



Safer • Smarter • Solutions

2022 ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT

WHERE WE MEET TOMORROW. TODAY

LEADING 
CHANGE

OUR PURPOSE

AT ENERMECH, WE ARE COMMITTED TO LEADING CHANGE FOR A BRIGHTER FUTURE

We embrace the responsibility and accountability required to drive the transition towards becoming an environmentally and socially responsible business. Through our structured initiatives on Environmental, Social and Governance (ESG) matters we will lead change today for a better tomorrow.

ABOUT THIS REPORT

Our frameworks: Our Environmental, Social and Governance (ESG) report is prepared in accordance with the Sustainable Accounting Standards Board (SASB) ,Oil & Gas Services Industry Standard, Extractives and Minerals Processing Sector, Global Reporting Initiative's and the Greenhouse Gas Protocol (GHG Protocol). Our approach to corporate responsibility is detailed on pages 10 to 27. In addition we share our Forward Thinking on page 28.

IN THIS REPORT

DISCOVER OUR TEAM, OUR APPROACH, AND OUR ACTIONS

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WHO WE ARE

WE CONNECT THE DOTS

We are a specialist service company delivering technical solutions to complex energy and infrastructure projects. Delivering value to our customers by combining experts, IP, technology and asset management across the entire asset life-cycle.

Our offering is simple yet powerful: nine key service lines delivered with a holistic view so our customers benefit from fewer contract personnel on site, improved safety, and reduced complexity. With more than 4,000 experts globally we have the right capabilities and vision to serve the ever-changing needs of our industry with an extensive portfolio of services including Training, Hydraulics, Equipment Rental, Specialist Mechanical, Electrical & Instrumentation, Process, Integrity Management, Pipeline & Subsea, Cranes & Lifting and Valves.

Carlyle & EnerMech Partnership

Our Chief Executive Officer, Christian Brown, leads a strong senior leadership team who are galvanised by the full support of our investors, The Carlyle Group, a multinational private equity, asset management and financial services corporation based in the United States.

With a collective vision and shared focus, we are looking to the future with confidence and positivity to explore new global markets, extend our portfolio and continue to deliver truly integrated solutions.

Carlyle Mission

To drive long-term value for our investors, companies, shareholders, communities and people.

Sustainability Leadership

To pursue tailored ESG strategies that bring new ideas for operational efficiency and help unlock value.

Carlyle International Energy Partners (CIEP)

EnerMech became part of CIEP group companies in 2018.

We deliver interconnected specialist services delivered individually or as an integrated package



DELIVERING VALUE ACROSS THE FULL ASSET LIFE-CYCLE

CHIEF EXECUTIVE OFFICER'S LETTER



“AT ENERMECH, WE ARE COMMITTED
TO LEADING CHANGE FOR A
BRIGHTER FUTURE”

“We live in an ever-changing world and we know that the challenges we face are varied and complex. As a global business we must lead and embrace these challenges and make decisions that are environmentally and socially responsible.”

In order to meaningfully measure our commitment to this idea, we have launched an initiative called Leading Change, a name we have adopted to describe and brand our strategy. Leading Change aligns One EnerMech in our vision, mission and purpose and outlines the strategic plans that will drive the sustainability and growth of our business.

Our ESG plan will govern the delivery of our entire strategy. As we deliver each individual action we have the opportunity to continue to evolve business environmental and social outcomes.

This sets out clearly defined targets under our Environmental, Social and Governance umbrella and will help drive change within the areas of environment, social, people, leadership & governance, and business model & innovation.

Commitments include promoting human rights through our “Speaking Up” policy and Code of Business Conduct and pledging to achieve Net Zero Carbon emissions by 2050, ensure we have a positive impact on the communities in which we live and work. Leading Change is woven into the fabric of EnerMech.

It is our profound commitment to our current and future employees, our customers and the communities in which we live and operate.

Whilst we have a history of driving a responsible business, this is our first ESG report that captures our commitment and positions us for the future where ESG will shape our decision-making, influence our performance and benchmark our progress.”

Christian Brown
Chief Executive Officer

EXECUTIVE SUMMARY

Leading Change represents the evolution of EnerMech's journey in the coming years and the plan for delivering on our strategic goals. The process of formalising our strategy has been highly collaborative across the group and has the ethos of safety, customer delivery and supporting our people at its core.

Our strategy comprises of strategic "charters" that give growth direction to our business lines, provide plans for building capability and scale, and map the structure and support for our people and clients in order to achieve growth.

Business Line Growth, Market & Capability Build Out

Our global business line charter highlight the areas of potential growth for their services both individually and as part of an integrated solution. Each of these charters seeks to capitalise on existing strengths and identify barriers to growth in order to build a consistent offering across the group.

Enabling Growth

In order to support growth across our business we have identified 5 "growth enablers" – strategic areas which are centred around our people and the internal foundations we need to strengthen the business. Our 5 growth areas are Talent & Culture, Technical & Innovation, Governance & Capability, Systems & Processes and Business Development.

As we seek ways to provide more of our services in an integrated offering and across the asset life-cycle, we will train our staff in each of the business line offerings and raise awareness of our global capability.

Growing the pipeline of opportunities will be key in delivering growth and we will evaluate our access to data, attendance at trade events and the efficiency of converting our strategic prospects. Building customer value will be aided by utilising our Subject Matter Expert network throughout the group, technical innovation through research and development, and with progressive improvement to our approach to project execution.

STRATEGY

WHERE WE MEET TOMORROW. TODAY.

"Welcome to Leading Change, the name we have adopted to describe and brand our strategy. Leading Change aligns One EnerMech in our vision, mission and purpose, and outlines the strategic plans that will drive the sustainability and growth of our company. At the heart of our strategy is the development of our people, recognizing that as we grow, our talent will be key to our future success. Underpinning our approach is a long-term commitment to investing in our asset base, technology, and people so that we further differentiate our services, create value for our customers and retain the wealth of knowledge in the business. We believe that investment in these areas will ensure that we become the global solutions provider of choice across the asset life-cycle in the sectors that we serve."



Christian Brown
Chief Executive Officer

OUR VISION

To be the global partner of choice in delivering specialist technical solutions.

OUR MISSION

To listen, engage and create value for our clients through the safe delivery of specialist, technical solutions across the life-cycle of the global asset base.

OUR VALUES



Safety



Integrity



**Solution
Orientated**



Quality



Respect

OUR STRATEGIC PILLARS

These Pillars provide the foundation for our Leading Change Strategy. Each one has its own specific focus, but all seamlessly align to represent our near-term ambition. They're used as benchmarks in everything we do, to ensure EnerMech's unbounded success.

LEADING CHANGE THROUGH...

Delivering superior growth through technical leadership across our service lines

Positioning EnerMech through technical differentiation, in both core energy and high growth sectors

Capturing efficiency and value for our clients by combining our bespoke single service lines into an integrated, managed offering

Applying expertise gained globally at a regional level across a broad range of end markets

Building a world-class organisation through people, talent development and global resource delivery

Developing and utilising industry-leading IP, technology, equipment and competence

DELIVERING VALUE ACROSS THE FULL ASSET LIFE-CYCLE



WHY ENERMECH?

1

We are specialists. We deliver and self-perform a broad range of specialist services discretely, bundled or as an integrated package.

This offering is simple yet powerful: 9 key service lines delivered with a holistic view. Our customers benefit from a from a global workforce that collaborates to reduced complexity and drive efficiency.

2

We are trusted. To deliver specialist services reliably and safely, utilising our custom fleet of equipment and enabling technologies.

As markets contend with limited resource availability, rising build costs, and extended equipment delivery schedules, we are trusted, well-resourced and global. Our skilled personnel use technical innovation to deliver reliable and safe solutions to our customers.

3

We are global. We share lessons learned, adopt best practices, and engineer innovative solutions on a local level where no supply chain exists.

This consistent approach is applied across all counties in which we work, ultimately ensuring consistency and value across our global delivery.

