

CENTURION2022 SUSTAINABILITYREPORT



PROVEN PEOPLE
INNOVATIVE SOLUTIONS™

Acknowledgement

Centurion's third Sustainability Report is the product of the collaboration of our teams across the world who have worked hard to provide data, content and more importantly, are the drivers of sustainable change across our businesses.

The energy transition continues to be at the forefront of Centurion's strategy and we remain very grateful to our people for what they do.

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A MESSAGE FROM OUR CEO

Fernando Assing,
Chief Executive Officer



2022 was an exciting, successful, and highly transformational year for Centurion. To put it simply, we achieved a lot.

The year presented complex challenges, including the tail-end of the COVID-19 pandemic, global supply chain disruptions, the war in Ukraine and, more recently, unprecedented levels of inflation.

Those challenges, however, made the world realise the need for a healthy and profitable energy industry and led to a more reasonable rebalancing between the needs for Energy Security and Energy Transition.

Even in the face of such an ever-changing global landscape, Centurion remained prosperous, opportunity-driven, and growth-oriented.

Driven by the perseverance and ambition of our teams worldwide, Centurion had its best year since the combination in 2018.

I would like to take this occasion to celebrate the efforts of every single one of our workforce over the last twelve months. The hard work, positive attitude and technical expertise of our people allowed us to continue to make progress on our strategy to:

- 1) Increase scale & diversification
- 2) Accelerate cross-selling & differentiation
- 3) Add more technical & 'greener' offerings
- 4) Develop cycle resilience & ESG sustainability

We are always looking for new opportunities to innovate, evolve and take our business to the next level – and this year was no exception.

Looking back on the successes of 2022, we have achieved a great deal and there is plenty to be proud of.

M&A

We completed three highly impactful acquisitions:

- **Canlift Crane**, a leading provider of crane services to all major industry sectors in Alberta and British Columbia, Canada. The addition of Canlift has played a key part in Centurion's ambitions to diversify our customer base and provide key services to other sectors outside of oil and gas.
- **RMEC**, a UK-based integrated rentals, sales and service company delivering innovative solutions to the well services and energy sectors. As part of Centurion, RMEC is playing a key part in the UK's decarbonisation journey by providing highly efficient well services and equipment to support decommissioning projects in the North Sea.
- **Trido Energy Services**, a leading provider of sustainable and innovative solar-powered production equipment to the energy industries based in Calgary, Canada. Trido is Centurion's first-ever acquisition of a renewable energy technology company, offering a revolutionary integrated end-to-end carbon credit management service. In 2022 alone, Trido supported 15 clients to remove 19,124 tonnes of CO₂e from the atmosphere – equivalent to 66% of the total emissions created by Centurion Group in 2022 – with projects installed in 2022 set to further reduce emissions by an estimated 73,000 tCO₂e per year (equal to removing over 15,500 cars off the road annually*).

Highlights

We published our second annual sustainability report, an analysis of Centurion's operational performance and contribution to sustainable business practices.

* Reference source EPA-420-F-18-008, March 2018

“Sustainability remains at the heart of everything we do and it is more than a performance metric – it is the foundation of our business and vital to our success.”

Fernando Assing, Chief Executive Officer

We hosted our second comprehensive Management Development Program (C102) in Houston for key members of our global team, with staff attending from the US, Canada, the UK, Saudi Arabia, the UAE, Singapore and Australia.

We continued to grow across all our regions while putting innovation and technology at the forefront:

- Centurion Canada Infrastructure secured several high-value project awards, including three solar projects and one that introduced cutting-edge environmental tracking. They also started a major vegetation management project in Puerto Rico.
- Centurion Canada Rentals & Services flawlessly integrated the Canlift and Trido acquisitions and opened their brand-new Grande Prairie facility, consolidating four nearby locations to create a better internal and external experience for customers and employees. They secured work on a cutting-edge lithium harvesting project, vital for future energy demands. They also carried out their largest-ever crane contract this year.
- Centurion US Rentals & Services delivered record revenue and EBITDA from its highly efficient HydraLok™ pressure control technology, introduced new automation and upcycling offerings and rolled out an off-line cementing service delivering customers significant time, money and energy savings. They also secured their first-ever offshore contract in the Gulf of Mexico.
- Centurion UK Rentals & Services continued to expand their fleet with innovative and cutting-edge technology – including electric compressors, remote inspection technology and new “Eco Welfare Cabins”. They successfully collapsed the corporate structure into a single operating entity and efficiently integrated RMEC into the organisation. They also secured work on several key offshore energy and renewables projects throughout the year.
- Centurion Middle East & North Africa has been awarded many complex and high-value projects around the world. They have stepped into the

green hydrogen sector for the first time and also delivered solar-powered process skids for a high-profile energy service customer. Centurion MENA is expected to be the first Region to achieve the milestone of +50% of revenues coming from non-O&G sectors in 2023.

