

ICR.

1 June 2022 – 31 May 2023

ESG Impact Report

Integrity through ingenuity



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About this report

This is our second Environmental, Social and Governance (ESG) Impact Report. It details our improvements since last year's Report against our strategy of operating ethically and sustainably, wherever possible.

We are committed to enabling a low-carbon future through our specialised services and technological innovation. We embed sustainability in our safe, efficient, and innovative solutions for industries including defence, process industries, oil and gas, power, renewables, and utilities and infrastructure.

"We are committed to helping our oil and gas clients reduce their emissions"

ICR at a glance

About us

ICR is an engineering partner, offering cutting-edge solutions to diverse industries including renewable energy, oil and gas, defence, nuclear and telecommunications. Our expertise lies in delivering advanced engineering techniques that enhance methods of repairing, inspecting, and maintaining critical assets and infrastructure. With a focus on innovation and excellence, we continually strive to improve safety, reliability and efficiency for our clients around the world.

Our headquarters are in Aberdeen, and we have a warehouse, workshop and an office 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.

Our core values:

1. Respectful



We respect the environment, the cultures where we operate and each other. By being inclusive and working together openly, we can achieve our common goals.

2. Responsible



We are fair and honest and act with integrity. By never compromising on our responsibility, we demonstrate transparency in our decisions and actions.

3. Dynamic



We are ambitious, innovative and driven. By empowering our people and partners, we are able to adapt quickly and remain agile.

A message from our CEO



I am proud to present our second Environmental, Social and Governance (ESG) Impact Report. It details our progress over the past 12 months and sets out our aims for the year to come.

Here at ICR we work with the hydrocarbon industry to increase the efficiency and longevity of its infrastructure, and the environmental benefits of our products and services are clear.

To cite two examples which are instrumental in this respect: our Technowrap solution delivers a long-term alternative to steel replacement to give a total reduction in emissions of 66% compared to the traditional replacement method. Our Quickflange product eliminates the need for welding and generates up to 80% time saving and 57% reduction in greenhouse gas (GHG) emissions over traditional welding. This reduces waste and the loss of embodied carbon by extending the life of offshore infrastructure repair.

At the same time we are helping to power the energy transition, because sustainability is embedded into our core strategy and business operations. As we develop new work streams in renewable and clean energy alongside our current services, we believe that ICR will increasingly be evaluated as a supplier based on our ESG performance.

As part of our appraisal process and engagement with our employees, individual personal development plans have been created, supporting them to develop with us while creating longer-term jobs.

On a wider, international view, our strategy is evident as we have increased our third-party training provision. This enables people to grow their skillsets as they effect repairs and prolong the life of infrastructure around the world, while having the added benefit of allowing us to reduce transport emissions.

We believe there is a moral imperative to protect both the environment and our employees, so we strive to run our operations in an efficient, sustainable and ethical manner while keeping our people safe.

We are open and honest about the challenges of the Net Zero journey ahead of us, but we have committed to reducing our carbon footprint by 50% by 2030. That means continuing to evolve in terms of the way we go about our work. We are proud to have been the recipient of a Silver Award from the sustainability platform EcoVadis, and we are ready to be held accountable for all our actions; above all, we understand our responsibilities as they relate to the expectations of future generations.

I look forward to continuing to work with all our stakeholders to embrace, consolidate and strengthen the ESG impacts we are making at ICR, and to report back next year on more achievements.

Jim Beveridge

“We are proud to have been the recipient of a Silver Award from the sustainability platform EcoVadis.”



50%



We have committed to reducing our carbon footprint by 50% by 2030.

ESG objectives

Facing the climate challenge, we have embedded sustainability into our core strategy and operations and consider our impact on employees, customers, and communities. As we venture into renewable energy, our ESG performance will become core to what we do.



Our ESG objectives are to:

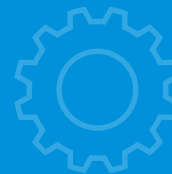
Educate ourselves and our stakeholders on ESG in order to define and deliver ICR's ESG goals



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



Highlights



We achieved zero waste to landfill for our Aberdeen office



We have also developed a supplier code of conduct, encouraged the sharing of best practices across the supply chain, and begun work on a global map of the supply network and a supply chain risk assessment

We delivered over 300 courses covering a range of Health, Safety & Environment, technical skills and business administration



We appointed a Training and Competency Coordinator to help ensure that all employees have the skills and knowledge they need to do their jobs safely and effectively



We introduced an Electric Vehicle (EV) scheme for our UK employees



We contracted 100% renewable energy for our Aberdeen office

We partnered with SeekOps to develop a methane emission detection technology for use in oil and gas facilities

