ICR.

ESG Impact Report

2024

www.icr-world.com

Contents

About This Report

We are proud to present our third ESG Impact Report — a reflection of the progress we've made and the ambition that drives us forward. Over the past year, we have strengthened our commitment to environmental stewardship, social responsibility, and governance excellence, building on our long-standing ethos: **integrity through ingenuity**.

With operations in over 30 locations and partnerships spanning five continents, we continue to support the energy sector with innovative solutions that extend asset life, enhance safety, and reduce environmental impact. Across our service lines, our products are helping clients reduce emissions and operational downtime while supporting the global energy transition.

ICR at a Glance

ICR Integrity is a global leader in specialist engineering services that enable safe, sustainable, and cost-effective operations across multiple industries. Headquartered in Aberdeen, UK, we serve clients in the oil and gas, renewable energy, nuclear, water treatment and defence sectors.

Our mission is simple: to solve our customer's asset integrity challenges by combining technical expertise, innovation, and partnership. Our portfolio of technologies includes:

Technowrap™
Composite repair systems that extend the life of infrastructure while significantly reducing embodied carbon emissions.

INSONO™
Advanced non-destructive inspection system capable of identifying the quality of composite repairs, and any anomalies.

Quickflange™
A weldless flange solution that avoids hot work and offers safer, faster, and lower-emission repairs.

CIU & NECE
Providing expertly-designed chemical metering pumping packages, fluid transfer units, and exceptional integrity monitring solutions.

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.

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

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

Group Strategic Framework

Core Purpose	To provide world-class, specialist integrity products and services to industrial markets globally				
Core Values	**RESPECTFUL**	**DYNAMIC**	**RESPONSIBLE**		
2030 Vision	To replicate our success in the UK by expanding into new geographical markets.				
Strategic Objectives 3 years	1 **Protect and grow** our position in established markets	2 Increase footprint in the **Middle East**, **the Americas**, **Australasia** and **Africa**	3 **Reduce dependency** on the upstream oil and gas market	4 Transition from spot market business by increasing number of **long-term contracts**	5 Improve operational efficiency through **digitalisation and automation**
High Level Tactics 12 months	Continue to develop/ enhance existing products Maximise IP within the business Explore opportunities for infill product development	Secure regulatory approvals Optimise and grow partner network Increase focus on global account management Explore a decentralised, hub and spoke model	Grow mid and downstream position Grow specialist industrial markets (nuclear, defence, marine, power, LNG) Explore transition markets (hydrogen, geothermal, CCUS)	Increase backlog (greater visibility) Work with our partners to secure long term contracts	Conduct business review to ascertain focus areas for process improvement and automation Develop digital transformation strategy

A Message From our CEO

I am proud to introduce ICR Integrity's third ESG Impact Report, marking another year of meaningful progress toward our environmental, social, and governance goals. This report captures the essence of who we are and what we stand for: a company that delivers innovative, sustainable solutions with integrity at its core.

In a world that is rapidly evolving, the demand for cleaner, safer, and more efficient operations has never been greater. Our clients, stakeholders, and communities expect us not only to adapt but to lead. At ICR, we have embraced this challenge. Whether through our low-carbon technologies like Technowrap™ and Quickflange™, our digital inspection capabilities through INSONO™, or our Chemical Injection and Corrosion Monitoring services, we are enabling the energy sector to extend asset life, reduce environmental impact, and accelerate the transition to a lower-carbon future.

At ICR Sustainability is more than an aspiration – it is embedded into our business strategy, product development, and daily operations. We take responsibility for the environmental, social and ethical impacts of our business and are committed to transparent reporting, continuous improvement and measurable progress.

Our achievements reflect the hard work and dedication of our global team, across our hubs in the UK, Norway, USA, UAE and our joint venture in Australia. Their passion, creativity, and commitment continue to inspire me. They are the reason we have not only met but exceeded many of our ESG targets, and why we remain confident about the road ahead.

Looking forward, we will continue to embed sustainability in every aspect of our business. Our roadmap to 2030 includes a target to reduce carbon emissions, deeper engagement with our partners and communities, and greater transparency in our reporting. With our people, our partners, and our purpose driving us forward, ICR will continue to deliver integrity through ingenuity.

