

The ICR logo is located in the top left corner. It consists of the letters "ICR" in a bold, dark blue sans-serif font, followed by a small orange square.

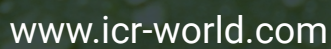
ICR.

The title "ESG Impact Report" is displayed in a large, white, sans-serif font on the left side of the cover. The background for this text is a dark, semi-transparent overlay on a photograph of green leaves with water droplets.

ESG Impact Report

The year "2022" is written in an orange, sans-serif font, positioned below the title. A short orange horizontal line is placed above the text.

2022

The website URL "www.icr-world.com" is written in a white, sans-serif font at the bottom left of the cover. A thin white horizontal line is positioned above the text.

www.icr-world.com

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ICR's Approach to ESG Reporting

This is our first Environmental, Social and Governance (ESG) Impact Report. We aim to outline our strategy of continuous improvement to improve ethically, sustainably and operationally wherever possible.

ICR at a Glance

ICR is a technology-enabled global provider of specialist repair, integrity and inspection solutions to a diverse range of industries worldwide. ICR has seven business divisions delivering asset integrity lifecycle software, drone inspection technologies, specialist machining, corrosion inspection, chemical injection, pipeline and asset repair through weldless Quickflange™ connectors and Technowrap™ engineered composites solutions. Our headquarters are in Aberdeen, and we have a warehouse and workshop in Carnforth, England. With an expanding global footprint, we have additional hubs in Stavanger, Norway; Houston, USA; and Abu Dhabi, UAE. ICR also has a joint venture with IAS Group in Perth, Australia.

Currently, our work comprises approximately 85% of oil and gas industry services, and 15% in other industry sectors. We inspect, preserve, repair and re-instate assets, providing smarter integrated or stand alone solutions to extend asset life.



A Message from our CEO

ICR was established in 2014 through acquisition of complimentary businesses and has since developed through further acquisition and organic R&D.

While this is the first year that we've formalised our ESG approach, the core principles of looking after our people, contributing to more sustainable and environmentally conscious asset improvements, and ensuring ethical business practices have always been at the heart of what we do.

We embed sustainability into our core strategy and business operations, in conjunction with the impact we have on our employees, customers, and communities where we operate. As we develop new work streams in renewable and clean energy alongside our current services, ICR will increasingly be evaluated as a supplier based on our ESG performance.

We deliver sustainable alternatives to our customers through our repair offering to traditional welding and steel replacement whether that be through reducing transport emissions with our third party training provision; or by reducing waste and the loss of embodied carbon by extending the life of offshore infrastructure.

These positive environmental impacts, a core part of the services we deliver, are considered to be 'business as usual' and part of the aim of this report is to demonstrate these positive impacts to our stakeholders more clearly. To understand the complete environmental impact of our products and services throughout their entire life cycle, we recently assessed our Technowrap solution. This looked at raw material extraction, manufacture, and use, through to end-of-life disposal. This assessment provided evidence that our repair system effectively reduces GHG emissions by 66% compared to the traditional welded replacement method.

Although we have already made progress environmentally, especially in understanding and reducing our energy consumption and our waste, there is still more to do and many of our targets for the coming year reflect our objectives in this area.

Equally, our social impact is key to our sustainability objectives as this component veers deeper into human decision-making processes, assessing how we interact with our stakeholders and contribute to the economic and social success of the communities in which we operate. We work with international partners around the globe and are fully committed to providing the resources and training to support our local multi-skilled technicians who carry out work on behalf of ICR in more

than 20 countries. At the same time, we have an unrelenting focus to ensure all employees, supply partners, customers and any other person affected by our work, return home safe and unharmed each day. We invest in our local communities through fundraising and volunteering efforts and encourage all employees to engage and help to address the key community issues exacerbated by the COVID-19 pandemic and the current cost of living crisis.

In April 2022, we engaged sustainability consultancy Sustainable Advantage to assess our operations across 59 distinct areas of ESG performance. We were very pleased to receive a score above average for a first assessment. We scored especially well in social practices and procedures, highlighting our robust health and safety framework, grievance and whistleblowing procedures, and approach to customer engagement. Our score across governance metrics highlighted our best practice in policy management and cybersecurity measures.

I look forward to working with all our stakeholders to embrace this exciting strategic and progressive direction for ICR and to continue building on the excellent work we are already doing across ESG.



Jim Beveridge
CEO

“ The core principles of looking after our people, contributing to sustainability and environmental improvements and doing ethical business have always been at the heart of what we do.

Jim Beveridge
CEO

ESG Objectives

In November 2021, we formed an ESG Committee which meets bi-weekly. The Committee, with input from the wider business, was set up to identify key initiatives to support ICR's ESG goals. The Committee reports regularly as part of its monthly investor board reports, highlighting it as a business priority. ESG is also a topic of discussion within the weekly leadership team meeting. In December 2021, the Committee introduced ESG to all employees via our employee communications and continues to update all staff on progress in the monthly newsletter.

The ESG Committee's goals are as follows:



Educate ourselves and our stakeholders on ESG in order to define and deliver ICR's ESG goals



Increase our contribution to the communities where we work



Support technical advancements in our products to service the clean energy market



Introduce sustainability initiatives to reduce ICR's carbon footprint



Targets: by May 2023



Achieve 'Excellent' environmental score in independent ESG review



Define our timeline to achieve 100% renewable electricity across UK operations



Expand waste reporting to include Carnforth site



Expand Scope 1 reporting to include Carnforth fleet emissions



Expand Scope 3 reporting to include staff transport mileage across UK sites



Train 100% of managers on DE&I awareness



Complete 1,000 hours of staff volunteering



Raise £5,000 for our chosen charity partner



Introduce an ESG metric in our Partner Performance Review Framework



Incorporate a social enterprise business into our supply chain



Achieve an EcoVadis rating certification



Environment

As a service business, our direct environmental impact comes from our energy and water consumption, waste production, and transport emissions required to deliver our services and to train our international partners. The environmental data in this year's ESG report focuses on the impacts of our head office and workshop in Aberdeen and our second largest office and workshop in Carnforth. This is partly because it represents our largest impact, but also because we have more control over these sites and can instigate changes to effectively reduce our environmental impact as opposed to our smaller, landlord serviced locations. In future years, we also plan to work with our international sites to collect data about their operations, so that we can report on our total international footprint and set targets for reducing our impacts across the group.