Our supplier onboarding process includes health & safety, quality and environmental vetting, as does our commercial and procurement process

We commissioned an emissions lifecycle comparison on our Technowrap and Quickflange products from Sustainable Advantage

Environmental



- Further refine our carbon Scope 3 emissions reporting, expanding our travel reporting to include commuting and mileage for business travel
- Continue to strive to procure renewable energy for our Aberdeen HQ and investigate energy provision at our serviced offices around the world
- Explore the provision of electric vehicles for our fleet in both Aberdeen and Carnforth
- Improve waste management provision and reporting across all our hubs (2024)
- Ensure targets around emission reduction are tracked monthly

Social



- Increase our engagement with approved suppliers regarding ESG on an annual basis
- Develop DE&I data collation and reporting and improve internal and external promotion of diversity
- Promote diversity, equity, and inclusion in our organisation through awareness sessions for leaders, within recruitment briefings and processes, generally in our communications with the business internally and externally
- Commit to creating a safe and inclusive workplace
- Run an annual employee engagement survey, seeking year-on-year improvements and an increased score for 'how likely are you to recommend ICR'
- Continue to improve and promote our employee benefits programme with clear objectives set
- Define our community engagement plan, form a charity committee and nominate a charity partnership
- Create a workplace where employees feel supported, both physically and mentally
- Aim to conduct STEM-based initiatives to increase female representation in the workforce, including through schools and engagement with universities and work with International Women in Engineering Day (INWED)
- Support one apprentice technician in Carnforth every two years, in partnership with Kendal College
- Train more Mental Health First Aiders, organise more mental health awareness events, and provide resources to our employees

Governance



- Achieve ISO 27001 by December 24
- Update and rollout updated crisis management training
- Work with Sustainable Advantage to conduct ESG benchmarking assessments to identify our strengths and weaknesses
- Provide soft skills training for the leadership team, with coaching a core management activity
- Maintain our ISO 45001 certification and have a comprehensive health and safety program certified by Lloyd's Register

Our value proposition

We develop and deliver better ways to inspect, repair and maintain assets and critical infrastructure.

Our people and solutions are world leading, supporting safe, successful and sustainable operations the world over.

We partner to solve technical issues, support engineering projects and help realise environmental, social and governance (ESG) ambitions. Providing integrity through ingenuity, our clients benefit from enhanced safety, greater uptime and lower emissions, while saving time and cost compared to conventional approaches.

For today's challenges and tomorrow's industry, you will find us locally and globally, in over 30 international hubs.



We share a single-minded purpose:

To deliver integrity through ingenuity as an industry partner



Our belief



We believe in innovation and collaboration, challenging the conventional to solve the toughest commercial challenges together

Our approach



Combining strong partnerships with domain expertise, technical excellence and integrated solutions, and offering this locally, globally

Our story

Over the course of three decades, we have experienced remarkable growth driven by strategic acquisitions.

We are committed to technological innovation that helps our clients maintain safe working environments, while providing greater asset uptime and reliability.



Supporting the UN 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 SDGs 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

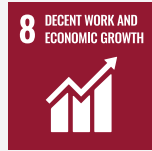
7.1 By 2030, ensure universal access to affordable, reliable, and modern energy services

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 (ORE) Catapult 2022 'Fit 4 Offshore Renewables' (F4OR) 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. Our technology plan also includes initiatives which focus on carbon efficiency



