased plant and equipment

SCOPE 2

Indirect emissions from energy consumption for buildings

-15%

Electricity consumption




Electricity drawn from grid

SCOPE 3

Indirect emissions from business travel, handling and processing of client waste and supplying bulk to client

-25%

Transport emissions



Emissions from business travel

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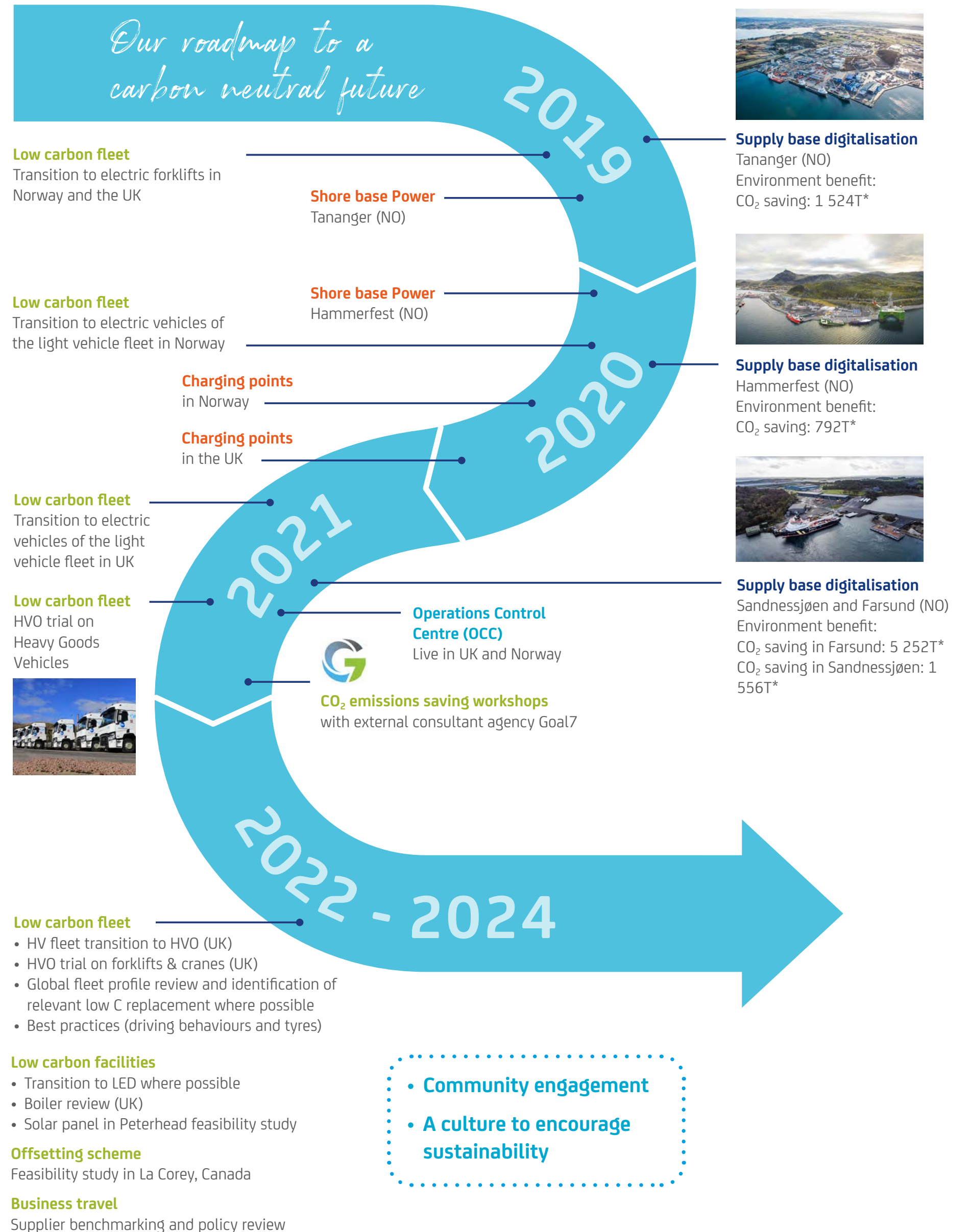
ASCO Decarbonisation Roadmap

Over recent years, we implemented a range of major changes, including the installation of shore base power for supply vessels, the transition to electric forklifts and the procurement of trucks with Euro Class 6 exhaust emission levels.

2021 has seen the digitalisation of Sandnessjøen and Kristiansund supply bases in Norway, the implementation of shore power in Hammerfest, Norway and the transition of some light vehicles fleet to electric in both Norway and the UK.

We are continuously searching for the latest technology developments or low-carbon alternatives. In conjunction with Renault, we undertook a trial using HVO (Hydrotreated Vegetable Oil), a renewable diesel rather than fossil fuel, in one of our heavy goods vehicles. As HVO meets EN 15940 standards and Fuel Quality Directive 2009/30/EC, it can be used as a direct drop-in alternative for diesel with little or no modification needed to our engines. HVO is stable, renewable, sustainable and high-quality, and therefore offers better combustion, filterability and cold temperature performance than fossil diesel, whilst significantly reducing greenhouse gas emissions on combustion. The one-month trial showed a 90% reduction in CO₂ emissions while maintaining similar operational performance. Following this success, a HVO supply chain was built to implement this solution across the UK HGV fleet in 2022.

Connected to our iLMS system, our data-driven Operations Control Centre (OCC) improves planning and visibility and ultimately drives efficiency. In 2021 we launched two OCC's, one based in Tananger, Norway and the other located within our Aberdeen headquarters in the UK. Our OCC is managed by our team of experts including the Planning & Control, Transport, CCU, Aviation, Marine, Resourcing, Operations Control and Shipping teams who manage operations 24/7. The OCC model design was set up to support our fundamental obsessions of Safety Excellence, Service Excellence and Sustainability, along with our four strategic drivers; customer-centric, strong and sustainable growth and modernisation, focused digitalisation and employer of choice. The result is now an agile delivery approach with workflows that are capable of improving business performance and enhancing the customer experience.



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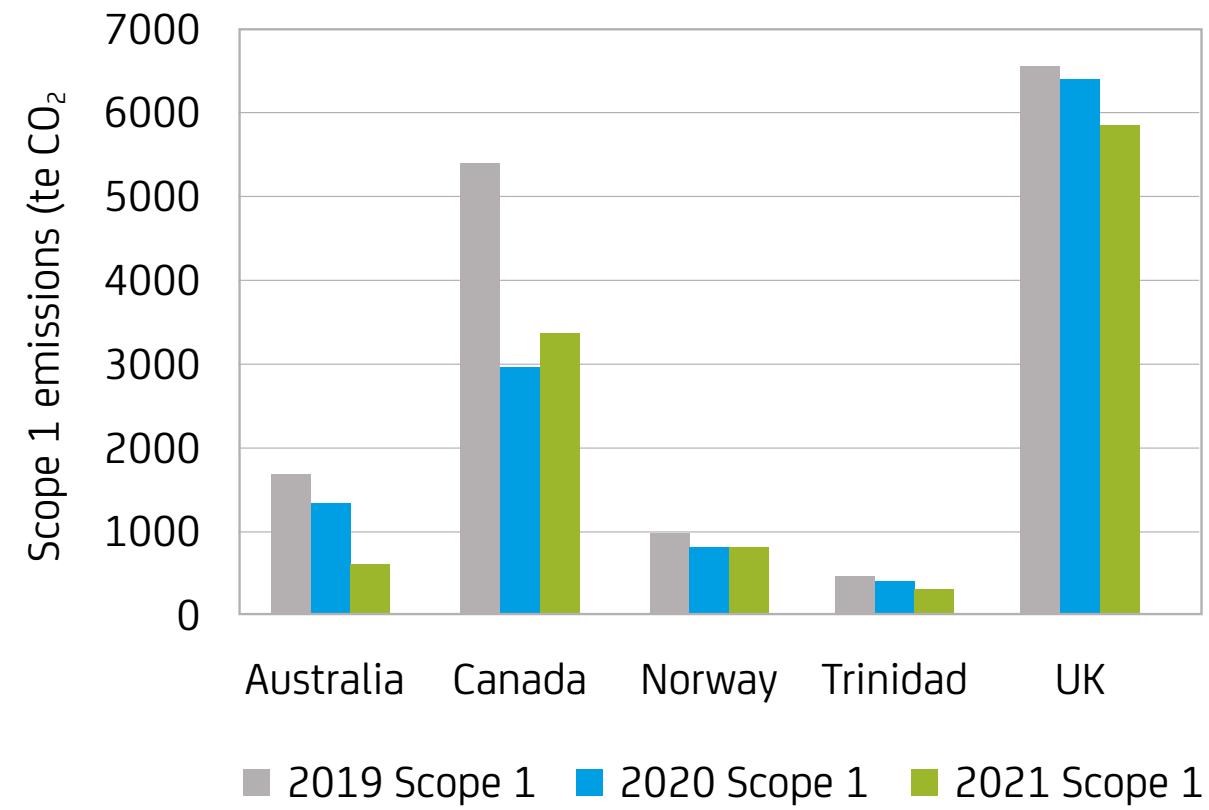
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Climate Performance Data

CO₂ EMISSIONS

ASCO Scope 1 Emissions 2019-2021



Compared to its 2019 baseline year, in 2021, there has been a:

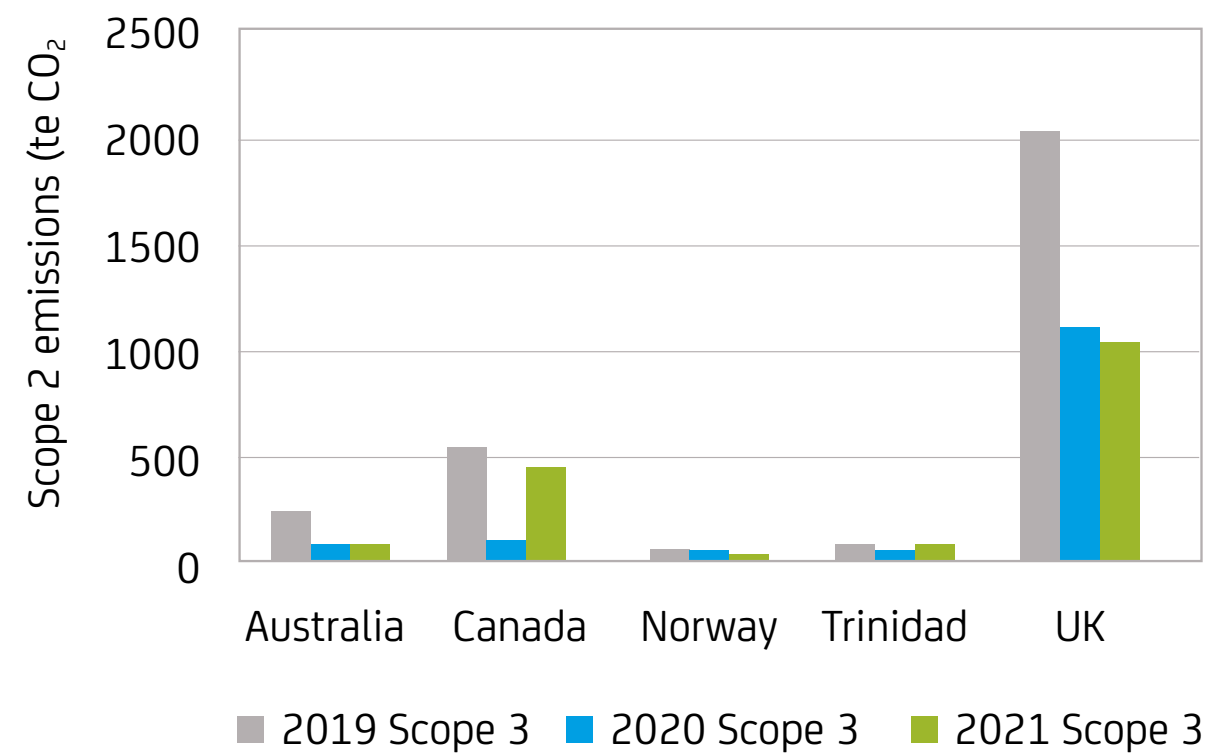
- 28% reduction in Scope 1 emissions
- 42% reduction in Scope 2 emissions
- 72% reduction in Scope 3 emissions

The operating regions of Australia and Canada constitute most of the reductions associated with Scope 1 emissions due to a decline in operations; this decline has resulted in a reduction in the quantity of diesel used in each region. There has also been a reduction in Scope 1 emissions in the UK compared to 2019 since the management and operation of the UK heavy goods transport fleet is now conducted in-house; this has resulted in improved efficiencies and a reduction in overall diesel use.