In the meantime, we have developed several targets to improve our environmental impacts in the UK, including reporting on our Scope 3 carbon emissions, transitioning to 100% renewable electricity, incorporating electric vehicles into our company fleet and incentivising our staff to switch to electric cars.



Social

We are very proud of the work we do with our international partners. Beyond the upskilling and benefits to local economies, our role as a partner is also one of influencer, and this year we plan to further develop our Partner Performance Review Framework to include at least one ESG metric. We also want to support partners to accelerate their environmental, social, and governance action. Working with our strategic partners as part of our sustainable procurement programme will drive change in their organisations and beyond. This year we will explore collaboration opportunities with social enterprises – mission-led organisations that tap market forces to explicitly create social and environmental impact - and introduce at least one supplier into our value chain.

A diverse workforce is a win-win, as it will benefit employees and have positive business impacts, including greater innovation, productivity and overall wellbeing. We have begun awareness training for our managers to ensure equity, diversity, and inclusion are at the top of their agenda, and have set a target to complete this training for all managers.



Governance

To support the achievement of ESG targets and to embed ESG practice at all levels of an organisation, companies require leadership buy-in and a governance structure that supports their aims. In November 2021, we launched our ESG Committee and appointed an ESG Champion who is responsible for driving forward our ESG agenda across the business. Since then, we have begun reviewing our supply chain management to consider more of our suppliers' and partners' ESG credentials. We have updated key policies and procedures, and expanded the measuring of our environmental impacts as a business, so we can set targets to reduce them.



We have developed several targets including reporting on our Scope 3 carbon emissions, transitioning to 100% renewable electricity, incorporating electric vehicles into our company fleet and incentivising our staff to switch to electric cars.

Supporting the UN's Sustainable Development Goals

Developed by the United Nations, the Sustainable Development Goals (SDGs) are 17 overarching goals that provide a global framework for peace and prosperity in consideration of the environment. To support the UN Sustainable Development Goals framework, we have selected four SDGs which align with our vision and values. We have highlighted our related actions and commitments alongside each of the chosen SDGs to demonstrate how we are contributing to each goal.



Affordable and clean energy:

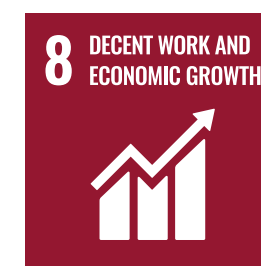
Ensure access to affordable, reliable, sustainable and modern energy for all

UN Targets

- 7.1 By 2030, ensure universal access to affordable, reliable, and modern energy services
- 7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology
- 7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programmes of support

Our Contribution

We were one of 10 companies selected to participate in the Offshore Renewable Energy Catapult's 2022 Fit For Offshore Renewables programme, designed to improve capacity for delivering services in the renewable energy sector.



Decent work and economic growth:

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

UN Targets

- 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
- 8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10- Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead

Our Contribution

We train local technicians in more than 20 countries to deliver our repair services and are developing pathways to offer training to deliver our software and drone products. This reduces emissions associated with international travel and supports local economies and the development of a skilled workforce.



Industry, innovation, and infrastructure:

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

UN Targets

- 9.4** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
- 9.a** Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States

Our Contribution

We improve the environmental performance of our oil and gas customers through our infrastructure servicing, which reduces the waste and carbon emissions that would be required for replacement.



Responsible consumption and production:

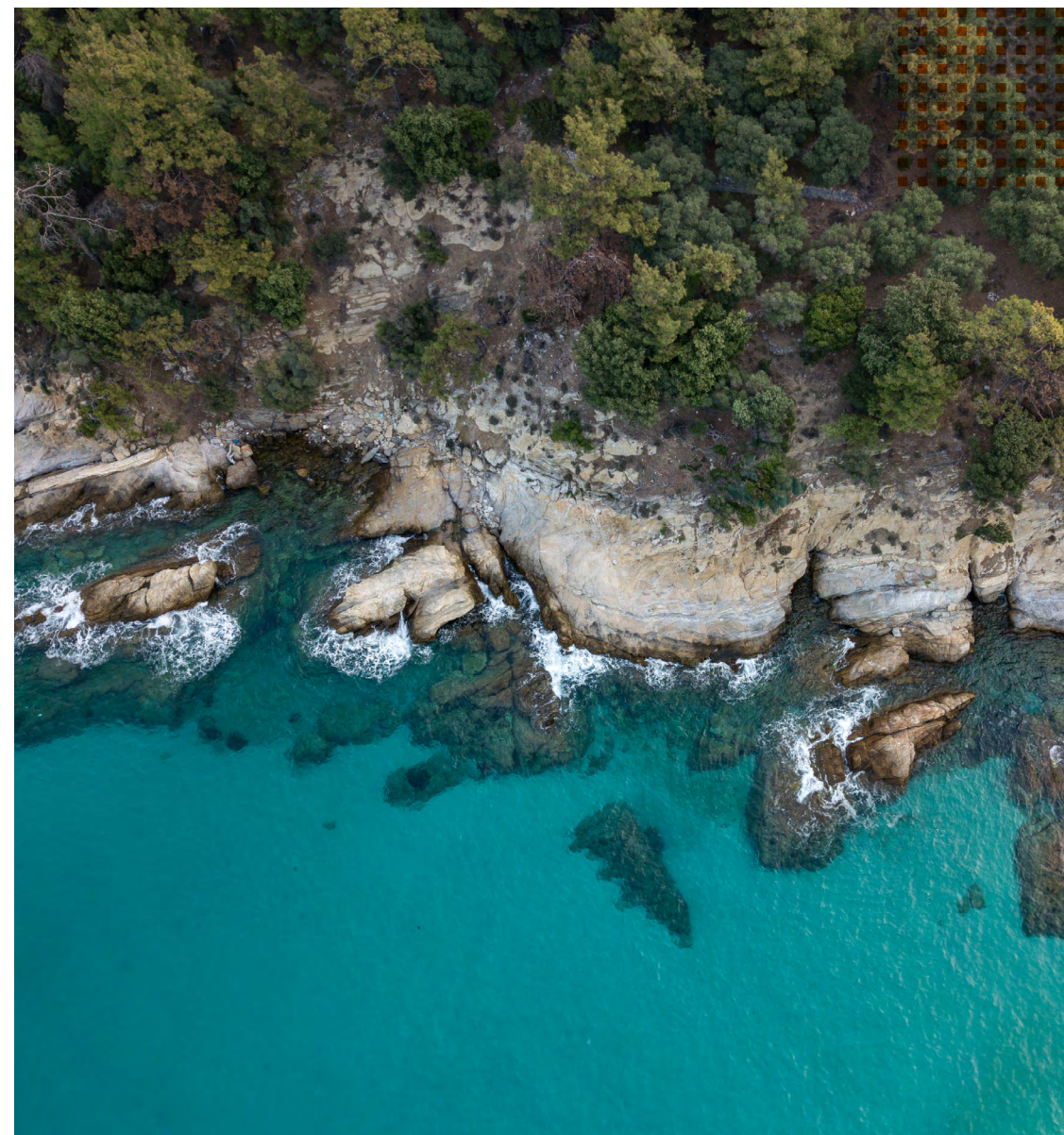
Ensure sustainable production and consumption patterns