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



Environmental

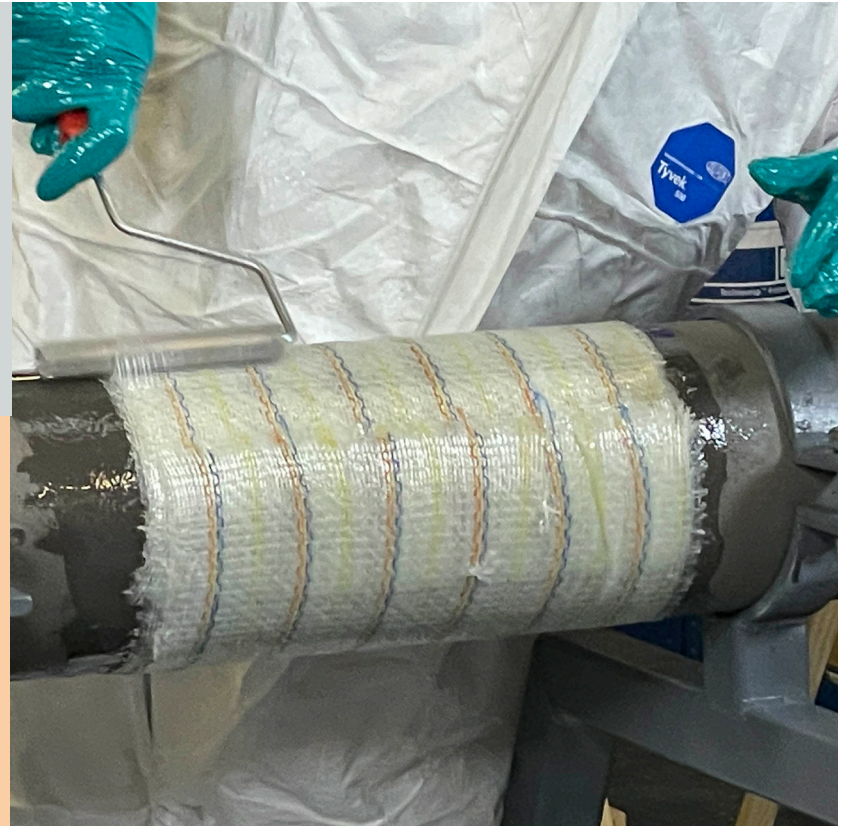


Environmental highlights



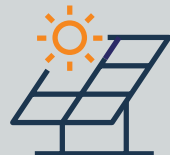
Received a Silver Award from EcoVadis

Commissioned an emissions lifecycle comparison on our Technowrap™ and Quickflange™ products



Partnered with SeekOps to develop a methane emission detection technology for use in oil and gas facilities

Introduced a formal Employee Engagement Survey and Action Plan



Contracted 100% renewable energy for our Aberdeen office

Achieved zero waste to landfill for our Aberdeen office

Introduced an Electric Vehicle (EV) scheme for our employees

Embedding sustainability into our core strategy and business operations

We are committed to helping our oil and gas clients reduce their emissions and are developing new work streams within the offshore renewables and clean energy sector. Products generating 50% of ICR's revenue have been subject to life cycle assessment.



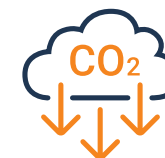
Reducing our clients' impacts

Embodied carbon is the carbon dioxide that is produced when materials, including those used for construction, are manufactured, deconstructed, and disposed of. This includes emissions from manufacturing processes and the energy needed to extract and transport raw materials (in 2020, on average, every tonne of steel produced led to the emission of 1.89 tonnes of CO₂ into the atmosphere).¹

While embodied carbon contributes to 11% of global 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, the extension of offshore oil and gas infrastructure life 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, using drone technologies for remote surveying and remote meetings to reduce business travel.

11%
embodied carbon



28%
operational carbon

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.

¹ 'Worldsteel policy paper on climate change and the production of iron and steel' (Worldsteel, 2021) <https://worldsteel.org/publications/policy-papers/>

Our products:



Technowrap™

Our Technowrap™ technology provides exceptional strength and delivers a long-term alternative to steel replacement. Our repair systems can be applied to live systems with no impact on production and offer a GHG emissions alternative to steel replacement. Repair means our clients avoid the emissions associated with steel production and transportation, as well as the energy required to perform the replacement. Our repair solutions can last up to 20 years, equal to the lifetime of a replacement part.

We have compared the carbon impact of using our repair system technology for the repair of a 2-metre section of 8" carbon steel pipework (85.1 kg) located 225 miles offshore from Aberdeen. We found that our repair system gave a total reduction in emissions of 66% compared to the traditional replacement method.

Technowrap™

Repair of a carbon steel oil line

A North Sea client during an inspection campaign discovered significant external wall loss on a 2-metre section of an 8" hydrocarbon line with the wall thickness being close to Maximum Allowable Working Pressure (MAWP) and in need of urgent rectification.

What we did:

Deploying one composite repair supervisor, surface preparation was carried out to specification and eight layers of Technowrap™ were meticulously applied to the defective area, rehabilitating the pipework's strength and durability. All of the engineering for the repair was bespoke and completed in-house, in accordance with the latest issues of ISO 24817 and ASME PCC-2. Giving the client reassurance, all our engineering designs are carried out to current code requirements and are validated by a range of testing. In this case, our team implemented a design using Technowrap™ with the following criteria:

- A 10-year lifetime
- Pressure of 138 bar
- Temperature of 100°C

It was specifically engineered to withstand the full applied load, discounting any remaining steel remaining to withstand the pressure loading

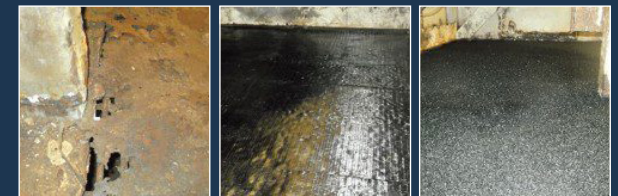
15-25%

savings on direct costs, with substantial indirect cost saving around engineering, logistics and shutdown savings.