4

We are solution orientated. We drive commercial efficiencies through smarter technical solutions, delivered with the highest regard to safety and quality

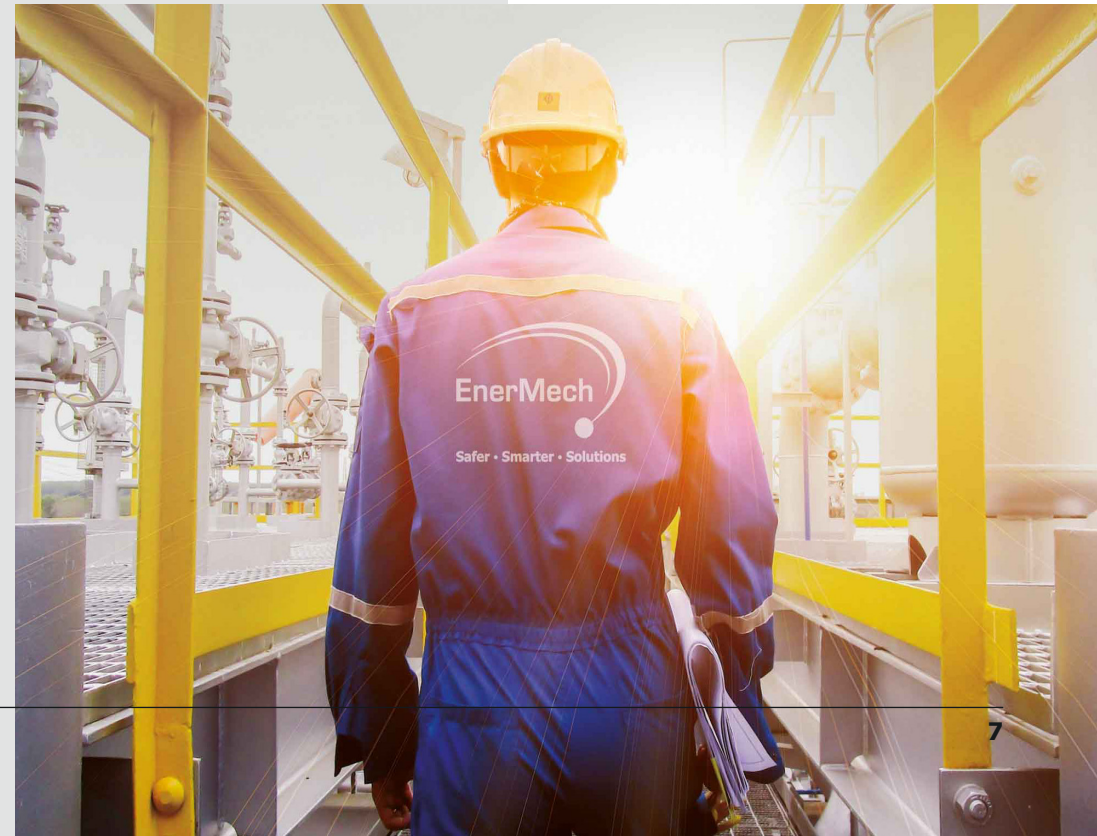
Real value can be achieved delivering a comprehensive, bundled specialist service package under a single project management and engineering team, all self-performed using our global resources. Simplified administration and reduced interfaces, allow us to eliminate subcontracted services and provides a single point of contact.

5

We are knowledgeable. We have the technical capability and scale to efficiently manage across the full asset life-cycle.

We engineer, plan, cost and oversee our solutions that support multiple phases of an asset, taking knowledge from early engagement in capital projects, through to maintenance and turnarounds to decommissioning.

Through this embedded knowledge, we understand the pressures our customers face, from unexpected delays and unplanned outages to tight project schedules and multiple interfaces.



QHSE DIRECTORS LETTER



“THE NEXT PHASE OF OUR JOURNEY SEES OUR ESG COMMITMENTS, GOALS AND ASPIRATIONS AT THE FOREFRONT OF OUR DAILY ACTIVITIES.”

“EnerMech has a long tradition of strong engagement across every audience, whether this be our customers, employees, supply chain or the communities in which we work. We adhere to our Code of Business Conduct and ensure we communicate clearly the direction and future of our business. We execute our projects safely, ensuring modern slavery behaviours are eliminated.

Across our business these individual activities are second nature to us, engrained in the way we work. Under our “One EnerMech” mantra, we are bringing together the great work our regions are performing under our Leading Change initiative, ensuring the commitments we make, the goals we set and the initiatives we develop, are communicated and implemented throughout the business.

Moving forward, we have set ourselves targets that will challenge us to improve as an organization.

These targets include:

- Achieving Net Zero emissions by 2050
- Restructuring our business to be an energy and infrastructure group
- Increasing engagement with the communities we live and operate in
- Engaging further with our supply chain to identify areas to eliminate waste and reduce indirect carbon emissions

- Reaffirming that our work practices meet the international workplace requirements and eliminate modern slavery.
- During 2023 and beyond we will set and implement a number of the targets and goals, that will allow EnerMech to become a more inclusive and engaging organization to work in and interact with.

We will subscribe to the Science Based Target initiative in commitments to achieving our Net Zero target by 2050. Targets are considered ‘science-based’ if they are in line with what the latest climate science deems necessary to meet the goals of the Paris Agreement – limiting global warming to 1.5°C above pre-industrial levels.

Additionally in 2023 we will be submitting our Scope 1 and Scope 2 emissions to independent organizations to verify and validate. Both of these initiatives will further strengthen our ESG commitments.

In addition to our pledge to comply with the Sustainability Accounting Standards Board 5 dimensions, we will incorporate the elements of the United Nations Sustainable Development Goals relevant to our business activities.”

James Cassin
QHSE Director

ESG STEERING COMMITTEE

LEADING CHANGE WITH OUR ESG COMMITMENT



Chair, CEO,
Christian Brown



Vice Chair, QHSE Director,
James Cassin



International Commercial Director
Alan Mclean



Chief HR Officer
Phil Ogden



Marketing &
Communications Director
Alison Hazell



General Legal Counsel &
Head of Contracts
David Molloy



Chief BD Officer
Behzad Kazerani



Finance Director
Susan Cruickshank

Our ESG steering committee, is a cross-functional senior management team with a sole purpose of driving the company's on-going commitment to ESG matters. Lead by our CEO, Christian Brown, the team meet regularly to help to set strategy, and continue to implement initiatives and policies with respect to ESG.

Moving forward, ESG in relation to EnerMech will underpin our new strategy referred to as 'Leading Change', which is our commitment to becoming an environmentally and socially responsible business that is leading change today for a better tomorrow.

There is no doubt that this has been happening long before this phrase was coined, but we are committed to move forward with a more co-ordinated approach, and with regular communication, all under one branded initiative.

Our Leading Change Charter sets out clearly defined targets under our ESG umbrella and the responsibility of the committee, which will help drive change within the areas of environment, social, people, leadership & governance, and business model & innovation.



"MEET OUR ESG COMMITTEE, A CROSS-FUNCTIONAL SENIOR MANAGEMENT TEAM WITH A SOLE PURPOSE OF SUPPORTING THE COMPANY'S ESG MATTERS."

OUR FRAMEWORK

OUR APPROACH

WE'RE DRIVING CHANGE THROUGH...

Being a consistent quality employer embracing diversity and inclusion

Providing a quality of life in the organisation with a driven workforce

Promoting human rights through our "Speaking Up" policy and Code of Business Conduct

Ensuring we leave a positive impact on the communities in which we live and the customers we serve

Working with our supply chain to identify and eliminate modern slavery and to deliver on our carbon strategy

Contributing to the low carbon future business and where we can serve them with the skill sets we have

Working with our customer base to support their net zero ambitions and sustainability programs

Delivering a business diversification program embracing the past with the present and future