UN Targets

- 12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- 12.a** Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production

Our Contribution

Our services extend the life of offshore infrastructure, significantly minimising waste.



Environment

Energy

ICR comprises six leased sites internationally, including our head office in Aberdeen, where 63% of our staff are based, and since January 2020, our secondary office in Carnforth, Lancashire, with another 22% of staff. Along with our office and workshop in Stavanger, Norway, where 5% of our staff are based, we are responsible for the utilities and waste management at these sites. We have an energy broker who manages our leased sites in the UK and provides monthly invoicing and annual reports on our energy consumption.

Additionally, we use a training facility in the Cotswolds, an office in Abu Dhabi, UAE and an office and workshop in Houston, USA. These sites together account for 10% of our staff. These are serviced premises and therefore, we have limited control over the management of utilities and waste.

In July 2020, as part of the Graphite Capital Partners Group disaggregated reporting, we completed an Energy Savings Opportunity Scheme (ESOS) assessment for our Aberdeen head office (our Carnforth site was not included due to COVID-19 restrictions). The report assessed us as being 'fairly well advanced in terms of energy efficiency'. However, it did flag further opportunities for us to reduce our energy consumption. This led to us investing in energy efficiency including installing LED lighting in our warehouse. We do not currently procure any gas at our UK sites.

Our electricity consumption in 2020 was significantly lower due to the COVID-19 pandemic and reduced operations. In 2021, our electricity consumption was slightly higher than in 2019 at our Aberdeen site. We have calculated this year's energy to date based on six months' worth of invoices and estimated usage and have made a simple projection to estimate our electricity usage for whole of 2022. This projection indicates a significantly higher total this year. Due to these variables, we anticipate our 2021 / 2022 consumption comparison to be the most accurate and reflective of our operations. When we have the full year of actual consumption data for 2022, we will aim to set targets for reducing our electricity consumption overall.



Looking forward

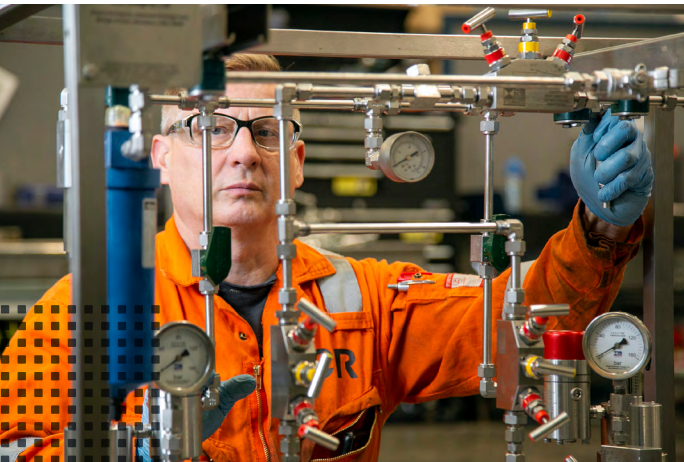
We plan to use the Carbon Disclosure Project (CDP) questionnaire to help us define our emissions reduction targets. We will also be completing ESOS phase 3 and anticipate further energy saving opportunities to be highlighted. Cost permitting, we will switch to renewable electricity for all UK sites at our contract renewal in February 2023.

Target

- Define our timeline to achieve 100% renewable electricity across UK operations

UK electricity usage (kWh)			
	Aberdeen	Carnforth	Total
2019	190,741	-	190,741
2020	172,166	542	172,708
2021	197,570	32,210	229,780
2022 YTD (January – June)	112,740 ¹	21,597 ²	134,337
2022 projected	225,480	43,194	268,674

¹ Invoiced up to May 2022 + June estimated
² Invoiced January 2022 + February – June estimated



Waste

We receive regular waste volume reports from our Aberdeen headquarters, which include methods of disposal. A waste recycling programme is in place at all of our UK sites, to ensure each type of waste we produce is accounted for, and this is reinforced and communicated to all staff via our HSE Forum. This year, we conducted an environmental site audit that covered recycling at one of our work sites. Recycling streams were assessed according to compliance and contamination. The results of the audit were shared at our monthly Health, Safety, and Environment (HSE) meeting and actions were put in place immediately to improve performance.