Thank you for your support and interest in our ESG journey.

ESG Objectives

While sustained hydrocarbon production remains essential in the global market, ICR is firmly committed to our business strategy — delivering solutions that help our customers extend the lifespan of their assets, while improving carbon efficiency.

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

2024 HIGHLIGHTS

ENVIRONMENTAL

We contracted 100% renewable energy for our Aberdeen office.

Continued zero waste to landfill and separated 100% of all waste recycling streams at our sites, with a significant focus on plastic waste.

Continued data reporting and aiming to secure key target metrics for year ahead.

SOCIAL

Held **D, E & I Awareness Sessions** for all leaders.

Training & Competence focus with an in-house resource, implemented frameworks across all business units.

Further **enhanced our mental health first aider presence** across the business.

Increased charitable commitments - Kilt Walk, sky-dives, in-company charitable days.

The Employee Engagement Survey revealed an average score of 7 out of 10 for employees recommending ICR as a place to work.

GOVERNANCE

Maintained **ISO 45001** for occupational health and safety.

Retained our **EcoVadis Award**, placing ICR among the top-rated global suppliers for sustainability performance.

Conducted **third-party ESG benchmarking assessments** to evaluate our performance against industry peers and identify improvement opportunities.

We continued to integrate **ESG considerations into recruitment**, supplier management, and client relationships — with growing interest from partners in our ESG performance.

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 low emissions alternative to steel replacement. A 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 welded alternative.

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™ Rehabilitation for Corroded Jetty Piles

CASE STUDY

Challenges: Coastal location | Extensive corrosion | Asbestos coating

Benefits: Sustainable solution | Quick and cost-effective repair

Scope

A global mining company in Western Australia faced severe corrosion in their coastal jetty’s steel piles, rendering the structure unusable for shipping. The piles were also coated with asbestos-containing material, requiring safe removal before repairs. The coastal location posed additional challenges due to tidal conditions and difficult site access.

Solution

We safely removed the asbestos-containing coating to allow for composite repairs. Advanced engineering calculations reduced the required surface preparation area, limiting asbestos exposure and increasing efficiency. To manage the coastal site’s access difficulties, experienced rope access technicians carried out repairs from suspended platforms.

Results

We delivered a tailored structural repair solution that restored the integrity of heavily corroded piles and extended the jetty’s service life. The design enabled efficient repairs in complex geometries and incorporated long-term corrosion protection—outperforming traditional welded methods.

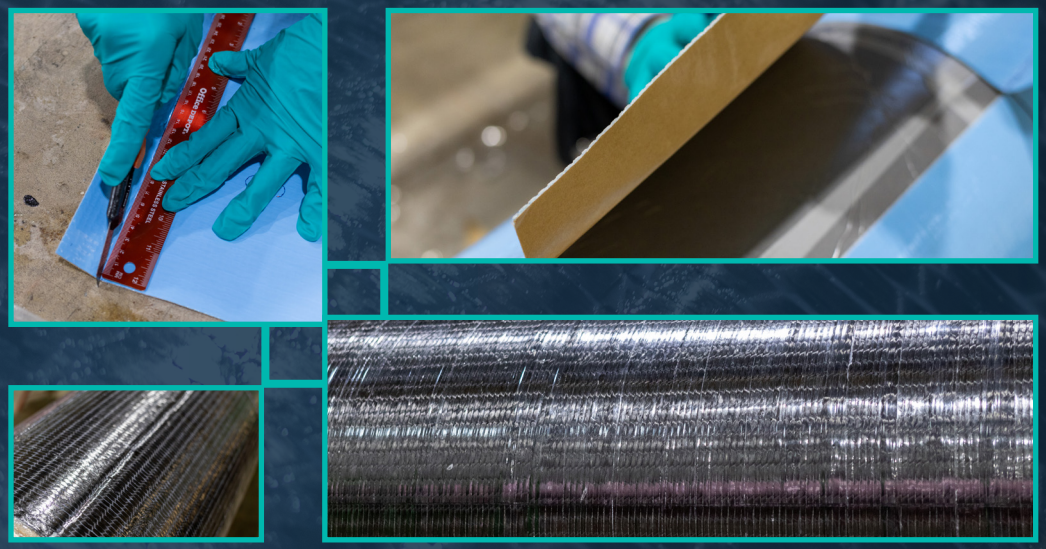
By minimising added weight, we enhanced overall structural stability. The approach also reduced waste and avoided emissions associated with welding and other hot work, contributing to a safer, cleaner, and more sustainable outcome.