Results:

The installation of a Technowrap™ composite repair not only ensured an extended lifetime of 10 years but also marked the successful completion of the project within the allocated timeframe and budget, prioritising safety at every step. These expert repairs facilitated comprehensive rehabilitation without causing significant operational disruptions, with specific reference to no isolation or shutdown impacts as the repair was applied whilst the line was live, this resulted in substantial cost savings compared to a complete replacement when considering the additional indirect costs associated with materials, logistics, onshore support and shutdown costs. Furthermore, the significant reduction in associated hot work requirements significantly mitigated safety risks, further enhancing the overall project safety.

The application of Technowrap™ DRS proceeded smoothly, without delays, ensuring a timely repair for our major North Sea operator.



SeekOps

According to the United Nations (UN), the colourless, odourless and invisible greenhouse gas, is responsible for more than 25% of global warming. Due to its structure, methane traps more heat in the atmosphere per molecule than carbon dioxide (CO₂), making it 80 times more harmful than CO₂ for 20 years after it is released. The UN estimates that cutting methane emissions by 45% by 2030 could help the world meet the Paris Agreement's goal of limiting global warming to 1.5°C.

Sky-Futures™ (an ICR company), with over 10 years of operating experience in the oil and gas sector, providing critical asset inspection data and analysis formed a partnership with industry-leading sensor technology from SeekOps, a company formed to bring NASA and NASA's Jet Propulsion Laboratory (JPL) developed technology used on Mars Rover missions to the terrestrial marketplace. This partnership has been working with asset operators, not just in the offshore oil and gas sector but at onshore oil and gas facilities, structures in the renewables sector, including petrochemical plants and biogas plants, delivering a state-of-the-art, technology-first solution to methane emission detection that provides an alternative to these outdated methods.



45%

reduction in methane emissions by 2030 could help the world meet the Paris Agreement's goal of limiting global warming to 1.5°C. (Estimated by UN)



Quickflange™

Our patented Quickflange™ technology has a proven track record of almost 20 years. It offers an industry-leading cold work solution to clients looking for a permanent repair option for improving pipeline integrity and flow assurance eliminating the need for welding or hot work. With an extensive range, Quickflange™ is a safe, cost-effective and efficient solution generating up to 80% time saving and a 57% reduction in GHG emissions over traditional welding. Welding and hot work are energy-intensive processes requiring multiple materials and so are costly in terms of labour and rely on the quality of the workmanship, whereas the Quickflange™ technology offers a straightforward repair system that is less energy-intensive and requires fewer specialist engineers.

The Quickflange™ system has a lifetime equal to that of traditional welding repairs and as such is directly comparable. We have compared the carbon impact of using our repair system technology for the repair of a two-metre section of 8" carbon steel pipework (85.1 kg) located 225 miles offshore from Aberdeen. We found that our repair system reduced emissions by 39% compared to the traditional replacement method.

Our products:



Sky-Futures™ drone technology

Repsol Sinopec, a prominent energy conglomerate, enlisted Sky-Futures™ drone inspection team to perform a thorough assessment of two wind turbines situated in the Beatrice oil field, located in Scotland's Moray Firth.

The turbine's support structures and blades exhibited various forms of damage and irregularities, previously identified by rope access personnel. Furthermore, as the turbines were due to reach the end of their service life in the next five years, it was crucial to visually confirm their overall condition and ensure their continued functionality.

Sky-Futures™ drone technology

What we did:

Utilising decades of experience in piloting unmanned aircraft, conducting challenging offshore inspections and remote sensing operations, our team deployed to the site using the crew access vessel as a launch point. Here they conducted several drone flights and gathered a large dataset of imagery to carry out the visual inspection of the condition of the turbines. This method reduced the exposure of personnel to working at height and enabled a swift and thorough inspection.

Results:

Our team were able to launch the drone system from the crew transfer vessel and didn't need to access the turbine base at any point other than having rope access personnel descend the blades. The detailed reports and accompanying imagery provided the client with a comprehensive understanding of the condition of the turbines and their support structures, serving as a crucial component of their decommissioning strategy.

10 years

Sky-Futures™, part of the ICR Group has 10 years of operating experience in the provision of critical asset inspection data and analysis, has partnered with industry-leading sensor technology from SeekOps, a company formed to bring NASA and NASA's Jet Propulsion Laboratory (JPL) technology used on Mars Rover missions to the terrestrial marketplace.