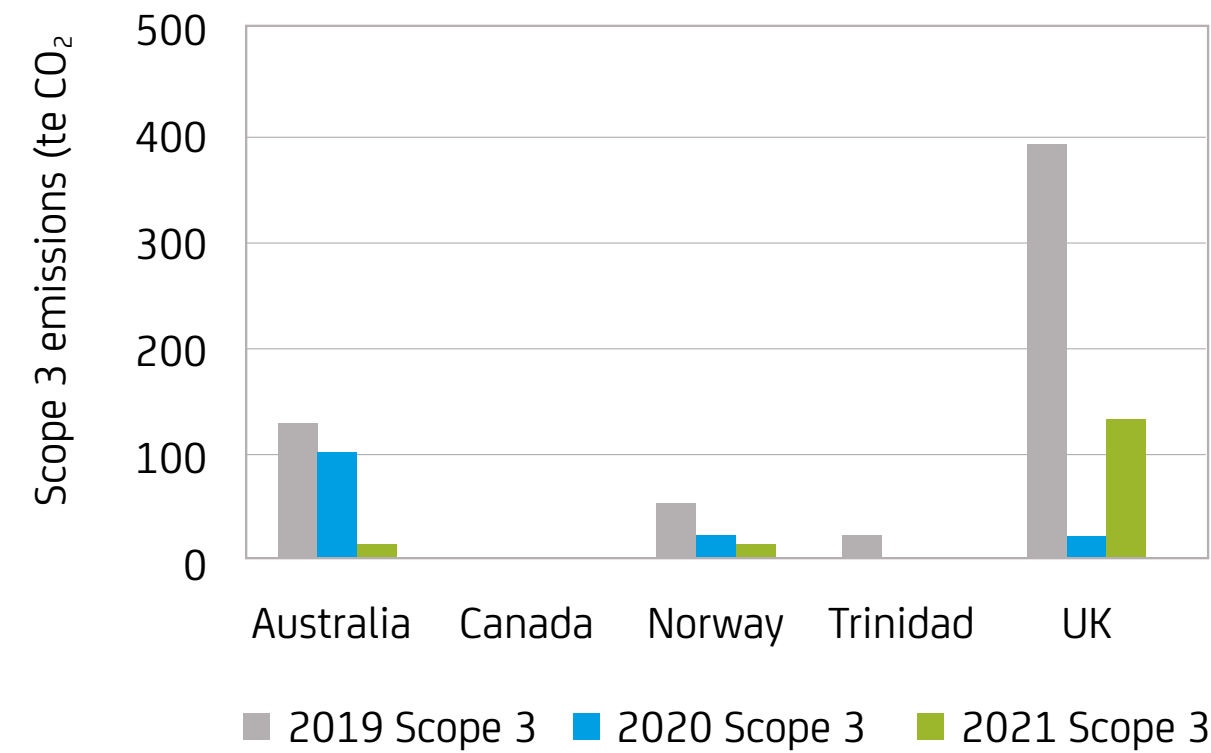
Most of our CO₂ emissions scope 1 comes from the use of diesel.

The largest contribution to reductions in Scope 2 emissions are due to changes in the emissions factors applied and an update to calculation methodologies in the UK. There has also been a decrease in electricity consumption due to increased remote working.

ASCO Scope 2 Emissions 2019-2021



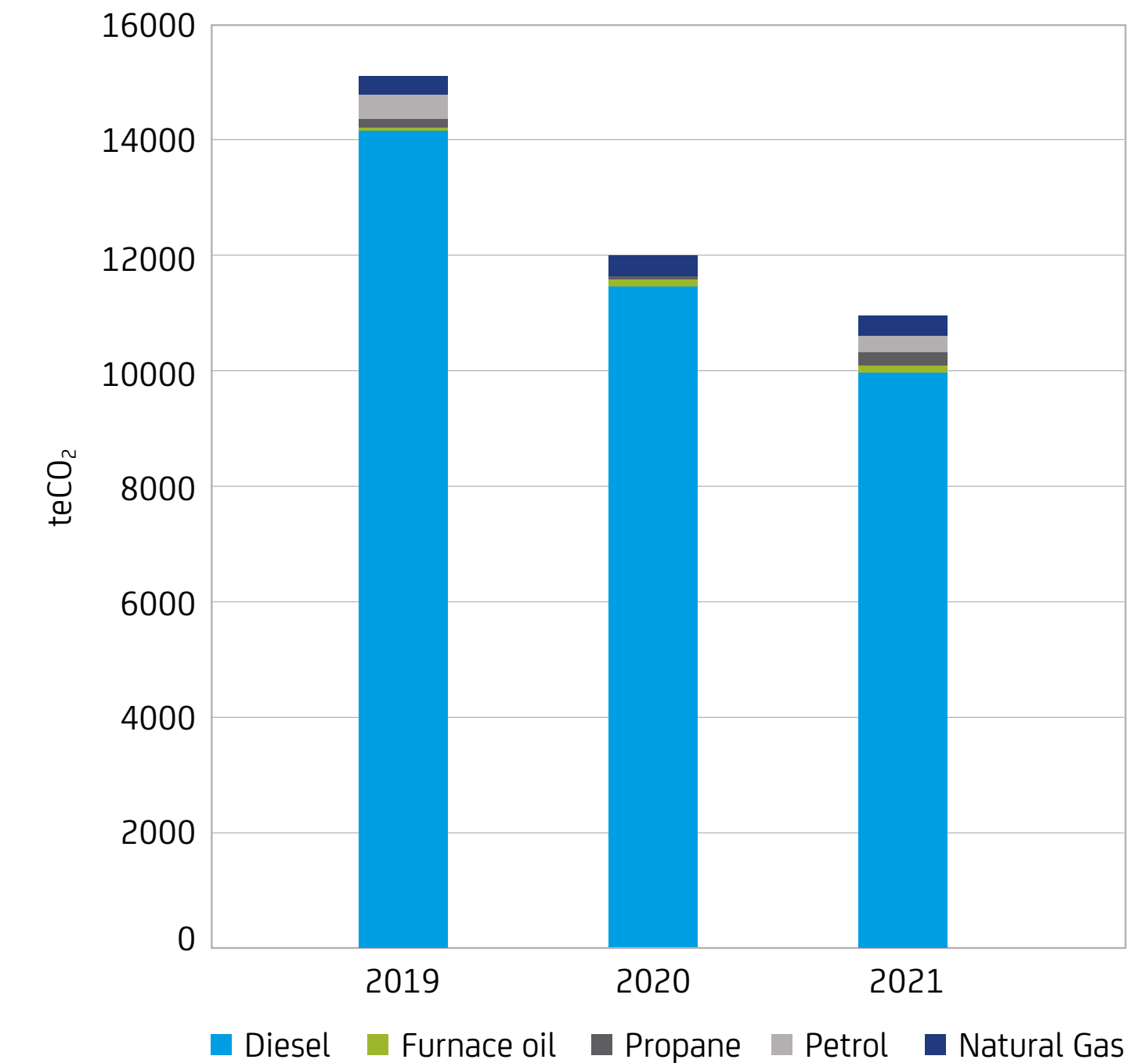
ASCO Scope 3 Emissions 2019-2021



ASCO uses the grid electricity emissions factor published by the relevant country to calculate scope 2 emissions.

Scope 3 reductions are due to a reduction in business travel owing to an increase in remote working and use of collaboration software. Remote working was initially implemented in response to the pandemic but has continued to prove a successful and productive method of working with many of the measures implemented retained throughout the organisation.

ASCO Scope 1 Emissions Profile 2019-2021



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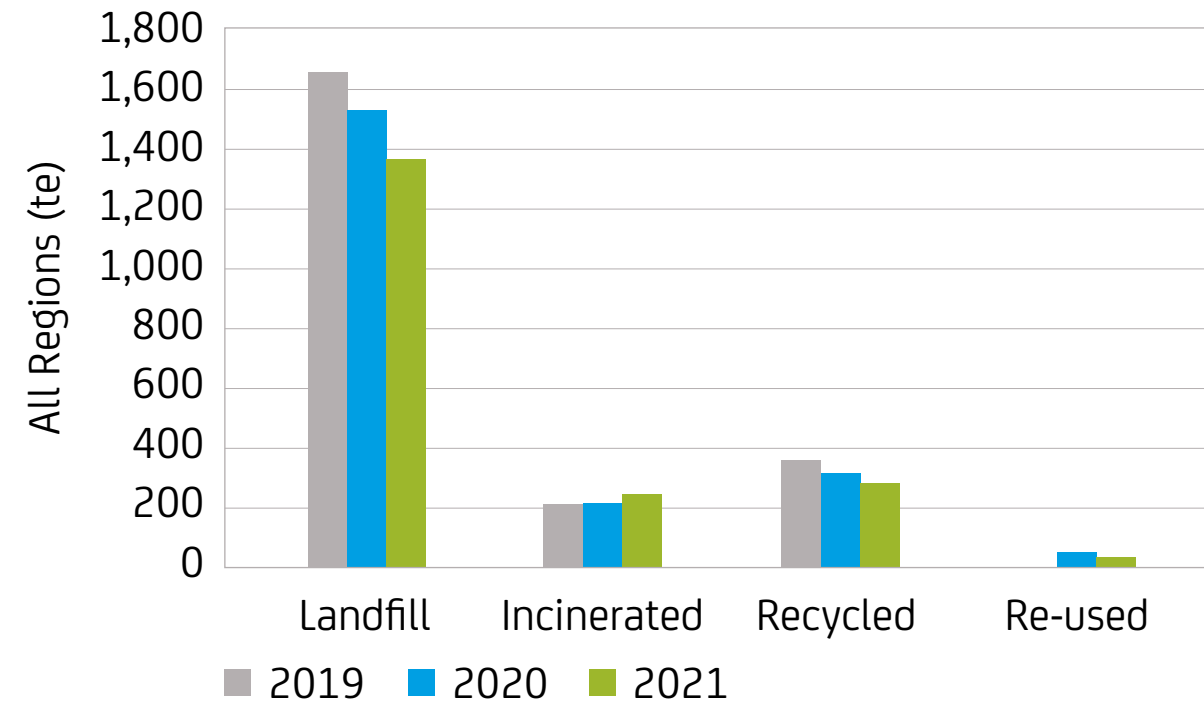
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Responsible Production

WASTE MANAGEMENT

Our first milestones are in 2024, with targets on reducing waste by 30% and increasing the proportion of recycled waste by 25% against our 2019 baseline data.

ASCO Waste 2019 - 2021



There has been an 18% decrease in waste to landfill in 2021 compared to our 2019 baseline year due to an overall reduction in activity compared to 2019. Data reporting and collection are currently areas of the 2022 environmental sustainability improvement plan. All other waste reports have remained relatively stable since 2019.

Reusing and recycling are the most preferred ways for end-of-life management as we aim to create a circular economy. In practice, a circular economy aims to reduce waste to a minimum, reducing our impact on the environment not only because it reduces the waste going to landfills, but also eliminates, or at least reduces, the use of new raw materials. At ASCO we believe in the importance of recycling, and we continue to ensure that we recycle as much of the waste we receive and produce as possible, using the principles of the waste hierarchy. In 2021 we recycled 285 tonnes of waste, a 22% decrease against the 2019 baseline.

In addition, ASCO's Waste Management business plays a critical role in supporting customers in reducing and ultimately eliminating the quantity of waste going to landfill, with the goal of zero waste to landfill. In 2021, we supported our clients by recycling 83,500 tonnes of their waste.



WE RECYCLED
83,500 tonnes
 OF CLIENT WASTE
 RECEIVED IN
2021

Responsible Consumption, Sustainable Procurement

All our suppliers' contracts include bribery and corruption measures, cover financial crime (e.g., tax evasion) and address modern slavery.