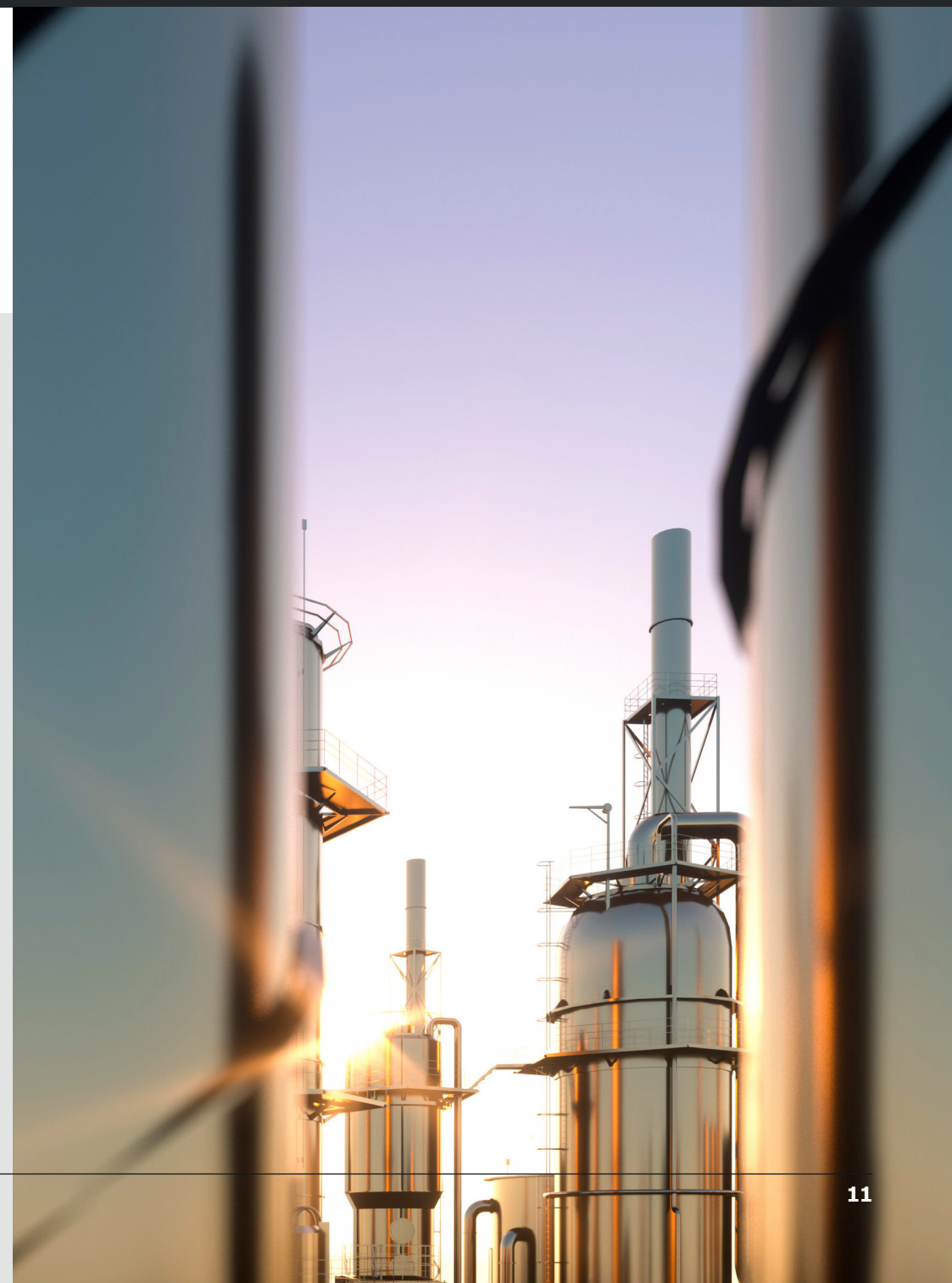
Management of our ESG risks and opportunities

Establishing short term and long term targets, providing confidence we are meeting our targets

A commitment to transparent reporting on the implementation, monitoring and progress of this policy

Commitment to the United Nations Sustainability Development goals

Pledging to achieve Net Zero Carbon emissions by 2050



OUR APPROACH

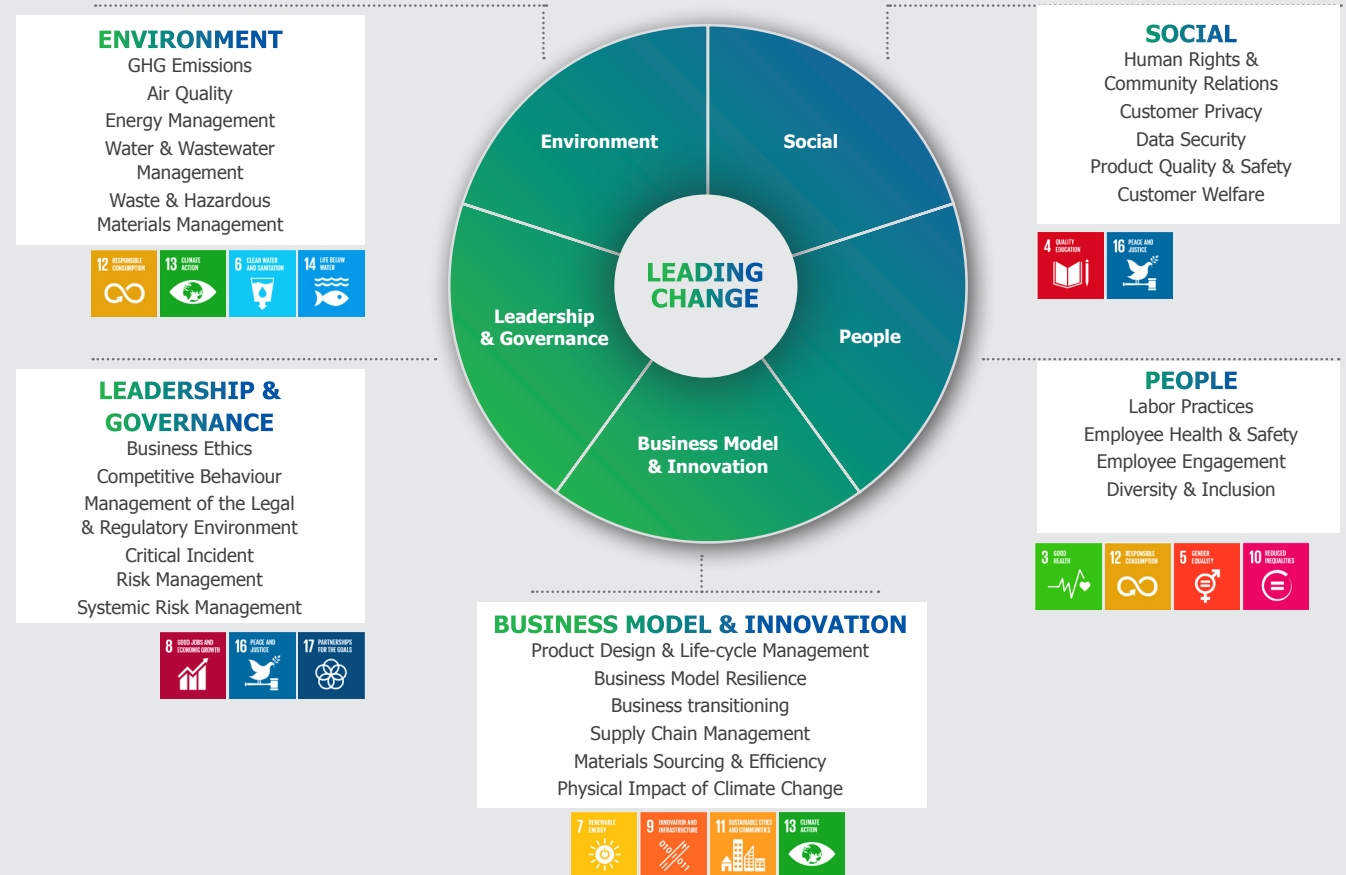
OUR FOCUSED DIRECTION & PRIORITIES

To support our **Leading Change**, we have adopted the Sustainability Accounting Standards Board's five main dimensions across ESG, namely **Environment, Social, People, Leadership & Governance** and **Business Model & Innovation**.

Each of the five dimensions has a number of sub dimensions (26 in total) where we will set targets and produce data for internal and external stakeholders and report to the wider community as applicable.

Leading Change is an essential part of EnerMech and through this change we will ensure we build a lasting legacy for our current and future employees, our customers, the communities we live and operate in for future generations.

We will Lead Change through our **Commitment** to the United Nations Sustainability Development goals.



PEOPLE

PROMOTING AND PROTECTING OUR PEOPLE



Over the past two years our population has grown thanks to demand for the professionalism and expertise our team brings to each and every project. This upsurge is set to continue as we look to grow and expand our service offering and footprint in the years ahead.

People development and growth is therefore paramount to safeguard the well-being of our workforce as well as enabling us to attract and retain new talent. Our Leading Change Strategy is core to this commitment.