Our journey to Net Zero

In 2019 we began the process of calculating our emissions across Scope 1, 2, and some Scope 3 categories for all UK sites. This process has provided us with a useful baseline and also helps indicate the continuing growth of ICR.

“This year we switched to 100% renewable electricity at Aberdeen, significantly reducing our Scope 1 and Scope 2 emissions.”*



As a service business, our environmental impact comes from our energy and water consumption, waste production, and transport emissions required to deliver our services and train our international partners. In total, ICR comprises six leased sites internationally, including our head office in Aberdeen, where 63 per cent of our staff are based, and 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 and we have an energy broker who manages our leased sites in the UK and provides monthly invoicing and annual reports on our energy consumption.

The environmental data in this year’s ESG report focuses on the impacts of our head office and workshop in Aberdeen and Carnforth. This is partly because it represents our largest impact, but also because we have more control over these sites and can make changes to effectively reduce our environmental impact as opposed to our smaller, landlord-serviced locations. As an example, this year we switched to 100% renewable electricity at Aberdeen, significantly reducing our Scope 1 and Scope 2 emissions (between the two UK sites, Aberdeen typically accounts for 80% of energy use and Carnforth accounts for 20%). We have also started to report on our Scope 3 carbon emissions, and have introduced an Electric Vehicle Salary sacrifice scheme this year, with four employees enrolling between March 2023 and May 2023.

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. Data is all important, and we continue to work with our landlord for the Carnforth facility to obtain a breakdown of reporting on energy, water and electricity usage.

Year	Total Aberdeen (kWh)
2019	190,741
2020	172,166
2021	197,570
2022	208,998
2023 projected	234,804



*Between the two UK sites, Aberdeen typically accounts for 80% of energy use and Carnforth accounts for 20%.



Waste

“This year we attained zero waste to landfill at Aberdeen.”

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.

We have limited waste to landfills, aside from minimal and infrequent specialist waste as part of operations. This year we attained zero waste to landfill at Aberdeen, a considerable achievement considering this site contributes the majority of operational waste at the company. Achieving zero waste to landfill across all our operations is unlikely to be possible in the near future because the rubber hoses used in our chemical injection service cannot currently be separated into recyclable or recoverable parts by the UK’s waste management processes.

We have a strong environmental awareness programme, with frequent environmental issues raised at our monthly Health, Safety and Environment (HSE) meeting. This includes any minor environmental incidents and follow-up actions and communications on recycling and correct waste segregation to employees across sites.

Year	Landfill	Incineration	Mech / Bio treatment	Recovery	Recycling	Total (kg)
FY20	1,410	2,691	19,080	5,880	6,724	35,785
FY21	170	3,110	11,120	3,860	6,588	24,848
FY22	0	5,615	21,200	5,680	5,714	38,209
FY23	1,290	5,289	19,000	5,110	6,477	37,166



Transport

Transport emissions include our international travel, our company fleet and business travel mileage for employees’ vehicles. We track our business travel emissions via reports supplied by our travel provider.

We have a company fleet of 34 vehicles in the UK, comprised of small vans, trucks, and a couple of flatbed trucks (7.5 tonnes) 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. All of the fleet is fitted with the Motrak telematics system and we use this data to check insurance claims and improve driver behaviour. 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 Standard 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. Driver training is completed via our in-house safety hub portal with some roles also identified for external driving awareness courses externally also.

Looking Forward

Although a charging infrastructure will be the biggest challenge for electric vehicles (EVs) 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. In March 2023, we launched an EV Salary Sacrifice Scheme and four employees are now enrolled. 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.



Social

Environmental

Sustainability

Social



Governance

Social highlights



Provided our employees with various further education assistance (including Graduate Apprenticeship Schemes, charterships, MBAs and one of our engineers successfully achieved a First Class BEng (Hons) degree in Engineering: Design and Manufacture from Robert Gordon University through the Graduate Apprenticeship Scheme)

Taken a personalised, tailored approach to individual development in management positions

Appointed a training and competency coordinator to help ensure that all employees have the skills and knowledge to grow their careers, aid succession planning power internal growth and do their jobs safely and effectively

Held 'Town Halls' every two months to provide employees with an update on the business, ESG, company values, people and activities

Developed a supplier code of conduct, encouraged the sharing of best practices across the supply chain, and began work on a global map of the supply network and a supply chain risk assessment

Implemented awareness sessions for leaders on DE&I in recruitment, removing unconscious bias – all job descriptions and adverts are gender-neutral



Delivered over 300 courses covering a wide range of topics, including safety, health and environmental, technical skills, and business administration



Updated our occupational health and wellbeing policy and trained Mental Health First Aiders

Introduced a health cash plan to provide financial support to our employees where applicable



Employee engagement

We conducted an employee engagement survey to get feedback from our employees on how we can improve as an employer. We are committed to addressing the key themes identified in the survey:



86% ICR is a great employer to work for



87% I am a valued member of my team



88% I am happy in my current role



82% My job makes great use of my skills

Learning and development

We are committed to providing opportunities for young people to learn and develop their skills. In 2023, we supported four apprentices in Business Administration and Maintenance and Operations Engineering. These apprentices are gaining valuable experience and training that will help them to succeed in their careers.