In order to select suppliers who share the same environmental ambition and commitment as ASCO, sustainability considerations were added in our invitations to tender (ITT). Suppliers are requested to outline their strategy, plan and actions to address climate emergencies.

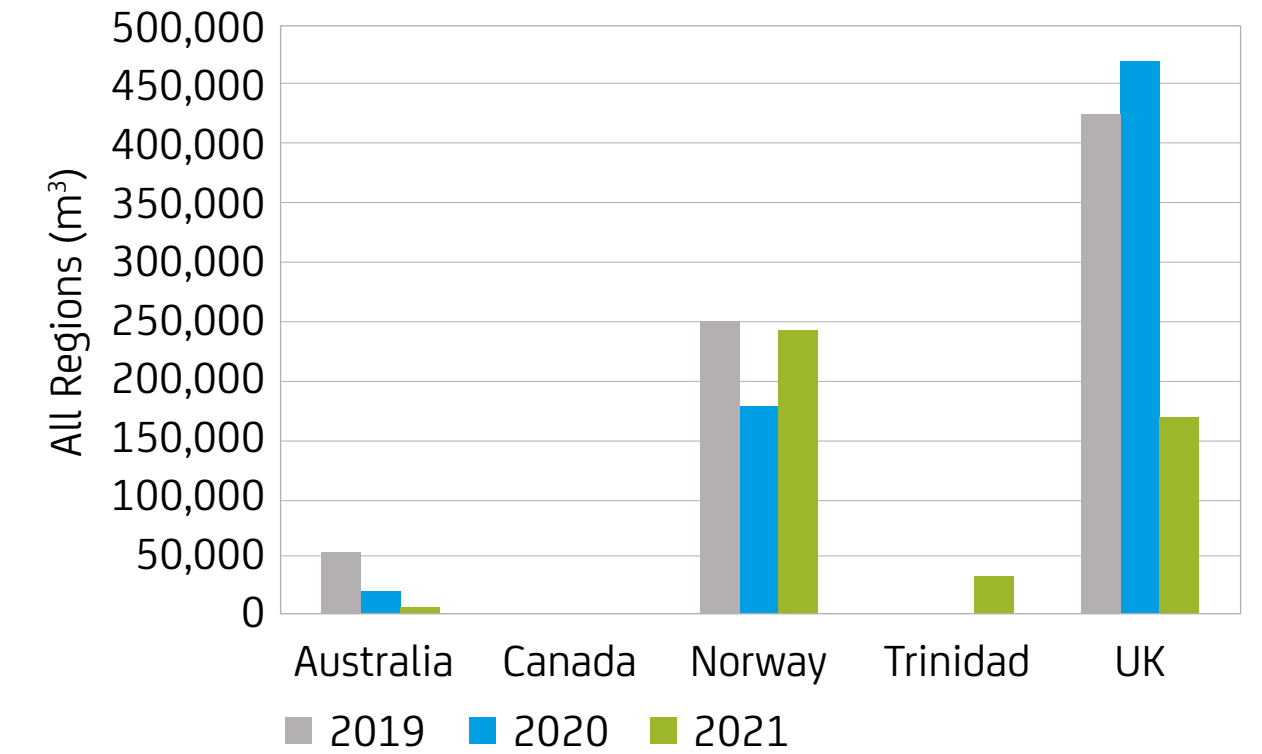
The contract for cargo carrying units supply in the UK was renewed and includes sustainability targets for the first time.

Following the successful trial of HVO on our HGV fleet, a new supply chain for HVO was built to support our transport fleet's transition from fossil to renewable fuel.

WATER USAGE

Our first milestones are in 2024 with targets on reducing water usage by 15% against our 2019 baseline data.

ASCO Water Across Regions 2019 - 2021



Water consumption decreased by 41% in 2021 compared to our 2019 baseline year. Most of the reductions in water consumption are due to an improvement in reporting in the UK, where water supplied to the client is now removed from the ASCO water usage consumption data. There is no segregation between the water used by ASCO and the water supplied to our clients in Norway and in Trinidad. Solutions to measure ASCO's water consumption will only be studied in 2022.

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2022 Environmental Sustainability Plan

CO₂ EMISSIONS REDUCTION

The Environmental Sustainability Committee has established seven workstreams to drive the ASCO sustainability roadmap, with each stream led by a committee member. Projects under each stream are monitored by the PMO and reviewed by a steering committee every month, and the ASCO Management Board every quarter. The 2022 plan below details initiatives we will implement to reduce our scope 1, 2 and 3 along with our water consumption and waste.

Emissions Sources / Env. impact	Projects / Deliverables	Target reductions by 2022 (against 2019 baseline)
Scope 1	<p>Transition to clean energy for vehicles</p> <ul style="list-style-type: none"> Transition to HVO of UK heavy goods vehicles HVO trial on forklifts and cranes in the UK Assessment of hybrid crane in Norway Review global fleet profile, end relevant leases and find low carbon replacements where possible <p>Work practice review</p> <ul style="list-style-type: none"> Telematic / driving behaviours Tyres policy <p>Reduce emissions associated with combustion</p> <ul style="list-style-type: none"> Boilers review in the UK 	20%
Scope 2	<p>Transition to clean energy for plant</p> <ul style="list-style-type: none"> Reduce energy waste from ASCO buildings and move to sustainable energy Guidance documentation on lease premises and environmental initiatives Guidance documentation and transition to LED location identification Energy saving guidance documentation on AC usage Solar panel in Peterhead feasibility study Facilities register and list energy source in all facilities 	5%
Scope 3	<p>Reduce emissions associated with business travel</p> <ul style="list-style-type: none"> Review Review travel Global Operating Procedure (GOP) Benchmark travel agency against environmental considerations <p>Sustainable procurement (suppliers of choice)</p> <p>Low carbon source of energy (shore power feasibility study in the UK)</p>	10%
Offsetting Scheme	La Corey planting tree feasibility study in Canada	-

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2022 Environment Sustainability Plan

WASTE AND WATER USAGE REDUCTION

Resources / Env. impact	Projects / Deliverables	Target reductions by 2022 (against 2019 baseline)
Waste	Reduction in waste Net zero to landfill implemented in the UK where possible Issue global guidance to minimise waste generation Net zero to landfill feasibility study in Norway	10% reduction in waste to landfill
	Re-use and recycle Re-used, recycled and made use of recyclable products and materials where these alternatives were available Waste segregation audit in the UK Waste segregation template process and implementation	5% increase in proportion of recycled waste by 2022
Water	Automation of UK water metering (vessels and quayside) Segregation of client and ASCO water usage in Norway	5% reduction in H ₂ O consumption by 2022

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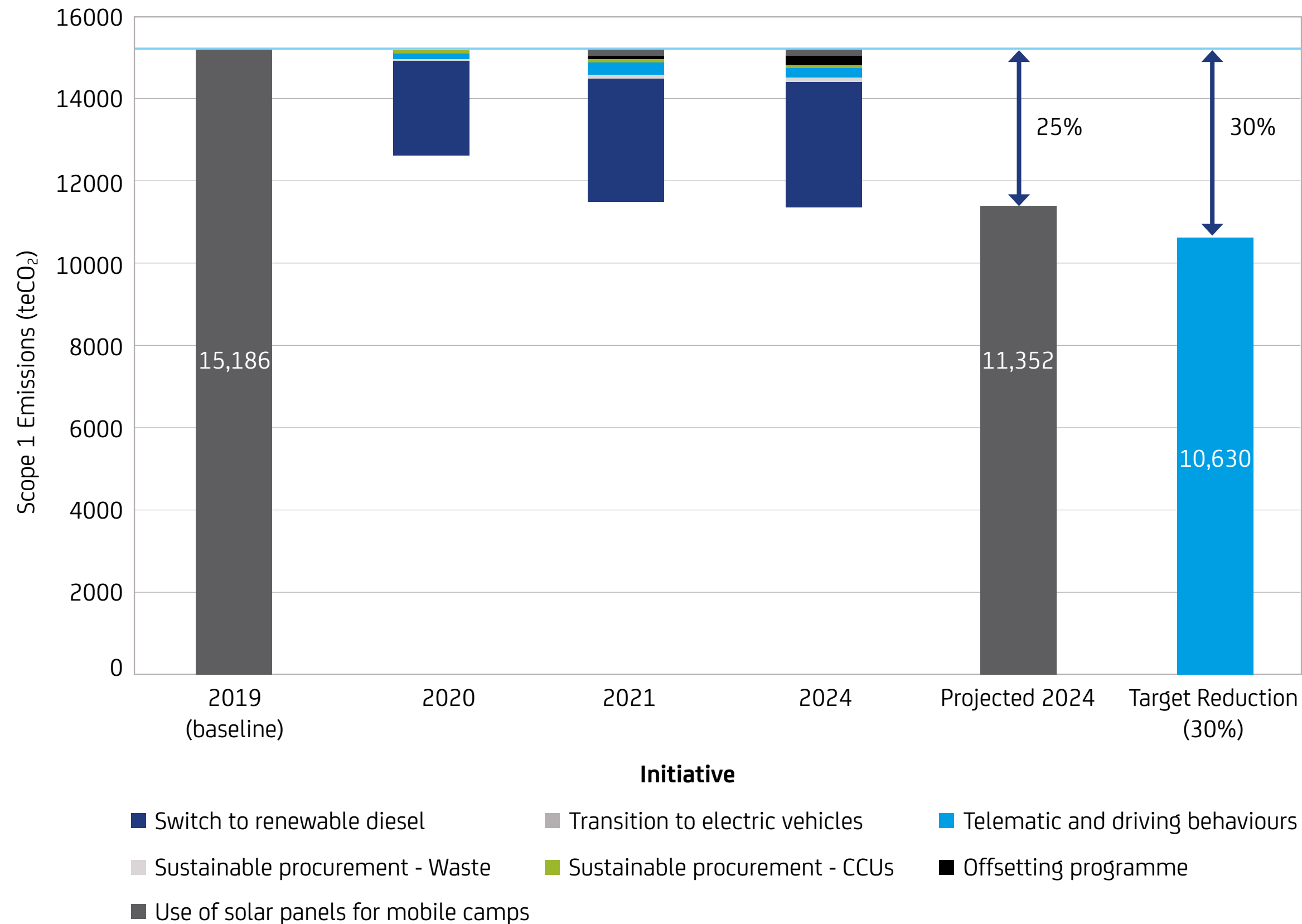
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2022 Environment Sustainability Plan

CO₂ EMISSIONS SCOPE 1 FORECAST

We have built a CO₂ emissions saving pipeline, gathering all potential initiatives (listed below). Implementing all of these will help us achieve our CO₂ scope 1 target by 2024. Initiatives including switching our UK HGV fleet and some cranes to HVO, transitioning our light vehicle fleet to electric, improving driving behaviours, increasing the digitalisation of our operations and partnering with suppliers to reduce our carbon footprint together.