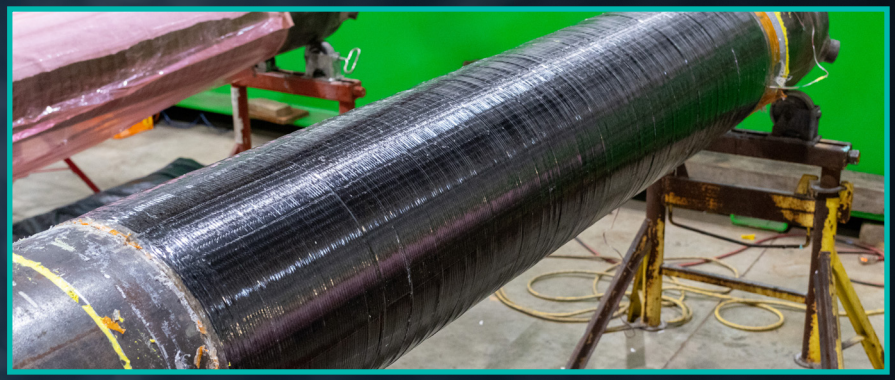
Technowrap™ Biocure™:

Advancing Sustainable and Safer Pipeline Repairs

As part of our commitment to sustainability and innovation, ICR has developed Technowrap™ Biocure™, a bio-based composite repair system designed for the midstream pipeline market. The system incorporates a resin with 30% bio content derived from renewable sources.

Unlike wet-lay composite systems, Technowrap™ Biocure™'s pre-impregnated (pre-preg) format eliminates the need for on-site resin mixing, reducing waste and significantly shortening both preparation and application time. This approach also improves safety by minimising operator exposure to liquid resins.





Compared to welded steel sleeves which, alongside manual handling challenges, are carbon and energy intensive to manufacture and install. Technowrap Biocure is quicker to apply, and requires fewer specialist skills, leading to less operational downtime and disruption.

Once development is complete, Technowrap™ Biocure™ will be fully qualified to ISO 24817 and ASME PCC-2 Article 401, the internationally recognised standards for composite repair of pipework and pipelines. These qualifications involve extensive mechanical testing, including pressure retention, adhesion, long-term durability, and thermal ageing. Notably, Technowrap™ Biocure™ will also complete the optional 1,000-hour survival test, a demanding evaluation that simulates prolonged exposure to elevated pressure conditions to demonstrate the long-term performance and resilience of the system.

As we finalise full qualification to ISO 24817 and ASME PCC-2 standards, Technowrap™ Biocure™ is set to play a key role in the future of engineered, safe, sustainable, and cost-effective pipeline integrity management.

INSONO™

INSONO™ is ICR's advanced non-destructive inspection system. Using acoustic inspection techniques including pitch and catch, resonance, and mechanical impedance analysis, INSONO™ identifies critical issues such as delaminations within the laminate and disbonds along the bond line. Designed to meet industry demands, it ensures repair validation throughout the design life and supports life extension assessments beyond original specifications.

Compact and handheld, its custom probes and portability, housed in a small peli case, make it ideal for field use. With ICR's specially trained personnel, we can offer in-service verification, ongoing condition monitoring, and a sustainable solution that extends repair life and reduces reliance on carbon-intensive alternatives.

INSONO™ is UKAS accredited to ISO/IEC 17020:2012, validated by Lloyd's Register for non-destructive examination of composite wraps, and patent pending.