People drive our need to succeed and we are dedicated to giving each member of Team EnerMech a safe, secure, and fulfilling career path. This begins by ensuring everyone is aware of their roles and responsibilities as part of EnerMech and importantly with the companies and clients they are supporting. We act ethically and responsibly because it is the right thing to do and we believe that success can only be achieved when everyone is treated with respect and integrity. These values underpin our leadership behaviours which in turn define our shared culture.

Our labour practices meet the legal framework of each country in which we do business. They are continuously reviewed and improved. Most importantly, employees enjoy fair pay, and we strive to provide equal pay across genders and ethnicities according to the legislation in the countries in which we operate. Paying people fairly for their job and without discrimination – regardless of gender or race – is non-negotiable, it is an obligation that aligns with our values.



4,000

PEOPLE IN OUR GLOBAL BUSINESS
ACROSS OUR GLOBAL OFFICES,
WORKSHOPS AND FACILITIES.



95%

LOCAL CONTENT ACROSS
THE BUSINESS IN AFRICA,
CARRIBEAN, SOUTH AMERICA
AND CASPIAN

30%

WE HAVE WELCOMED 30% MORE
STAFF OVER THE PAST 2 YEARS

PEOPLE

Human rights abuse of any kind is unacceptable. Young workers are more vulnerable to modern slavery impacts such as forced labour and human trafficking and may face disproportionately hazardous work conditions given their age and capabilities. EnerMech strictly prohibits these activities across all our operations, and we only work with approved vendors and suppliers that follow this agreement.

We are dedicated to celebrating our One EnerMech family for their exceptional work. We acknowledge colleagues who go above and beyond to support their team, customers and the wider community and draw on their stories for motivation and inspiration. We call them 'EnerMech Heroes' (See right). As such we are committed to promoting a positive, safe, and civil environment for all employees, free from bullying and harassment.

To strengthen commitment, our related policy statements on the Code of Business Conduct, Modern Slavery, Human Trafficking and Diversity and Inclusion, govern the business in these areas. Our Code of Business Conduct has a broad scope covering all employees, contractors, consultants and agents retained by EnerMech.

Training on the Code of Business Conduct is delivered via e-learning and refreshed every year, with mandatory completion for certain roles we have identified through risk assessment. Key suppliers are expected to comply with our separate Supplier Code of Business Conduct.

Operating a safe and socially responsible business that drives innovation, enhances well-being, and contributes positively to the environments in which we operate in is non-negotiable. This sustainable approach underpins and supports all core operations.

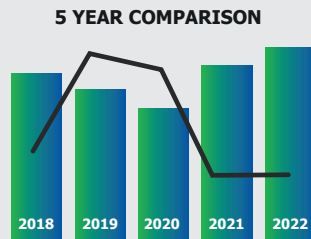


PEOPLE

One of the key HSE objectives within EnerMech is achieving a Perfect Day, where there are no hurt incidents, no environmental incidents or serious security related events. During 2022 we achieved over 300 perfect days. We are proud of our learning culture at EnerMech and work hard to ensure everyone can perform their roles and responsibilities with due diligence and care for themselves and others. However, there is always more we can do, as such, a learning initiative called **ENERGISE 2** has been rolled out across the business, developing our future leaders to play their part in improving our safety culture.

To ensure we continue this downward trend in our incidents and at the same time increase our exposure hours we are implementing numerous initiatives across our business such as "Risk Tolerance / Risk Perception" program, "Walk the Talk" engagement sessions and "Take 10@10" well-being discussions.

SAFETY



WE INCREASED OUR WORKING HOURS, SIMILAR TO OTHER YEARS WITH YEAR ON YEAR INCREASE WHILE REDUCING OUR INCIDENT RATES

<63%

OVER THE PAST 4 YEARS, WE HAVE REDUCED OUR INCIDENT RATE BY 63%



115

MANAGEMENT WALKS COMPLETED



95%

AUDIT SUCCESS RATE



0.18

IN 2022, WE EXECUTED 7.6 MILLION WORKED HOURS, RESULTING IN AN INCIDENT RATE OF 0.18



99%

OF PARTICIPANTS IN THE 2022 EMPLOYEE ENGAGEMENT SURVEY AGREED THAT ENERMECH HAS A STRONG SAFETY CULTURE, 7% IMPROVEMENT FROM 2020

We also have several mental health initiatives running in the business to ensure a positive environment, such as our Mental Health Advocates programme – a cross-section of our staff who receive specialist training to better understand mental health awareness, recognize the signs and symptoms of common mental health issues and guide fellow colleagues towards further support.

We are a continuous learning organisation and to ensure we maintain this, we ensure our management system is live and changes are implemented to improve the effectiveness. Through our ERS (Event Reporting System) tool, we record and report on events to ensure we can learn from them.

In 2023 the health, well-being and safety of our employees, contractors and stakeholders continues to be the foundation of EnerMech operations and remains top priority. We actively empower employees with the "I am Safe / We are Safer" mindset to eliminate workplace injury and ill health.

MENTAL HEALTH



384 MENTAL HEALTH CONVERSATIONS



11 OCCUPATIONAL HEALTH CAMPAIGNS IN THE YEAR

50

MENTAL HEALTH CAMPAIGNS ACROSS THE BUSINESS

PEOPLE

Engaging all 4,000 employees globally around our values and behaviours is a priority. It is our aim for every employee to feel proud of our organisation and be advocates of the business. As such, we encourage high levels of engagement with all stakeholders, especially our employees, in order to enhance productivity, boost satisfaction and grow together as a company.

Through monthly CEO blogs, quarterly forums and increased communications from the senior leadership team we have forged a strong, collaborative culture where each member of the team feels connected, confident and trusted, which in turn creates a happier and healthier workplace.


1093 employees took part in the annual 2022 employee engagement survey, of which 97% responded that they are proud to work for EnerMech and are willing to put the extra effort in to get the job done, 97% have confidence in the future of EnerMech and 95% have confidence in decisions made by senior leadership. Through surveys, quarterly forums, transparent communications from top down and peer-to-peer conversations, we listen to the views of employees and strive to make everyone feel they are playing a worthwhile part in achieving their own and EnerMech's ambitions.



EMPLOYEE ENGAGEMENT


1093


TEAM MEMBERS TOOK PART IN THE 2022 EMPLOYEE ENGAGEMENT SURVEY, WHICH IS A 30% RESPONSE RATE


97%

OF PEOPLE ARE PROUD TO WORK FOR ENERMECH. 5% INCREASE FROM 2020 ARE WILLING TO PUT THE EXTRA EFFORT IN TO GET THE JOB DONE


84%

OF EMPLOYEES ARE COMMITTED TO REMAINING AS AN EMPLOYEE OF ENERMECH FOR THE FORESEEABLE


97%

HAVE CONFIDENCE IN THE FUTURE OF ENERMECH

95%

HAVE CONFIDENCE IN DECISION MADE BY SENIOR LEADERSHIP

PROUD TO WORK WITH ENERMECH

2020: 92%
2022: 97%

CONFIDENCE

2020: 95%
2022: 97%

COMMITMENT

2020: 96%
2022: 96%

LEADERSHIP DECISION

2020: 95%
2022: 95%



PEOPLE

There is growing recognition and evidence that diversity, equity and inclusion in the workplace leads to enhanced business performance. As a global business with more than 50 nationalities and five generations represented in our workforce, we are proud of the diverse culture we have fostered. Our people are as diverse as the customers we serve. This helps us to tap into a kaleidoscope of insights, tackle problems in new ways and offer up more relevant solutions.

Inclusivity has always been at the heart of One EnerMech and our focus on community, collaboration and family helps us to foster an inclusive environment where everyone should feel safe, valued and heard. We have work to do, and we will continue to eliminate bias and seek out the best talent regardless of gender, ethnicity, age, religion, sexual orientation, disability or background.

Our industry is changing rapidly. COVID-19, energy transition and technological innovations have transformed the way we work and we must respond by building a diverse, equitable and inclusive workplace that values different points of view, carves out space for creative thinking, and makes room for intuition. When our people feel their best, they will create their best work and actively contribute to the ongoing success of EnerMech.

Long term, we are striving to improve our gender balance through greater focus on female hiring and career development, and we will provide more opportunities for people with disabilities by eliminating accessibility barriers.

Respect and integrity are two of our core values which are never taken for granted. Each value is handled with the care and given utmost attention to ensure each person is treated well and fairly.