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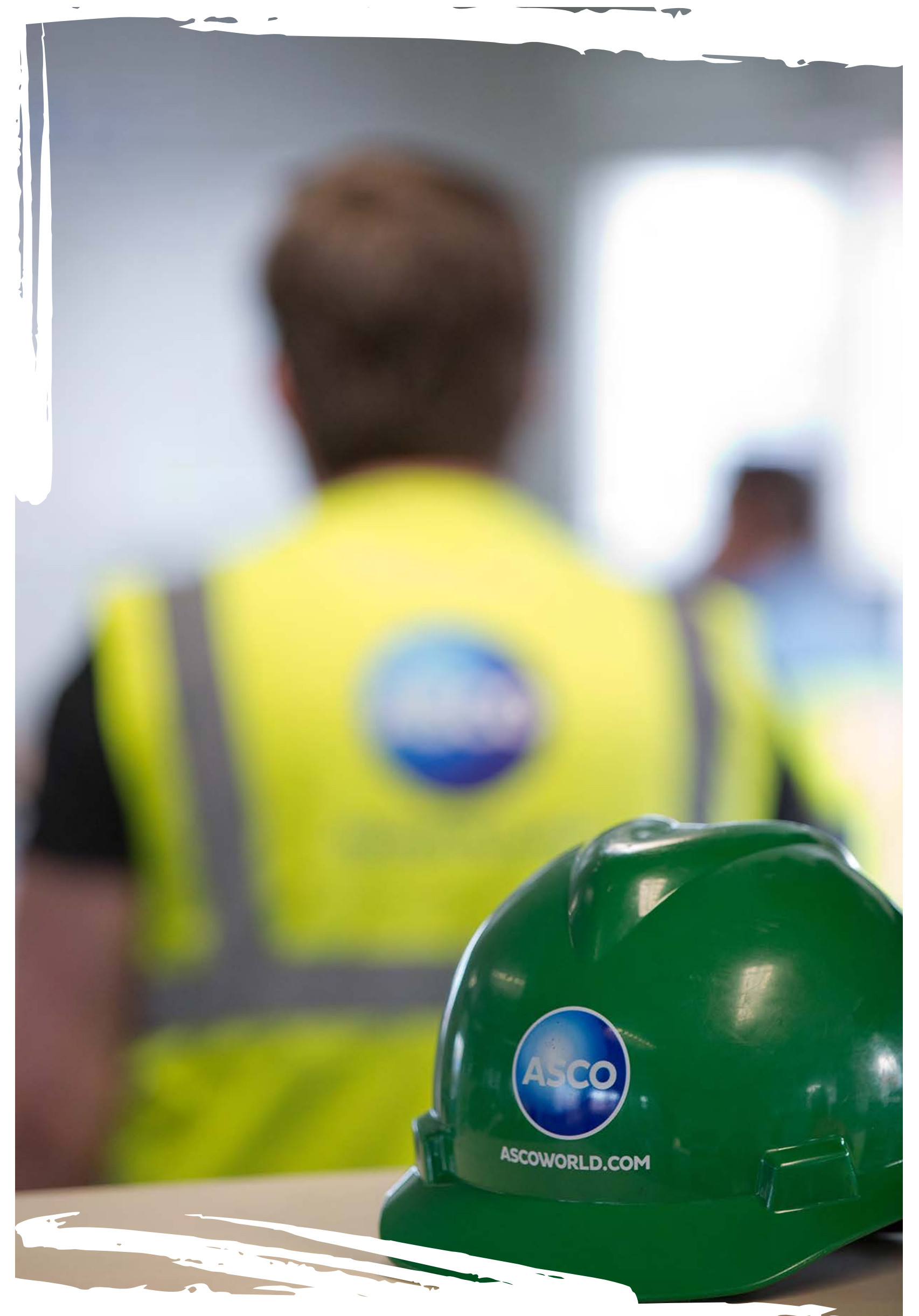
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Compliance

ISO 9001, 14001 AND 45001 CERTIFICATION

After the successful completion of a 34-day global audit of the ASCO Integrated Management System (AIMS) in April 2021 by Lloyds Register, ASCO has achieved recertification to ISO 9001, 14001 and 45001. This recertification is vitally important to the business and demonstrates that we are firmly on the right path towards achieving our fundamental obsessions of Safety Excellence, Service Excellence and Sustainability.



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Employer of Choice

We are fair.

Our culture is inclusive.

ASCO is on a continual journey to make sure that it is, and continues to be, a truly great place to work.

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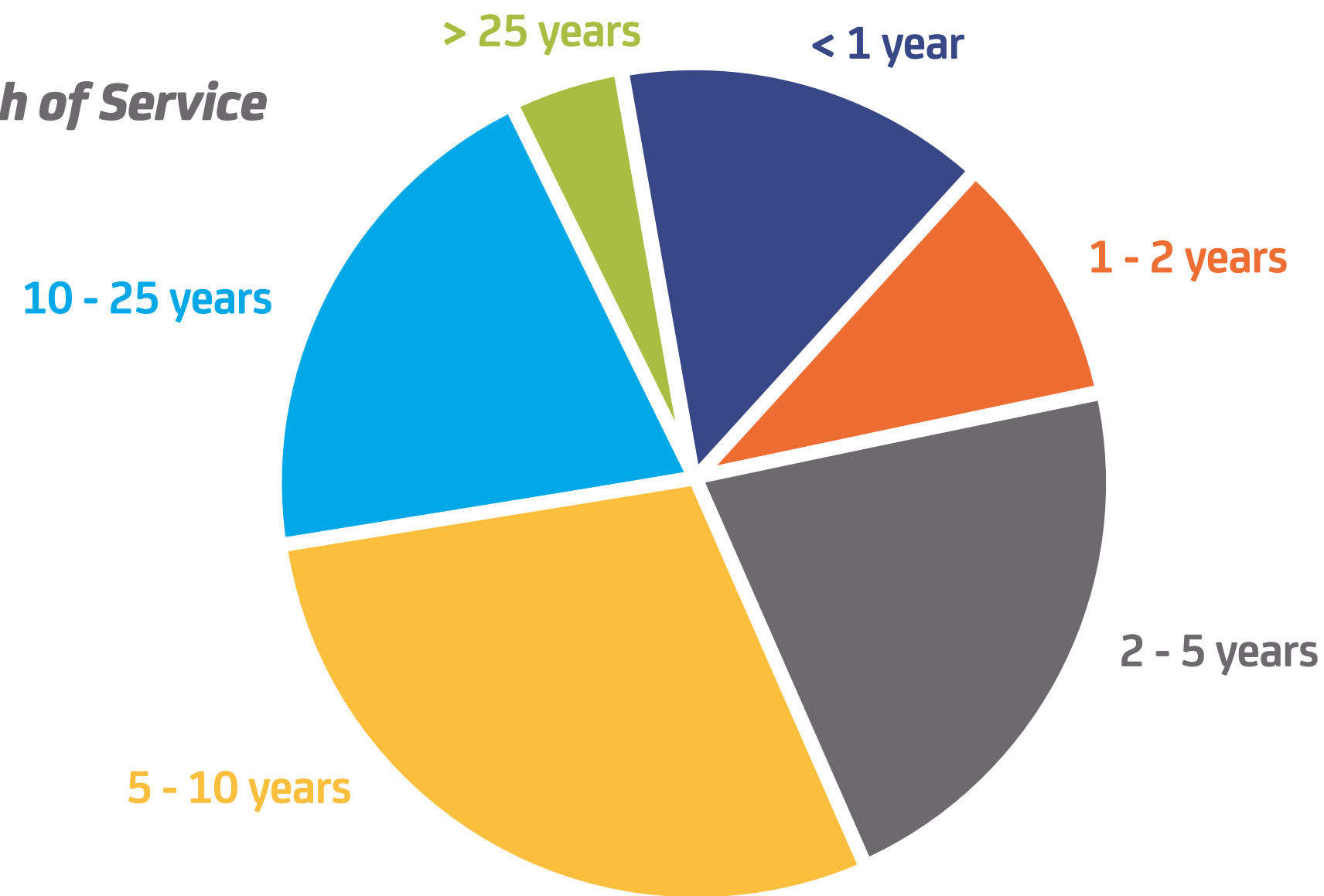
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PEOPLE

About our People

Length of Service



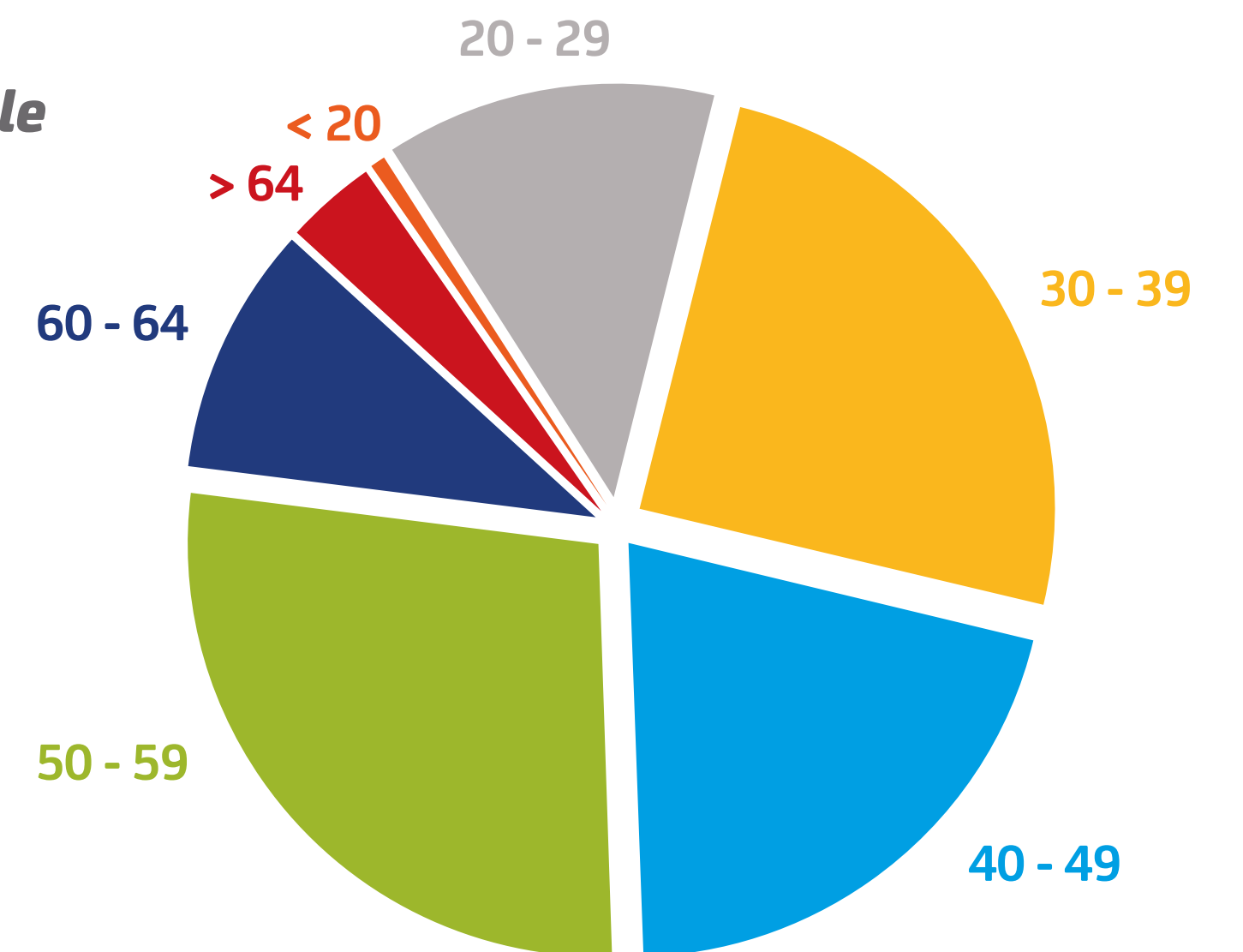
Our longest serving colleague has worked at **ASCO** for **46 YEARS**

70% OF EMPLOYEES participated in the **Make a Difference** employee satisfaction survey

Gender Ratio



Age Profile



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Listening to Staff

At ASCO we know that the best way to understand what people want from an employer of choice is to ask them. Each year we conduct a business wide employee satisfaction survey, branded ‘Make a Difference’. The survey has been undertaken annually since 2018 and the results are instrumental in directing us to set Group and Local strategy year on year.

Questions focus on nine key areas:

- How you feel about working for ASCO
- How you feel about your job at ASCO
- How you feel about communication at ASCO
- How you feel about development at ASCO
- How you feel about ASCO Management
- How you feel about your ASCO colleagues
- Your Health and Wellbeing at ASCO
- Health and Safety at ASCO
- ASCO and the Community

OVERALL SATISFACTION RATE (OUT OF 5)



Satisfaction is scored between 1 (not satisfied) and 5 (very satisfied).

In 2021, 70% of the workforce participated in the survey and overall satisfaction levels across the business remained high, albeit slightly down (2%) on the 2020 results.

The most improved area across the business in 2021 was that our people felt more secure in their employment. After the challenges of COVID-19, this was a hugely positive step in the organisation.

Feedback in our 2021 survey helped us understand that the areas where we most need to improve were in our community and charitable engagement, which had diminished due to COVID-19 restrictions, and reflected the disappointing position we had in 2021 when we were unable to implement a unilateral pay increase.