INSONO™ Inspection for Major UK Operator

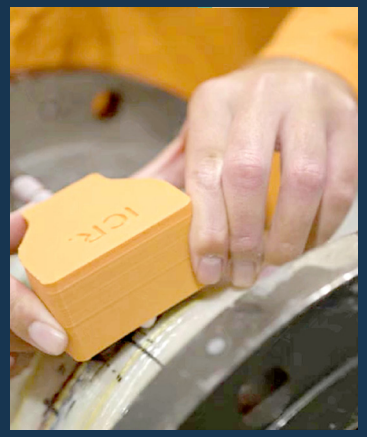
CASE STUDY

Challenges: **Coastal location | Extensive corrosion | Asbestos coating**

Benefits: **Sustainable solution | Quick and cost-effective repair**

Scope

When an energy operator approached our team to conduct a comprehensive visual inspection and non-intrusive inspection (NII) on a repair, we utilised our extensive experience to accurately identify any potential anomalies that could jeopardies the suitability of the repair for service.



Solution

To address our client's challenge, we conducted a close visual inspection covering 100% of the composite repair area, focusing on the external condition of the repair.

Following this, we used INSONO™, a proven non-intrusive technique. This assessment evaluated the internal body of the composite repair and substrate, recording any anomalies that might impact its integrity and life cycle. The established baseline serves as a reference point for future inspections and examinations, aligning with the risk based inspection (RBI) and written scheme of examination (WSE).

Results

By using INSONO™ we effectively located, measured, recorded, and monitored anomalies associated with the wrap repair and substrate. By employing this technique, we provided the client with a robust solution for assessing composite repairs in areas complex and congested locations. Our examination not only addressed the current concerns but also set the stage for ongoing monitoring and maintenance.

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 carbon 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 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.

CASE STUDY

Delivering cold work solutions for the energy sector

Scope

The use of Quickflange™ provides a 100% cold work solution for pipeline and pipework modifications and replacements. ICR’s technology has proven effective across a wide range of industries, with many customers seeking emissions-friendly alternatives for their projects.

This was also the case with our Norway-based customer, a leading service provider to the global energy industry, who approached ICR for a cold work solution that eliminated the need for welding and its associated emissions.

The long-term project required significant pipework modifications on an offshore platform to enable the installation of new units designed to receive electrical power from onshore.

Solution

Although a long-term project, Quickflange™ was effectively used for all pipework modifications, saving significant time then if our customer opted for a traditional welding solution.

Results

Quickflange™ proved to be the perfect solution for this project, ensuring zero emissions were generated from the cold work solution.

Chemical Injection

ICR provides sale, rental, repair, and maintenance services for chemical metering pumping packages and transfer units, serving global clients across oil & gas, water treatment, and nuclear sectors. With over 25 years of expertise, we offer newly certified injection skids, immediate spares, breakdown cover, and back-to-back service to minimise downtime.

Our pneumatic and electric chemical injection pump packages cater to diverse injection rates, pressures, chemical duties, and environmental conditions. Designed, built, and tested to industry standards and client specifications, these packages are suitable for short-term, long-term, or permanent use.

All systems are tested and certified in-house by specialists, ATEX-2 rated as standard, and supplied with full certification and manuals. We prioritise comprehensive testing, inspection, and maintenance registers to ensure optimal performance and longevity. Our customer-focused approach avoids unnecessary CAPEX spend by offering inclusive upgrades or modifications, delivering cost-effective, reliable solutions.

Efficient Ferric Sulphate Injection with Automation Solutions

CASE STUDY

Scope

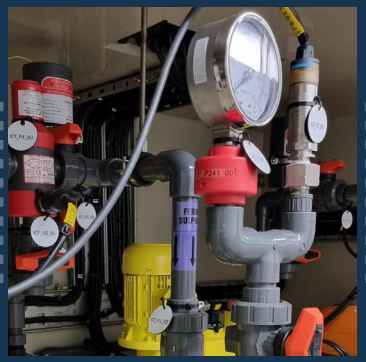
A UK based water management service company, approached our team to replace their existing ferric sulphate injection package, which had oversized pumps causing high pulsation and vibration due to short stroke and fast motor frequency.

Solution

We conducted an engineering site survey and delivered a fully automated ferric sulphate injection package housed in a modified 20-foot shipping container.

Results

The fully assembled package was delivered to the site, minimising hook-up and on-site work requirements. The system was fully automated, allowing seamless integration into the on-site control systems for efficient and effective operation.



Integrity Monitoring

ICR is a trusted partner in safeguarding the integrity and performance of critical assets. Our cost-effective corrosion monitoring solutions are designed to assess and manage corrosion risk efficiently across new builds, aging infrastructure, and everything in between.