A total of 302 training courses were completed within the financial year, covering a wide range of topics, including safety, health and environmental, technical skills, and business administration. This helped us build the ICR skills pool, provided opportunities in our local communities and helped us offer a diverse range of opportunities to our employees, enhancing and supporting business growth.

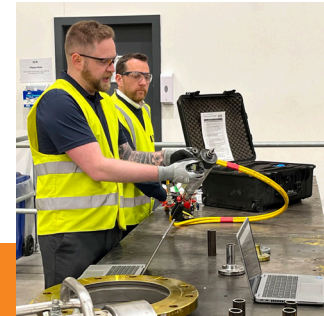
A training & competency co-ordinator was appointed to support the wider group on training and competency. This role will help to ensure that employees have the skills and knowledge they need to do their jobs safely and effectively.

In March 2023, three ICR employees completed the Business Administration Modern apprenticeships in partnership with NESCOL (North East Scotland College). We will also be supporting two further apprentices in the coming year, again in partnership with NESCOL. We also work in close partnership with Kendal College to support Maintenance and Operations apprenticeship opportunities from our Carnforth base.

15%



increase in headcount (204 to 235)
*since May 2022



CASE STUDY 3

Carnforth apprentice

During 2023, we employed Joseph as an apprentice in Carnforth. Joseph will complete his Maintenance and Operations Engineering apprenticeship over the course of four years in partnership with Kendal College. He will attend college one day per week and, supported by us, through being assigned a workplace mentor and given the opportunity to develop his skills with hands-on experience, while working towards his qualification.

Health and wellbeing

Creating a workplace where employees feel supported

In 2023, we have looked to increase the number of Mental Health First-Aiders across our organisation, who are trained to provide support to employees who are struggling with their mental health. We also organised a mental health awareness week in May. Angela Duthie and Lee Dawson in Aberdeen are two Mental Health First Aiders and we have two employees in our Carnforth facility identified for mental health first aid training later in 2023 to widen this provision across ICR.

Diversity, Equity and Inclusion (DE&I)

We are proud of our achievements in DE&I last year. We implemented awareness sessions for leaders on DE&I in recruitment, which helped to remove unconscious biases. We also tracked DE&I metrics using our HR database, and all of our job descriptions and adverts are gender-neutral.



Community Engagement

We believe in giving back to the communities where we operate. In 2023, we raised over £6,300 for various charities. This included £2,000 for the British Heart Foundation, our employee-nominated charity of the year, and £6,334 for The PSP Association (Progressive Supranuclear Palsy (PSP) – a neurological condition and ‘Lookin’ GOOD, Feelin’ GREAT’ (Ovarian Cancer). The money was raised through various fundraising events, including 50 colleagues tackling the Keswick to Barrow (K2B) charity walk in May of this year.



**British Heart
Foundation**

CASE STUDY

Aberdeen Kiltwalk

A team from ICR took part in the Aberdeen Kiltwalk to raise funds for The British Heart Foundation. This was in memory of our much-missed colleague Gary McVicar who helped raise money for all those affected by the loss or illness of someone suffering from heart problems.



Governance



Governance highlights



Conducted ESG benchmarking assessments to identify our strengths and weaknesses in relation to our peers and industry standards



Received a Silver Award from EcoVadis



Provided soft skills training for the leadership team, with coaching a core management activity



Maintained our ISO 45001 certification



International Partnerships

To contribute to sustainable development, we work most effectively when working in partnership with others. We recognise our international partnerships as a crucial element in our capacity to supply in international locations, and so we work through a network of more than 35 national and 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.