Improvements to the organisation as a direct result of our workforce’s feedback since 2018 include:

- ✓ A return to a programme of annual pay reviews assessing the affordability of annual increases across each of our operating locations.
- ✓ A comprehensive pay and benefits review was undertaken in 2019 with positive action thereafter to address areas of inequity.
- ✓ Improvements to communication - including regular calls and site visits with the Management team; the introduction of the ASCO Magazine and regular newsletters; the introduction of an Employee Suggestion Scheme and the use of the annual survey itself.
- ✓ A review of our Performance Development Plan process with plans to trial a programme to support Career Development and Succession planning in 2022.
- ✓ A revised approach to Corporate Social Responsibility in the organisation with a refreshed approach from our charitable arm, Lifestyle; a more robust control around matters of Governance and a strong focus on sustainability.
- ✓ A review of flexibility in the organisation, with the introduction of a ‘Hybrid Working Model’ and consideration being given to working hours in general.
- ✓ The introduction of Mental Health First Aiders in each of our operating locations.
- ✓ The introduction of our global employee recognition scheme, the ‘Make a Difference’ awards.

Gender Ratio

We recognise that the gender split in our organisation is representative of the wider industry in which we operate and that attracting more women into roles, especially senior roles, within the energy sector is an industry wide objective. Inside the organisation we are working to ensure all of our employees receive equal opportunities and that we provide a fair and inclusive workplace. Our Diversity and Inclusion committee also review and make ongoing recommendations on actions we can take to effectively manage the gender gap within ASCO.

“At ASCO, we know that our people are the driving force behind our business and its initiatives. Investing in our people today builds strong foundations for a sustainable business, allowing us to nurture and develop the skills required to meet the industry challenges of tomorrow. Our colleagues share a common goal to succeed, enthusiasm for their work and a passion for providing exceptional service to our clients and their local communities.”



NICOLA SMITH
GROUP HR DIRECTOR

Employee Suggestion Portal (ESP)

The ESP has received 199 suggestions in the two years it has been running, 39 of the suggestions have been implemented across the business, with a further 21 currently in progress. The portal provides an easy approach for all ASCO employees to make suggestions that could make beneficial changes across the company.

All suggestions are discussed by the ESP committee and feedback is supplied to the employee over the status of their suggestion.

This mechanism has proven to be an invaluable tool, allowing staff to make suggestions for improvement and know they are being listened to and considered.

Suggestions Made and Implemented in 2021:

- January 2021** *Improvements to ASCO Integrated Management Systems (AIMS) templates. Change went live February 2021.*
- February 2021** *Introduction of ESP to transport electronic tablets. Change went live May 2021.*
- March 2021** *Improvement to current storage of key operational and financial information, through use of one database. Change in progress.*



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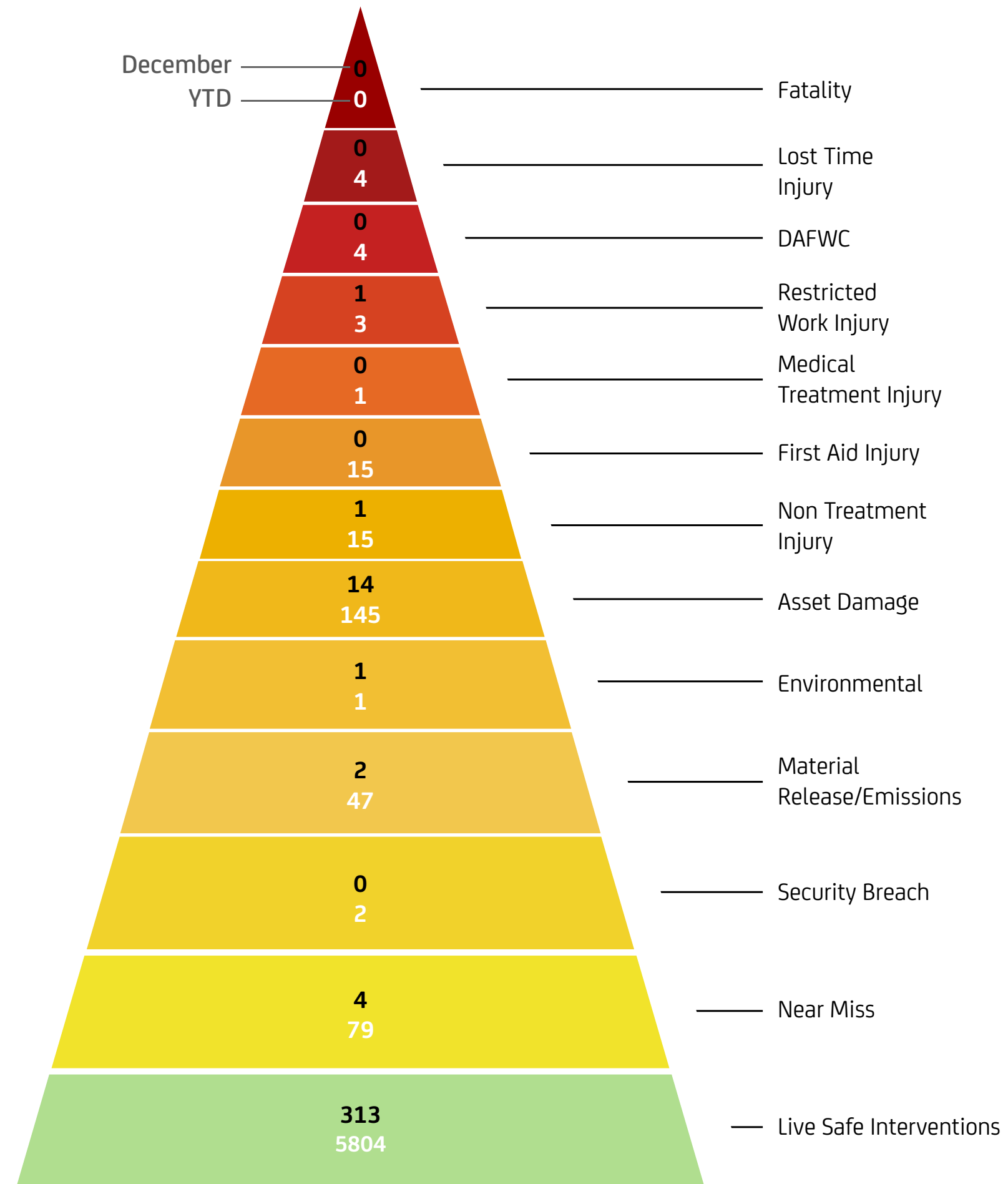
Prioritising Safety

HSSEQ Performance

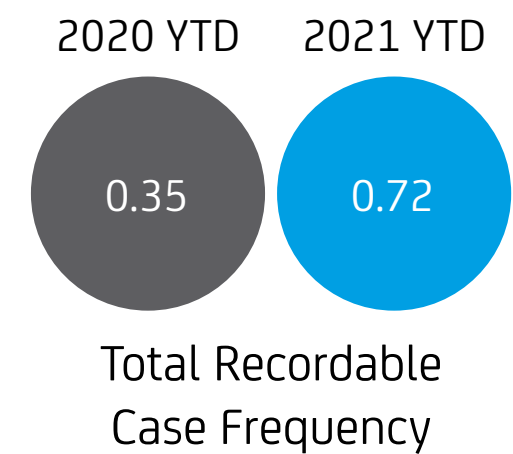
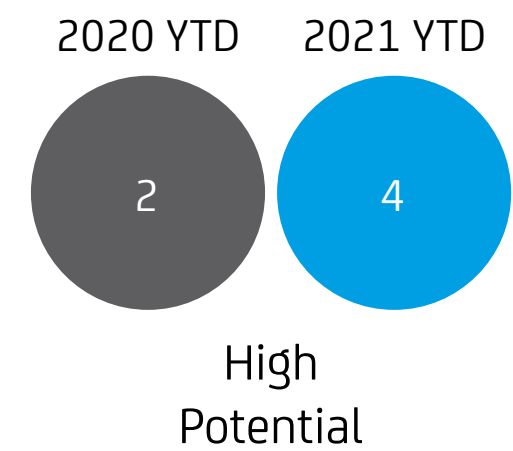
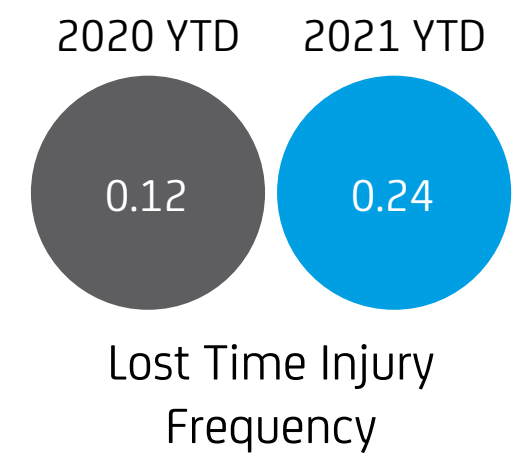
Our culture remains firmly rooted in our three fundamental obsessions of Safety Excellence, Service Excellence and Sustainability, which have been the foundation of our success over the past three years. The focus on our fundamental obsessions has helped enhance our reputation with our customers as well as building high levels of employee engagement and trust.

Safety performance in 2021 did not start as we had hoped. Efforts were doubled to ensure that even with the ongoing challenges of COVID-19 that employees remained focussed on the fundamental elements of operational safety, this led to a recovery through the year with year-end performance substantively improved. The appointment of a new Group Head of HSSEQ has already seen marked improvements in the quality and clarity of HSSEQ messaging and planning and we anticipate further improvements through 2022.

Operationally, the number one priority is the safety of all our people and anyone who may be affected by our work activities. Key performance indicators including LTIF (Lost Time Injury Frequency) and TRCF (Total Recorded Case Frequency) are generated and reported against both targets and prior years, both monitoring performance and highlighting to staff the emphasis the Group places on safety. For the year to 31 December 2021, the LTIF and TRCF were recorded as 0.24 and 0.72 respectively (2019: 0.12 and 0.35 respectively). Both the LTIF and TRCF are stated at a rate per 200,000 person hours worked.



Target LTIF 0.06 Target TRFC 0.29



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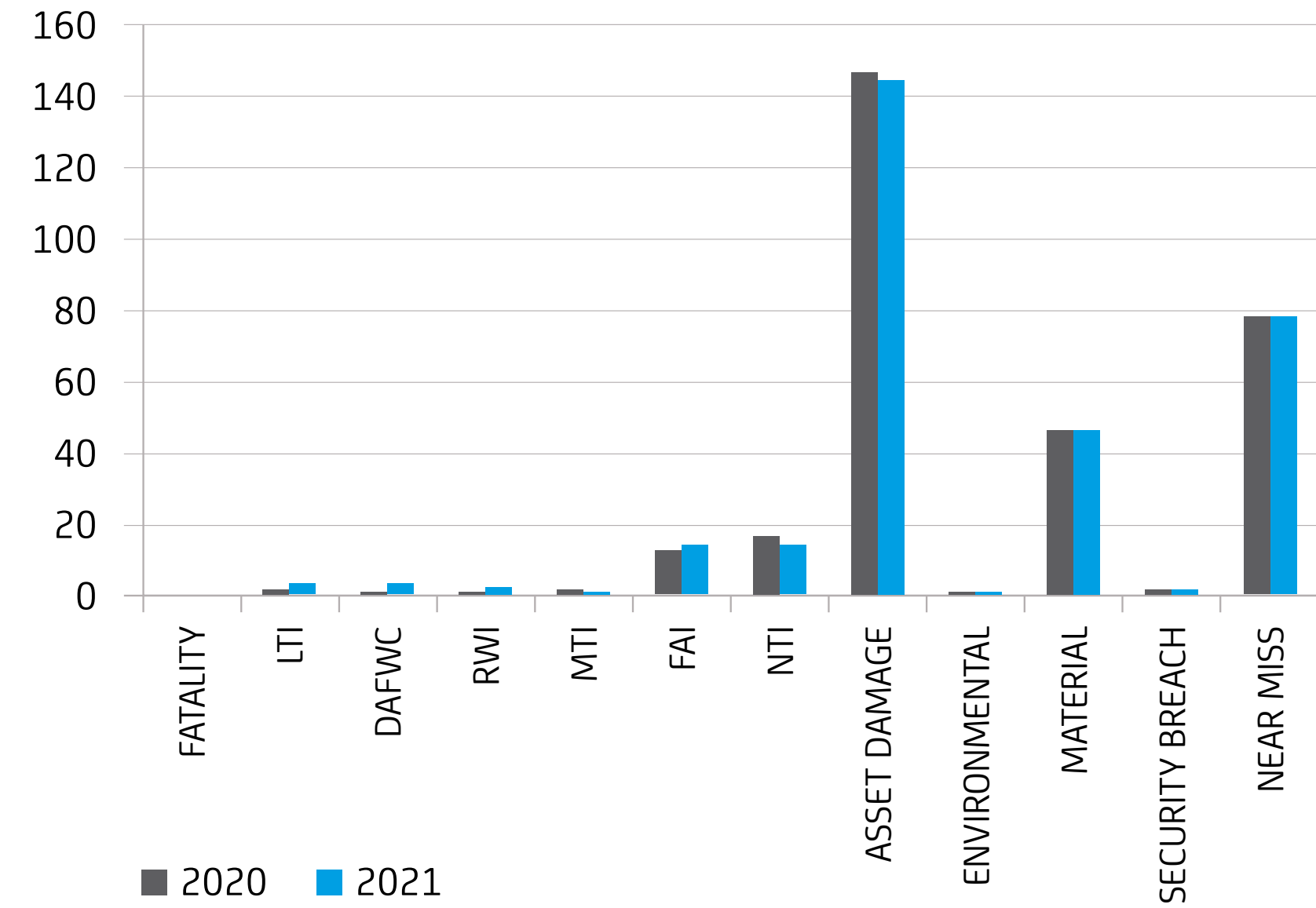
Prioritising Safety