DIVERSITY AND INCLUSION

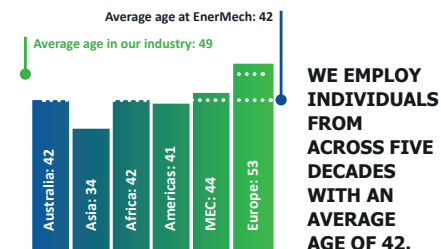
ONE ENERMECH

WE STRIVE TO CREATE AN ENVIRONMENT WHERE EVERYONE FEELS SAFE, VALUED AND HEARD

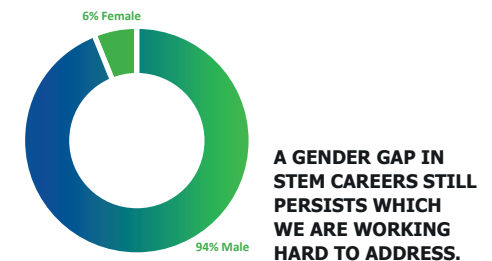
NATIONALITY



AGE



GENDER



ENVIRONMENT

OUR DRIVE TO DECARBONIZE



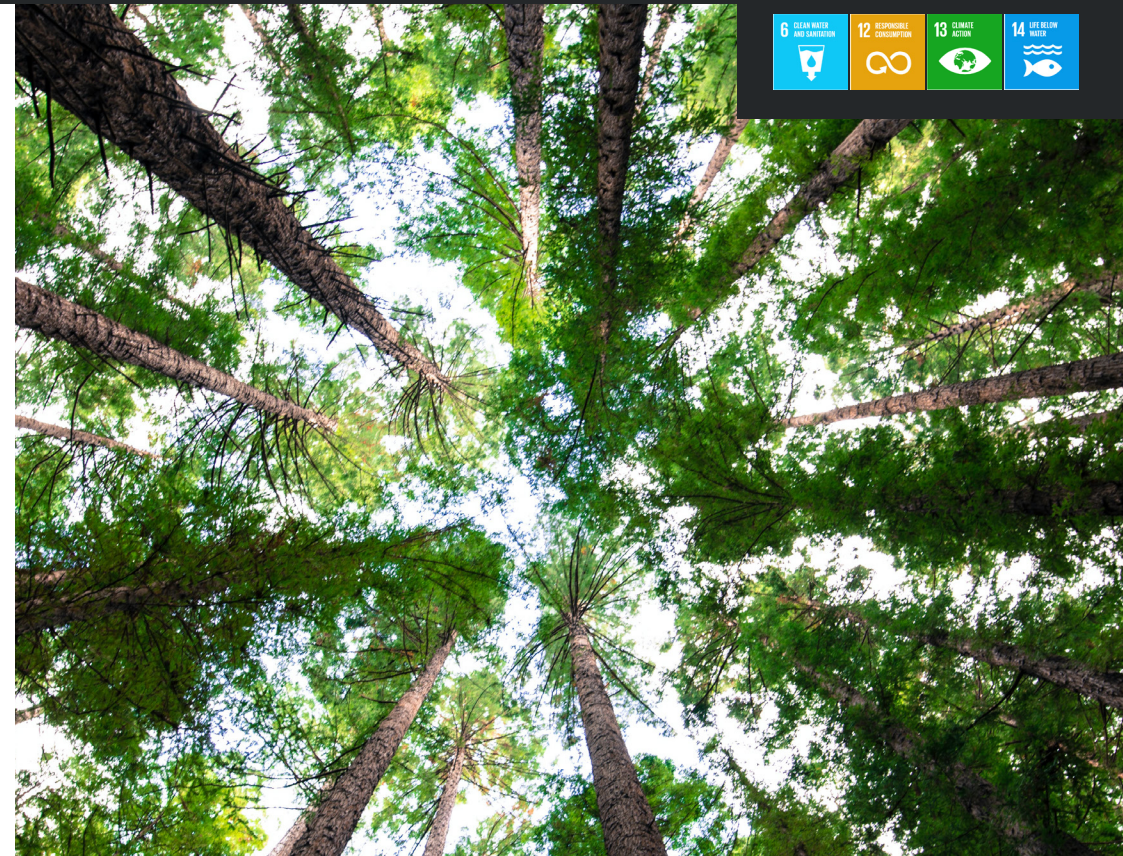
Through a series of rigorous initiatives and programs, our aim to reach Net Zero Carbon Emissions by 2050 is well underway. The Leading Change strategy is galvanising action by putting protection of the environment at the forefront of our global operations.

Like the energy transition, EnerMech is rapidly evolving to strengthen its position as a specialist service company dedicated to energy and infrastructure projects. This entails close collaboration across the supply chain to help each other become more environmentally responsible and sustainable. Each and every member of our team is responsible and accountable in our mission to reduce emissions and counter the potentially catastrophic impact of climate change.

To protect people and the planet, we are committed to identifying, managing and reducing our sources of CO2 emissions, both direct and indirect, including our supply chain. Our journey to Net Zero allows us to focus on areas that will bring value at each stage of the journey

We have established metrics to measure our scope 1 and scope 2 emissions with targets to aid us in our journey to Net Zero. For 2022, we reduced our Scope 1 and Scope 2 emissions by 2%, achieving the targets we set. Managing our carbon emissions is one aspect of our Net Zero; we actively monitor our sources of energy to ensure the sources are renewable as far as practical. Our direct waste generation is monitored to ensure we reuse, reduce, recycle and recover as applicable. Through the 4R process we ensure we minimise with our supply chain the potential impact generated from our waste.

EnerMech works closely with customers, suppliers and our communities to minimize our impact on the environment. Our aim is to play our part to accelerate the transition to a carbon-free economy and ultimately, eliminate climate risk. We continue to improve our reporting with an aim of establishing quantitative goals and performance metrics to support the UN Sustainable Development Agenda.



0.13
ton

CO2E PER CAPITA



1439
ton

SCOPE 1
(FUEL CONSUMED)

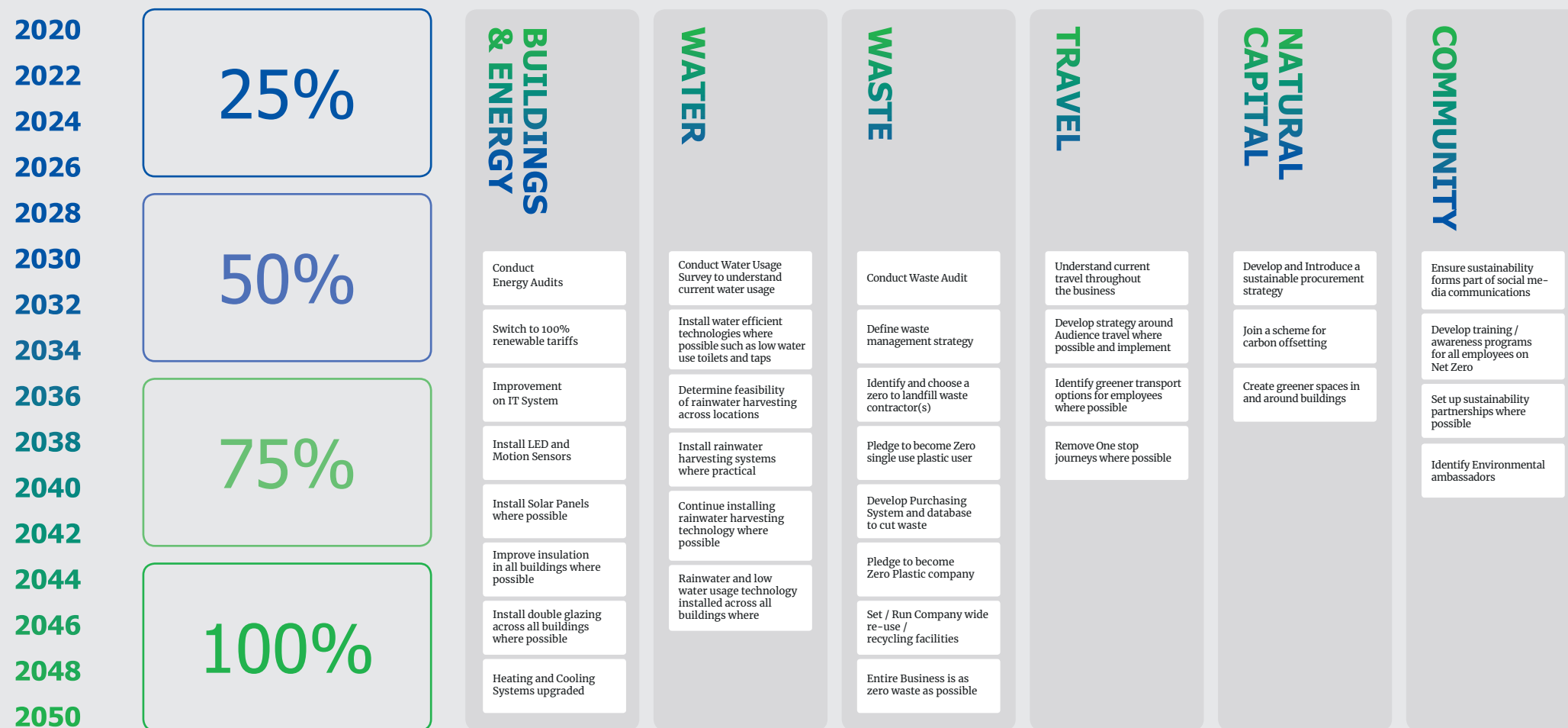


597
ton

SCOPE 2
(PURCHASED
ELECTRICITY)