From initial design through to commissioning, risk-based inspection (RBI) support, and data management, our integrated services deliver value at every stage. We combine industry-leading expertise with advanced technologies to solve your integrity challenges, enhance system performance, and ensure operational safety.

We provide a full suite of corrosion monitoring and integrity management services, designed to support our customers in managing the safety and integrity of their assets.

Biocide Efficiency & MIC Mitigation Trial Using Sidestream Unit

CASE STUDY

Scope

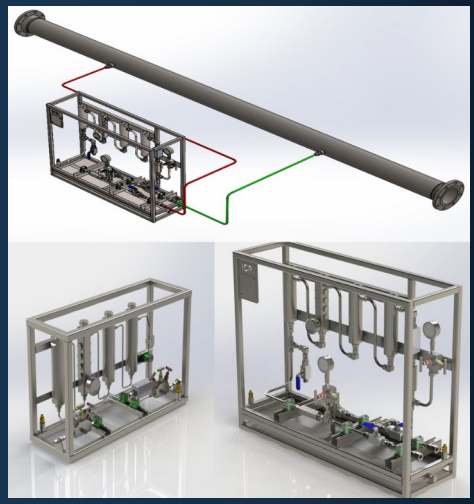
A multinational energy company identified corrosion issues in a North Sea platform's P-D flowline, suspected to be caused by microbiologically influenced corrosion (MIC). Without a way to monitor sessile populations, the client asked ICR to design two units—one injecting biocide and one without—to test corrosion rates and confirm MIC presence.

Solution

ICR's Corrosion Management Team conducted a two-phase biocide trial, supplying and installing a dual sidestream unit, a chemical injection unit (CIU), and data loggers. The bespoke sidestream unit was built and pressure-tested to 99 bar, featuring flowmeters for balanced flow, Double Block and Bleed assemblies, non-return valves, and ports for MIC analysis and corrosion monitoring. The CIU included two Williams Milton Roy pumps with full certification and testing.

Results

The trial showed lower corrosion rates in the biocide-injected sidestream, confirming the presence of MIC and demonstrating effective corrosion control. This reduced corrosion impact helped extend the asset's lifespan and minimise risks of failure. ICR's comprehensive approach ensured flowline integrity, mitigated MIC risks, and completed the project on time and within budget, showcasing expertise in bespoke equipment design and delivery.



Environmental

Our environmental initiatives focus on key areas where we can make the greatest impact: reducing our emissions, promoting circular economy practices and operating more sustainably.

We integrate these priorities into our operations, supply chains, and product life cycles —ensuring that sustainability is not an afterthought, but a fundamental part of how we do business.

Whilst ESG is everyone's responsibility, several employees have day-to-day responsibility for environmental management as part of their core roles and responsibilities (across multiple locations) with the health, safety, security, environmental & quality (HSSQE) committee leading actions the company for environmental management and training. ICR have an environmental management system (EMS) certified to ISO 14001 Environmental Management to enhance their environmental performance, fulfilment of compliance obligations, and support in the achievement of key environmental objectives.

We contracted 100% renewable energy for our Aberdeen office

Waste recycling streams are separated at 100% of ICR sites with a significant focus on plastic waste

ICR's UK operations have removed all plastic packaging tape from use, using paper tape instead

Social

At ICR, we believe that our people are our greatest strength. From apprentices and engineers to global partners and local communities, we are committed to building an inclusive, safe, and supportive workplace that empowers individuals to thrive.

We continue to invest in our team, promote diversity and equity, and engage meaningfully with the communities where we live and work. These efforts are key to our long-term sustainability and to strengthening our culture.

Investing in People

In 2024, we continued to grow and support our workforce across all regions. Our priorities included personal development, leadership training, apprenticeships, and wellbeing initiatives:

Delivered over 300 training courses, covering HSE, technical skills, and business competencies.

Appointed a Training & Competency Coordinator to ensure every employee is equipped for safe, effective performance and career progression.

Continued our Graduate and Scottish Apprenticeship programmes support school leavers as they begin their careers in the industry.

Employee Engagement Survey results showed that 86% of respondents feel ICR is a great employer to work for.