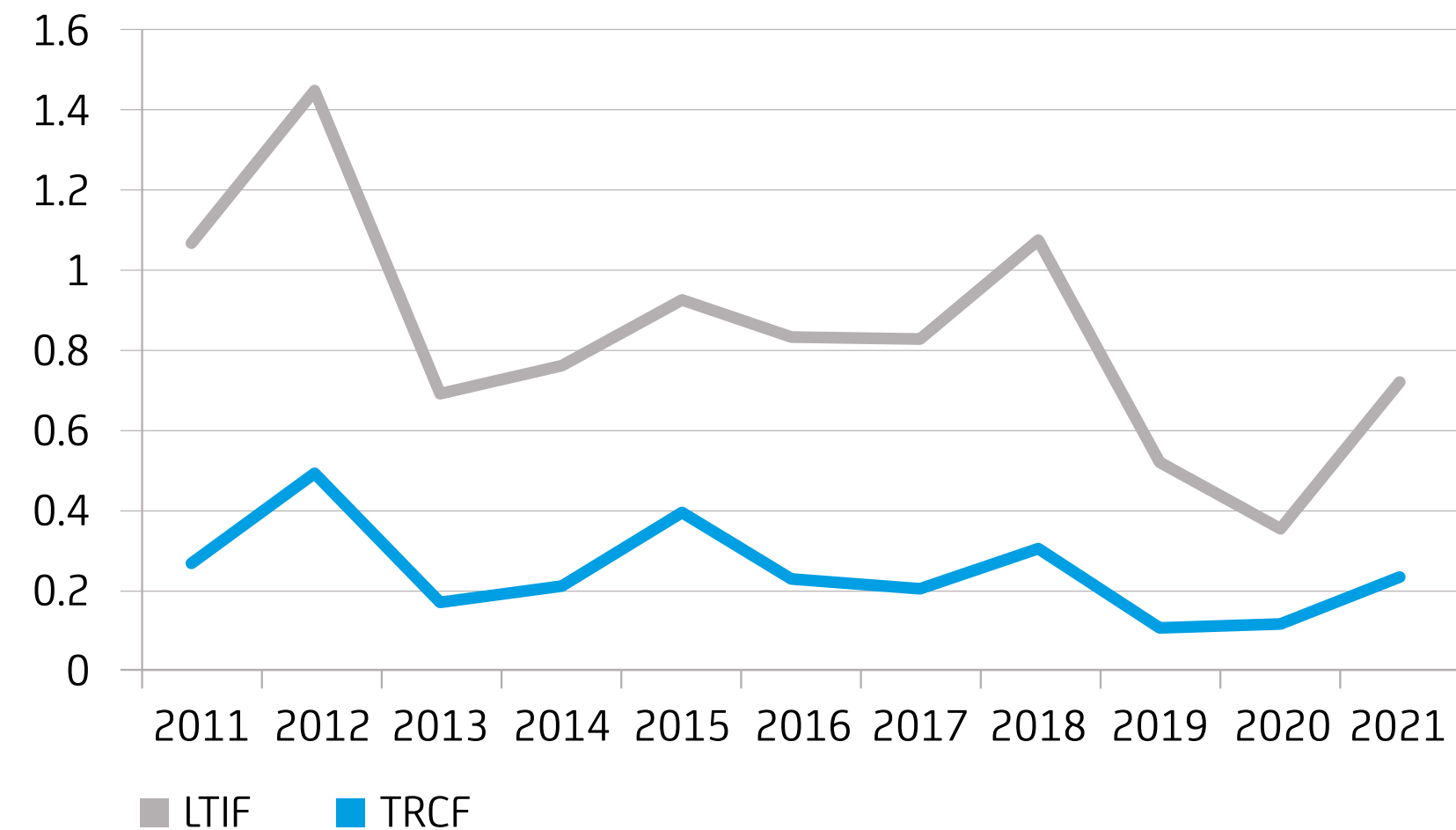
“Safety is our top priority and one of our fundamental obsessions within ASCO. With the objective of zero incidents, we want our employees to return from work safely each day. We are committed to safeguarding the health, including mental health, and wellbeing of everyone engaged in the delivery of our services. Our focus will always be on the mitigation of risk as well as the development and promotion of a positive HSSEQ culture within our organisation, underpinned by our core value of Work Safe, Live Safe.”

STEVE MITCHELL
GROUP OPERATIONS & HSSEQ DIRECTOR

Incidents 2020 vs 2021



LTIF and TRFC 2011-2021 - per 200,000 person hours



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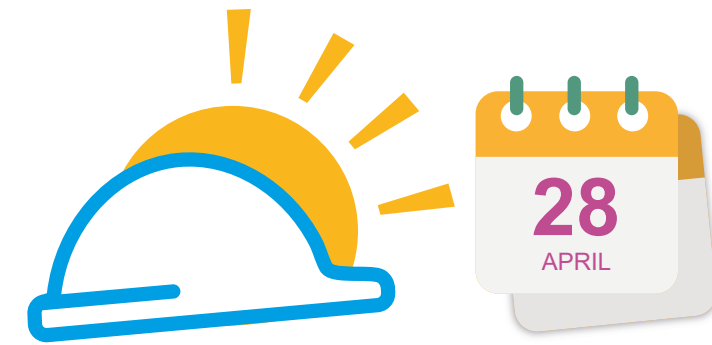
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Prioritising Safety



PERFECT DAY

The 28th of April 2021 marked ‘World Day for Health and Safety at Work’, to coincide with this event and demonstrate commitment to our obsessions of Safety Excellence, Service Excellence and Sustainability, we held our first ASCO ‘Perfect Day’ across the business.

The event focused on highlighting health, safety and the environment across all areas of the business through a combination of safety awareness activities, lunch and learn events and participation within all levels of the organisation. The emphasis was on taking things one day at a time, being engaged and realising that what we do at work each day will have a direct impact on how we all enjoy life tomorrow.

A PERFECT DAY AT ASCO CONSISTS OF:



an incredible level of engagement

The principle of the event is to act as a reminder that if we can achieve one perfect day, we can make every day a perfect day, where everyone returns home safe.

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Prioritising Safety

COVID-19

In March 2020 our COVID-19 Task Force was established, initially meeting daily, to monitor the evolving situation. The Task Force has continued to meet throughout the pandemic to agree on processes, realign business practices based on local guidance and to communicate all COVID-19 procedures to our employees.

In response to the pandemic, we reviewed our business continuity plan and developed an ASCO COVID-19 Framework. Our Framework was developed as a 'levels' system, giving employees clear guidance around our working practices at various stages throughout the pandemic.

In 2021 we maintained regular reporting on the impact of COVID-19, with a focus on employee case numbers, to make sure that all of the safety measures introduced were working and that transmission was not linked to the workplace. So far, we have seen levels of infection lower than the average local levels of infection, supporting our belief that the protection and response to the pandemic has been and continues to be appropriate.

ASCO successfully organised two pop-up vaccination centres in collaboration with the NHS at its Pointlaw facility in Aberdeen, UK, in May and July. These were a great success and were arranged by NHS Grampian, who worked with the ASCO team to organise and coordinate the vaccination campaign.

FACE COVERINGS
SHOULD BE WORN AT ALL ASCO SITES

- Face coverings should be worn at all sites at all times, unless you are sitting at a desk or table.
- This includes toilets, hallways and staff facility areas such as kitchens and break rooms.

WEARING IS CARING
Wearing a face covering helps prevent you spreading the virus to others.

COVID-19 SYMPTOMS
Get tested if you display any symptoms.

- HIGH TEMPERATURE
- NEW, CONTINUOUS COUGH
- LOSS OR CHANGE OF SENSE OF SMELL OR TASTE

KEEP YOUR DISTANCE!
Social distancing is the most effective way to keep yourself, your family, your friends and colleagues safe from COVID-19.

HOW TO MAINTAIN EFFECTIVE SOCIAL DISTANCING

2m

The responsibility is on all of us to follow the simple rule of staying 2m apart at all times.

Do not close contact
Respect personal space

SOCIAL DISTANCE STOP THE SPREAD

If you begin to display symptoms of COVID-19 (new persistent cough and/or fever, or change to your sense of smell or taste), then you must self-isolate to prevent the potential spread of the virus to your colleagues.

ASCO Tiered COVID-19 Framework

Social Distancing - Good Hygiene Practices – Face covering in accordance with government guidance

ASCO Level 4 COVID - Business Restricted	ASCO Level 3 COVID - High Alert	ASCO Level 2 COVID Conscious	ASCO Level 1 New Normality
<ul style="list-style-type: none"> Business as usual for operational staff under COVID-19 risk assessment Essential operational and business needs only Work From Home Visitors not allowed Non essential travel not allowed Take away service and socially distanced bothies 	<ul style="list-style-type: none"> Business as usual for operational staff Senior leadership and essential HSSEQ advisors visit only Work From Home Visitors not allowed (only by exception sign off by the GM and completion of COVID-19 induction) Non essential travel not allowed Take away service and socially distanced bothies 	<ul style="list-style-type: none"> Business as usual for operational staff Working From Home default where possible and visit of ASCO staff possible on site Visitors and site client visit authorised (after COVID-19 induction completion) Non essential travel authorised only by AMB – quarantine may apply Canteen, Kitchen and Bothies open in line with max capacity 	<ul style="list-style-type: none"> Business as usual in line with Risk Assessment Working in the office possible (compliance with max capacity and COVID-19 induction) Visitors and site client visit authorised (after COVID-19 induction completion) Non essential travel authorised – quarantine may apply Canteen, Kitchen and Bothies open in line with max capacity