Although we achieved zero waste to landfill in 2021, we were unable to achieve it this year and are unlikely to be able to do so again in the near future. This is due to the rubber hoses used in our chemical injection service which cannot currently be separated into recyclable or recoverable parts by the UK's waste management processes.

Looking forward

Starting in June 2022, we plan to begin collecting waste data about our Carnforth office and workshop, so that we can better understand our impacts in this area and set targets for reducing our waste.

We will continue to work with our suppliers including our office waste collection service to evaluate options for better disposal of key materials.

Target

- Expand waste reporting to include our Carnforth site



“ A waste recycling programme is in place at all of our UK sites, to ensure each type of waste we produce is accounted for.

Aberdeen waste (kg)						
	Landfill	Incineration	Mechanical/ biological treatment	Recovery	Recycling	Total
2019	1,510	2,945	25,000	4,100	4,477	49,041
2020	170	2,735	15,120	4,260	6,594	29,076
2021	0	5,245	15,200	6,040	12,998	29,275
2022 YTD (January – June)	190	2,705	12,000	3,330	2,635	20,670
2022 projected	380	5,410	24,000	6,600	5,270	41,660



Transport

Transport emissions are comprised of international travel, our company fleet, and business travel mileage for employees' own vehicles.

We track our business travel emissions via reports supplied by our travel provider. The significant reduction in business travel in 2020 and 2021 as a result of COVID-19 indicates the point at which online training sessions began with international partners. It also reflects the reduced face to face contact with our key customers.

Our business travel for the first six months of this year is down from pre-COVID-19 levels. This is partly due to permanent changes to how we do business, and partly due to recent changes to our senior leadership team. This has meant more of a focus on strengthening UK systems and operations and a re-alignment of our business strategy. However, we do expect an increase in international travel in the second half of the year. We have a company fleet of 34 vehicles in the UK, comprised of small vans, trucks, and a couple of flat bed trucks (7.5 tonne) for getting to work sites and delivering products. All vehicles are either diesel or petrol. Most of our vans are used in Carnforth for commuting to dispersed site locations. In Aberdeen, the vehicles are typically used for shorter distances in the local area for deliveries. There are also two vans which are used for longer duration journeys. Approximately 80% of our company fleet is fitted with the MOKTRAK telematics system and we use this data to check insurance claims and address driving issues. The majority of transport emissions however are produced by our sales team in the UK who conduct much of their client engagement face to face. We have a driver handbook in place for all staff who need to drive within their role; driving is also included in our health and safety guidance. Additionally, our Travel and Accommodation Standards document covers travel risk assessments and expenditure thresholds.

Looking Forward

Although a charging infrastructure will be the biggest challenge for electric vehicles (EV) to travel to our more remote sites, we are looking to procure at least one EV pool car or van for each of our UK locations, to be used on shorter and more urban journeys, as a start.

We do not currently offer incentives to staff to switch to EV for their own personal vehicles, but a review of our benefits package is currently underway with consideration of salary sacrifice for EVs shortlisted as a potential benefit.

With our entire Carnforth fleet fitted with a telematics system, we plan to report on our Carnforth fleet mileage as part of our Scope 1 emissions. We also plan to survey staff and collect data on employee commuting emissions as part of our Scope 3 emissions account.

Targets

- Expand Scope 1 reporting to include Carnforth fleet emissions
- Expand Scope 3 reporting to include staff transport mileage across UK sites

Our Journey to Net Zero

From 2019, we began calculating our emissions across Scope 1, 2, and some Scope 3 categories for all UK sites. This provides a useful baseline and indicates our office and workshop consumption of energy and waste prior to the COVID-19 periods of closure, as well as indicating the growth of the business over time. Because our sites use only electricity for power, switching to 100% renewable tariffs will significantly reduce our carbon footprint. In addition, we are committed to helping our oil and gas clients to reduce their emissions and are developing new work streams within the offshore renewables and clean energy sector. We are also beginning to undertake life cycle assessments to better understand the impacts of the products and services we currently offer.

Reducing our Clients' Impacts

Embodied carbon is the carbon dioxide that is produced when materials, including those used for construction, are manufactured, deconstructed, and disposed of. It includes emissions from manufacturing processes and the energy needed to extract and transport raw materials.

While embodied carbon contributes to 11% of global Green House Gas (GHG) emissions, operational carbon accounts for 28%; for this reason embodied carbon has been commonly overlooked. However, a shift in focus may be on the horizon as recent estimates predict by 2050, levels of embodied carbon will match its counterparts.

By minimising the need for new materials, as well as reducing deconstruction and disposal, our work extending the life of offshore oil and gas infrastructure helps reduce

waste and the harmful impacts of embodied carbon. We also reduce the transport and associated emissions required to undertake this work, by training local workers in more than 20 countries, and by using drone technologies and remote meetings wherever possible.