ENVIRONMENT

OUR CARBON ROAD MAP: JOURNEY TO NET ZERO



SOCIAL

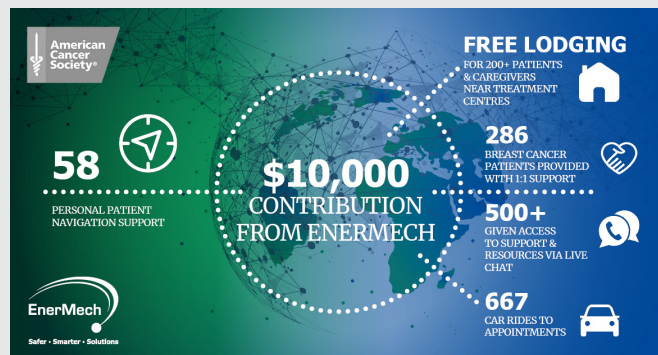
WE CARE FOR CUSTOMERS AND THE COMMUNITIES WE SERVE



Our multi-disciplined teams can be found across 28 countries. Through our new Leading Change strategy, our aim is to ensure we leave a positive impact on the communities in which we live and the customers we serve.

The societies in which we operate are as diverse as the people we employ. Each culture, economy and history is given the same high level of regard and respect. Therefore, securing and protecting the 'social license to operate' is critical to our success.

Our work with the registered charity CEOs Against Cancer has seen us support local care for patients in the Houston area. With the commitment of Team EnerMech nationwide, we are helping the American Cancer Society save and celebrate lives by investing in innovative cancer research, providing support to patients and caregivers, and helping people reduce their cancer risk or find it early when it's most treatable. Our contribution has gone a long way, making a lasting impact to so many.



Through our annual donation to the American Cancer Society we have invested in innovative cancer research, provided support to patients and caregivers, and helped people reduce their cancer risk or find it early when it's most treatable. Our contribution has gone a long way, making a lasting impact to so many.



Main Image: Pupils of Georgetown School receiving Technology donation.

Middle left and centre - sponsored sports activities for the Gladstone Wallaby R.L.F.C and Garioch Rugby Club.

Top Right - Barry Wilson raising funds for Scottish Cancer Charities.

Bottom left and right - Gordon Cook with the The Sandpipers Trust, UK and Christian Brown with the Texan Association of First Responders

SOCIAL

In Guyana, through our collaboration with our Joint Venture training partners and 'Epic Guyana', we donated 30 smart tablets to children in underprivileged communities. These tablets are helping to deliver online classes for children who have not yet fully returned to the classroom after the COVID lock-down.

Globally, we have supported numerous children's sports clubs over the year. We are proud to be major sponsors of the Gladstone Wallaby R.L.F.C for the 22/23 season in Australia, and sponsors of the Garioch Mini and Micros rugby festival in Scotland, where 600 players from the local community enjoyed a fantastic day of rugby.

As official time sponsors of the Red Run, we encouraged all of Team EnerMech in Aberdeen to participate in the event in aid of a registered charity close to many of our hearts - Friends of Anchor.

One of our Aberdeen EnerMech Heroes, Dawn Banaszkiewicz,, Senior Training & Competence Business Partner, worked tirelessly to generate and gather donations and essentials for families fleeing the conflict in Ukraine to her family village in Poland.

Around the world we donated personal protective equipment (PPE) to local health organizations including The Sandpipers Trust, UK and the Texan Association of First Responders in the early part of 2022. This ensured first responders were appropriately protected with the right PPE during the global pandemic.

At EnerMech, we believe that businesses can only flourish in societies where human rights are protected and respected. Being a part of many communities, we are responsible and accountable for safeguarding human rights. This covers both employment opportunities and community support initiatives, which are managed and promoted by local teams. Our Human Rights policy is developed in line with the UN Guiding Principles on Business and Human Rights.

First and foremost, we will provide a safe and secure working environment where each person will be treated fairly and equitably. Everyone should be able to work without fear of harassment or threat and have the right to be listened to and respected in the workplace.

Commitments include promoting human rights through our "Speaking Up" policy and Code of Business Conduct. Modern slavery will not be tolerated: our supply chain will be stringently assessed on compliance with this standard. Likewise, we work closely with industry to abolish child labour and human trafficking.

Protecting customer privacy is an integral part of EnerMech's policies and procedures and is core to our strong and trusted relationships. For example, we seek approval from customers before sharing information or materials both internally and externally. This includes publicising client material on social media.

Trust is not taken for granted at EnerMech. Protecting customer data alongside employment and third-party information is paramount. The storage of sensitive data is kept to a minimum and stringent policies are in place when using such data.



Image credits: Iain Swinburne (left) and Callum Duguid (right) become EnerMech's first employees to successfully complete a four-year Graduate Apprenticeship programme through Aberdeen's Robert Gordons University.

SOCIAL

Delivering our products and services to our clients and meeting their requirements is a core value of EnerMech. Our management system ensures that through robust measures the products and services are verified at the required steps to meet our clients needs and expectations.

We measure the number of days we successfully deliver our products and services to our clients through our Perfect Day metric. A perfect quality day in EnerMech, is any day where we receive no internal major non-conformity, and/or no serious client related non-conformance. Through our extensive audit program we ensure that the applicable processes and procedures are implemented effectively.

We will deliver the highest quality services, solutions and expertise, every single time.

QUALITY



92%
PERFECT DAYS IN 2022

55+

SUCCESSFUL AUDITS
CONDUCTED ACROSS THE BUSINESS



ISO

BUSINESS HOLDING CERTIFICATION –
27 LOCATIONS ACHIEVED CERTIFICATION
TO VARIOUS ISO MANAGEMENT STANDARDS
E.G. ISO 9001, ISO 14001 AND ISO 45001,
ISO 17020, ISO 17025



15

QUALITY CIRCLE
MEETINGS ACROSS
THE BUSINESS



GROWTH

IN ACCREDITATION / CERTIFICATION ACROSS THE BUSINESS –
QATAR 17024, OPTIO IN GUYANA, OPTIO IN QATAR, ABERDEEN,
GREAT YARMOUTH – OPITO OFFSHORE WIND, ANGOLA & GUYANA
ECITB, ISO CLEANROOM IN IRELAND, ROSPA IN QATAR

3T ENERMECH GUYANA TRAINING CENTRE OF EXCELLENCE



In early 2022, a pioneering venture between 3t EnerMech, Orinduik Development and Windsor Technologies launched a training centre to deliver Guyana's first in-country, state-of-the-art training facility for the local workforce, supporting the development of the country's fast growing offshore oil and gas sector.

Established to empower and provide Guyanese with key skills and training certifications that are required to work in the offshore environment, the new facility combines expert instruction in-classroom training facilities, blended learning software and technology, as well as fully immersive simulators for high hazard activity learning.

The centre has gone from strength-to-strength, delivering training directly on behalf of the government to up-skill the people of Guyana with technical and competency skills to support roles across multiple sectors via the ECITB Guyana Online Academy of Learning (GOAL).