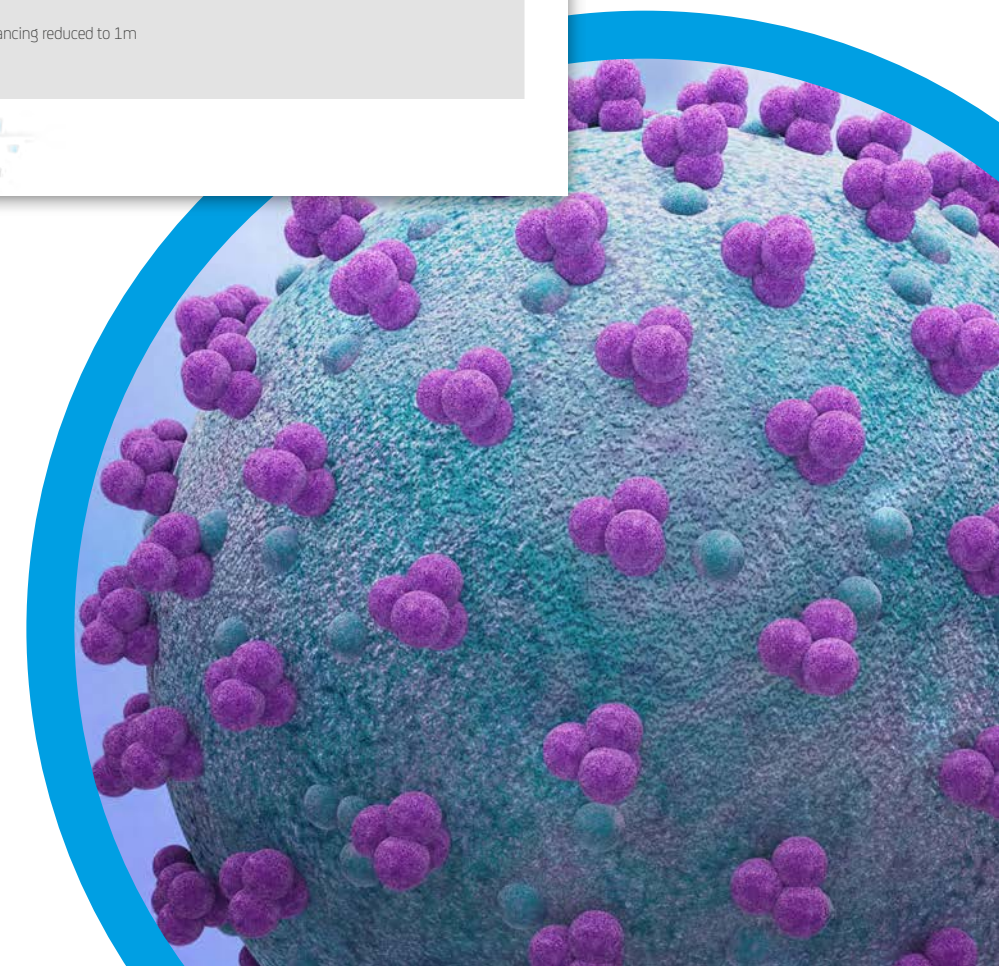
ASCO Road Map

- 15 March: Working from home continues. Site visits allowed only for senior leadership to regain focus on safety.
- 26 April: Reassessment of ASCO approach based on Scottish government revised guidelines.
- 21 June: Reassessment of ASCO approach based on UK government revised guidelines.
- 9 August: Gradual return to the workplace not expected before July.

Currently all UK locations are in Level 1

NEW WAY OF WORKING ARRANGEMENT AGREED

- By 31 January: New ways of working
- All teams return with an approved working pattern and social distancing reduced to 1m
- Range of controls and measures remain in place



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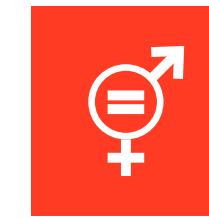
Diversity and Inclusion

ASCO is committed to supporting and promoting Equality, Diversity & Inclusion (ED&I). Our ED&I commitment is embraced by our Group Board and Management Board, influencing all of our activities and their impact on our customers, employees and stakeholders. ASCO values diversity within the workplace, providing equal opportunities for all applicants, employees and workers. We firmly believe that all employees have a right to be treated, and have an obligation to treat others, with dignity and respect.

ASCO implemented a mandatory Equality & Diversity Awareness e-Learning module for all staff in 2020; this has been well received and forms part of the induction for all new employees to the organisation. We also implemented Unconscious Bias training for all managers involved in recruitment across the organisation, feedback from this training has been constructive with our team being more aware of the potential of applying their own bias during the recruitment process.

In 2020 our Equality, Diversity and Inclusion (ED&I) committee was created to monitor compliance within the ASCO policy and identify ways in which we can actively support inclusion across our business.

The Gender Pay Gap Report can be found on our website [here](#).



“ASCO recognises the importance of creating and sustaining a diverse and inclusive working environment. Diversity helps us generate new ways of thinking and innovation that support our long-term growth. We are working hard to ensure all employees feel valued and have the opportunity to contribute meaningfully to the future of the business. This commitment extends beyond the core characteristics of race, gender and age to ensure that there is awareness, tolerance and consideration made regarding less visible challenges, such as mental health and the menopause.”

ALLISON THOMSON
CHAIR OF THE EQUALITY, DIVERSITY AND INCLUSION COMMITTEE

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WORK SAFE,
LIVE SAFE



A PASSION FOR SERVICE
PERFORMANCE



FAIR AND
RESPECTFUL



REWARD AND
RECOGNISE OUR PEOPLE



TRANSPARENT AND
COLLABORATIVE



PEOPLE

Rewarding Excellence

One of ASCO's values is 'Reward and Recognise our People' and we believe that we make a difference together.

Particular initiatives are in place at ASCO to reward and recognise our people.

'Make a Difference' Awards

Introduced in 2020, the scheme enables our workforce to nominate each other for special recognition when they have demonstrated behaviour and actions in line with the **Company Values**.

With 120 nominations received since its introduction, it is a great mechanism for people to put their colleagues forward for special recognition which is shared across the business in the ASCO Magazine.



Commendations

We review commendations made by our staff and customers on a weekly basis, with our CEO sending a personalised note to those whose contribution has been exceptional.

Long Service Awards

Long Service Awards have been operating at ASCO for many years and are a very welcome recognition for those who have been with the business for an extended period. The awards are made to those with 5, 10, 20, 30 and 40 years' service in the business. All awardees are presented with a certificate, and for those with over 10 years' service are invited to attend a celebratory meal where they are presented with a token of the Company's appreciation.



Total
850
years worked

- Samantha Warbey
- Darleen Modeste
- Salina Shah-Balgobin
- Benson Thomson
- Angela Campbell
- Alexander McGregor
- Stewart Murray
- Rosemary Morrison
- Alan Rose
- Mark Knell Nicola Jeffels
- Gary Reid
- Terry Wells Donna Forbes
- David Geddes
- Thomas McCormack
- John Young
- John Munro Gavin Burton
- Ross Gover
- Eric Smith Colin Jaffray
- William Cordiner
- David Thomson
- Gordon Chapman Scott Reid
- Lorna Mitchell
- Wendy Payton
- Maria Nicol
- Stuart Hughes Glenn Hurren
- Julie Jamieson
- Beverley Martin
- Christine Penny Guy Hobson
- Christopher East
- Timothy Kenn Mark Johnston
- Michael Ingram
- Alanna Crook

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PEOPLE

Supporting Educational Development

At ASCO we understand the importance of bringing new perspectives into the organisation, aiding us in our objective to be strong and sustainable for the future.

Each year in the UK, ASCO hire apprentices into our organisation, working whilst studying for qualifications in Logistics Management or Business Administration.

In Norway, apprentices annually join ASCO as an optional part of their high school education, undertaking an initial two years of study, followed by two years within their apprenticeship.

Our Graduate Scheme has run successfully for the past four years, with 83% of our scheme completers retained within the organisation in critical roles, adding real value to the organisation.

Within the organisation we encourage staff to engage with ongoing educational opportunities during their employment, with 20 individuals currently studying toward vocational and further educational qualifications, up to Honours Degree level.

Our Performance Development Process (PDP) provides a formal process for our workforce to identify and outline their aspirations for development and growth within the organisation. 2022 will see the introduction of a next step to the PDP process with the trial of a more focussed Career Development Process to embed formal career planning and support to assist with employee retention, business growth and succession planning.



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PEOPLE

Health and Wellbeing

At ASCO, our employees' health and wellbeing are of vital importance. Our people are the very heart of our business, and we work to ensure that we support them so they are healthy and happy when they arrive and when they leave their workplace.



mental health
first aider

Mental Health First Aiders were introduced to ASCO in 2019. We sought volunteers from across the business to become involved and were delighted to have people from all areas of the business keen to get involved. COVID-19 has been a barrier to the effectiveness of the programme due to the impact of enforced homeworking. 2022 will see a refresh of the programme, seeking to engage more volunteers to get involved with more presence and input from the Mental Health First Aiders on a day-to-day basis across the business.

Employee Assistance Programme

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 more. ASCO provides the Employee Assistance Programme across multiple locations, operating through third-party providers to ensure the service is completely confidential.



Awareness Campaigns

ASCO is proactive in marking key health awareness dates throughout the year. Internal communications were sent out on these key dates to our employees, highlighting the issues and reminding them of the assistance programmes we provide.



- February** World Cancer Day
- May** World Mental Health Awareness Week
- September** World Suicide Prevention Day
- October** World Mental Health Day
- November** UK National Stress Awareness Day

Employee Benefits

The provision of suitable employee benefits is key to attracting and retaining the best people. ASCO offers a complete incentive package comprising competitive pay, personal pension and paid holiday entitlement. Dependent on the options available to us within each of our locations, we also offer additional lifestyle benefits which can include health and leisure discounts, flexible working and further employee support. We will continue to monitor the benefits we offer to our teams and seek to ensure our employees feel fully supported and rewarded for their roles within our business.

Employee Initiatives

Throughout the year ASCO runs various initiatives to get our employees involved and engaged in healthy activities.



During the four weeks of September 2021, ASCO employees took part in our annual step challenge.

161 employees from across the world took over 60 million steps across 28 days.



New Year, New You

During January, ASCO employees could sign up to commit to keeping fit and healthy throughout the month.

The individuals taking part earned points by completing as many daily challenges as they could, such as exercising for a minimum of 30 minutes, eating 5 portions of fruit & vegetables or having an alcohol-free day.

FIKA

FIKA is a Swedish concept, translated as “a Coffee and Cake Break” and in many offices and workplaces throughout Sweden, FIKA is part of their daily routine. FIKA involves taking time out of your day to share a cup of coffee (or tea) and something to eat with your colleagues or friends. During 2021, to stay connected whilst working from home, employees from across the business chose to meet up virtually for a FIKA break to have a 20–30-minute coffee break and chat.



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Making a Positive Impact

We strive to positively contribute, both economically and socially, to all the communities in which we operate.

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COMMUNITY

Local Content and Capability Development

ASCO is implementing a unique model within emerging energy markets, partnering with local businesses to set up their own localised operations. ASCO utilises its experience and expertise in locations where specific oil and gas logistics capability is limited. The medium-term goal is that operations will be wholly locally managed, ensuring the economic value of new activity in the energy sector is retained within the workforce for the long-term benefit of the local economy.

ASCO deploys experienced personnel to design, establish and operate the supply base, in partnership with the local supply chain. The deployed personnel recruit, train and mentor local personnel, developing them to replace expatriate roles as they achieve the requisite levels of competency and experience. The approach ensures compliance with international standards, alongside the creation of new skills in the local market, enabling self-sufficiency in the long-term. The focus on capability, and not just local content, ensures the economic benefits are apportioned equitably in the economy.

ASCO’s methodology is founded on its legacy of success in establishing new worldwide locations over the past 30 years. All ASCO overseas operations are managed and operated by local personnel. The most recent success of the frontier model was the establishment of the Senegal Supply Base (SSB) in Dakar in 2021. Established in less than six months, SSB operations are already transitioning to an entirely locally driven business.

ASCO’s strategy focuses not only on the training of staff but establishing a long-term contributor profile, linking a strong local skill base with the ever-changing and demanding standards of the international energy industry. The method has proven to be effective and beneficial for both ASCO and the local economy.

ASCO Contributions	Benefits
<ul style="list-style-type: none"> • Design of supply base layout, processes and ways of working are implemented to comply with global energy standards. • Competency-based approach to developing local staff towards international energy industry standards. Expatriated staff have a local “trainee” assigned to their role to create an effective work-based learning experience. • Improvement of local skillsets, opportunities and compensation so employees become an important contributor to the wider economic impact multiplier. 	<ul style="list-style-type: none"> • Sharing of established business models and processes. • Compliance with both the client objectives and oil and gas industry standards. • Transfer of skills and competencies. • Benefit to the community through creation of direct and indirect jobs.



New SSB Supply base established in Dakar, Senegal in 2021.



ASCO expatriates and local personnel on site in Dakar, Senegal.

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COMMUNITY

Contributing to the Community



TRINIDAD SUPPORTS BACK TO SCHOOL DRIVE

ASCO's Trinidad CSR committee donated to the Mayaro Past Pupils Association Back to School Drive. The association helps under privileged students and children in the local community adjust to the changing demands of online school.