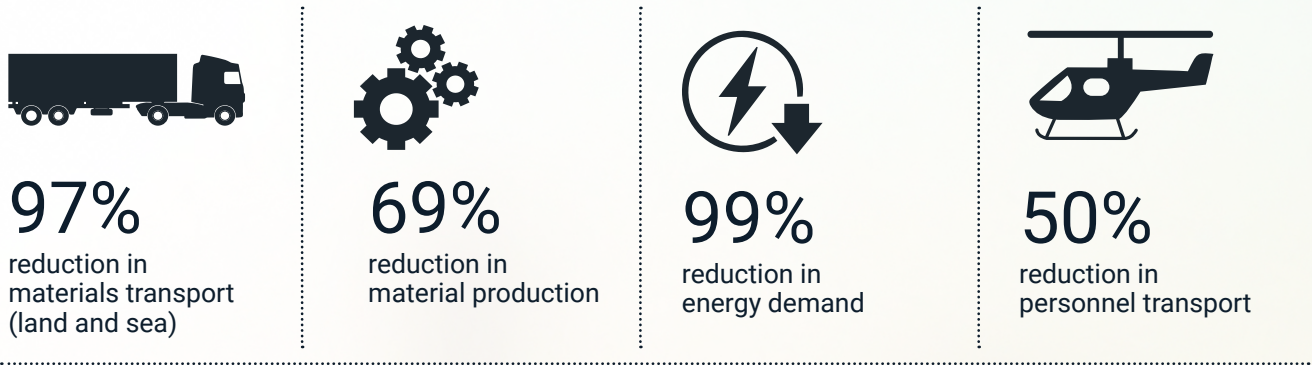
Pathways to Clean Energy

We offer inspection and repair services primarily in the energy sector. This is an important area of our work, and we will continue to work with our customer base to deliver improvements to oil and gas infrastructure. However, we also have experience working within clean energy markets and are building a pipeline for all business units within these existing and emerging industries. We were one of 10 companies selected to participate in Fit For Offshore Renewables (F4OR) beginning March 2022. Governed by the Offshore Renewable Energy Catapult (OREC), F4OR is a competitive programme that provides support from industrial advisors to help companies equip themselves to win more work in the offshore renewables sector. As part of the programme, participants are audited and self-assess and benchmark their operations. They also undertake education modules, listen to industry guest speakers and programme alumni, and learn from other companies in the cohort.

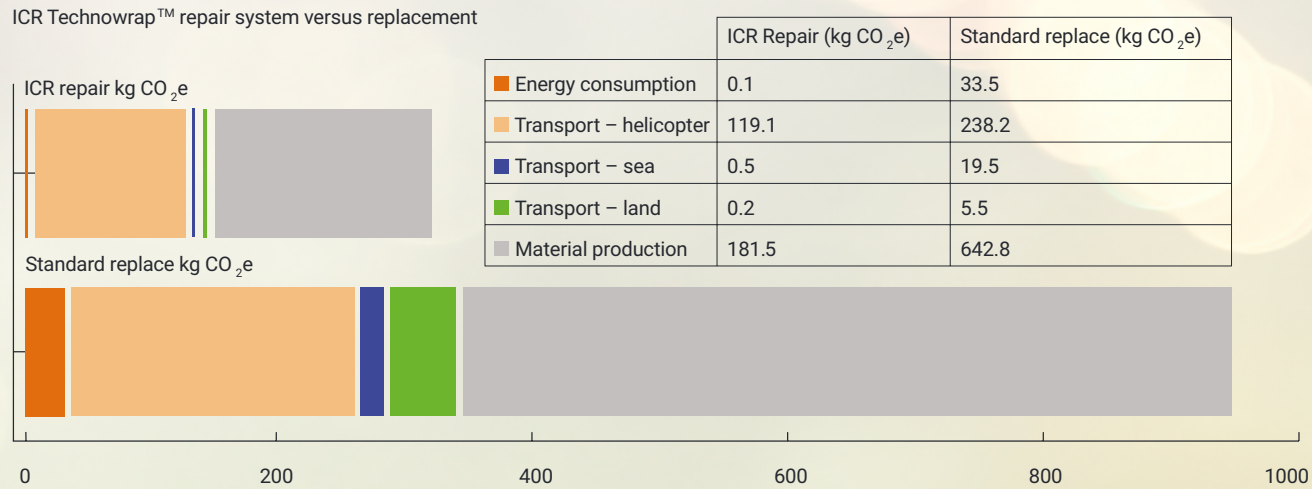
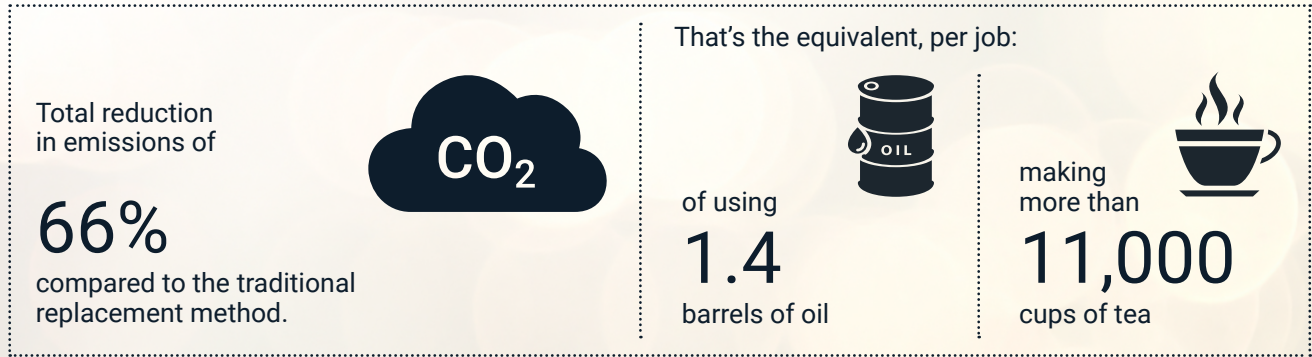
We see the development of our offshore renewables capacity as an important complement to our core work of helping the offshore oil and gas industry maximise efficiency and minimise waste.

Product Life Cycle Assessment

We recently undertook a life cycle assessment for our ICR Technowrap™ repair system, comparing energy and emissions required for our solution vs. the standard replacement approach. We found that our system gave a total reduction in emissions of 66% compared to the traditional replacement method. This includes:



The full assessment can be found on our website. The efficiency savings are significant, and this year we plan to undertake several lifecycle assessments for our products, to better quantify our downstream impacts.



Social

Customer Engagement

With two-thirds of the average company's environmental, social, and governance footprint falling within the supply chain, our customers are increasingly asking us to provide detailed information on our ESG impact. We regularly provide business updates to investors and key clients. We will soon be launching a new website to showcase our sustainability plan, company goals, ESG highlights and the progress on issues most significant to our business.