We are holding feedback sessions with employees to encourage open dialogue and drive action, including enhancing the visibility of our leadership team.

Wellbeing and Mental Health

The health and wellbeing of our team is essential to ICR's culture and performance. We've enhanced our internal support systems, resources, and awareness efforts:

Expanded our network of Mental Health First Aiders, with training sessions across UK sites.

Developed a formal health and wellbeing programme has been embedded into the organisation, with wide range of initiatives which are well taken up.

Introduced a health cash plan, offering financial support for everyday medical needs.

Continued regular "Town Hall" sessions to share updates, celebrate success, and hear feedback.

Diversity, Equity and Inclusion (DE&I)

Creating a diverse and inclusive culture is a strategic priority. In 2024, we strengthened our approach to DE&I by embedding it into hiring, policies, and employee education.

Appointed our first female board member.

Launched internal DE&I awareness sessions for leadership and continued to build a culture of respect and equity.

Tracking D, E & I metrics

Supported STEM outreach and engagement, including International Women in Engineering Day (INWED), to encourage female participation in engineering careers.

All job descriptions and adverts are gender-neutral.

Community Engagement

We take pride in giving back to our communities and aligning our activities with causes that matter to our people, taking steps to give back:

- Raised £6,250 for our nominated charity partner CLAN – organising events throughout the year to support this, such as charity bake sales, activity challenges and charity shop collections.
- Continued to support local education and training through school, college and university partnerships.
- Formed a Social & Charity Committee and began defining our long-term community engagement plan.

Governance

Good governance is at the heart of everything we do at ICR. Our governance structures, risk management systems, and ethical standards ensure we operate with integrity, build trust with our stakeholders, and continuously improve how we do business. As our global footprint expands, so too does our responsibility to uphold the highest standards of accountability and compliance.

In 2024, we continued to strengthen our ESG governance framework, enhance cybersecurity, and maintain robust quality and safety systems across all locations.

Risk, Ethics & Compliance

We uphold a robust suite of policies and practices that reinforce responsible, ethical business conduct across all operations. This mirrors our 'key values' to be respectful, dynamic and responsible. ICR has:

Conducted quarterly business risk reviews across functions and geographies, with ESG risks fully integrated into our risk register.

Continued implementation of our Code of Business Ethics and Conduct, which guides behaviour across all stakeholder relationships.

Operated a whistle blowing policy managed by an independent third party, to ensure transparency and safeguard employee rights.

Supply Chain Governance

Our supply chain partners are critical to delivering our services ethically and sustainably. We have continued to adopt and monitor ESG practices when engaging with our suppliers:

Continued implementation of our Supplier Code of Conduct and expanded ESG vetting as part of our onboarding process.

Engaged with over 500 active suppliers, with tiered risk classification and quarterly ESG touch-points for high-impact partners.

Began mapping of Tier 1–3 suppliers to improve transparency, address value chain emissions, and assess responsible sourcing.

2025 TARGETS

ENVIRONMENTAL

Expand Scope 3 emissions reporting to include employee commuting and business mileage across all hubs.

Procure **100% renewable energy** at serviced offices globally and monitor performance with our energy broker.

Improve **waste tracking and recycling systems** across all sites, building on our zero-waste-to-landfill milestone at Aberdeen.

Broaden product lifecycle assessments across additional service lines.

SOCIAL

Strengthen our **diversity, equity and inclusion strategy**, including reporting, hiring practices, and external partnerships such as INWED.

Expand our Competence Frameworks across non-technician roles.

Introduce further Apprenticeship Schemes for Technicians both in Aberdeen and Carnforth, via Tullos Training and Kendal College.

Support employee health and wellbeing by raising awareness of our initiatives and benefits.

Maintain and improve our employee engagement through our survey feedback, associated actions and communication plan.

GOVERNANCE

Continue ESG benchmarking with third-party partners and align with evolving industry best practices.

Deepen **supplier engagement on ESG**, increasing transparency in our value chain and strengthening responsible sourcing.

Update and roll out **crisis management training** across the group, reinforcing resilience at every level.

Maintain strong oversight of business risks and ESG performance through quarterly leadership reviews and ESG Committee reporting.

ICR.

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