The president of the MPAA, Oliver Alexander said: "The Mayaro Past Pupils Association want to thank the Management and Staff of ASCO Trinidad for their support towards our Back to School Drive. The Mayaro Past Pupils Association is looking forward to continue the relationship with ASCO Trinidad as we try to make a difference in the Mayaro Community."



SUPPORTING OEUK IN LOCAL BEACH CLEAN



Kelly Smith, UK Waste Technical Manager and Louise Cooper, Weighbridge Administration Supervisor, took part in a beach clean hosted by OEUK, at Cairnbulg beach, near Fraserburgh, UK. The day was a success with 42 attendees collecting 3.3 tonnes of general waste and 0.24 tonnes of recycling, leaving the beach a lot cleaner!



AUSTRALIA GATHERS DONATIONS FOR LOCAL SHELTER



The team in Perth, Australia kindly gathered donations for the Victoria Park Youth Accommodation which provides accommodation for homeless young people and supports securing independent living arrangements. These donations included blankets and non-perishable items such as tinned foods and coffees during the winter period.



PETERHEAD SCOTTISH WEEK

The traditional celebration of Scottish Week took place in July in Peterhead, UK and was a great success, including a Red Arrows air display. The event was co-sponsored by ASCO and featured some of our trucks in the carnival parade.



SUPPORTING CHILDREN IN STEM



ASCO has supported local children in STEM across multiple locations. In Norway children were invited to visit the site to quiz the staff in preparation for the Lego League STEM Cargo Connect challenge. The Peterhead, UK lifestyle team also held its own STEM event and supported Meethill Primary on a school trip to a science centre. A great way to help support the local community!



AUSTRALIA BLESSING BAG DONATIONS

Our Team in Australia donated blessing bags in Perth, Darwin and Dampier to local women's refuge centres. These bags contained women's toiletries and a small note of hope to the Patricia Gile Centre, Dawn House and Karratha Women's Refuge. Christie Beeson, Administrator - Admin & Finance assembled and delivered the bags to Dawn House and commented: "This was a really thought provoking and worthwhile cause and has encouraged me to continue to support this cause on a personal basis". A big thank you to all who were involved in the purchasing and assembling of the blessing bags.



GREAT YARMOUTH RAFFLE WINNERS

The Great Yarmouth Lifestyle team held an Easter Hamper raffle, raising money for their chosen charity CARE. CARE (Canine Aid Rescue & Ethology) is a small, family run, non-profit dog rescue centre who are based in Gorleston, Great Yarmouth which is dedicated to the rescue and rehoming of dogs in the Norfolk, Suffolk and northern Cambridge areas. The chocolate Easter hampers sold 118 tickets in total, raising a respectable £163 in total for CARE. Thank you to everyone involved!



WORLD CANCER DAY BBQ IN AUSTRALIA

The Australia teams held Lunch & Learn BBQ's across the Darwin, Dampier and Perth locations to support World Cancer Day on February 4th. The sessions were focused on raising awareness on World Cancer Day as well as helping to raise money for the charity, Cancer Council. The teams collectively raised an amazing \$245.50 (£136)!



DONATION FOR CHILDREN IN NORWAY

ASCO Norway sponsored Håja Kindergarten with reflective vests. Håja is one of the several kindergartens the team donate vests to.

Due to the long period of complete darkness in the north, it is important that the children are visible when they are outside the kindergarten on an expedition. The Norway team know the importance of being visible in their daily operations and are happy to help ensure the same for the children at the kindergarten.



TRINIDAD KITE BUILDING CONTEST



Our team in Trinidad arranged a kite building contest at the Granwood site to help bring in some teamwork and healthy competition! Around 21 people took part in the contest which included individuals and teams. Everyone had to build their own kite completely from scratch. Each winner received a trophy and a voucher for a local restaurant.

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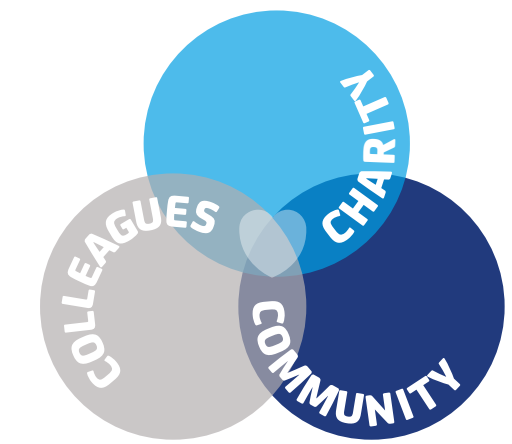
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COMMUNITY

ASCO Lifestyle

ASCO employs over 1,400 people across the world, with 70+ operational locations in eight countries.

We recognise the responsibility our company has to the communities in which we operate. ASCO Lifestyle has been established to give assistance and support to local charities, our employees, and the wider community. ASCO Lifestyle is composed of three branches: ASCO Giving, ASCO Community and ASCO Support.



ASCO lifestyle

The infographic features three large, light blue heart-shaped callouts arranged in a cluster. Each callout contains text and a small circular inset photo. The top-left heart is for 'ASCO Giving', the top-right for 'ASCO Community', and the bottom-right for 'ASCO Support'. There are also several smaller, semi-transparent heart shapes scattered around the main callouts.

ASCO Giving
 The charity branch focuses on supporting charitable organisations close to the hearts of ASCO employees.
 ASCO Giving will: Identify charities with which to partner (including one primary charity each year); Manage all ad-hoc charity requests (including ASCO employee requests); Serve as focal point for all employee sponsorship requests.

ASCO Community
 The community will support playing an active role in the society we live in:
 Promote participation between ASCO families and the community;
 Encourage strong relationships with partner organisations within our local area.

ASCO Support
 The employee support branch is focused on providing ASCO employees with support in times of individual need. ASCO Support will: Manage all internal requests or nominations for employee support; Identify appropriate level and type of support; on a case by case basis; Be entirely confidential
 Identification of beneficiaries of support will come via nominations from within the ASCO workforce. Any employee can nominate a colleague or even themselves.

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Exemplifying Best Practice

ASCO's governance structure has proven to be effective in ensuring we continue to keep Environmental, Social and Governance (ESG) matters at the forefront of the business.

Good governance supports open and fair business, ensures that we have the right safeguards in place and makes certain that every decision taken is underpinned by the right considerations.

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GOVERNANCE



BOARD OF DIRECTORS

In 2021 ASCO appointed five non-executive directors who all have significant experience derived from large organisations within the energy sector. The non-executive directors offer oversight, direction and support to the executive team, participating in monthly board meetings and other governance related events. Part of their function is to install good governance management and practices.

ASCO MANAGEMENT BOARD

The ASCO Management Board, consisting of ten members, was established in 2018 to provide senior leadership presence and responsibility across all aspects of ASCO's diverse business. Each senior manager, including those on the ASCO Management Board, has clearly identified governance related objectives within their roles. All members of the ASCO Management Board report directly to the CEO.



Peter France
CEO



Gary Paver
Group CFO



Fraser McIntyre
General Counsel



Nicola Smith
Group HR Director



Glenn Hurren
MD UK



Runar Hatlevedt
MD Norway



Steve Mitchell
Group Operations & HSSEQ
Director



Marianne Lipp
Group Financial Controller
& Mergers and Acquisitions
Director



Allan Scott
Innovation Director



Fraser Stewart
Group Commercial Director
& MD International

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AUDIT COMMITTEE

ASCO has an Audit Committee which is a sub-committee of the main board and was established to ensure oversight and compliance with finance and tax legislative requirements.

COMPLIANCE OFFICER

In a conscious effort to enhance good governance within ASCO, a Compliance Officer was recently appointed. This role was introduced to have a dedicated resource providing compliance related support and guidance across the ASCO Group.

GOVERNANCE COMMITTEE AND ESG

ASCO has a Governance Committee and Corporate Social Responsibility Committee which are subsets of the ASCO Management Board. These committees meet quarterly and are tasked with giving guidance, oversight, and challenge to each Business Unit on a range of compliance related topics.

ASCO has a Governance Committee and Corporate Social Responsibility Committee which are subsets of the ASCO Management Board. These committees meet quarterly and are tasked with giving guidance, oversight, and challenge to each Business Unit on a range of compliance related topics.

ENSURING LEGISLATIVE COMPLIANCE

As an international business with multiple service lines, significant time and resource is dedicated to ensuring compliance with all relevant regulatory and legislative requirements. Ongoing third-party and internal training and assessment is provided to relevant staff on key legislative matters such as the Bribery Act 2010 and the Modern Slavery Act 2015.

ASCO also annually releases a Modern Slavery Policy Statement which can be found on our website as required by law.

SUPPLIER/CLIENT CONTRACTS

ASCO has multiple customer and supplier contracts and seeks to ensure consistency to pre-agreed protocols by virtue of a contract approval mechanism, appropriate training and use of a group-wide Delegation of Authority.

DATA PROTECTION

ASCO prioritises compliance with data protection legislation such as General Data Protection Regulation (GDPR).

The compliance officer is responsible for updating and maintaining Data Protection Data Maps across the business which map out where we are processing personal data and the legal basis for processing this data.



“Maintaining the highest standards of governance and compliance are a top priority for ASCO. As an international business operating across multiple jurisdictions, we seek to ensure that staff receive the training and support to ensure the highest standards are maintained. Despite ASCO being a private company and not subject to the same governance reporting requirements of a PLC, we have sought to adhere to best governance practice.”

FRASER MCINTYRE
GENERAL COUNSEL

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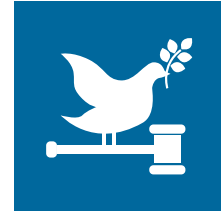
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GOVERNANCE



CYBER SECURITY

We have a range of internal and external controls in place to reduce and remove cyber security risks from affecting our business units around the world. These are aligned with best industry practice and processes to ensure we maintain effective defences in an ever-changing world.

To provide an effective defence against cyber-attacks, we rely on our people playing key roles in helping us achieve this. Therefore we spend considerable time and energy in training and educating all our staff to allow them to hopefully spot and stop cyber-attacks from happening. This is done via a range of system training, test phishing campaigns and updates and notifications from the central IT&S team.

In addition to this we have a range of technical controls and processes in place to prevent the likes of malware, virus and other attacks from affecting ASCO. These measures are supported by end user controls such as the IT Acceptable User Policy document.

Our procedures in the ASCO Integrated Management System (AIMS) cover a wide range of security controls, including IT Risk Management and Major Incident processes, to allow us to effectively recover from any outage. In addition to this, we use modern technology such as cloud hosting for all services supported by multi-factor authentication to protect network access.

ASCO was also a founding member of the OGISF (Oil and Gas Information Security Forum), which includes representatives from the NCSC (National Cyber Security Centre) and most oil and gas operators. This group meets weekly to exchange cyber intelligence such as the latest threats and incidents.

All of this is supported by good governance and controls that are applied by our central IT&S team.

POLICIES

ASCO's Anti-Slavery & Human Trafficking statement can be found on our website [here](#). The Group Operating Procedure "Whistleblowing" (GOP-LC-002) has been in place since February 2016 and the ASCO Group Code of Business Conduct (POL-LC-004) was issued in May 2018. At present, ASCO primarily operates in low / medium risk countries and has an Anti-Bribery and Corruption policy (GLP-LG-03).



"We have put an extensive range of defences in place to protect ASCO from a cyber-attack; these include a broad spectrum of software, hardware and training solutions to prevent our systems being compromised.

We want to make certain that all our teams across the world remain vigilant against security threats. We provide regular updates on emerging and existing threats through formal management briefings, ongoing online training and global monthly emails to remind everyone of the risks that cyber-security threats present."

JIM TITMUSS

GROUP IT & BUSINESS SYSTEMS DIRECTOR

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STAKEHOLDERS

Stakeholder Engagement

ASCO engages with multiple organisations and industry stakeholders to deliver our sustainability goals.

Our team are members of Environmental, Social, and Governance (ESG) and Sustainability forums to engage with our peers, share initiatives and lessons learned, exchange guidance and establish best practice. Collaboration within these groups allows us to set common targets and work together to decarbonise across the value chain through partnerships.

We are also working with our clients, including major energy operators, to decarbonise their operations and establish sustainable business practices through shared models and increased industry collaboration.

As members and partners of the following institutions, we ensure we are involved in, and stay informed of, all relevant industry developments, frameworks and regulations when setting our objectives.





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