Targets

- Train 100% of managers on DE&I awareness
- Complete 1,000 hours of staff volunteering
- Raise £5,000 for our chosen charity partner
- Introduce an ESG metric in our Partner Performance Review Framework
- Incorporate a social enterprise business into our supply chain
- Achieve an EcoVadis rating certification

“ We regularly provide business updates to investors and key clients.”



Supply Chain

We are including 'sustainability as standard' in procurement processes to reduce ESG-related risks and spot opportunities for incremental improvements. ICR currently has c. 500 active suppliers across our business streams, which are categorised based on risk and tracked through our enterprise resource planning system, SAP Business One ERP. This system drives our supply chain management through daily procurement and ordering. We have a centralised procurement function, responsible for onboarding new suppliers, managing the procurement lifecycle, supplier disputes, maximum capacity rates, and performance management.

We have maintained long-term relationships, some in excess of 20 years with our key suppliers of pumps, resin, and fibreglass. We are accredited to ISO 9001 for Quality Management, and ISO 14001 for Environmental Management, which take into account the selection and practices of an organisation's suppliers. We typically only use suppliers who have achieved ISO 14001 and ISO 9001 certification.

2 All our suppliers must comply with our Supplier Code of Conduct and the Modern Slavery Act 2015. We also look at ethical implications and other aspects of our supply chain within our quarterly risk reporting. We are committed to building full visibility of our supply chain and are in the process of mapping tiers 1-3 to identify origin of materials, mitigate risk, address emissions in our value chain and streamline processes.

We check if strategic suppliers' policies are up-to-date, and by the same token are often asked to provide ESG information to strategic suppliers as part of their pre-qualification exercise. Our HSEQ, Procurement, and Commercial functions vet suppliers more broadly as part of the onboarding process. They request evidence of relevant insurances, ISO accreditations, and health and safety practices. Contractors are onboarded in the same way as our suppliers. We continually review our vetting and appraisal procedures and will be integrating further ESG considerations into the process.

The frequency of our supplier engagement depends on where the supplier sits within our value chain. For frequent, high spend, and critical product suppliers, we have quarterly meetings with unstructured conversations around the supply, areas of concern, and any issues that may arise.

“ We are accredited to ISO 9001 for Quality Management, and ISO 14001 for Environmental Management.”

International Partnerships

We can only meaningfully contribute to sustainable development if we work in partnership with others. We recognise our international partnerships as a crucial element in our capacity to supply in International locations. ICR works through a network of more than 20 international partners with operations in Canada, Guyana, western and southern Africa, Europe, Asia, and the Middle East. We are currently taking on up to three new partners per year, on average. This approach offers social benefits, providing training and skills for local workers and supporting local economies. It also provides environmental benefits by reducing the amount of travel required to service operations in these locations, reducing our environmental footprint.

We partner with local companies that are a close fit with our own operations and train their technicians to undertake work on our behalf, with engineering support and materials sent from our hubs in the UK, Norway, and the USA. Our supervisors and trainers visit each country and deliver face to face training with annual refreshers (during COVID-19, we delivered training via digital headset), and then supervise initial jobs until our partners are competent to manage the work directly. Once our partner technicians are working in the field, we use live video stream technology to aid collaboration in real time. We have a continuous process following every job that includes close-out reports and post-job documentation to ensure that they maintain set standards.

Long-standing partners call on ICR technical support for client interactions which are complex and technical in scope. Currently, our international operations focus primarily on our repair services (Technowrap™ and Quickflange™), but we're developing pathways to introduce other products to our partners. This includes our new Asset Integrity Maintenance Lifecycle software company Omni and our Sky-Futures drone inspection business.

“ ICR's business model includes multi-skill training for partners internationally. This helps us reduce our carbon footprint while extending our services globally.

To mitigate the risks of forced labour and human trafficking, our international partners undergo a rigorous due diligence process to ensure they source and select workers using the best evaluation models. ICR uses Transparency International to conduct risk assessments when investigating new partners in high-risk areas; this includes third party Red Flag reports (red, amber, green for issues including bribery/ corruption/code of conduct etc.).

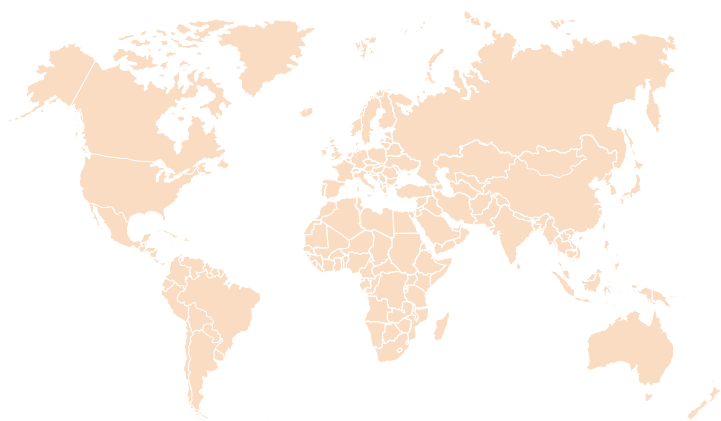
We run a Relationship and Performance Review process with key customers and partners. This enables us to continuously improve our performance while promoting cooperative communication and collaboration. We also use the process as a platform to share our ESG agenda, ensure expected targets are communicated, and understand our partners' strategic areas of focus so that we can align with future opportunities.



up to
3
new partners
per year



>20
international partners



ICR works through a network of more than 20 international partners with operations in Canada, Guyana, western and southern Africa, Europe, Asia, and the Middle East.