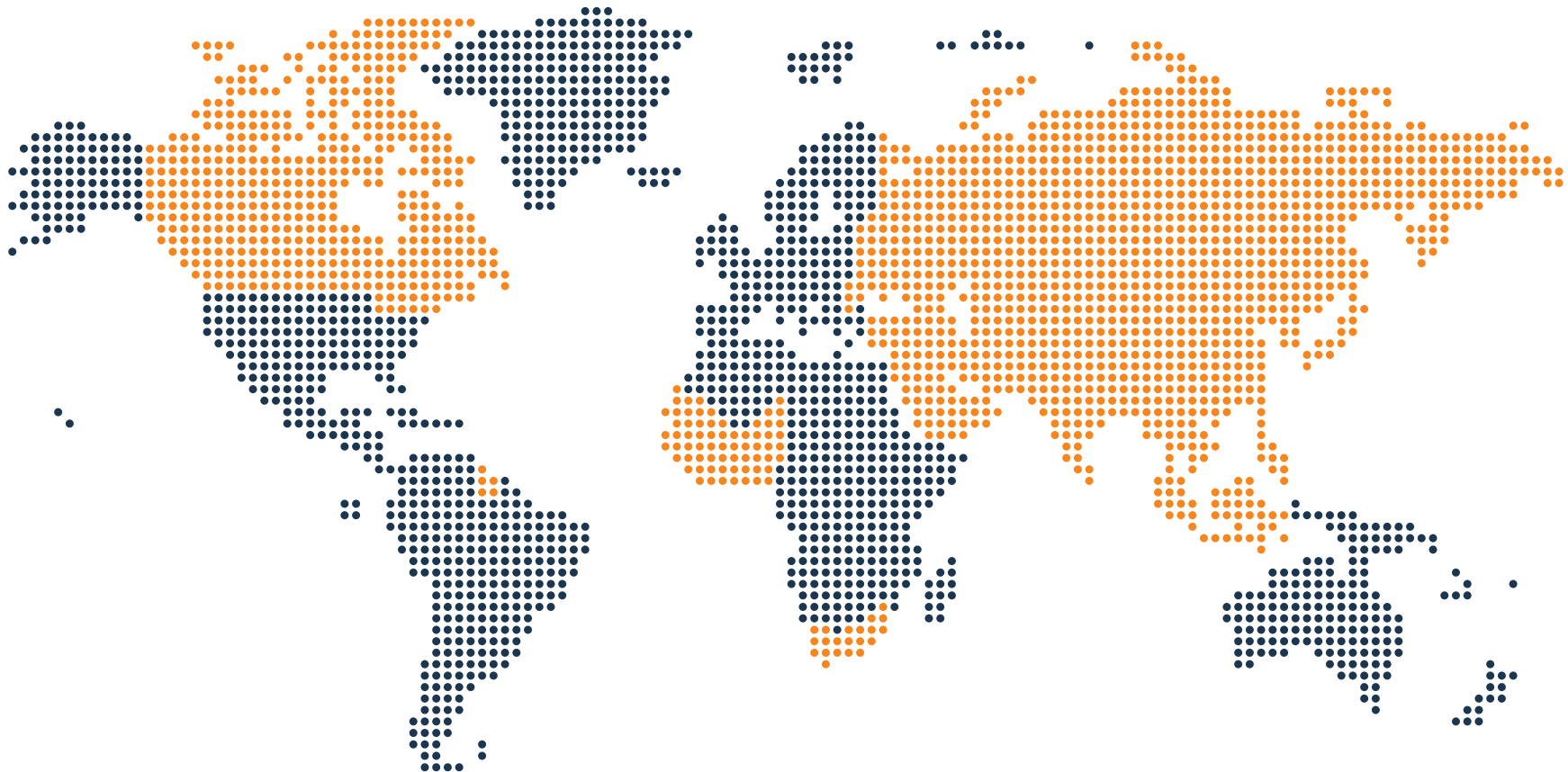
This approach offers social benefits, providing training and skills for local workers and supporting local economies. It also provides environmental benefits by reducing the amount of travel required to service operations in these locations, reducing our environmental footprint.

The newly formed specialist inspection and integrity division reflects our focus on technology advancements in support of our global clients' integrity management requirements.

>35



national and international partners





Energy Institute tour of ICR Aberdeen

We are proud to partner with key players in the energy sector and contribute to the scientific, engineering and knowledge of the sector. Energy Institute tour of ICR Aberdeen. We were delighted to welcome members of the Energy Institute to our Aberdeen office where they had the opportunity to view live demonstrations of our Technowrap™, Quickflange™, INSONO™, Chemical Injection and Corrosion monitoring solutions.

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.



ESG champions

The creation of the ESG committee and the nomination of an ESG Champion have maintained the strategic focus and driven progress on ESG. The committee has been an invaluable addition to the company's structure, enhancing the focus on ESG through employee communication with all stakeholders and educating employees on what ESG means for ICR, raising the profile of ESG within the business.



Our ESG Champions commented:
 "We have the energy and motivation to want to be better as a collective. I think there are significant benefits to communicating ESG initiatives to younger generations entering the industry. We introduced an ESG conversation during recruitment since they can offer a fresh perspective and innovative views on energy transition, having been surrounded by climate conversations most of their adult lives. We want to know what they consider most important and what they would like to see the company involved in for the future. This will help us realign our ESG targets and ensure we continue to be conscious of our impact while leading by example within the industries we operate."