3t EnerMech

Established: February 2022

Opened: October 2022

Accreditations: ECITB
OPITO



80
GRADUATES

80 GUYANA ONLINE ACADEMY OF LEARNING (GOAL) PROGRAM STUDENTS GRADUATED IN THE FIRST COHORT OF THE PROGRAM

\$20M
INVESTMENT

THE \$20 MILLION LUSIGNAN BASE WAS CONSTRUCTED BY THE LOCAL ODTC JOINT VENTURE (JV) FORMED BETWEEN GUYANA'S ORINDUIK DEVELOPMENT INCORPORATED, WINDSOR TECHNOLOGIES AND 3T ENERMECH.

40%

40% OF GOAL GRADUATES SECURED FULL-TIME EMPLOYMENT IN THE OIL AND GAS SECTOR WITHIN TWO TO THREE WEEKS FOLLOWING THE TRAINING.

CERTIFIED

CERTIFICATE BY THE GOVERNMENT OF GUYANA FOR LOCAL CONTENT.

WINNER

Named as the 'Regional Winner for East Africa and the Rest of the World' in the prestigious Engineering Construction Industry Training and Development Awards. 3t EnerMech was acknowledged as the very best in its region.

The Awards, run by the ECITB, celebrate and reward the very best of the global engineering construction industry. The judging panel looked at several factors when considering the winner including the number of people trained, quality of training, equality and diversity, innovation and ambition, interaction with the ECITB and generally adding value within its markets.

SOCIAL

As we become a more digitized world, we are vigilant in the prevention and detection of cyber security breaches, along with other malicious activities. We take all measures available to ensure trust and security is not compromised. As such, over 85% of employees have completed CyberSecurity Training, Phishing Simulations are seeing more than 80% of Non-Clickers and IT Compliance is over 90%.

We are continually improving our data encryption and governance methods to diminish risk and defend our reputation.

CYBER SECURITY



>85%

CYBERSECURITY TRAINING
(>85% COMPLETION RATE)



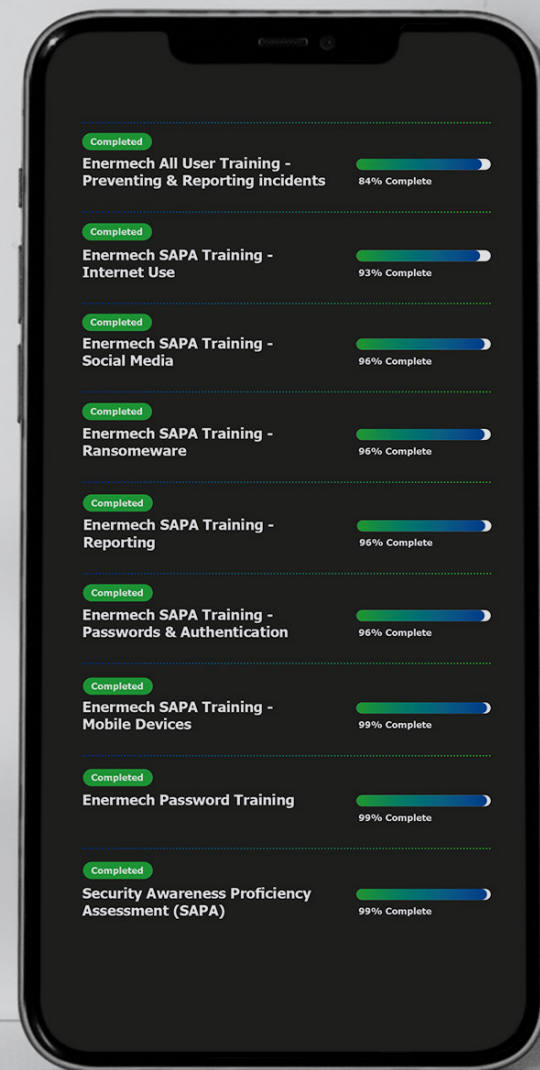
>80%

PHISHING SIMULATIONS
(>80% OF NON-CLICKERS)



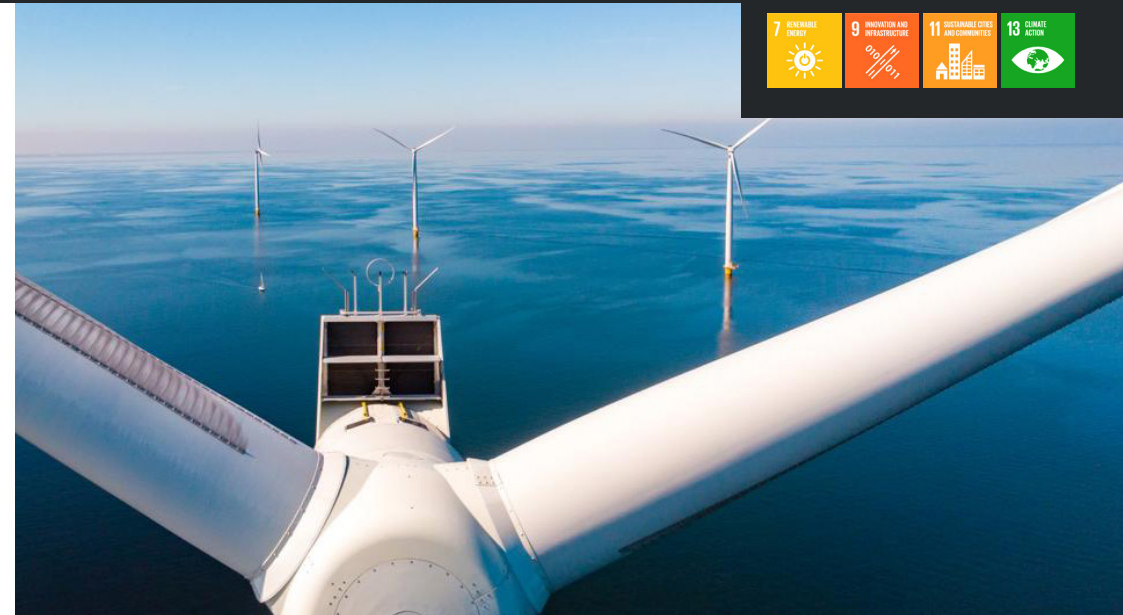
>90%

IT COMPLIANCE (>90%)



BUSINESS MODEL & INNOVATION

EVOLUTION IS OUR MOTIVATION



Over the past 15 years, EnerMech has grown in strength, stature, and staffing. Our multi-disciplined teams can now be found in 28 countries across six continents.

Delivering exceptional value to our customers across the entire asset life-cycle is at the core of our global growth and innovation ambitions.

Our Leading Change strategy is part of our continuing evolution to be a more client-focussed, efficient, and sustainable solutions provider across our nine key service lines. From its conception through commercialisation and operational implementation, every EnerMech product or service is aligned with our Strategic Premise and Leading Change programme.

This six-phase approach - defined within a project execution plan and involving key stakeholders from across the business - ensures everything is delivered to an exacting degree of quality within a specified time line and budget.

EnerMech is an agile business, continuously looking at new markets, new clients and new geographical destinations to satisfy growing demand for our services and technologies. Understanding our customers' needs and the challenges they face, wherever they are in the world, means our investment intentions are specifically targeted and all efforts ploughed into their success.

In 2022, we invested EUR9.2 million in our first facility in Ireland and created around 170 jobs across a range of specialist engineering disciplines. We have also spent millions improving and expanding premises globally and buying new equipment to support our drive to diversify into infrastructure, renewables, power, energy, and hi-tech industrial sectors. So much so, more than 50% of our future revenue will be in non-oil and gas markets.

The COVID-19 pandemic, war in Ukraine and escalating prices have tested the industries in which we work. We have stayed resilient throughout and continue to deliver specialist services to a multitude of national and international owners across a wide range of markets. A great example of this can be seen across our work in the nuclear, semiconductor and LNG market. We have demonstrated our agility time and time again, fast-tracking our services in the LNG markets, responding to the energy security needs in Europe and around the world.

Our Leading Change programme is committed to working with the international supply chain to grasp opportunities to strengthen sustainability efforts across the industries we operate. In tandem, we will measure, monitor and manage emissions hot spots and mitigate risk to climate change.

Most importantly, we will endeavour to integrate ethical, environmental and humanitarian considerations to our day-to-day processes.