Community Engagement

In the countries where we work with local partners, ICR has donated personal protective equipment and branded goods including clothing and water bottles. Closer to home, we engage with our local communities in the UK to support charitable fundraising and volunteering initiatives. Staff nominate a charity each year to support. This year, we opted to partner with the British Heart Foundation in tribute to our former colleague who passed away sadly. The first fundraising event was the Aberdeen Kilt walk, where our six participants raised a total of £1,755.

Each of our UK locations also nominates local charities, and ICR promotes their fundraising efforts through our internal communications channels. Last Christmas, we opted to send out e-cards and donate to Friends of the Neonatal Unit as well as support a charity in Cumbria chosen by our Carnforth team, St Mary's Hospice. This April, ICR also entered a team in the OGV Energy Football Tournament: a charity event with proceeds going to Mental Health Aberdeen and local charity Charlie House. Individuals undertake additional fundraising initiatives for causes close to their hearts; our Carnforth Sales Director took part in the Dragon Ride in South Wales to raise money for MacMillan Cancer Support, and last year, our Aberdeen workshop team completed the Movember moustache challenge in aid of Charlie House.

“ This year, we opted to partner with the British Heart Foundation in tribute to our former colleague.



Raised a total of
£1,755
on the Aberdeen Kilt walk



Staff Engagement

We have approximately 200 staff members, and this number is growing all the time. Just under half of our staff are technicians who go offshore or onsite to work on our customers' assets. We see staff engagement as a crucial way to ensure the health and wellbeing of our staff remains a priority.

To achieve this, we hold 'Hearts and Minds' sessions between leadership team and employees in small groups, to take the temperature of the organisation. We also have an internal Values Award Scheme to promote and celebrate people whose work actively reflects the company's values. We have a monthly newsletter and our ESG Committee contributes a monthly update on ESG.

We are currently in the process of reviewing our benefits programme to deliver improved benefits to staff. We are also considering introducing a staff engagement survey to provide an opportunity for staff to provide feedback on their experience of working for ICR.



200

approx. staff members

Diversity, Equity and Inclusion

We respect and encourage all our staff and value their potential regardless of race, ethnicity, gender, national origin, religion, gender identity, sexual orientation, age and different abilities, leaving no one behind. We want to create a welcoming and equitable workplace culture across the business, however, to do so we need demographic data to understand the demographic profile of our board, staff and international partners. Although currently, we are only collecting data about gender and age, we plan to expand this to include ethnicity and ability. These statistics will be incorporated into quarterly HR updates to the board tracking KPIs around recruitment and voluntary staff turnover. As part of this process, we are reviewing our job descriptions to ensure they are gender neutral and reviewing our Equal Opportunities and Diversity Standard to ensure it reflects best practice. We assess the awareness of diversity and inclusion within the business within our quarterly risk review.

We also offer diversity, equity, and inclusion awareness training at the point of recruitment for leaders and are currently rolling out a DE&I training programme for all managers across the business. The first five deliveries of this training took place between May and June 2022 and received positive feedback.

Topics covered include:

- Equality, Diversity & Inclusion definitions and discussion
- Unconscious bias
- The Equality Act 2010
- The 9 Protected Characteristics
- Types of Discrimination
- Promoting diversity and preventing discrimination at work
- Examples of Inclusive behaviour
- Maintaining Equality, Diversity & Inclusion at work

Health and Wellbeing

We support and encourage positive health and wellbeing, and offer all employees support and access to an Employee Assistance Programme (EAP). We receive confidential feedback from our providers, who flag any emerging themes from the employees they are assisting, enabling us to tailor our support where needed.

We publish monthly Healthy Working Lives topics, selected in collaboration between our Human Resources (HR) and Health, Safety, and Environment (HSE) teams, that are available in our Health and Safety forum. This was introduced during the COVID-19 pandemic and will remain on the agenda moving forward. In addition to themed presentations, we share relevant resources with staff after each forum.

Examples of monthly themes include:



World Health Day
& World Sleep Day



National
Walking Month



Skin Cancer
Awareness
Month

Additionally, we are revising our Display Screen Equipment (DSE) assessments after two years out of the office, and have wellbeing and hybrid working policies in place to ensure a healthy work-life balance.

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Fair Pay and Staff Benefits

ICR is an equal pay employer, and all employees are paid above the Real Living Wage. We promote gender equality and have a good proportion of women in leadership positions. While we are not currently subject to the statutory requirement to report on our gender pay gap, we believe that equal pay is an important way to ensure equity and inclusion, and as such we have voluntarily undertaken a pay gap reporting exercise across the organisation. We have done the exercise both for the full workforce and by separating blue collar from white collar roles. Currently, our median gender pay gap across the entire workforce of 171 employees is 17.4% less for women than for men. This is 2% wider than the average gender pay gap in the UK but smaller than our industry peers, where senior operational and technical roles tend to be filled by males, driving up the pay gap.

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50%
staff in safety
critical roles

Learning and Development

With 50% of our staff in safety critical roles, mandatory and role-specific training matrices are in place for all staff working offshore and in our workshops. Some of this is regulated, especially for offshore roles, but other aspects of our training offering align with best practice for health and safety, such as working at height training or working with specific machinery.

Most of the training we offer is external, except for some refreshers that can be completed using our in-house training system, Safety Hub. Safety Hub is an online portal / learning management system with training videos, questionnaires, etc. This provides the opportunity to track which staff are undertaking various training, as well as to track mandatory training and expiry/renewal dates. Non-mandatory training is also available on request.

Our senior leadership team have been assessed for their management skills and a gap analysis performed, and we are in the process of developing training options to close any identified gaps. Currently, not all of our roles have a consistent development plan. However we are in the process of standardising this, and it is something we are reviewing and developing over the coming year.

Talent development is central to ICR's business model. In addition to our international on-the-job training for our external partners, we've recruited for graduate roles, ranging between technical and support functions, to develop a pipeline of young talent. These are tied into informal mentoring roles for more senior staff and also come with individual training plans per role. We currently have four graduates in the company. Additionally, we take a systematic approach to apprenticeship training and have trained five apprentices in the last year.