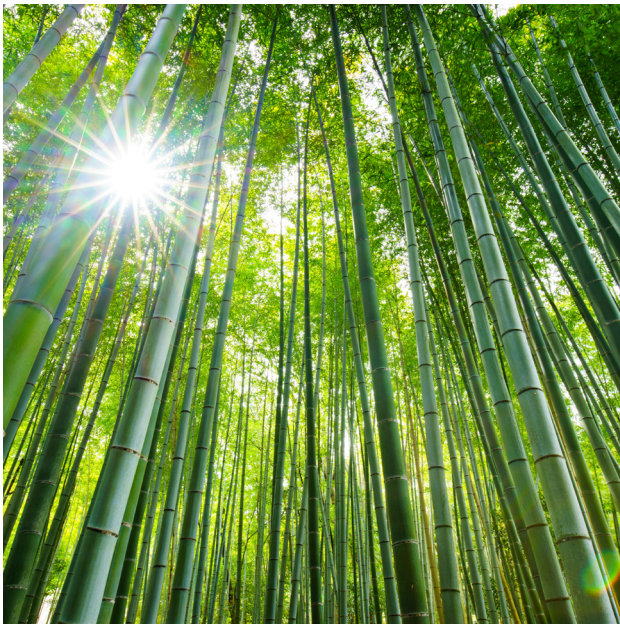
ICR has been awarded the prestigious EcoVadis Silver Award for its commitment to sustainability and its efforts to achieve ESG goals. EcoVadis is the world's largest and most trusted provider of business sustainability ratings, and ICR's recognition is a testament to its dedication to creating a positive impact on the environment, society, and the economy.



Stakeholder Engagement

Our customers increasingly ask us to provide detailed information on our ESG impact, and we regularly provide business updates to investors and key clients.

We conduct ESG benchmarking assessments to identify our strengths and weaknesses in relation to our peers and industry standards. This helps us to identify areas where we can improve our ESG performance and make better decisions about our business.



Supply chain

We included a 'sustainability as standard' in our procurement processes to reduce ESG-related risks and spot opportunities for incremental improvements. ICR currently has c. 500 active suppliers across our business streams, and they 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, both of which take into account the selection and practices of an organisation's suppliers, and we generally only use suppliers who have achieved these two certifications. In addition, all our suppliers must comply with our Supplier Code of Conduct and the Modern Slavery Act 2015 and we regularly consider the material 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 the origin of materials, mitigate risk, address emissions in our value chain and streamline processes.

Just as we check that our strategic suppliers' policies are up-to-date, we are often asked in turn to provide ESG information to strategic suppliers as part of their prequalification exercise. Our Health, Safety, Environment and Quality (HSEQ), Procurement, and Commercial functions vet suppliers more broadly as part of the onboarding process, requesting evidence of relevant insurance, ISO accreditations, and health and safety practices. Contractors are onboarded in the same way as our suppliers and 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.

■ Risk Management and Business Continuity Planning

The quarterly business risk review looks at the business as a whole and drills down into risks specific to each of our locations and business streams. Our risk register covers a range of risks 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 is 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 to continue strengthening and improving 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 quarterly. We have a monthly Health & Safety 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 10 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, along with some of our environmental work, are shared and reported. A group HSEQ policy is 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 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 UNSDGs. 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 and all staff are given cyber essentials training. 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 phishing and data protection training.

■ 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 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.

Looking forward (FY2024)



Continue to enhance or maintain our high standards of governance and quality, including in the areas of risk management, business continuity, HSEQ, energy and sustainability, cybersecurity, data protection, whistleblowing, and code of business ethics and code of conduct



Continue to align our business activities with the SDGs



Refine our Scope 3 emissions reporting – expand travel reporting to include commuting and mileage for business travel



Continue to gather information for our Gender Pay Gap Report and act on its findings during FY2024



Further enhance our Mental Health First Aider presence across our locations



Continue to build and strengthen our international partnerships



Achieve ISO 27001 by December 24



Update and roll out crisis management training



Continue to conduct ESG benchmarking assessments regularly to ensure we are aware of best practices in the industry and identify areas where we can improve our ESG performance



Share our findings with our stakeholders to keep them informed of our progress



Focus efforts on gender diversity – such as working with International Women in Engineering Day (INWED)



Procure renewable energy for the Aberdeen office and investigate energy provision at serviced offices



Progress electrification of our electric vehicle fleet



Improve waste management provision and reporting

ICR.

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