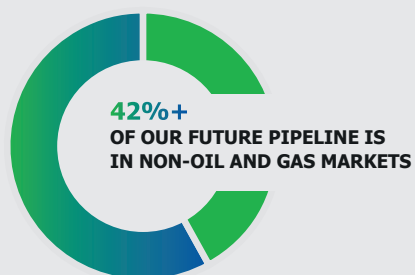
BUSINESS MODEL & INNOVATION

We aim to minimise impact on the environment and natural resources through responsible sourcing practises. This will involve careful selection of our suppliers and their locations to reduce our carbon footprint and environmental impact.

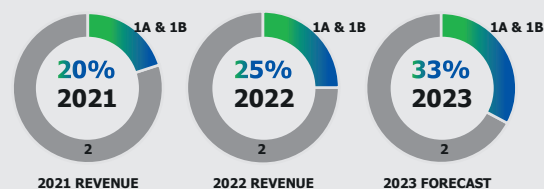
Each supplier must adhere to EnerMech's Supplier Code of Business Conduct to promote an ethical and socially conscious setting for procurement of materials and remove any risk of exploitation within the supply chain. Crucially, our tender award criteria now includes environmental, social and ethical factors.

We recognise the impact climatic changes can have on our business and through our risk management process we manage the potential impacts. In parts of the Middle East where temperatures can be extreme, we have management programs to manage the exposure to our employees.

DIVERSIFICATION



CAT 1A AND 1B REVENUE PERCENTAGE:



1A INDUSTRIES: RAIL & INFRASTRUCTURE, DEFENCE, MINING, CONVENTIONAL POWER, SEMI-CONDUCTORS
1B LOW CARBON INDUSTRIES: NUCLEAR, RENEWABLE, HYDROGEN, LOW EMISSION PROJECTS IN MINING/O&G
2 OIL & GAS: ONSHORE, OFFSHORE, REFINING & PETROCHEMICAL & LNG

Our highly skilled workforce will continue to deliver specialist and technical services and seek further value creation via innovative solutions and efficiencies, whilst working in a collaborative and integrated approach.

We celebrate our ability to deliver our specialist services across a broad spectrum of industrial sectors. Whilst maximizing our core oil and gas foundations, we will focus on growth areas across the LNG, Nuclear, Clean Energy and Hi-Tech markets.

LNG
HI-TECH
NUCLEAR
OIL & GAS
CLEAN ENERGY

LEADERSHIP & GOVERNANCE

TAKING THE LEAD FOR A SAFER AND MORE SUSTAINABLE FUTURE



After two years of challenging market conditions compounded by the impact of the global pandemic and continuing uncertainty, EnerMech is bolstering its Leadership and Governance efforts through wide ranging initiatives aligned to our global Leading Change strategy.

The aim of the company going forward is to deliver a business diversification program which builds on learnings from the past to bring safer, more efficient and sustainable solutions into the future. At all levels of the business, our focus and our passion is to protect the people we employ, promote the customers we serve and preserve the communities and environments in which we operate.

While the company will be led by the CEO, with oversight from the Board of Directors, our success as a sustainable and ethical business will be everyone's responsibility.

We have therefore adopted a Code of Business Conduct to focus our senior team and employees on areas of ethical risk. This includes:

- Providing guidance to effectively recognize and deal with ethical issues
- Enhancing existing mechanisms to continue the reporting of unethical conduct
- Helping to foster and sustain a culture of honesty and accountability.

Compliance, including anti-corruption topics, is regularly discussed with the Board.

Throughout 2022, we have been forging a path into new geographies and business territories and working relentlessly to build strong and lasting relationships with new customers and communities. We will strive to be fair, open and transparent in our dealings when competing for customers' business and when placing business with suppliers or offset partners. This professional conduct is reinforced through regular training. Across all our projects, we rigorously engineer, plan, cost and oversee our specialist services and technologies to improve efficiency, reduce costs, and minimize risk.

Our tender award criteria includes environmental, social and ethical factors.

Our business operates with robust governance ensuring compliance with national and international laws and regulatory bodies and standards.

Our progressive Environmental, Sustainability and Governance program is our assurance to global industries and local societies that we will take responsibility for limiting any negative impact on the environment and communities in which we operate.

Managing the risk to our business is key to our success and future growth. We manage risk from the initial stages of our prospects through to the execution of the contract including, HSE risk.

LEADERSHIP & GOVERNANCE

Furthermore, to the project life cycle risk, we have established our Enterprise Risk, which is an ever evolving process reflecting the changes in the world and our market environments.

The foundation of our business is based on the resilience of our integrated solutions and multi-disciplined workforce to consistently deliver a high-quality, efficient service that is cost-effective, competitive and importantly, sustainable.

Over the past two years especially, we have remained strong in the face of market volatility, geopolitical turmoil and fluctuating inflation. We will continue to work closely with our employees and customers and be mindful and responsive to their concerns and challenges.

We are continually assessing and investing in areas of the business where positive and significant results are achieved and delivered, so we can replicate this success across the organization to simultaneously drive further efficiencies and growth.



FORWARD THINKING

Our ESG strategy focuses on five key areas, Environment, People, Social, Leadership & Governance and Business Model & Innovation. We have set out our target outcomes and fully accept the responsibility to bring these actions to life. Our forward looking commitment will see a multi-year journey defined by our roadmap, processes and policies for measuring progress across the global business.

Low Carbon Future

Over the next 5 years we will contribute to the low carbon future business, with 25% of global revenue derived from alternative energy sources.

Partner Workshops

We will hold a number of workshops with our major suppliers and operating partners to identify and eliminate modern slavery and to deliver on our carbon strategy.

Support Our Communities

We will ensure we leave a positive impact on the communities in which we live, by engaging with local charities and permitting employees time to engage with them during work hours. Through this we will encourage positive outcomes across our global business in the areas of people, social and environmental.

COBC Commitment

We will commit to training all eligible employees on the Code of Business Conduct on an annual basis.

Safe Working Environment

We will continue our journey to further reduce the incident rate.

Environment

Continually focus on carbon emissions reduction with a target of 4% per capita for 2023 in comparison to 2022.

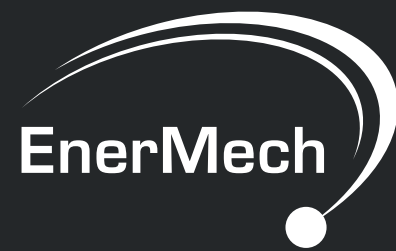
Quality Employer

We will increase internal promotions vs. external hires by 20% per year and embrace diversity and inclusion.

Continuous Improvement

We will continue to provide the support and governance EnerMech needs to be a responsible and sustainable business. As such we will review and update all supporting policies including the below:

Environment ENM-GRP-HSE-POL-0001 ENM-GRP-HSSE-ENV-PRO-7100 Procedure ENM-GRP-HSSE-ENV-PRO-7110 ENM-GRP-HSSE-ENV-PRO-7111 ENM-GRP-HSSE-ENV-PRO-7112 ENM-GRP-QHSE-POL-108	HSE Policy Statement Environmental Impact and Assessment Waste Management Procedure Air Emissions Monitoring Water Management Sustainability Policy
Business ENM-GRP-HSE-POL-0001 ENM-GRP-BD-PRO-0001 ENM-GRP-FIN-POL-101	HSE Policy Statement Business Development Management Group Finance – Expense Policy
Leadership ENM-GRP-LEG-POL-100 ENM-GRP-LEG-PD-0001 Document ENM-GRP-HSE-POL-0001 ENM-GRP-LEG-POL-108 ENM-GRP-LEG-POL-107	Code of Business Conduct Policy Anti-Bribery and Corruption Policy HSE Policy Statement Sanctions Compliance Policy Speaking Up Policy
Social ENM-GRP-QA-POL-0001 ENM-GRP-IT-PRO-0001 ENM-GRP-IT-POL-0001 ENM-GRP-IT-POL-0002 ENM-GRP-COMS-POL-0001	Quality Policy Statement IT Cyber Incident Response Process INFOSEC Awareness Policy IT Acceptable Use Policy Social Media Policy
People ENM-GRP-HSE-POL-0001 ENM-GRP-HR-POL-104 ENM-GRP-LEG-POL-103 Policy ENM-GRP-HR-POL-113 ENM-GRP-QHSE-POL-108	HSE Policy Statement HR Policy Modern Slavery and Human Trafficking Diversity & Inclusion Policy Sustainability Policy



Safer • Smarter • Solutions

[ENERMECH.COM/LEADING-CHANGE](https://enermech.com/leading-change)