Areas they are studying include:

- 1 x Graduate Apprenticeship – BEng (Hons) Engineering Design and Manufacture
- 1 x Graduate Apprenticeship – BA (Hons) Business Management
- 3 x Business Administration Apprenticeships – through NESCOL (local college)



Governance

As part of our ISO-certified best practice management systems, our policies are all dated with their last date of review, any updates, and details of the author and reviewer so that staff know who to contact if they have questions or concerns. Our policies are audited regularly by Lloyds, as well as by some of our clients every 12 – 24 months to ensure adherence. Key policies are rolled-out in our H&S monthly meetings.

All policies are available to staff through our SharePoint intranet. Mandatory training is in place for key policies including Anti-bribery and H&S, while other policies are reviewed and talked through in monthly meetings. Staff can also access a portal for non-compliance reporting to seek opportunities for improvement. We have included a brief overview of some of our key policies and related procedures:

Anti-bribery and Corruption

We are a principled business and expect every employee to conduct themselves with integrity. This ethos is enshrined in our Code of Business Ethics and Conduct Policy. Following our recent ESG assessment, we have further developed our Anti-bribery and Corruption Guidance for Employees to provide detailed guidance for staff regarding acceptable behaviour in relation to financial and other forms of gifts relevant to the UK Bribery Act. In addition to confirming they have read the relevant policies and guidance, staff receive mandatory awareness sessions to ensure they are upholding the highest standards of ethical and professional behaviour.

Anti-modern Slavery

Modern slavery is unacceptable and we are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. We would never knowingly engage with third parties involved in slavery or human trafficking and to this end, we ask our suppliers to confirm that they consider human rights as part of their corporate social responsibility policies. Our Anti-Modern Slavery Policy is provided to our clients and is one of the policies we review for all suppliers as part of the onboarding process.

“ Staff receive mandatory awareness sessions to ensure they are upholding the highest standards of ethical and professional behaviour.

Risk Management and Business Continuity Planning

We run a quarterly business risk review, looking at the business as a whole, as well as drilling down into risks specific to each of our locations and business streams. Our risk register covers a range of risk including finance, commercial, organisational, technical, operational, HSEQ, security, and opportunity. Many of the risks we include are related to ESG. A suite of health and safety risks are always a key part of risk management. We also have a Business Risk Forum comprising our leadership team which meets twice per year.

Business continuity is picked up as part of our group-wide risk review every six months. A crisis management standard is in place, covering three different stages – emergency response plan (incidents that can be dealt with on site without outside support); crisis management incidents (initiated by our crisis management team); and business continuity (dealing with business disruption). Additionally, we have business continuity guidelines, insurance, and a policy in place.

Health, Safety, Environment, and Quality (HSEQ)

HSEQ is a key area of performance for ICR. Our activities are conducted in a manner which complies with all relevant laws, regulations and international standards. We have robust systems and processes in place, and we strive to support our employees to take the lead when it comes to HSEQ. Our group HSEQ policies, combined with our '9 Steps to Safety' and commitment to the IOGP Life Saving Rules, provide us with common standards so we can continue to strengthen and improve our performance and culture to deliver safety excellence.

We are ISO 45001 certified by Lloyd's register, and we undertake a review of our controls on a quarterly basis. We have a monthly H&S forum where we share slides and statistics around performance and key health and wellbeing themes for the month. The forum captures all employees in eight sessions over one week each month. The sessions are small, with around ten people in the room at a time and aim to encourage conversation and support around shared experiences.

We also have quarterly HSEQ meetings with representatives from different parts of the business. Key HSEQ and operations lessons learned from our international partnerships are shared and reported, along with some of our environmental work. There is a group HSEQ policy in place, and we gather incident and near-miss data as part of a monthly HSEQ report within our integrated HSEQ management system.

Energy and Sustainability Policy

Sustainable development is a strategic priority and a guiding principle within our business. In January 2022, we created our Energy and Sustainability Policy. We are fully committed to our Environmental, Social, and Governance (ESG) responsibilities and aim to conduct our business activities to manage our energy usage, reduce our carbon footprint and adhere to a business code of conduct that is aligned with the UN global compact and goals for sustainable development. We are committed to responsible energy management and practice energy efficiency throughout all our premises and equipment.

Cybersecurity

We have Cyber Essentials certification and cyber risk insurance in place. An external IT consultant manages threat protection, ensures relevant protections are in place, and provides periodic penetration testing. Additionally, KPIs are in place to determine data breaches. Non-Disclosure Agreements are in place with our clients and partners.

General Data Protection Regulation (GDPR)

GDPR training is included in inductions, and we have a Data Protection Officer (DPO) in place. Additionally, data protection is contained within our Employee Privacy Notice, and a Use of Company Computer Systems policy is in place. Our operational teams sign data protection agreements, and we have a data breach reporting procedure. We continue to refresh and deliver updated training including recently offering online training in phishing and data protection.

Whistleblowing Policy

ICR has formal grievance procedures in place, which are communicated to staff with periodic reminders. We also have a separate whistleblowing policy, and an external, independent party is responsible for receiving and investigating any incidents that are identified under the policy.

Code of Business Ethics & Conduct

ICR is committed to the highest standards of ethics in the conduct of its business. Our Code of Business Ethics and Conduct (the Code) applies to all operations of ICR and has recently been reviewed and updated. All ICR's policies and procedures are linked to this Code. It gives directors, employees, consultants, customers, suppliers, and partners advice and sets out the minimum standards of conduct that ICR expect from those parties in their internal and external dealings with colleagues, customers and third parties.

Data set aligned to ICR financial year, 1st June 2021 – 31st May 2022

“ An external IT consultant manages threat protection, ensures relevant protections are in place, and provides periodic penetration testing.



SUSTAINABLE
ADVANTAGE

An intelligent approach to energy, waste & sustainability

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