- Centurion Asia Pacific continued to grow its presence in the temporary camp & accommodations and water treatment sectors, particularly serving renewable energy industries. It also introduced innovative new waste treatment technologies to the market and implemented rain capture technology at its bases across Australia.

As you can see, our achievements in 2022 were substantial and we excelled across the entire Group, resulting in performance far beyond our expectations despite three years of unprecedented global events.

The achievements simply would not have been possible without all of our personnel and I would like to sincerely thank them for all their hard work and dedication.

Our teams around the world are constantly looking for innovative ways to help customers reach their carbon reduction targets while keeping our own environmental footprint to a minimum. We also strive to be champions of the communities in which we operate, supporting numerous charitable and community initiatives. The positive impact we have as a global business is truly significant.

It is because of our people’s commitment to **Doing The Right Thing, Doing What We Say, Working Together** and **Going The Extra Mile** that we were able to reach the level of success we have in 2022.

In addition, we are continuing to identify opportunities for growth that result in more technical, more differentiated offerings that provide value to our customers.

Centurion is a business that cares, and we prove this time and time again. When **‘We Do The Right Thing’**, we leave a legacy we can be proud of.

ABOUT THIS REPORT

Scope & Boundaries

This document comprises the Centurion Sustainability Report for 2022. The report covers Centurion's head office in the UK and operational corporate entities in the US, Canada, UK, The Netherlands, Azerbaijan, Kazakhstan, UAE, India, Singapore, and Australia.

This document addresses Centurion's approach and performance from 1 January to 31 December 2022, across all activities over which it had operational control.

Data is not included for activities which Centurion does not control or influence.

Reporting Standards

This is Centurion's third annual sustainability report and has been prepared with reference to the GRI Standards. The four sustainability topics that continue to be most material to Centurion currently are:

- **People**
- **Community**
- **Environment**
- **Compliance**

This report highlights Centurion's continuing commitment to sustainability and how it relates to the business and its stakeholders. It also illustrates how we live up to the social license in communities where operations are based.

At the time of writing this report, external assurance has not yet been sought. Any subsequent public release of this document remains subject to such review and further internal Centurion Group review, checking, verification and approval.

The following section describes the performance and vision for improvement.

Data & Performance Indicators

Centurion's strategy to become a market leader identifies three key areas helping to drive this achievement:

- **Sustainability:** At Centurion we are committed to transforming current operations to reduce the emissions associated with all our operations and those of our customers, expand our non-oil and gas activities, participate directly in the renewable energy sector, and - in general - play a role in the transition to a lower carbon economy, whilst empowering our people to outperform the competition.
- **Growth:** Centurion is a growth company; we are committed to sustainable business practices to win a larger market share in all the sectors in which we operate in the long-term. Centurion makes investments consistent with these ambitions.
- **Diversity:** Centurion practises "diversity by design" which drives segmental and geographical expansion and has resulted in the redeployment of some of its installed capacity in less carbon-intensive businesses.

To reaffirm the importance of maintaining data integrity, this year Centurion has invested in and globally implemented:

- Emissions reporting and tracking software
- HS&E regulatory compliance software

The data and software are used daily within Centurion and outputs are reported directly to Senior Management and the Board quarterly, via meetings.

Senior Management continues to be involved in the reporting and investigation of any serious incidents, including all recordable and lost time incidents.

The performance data and methodologies set by the relevant GRI reporting standards allow Centurion to benchmark itself against peers in the energy sector.

For a full breakdown of ESG reporting metrics, refer to Appendix 4 – ESG Data 2022.

Goals & Objectives

Centurion recognises that meaningful lagging and leading indicators are essential in managing the business and setting achievable objectives and goals. This transparent and analytical approach enables us to demonstrate positive change and improvements.

Our mission is to achieve superior growth and returns for our stakeholders by delivering on our strategic and operational objectives. We drive this through the alignment across our regions, brands, and personal objectives, allowing stakeholders to see how they contribute to the organisation globally.

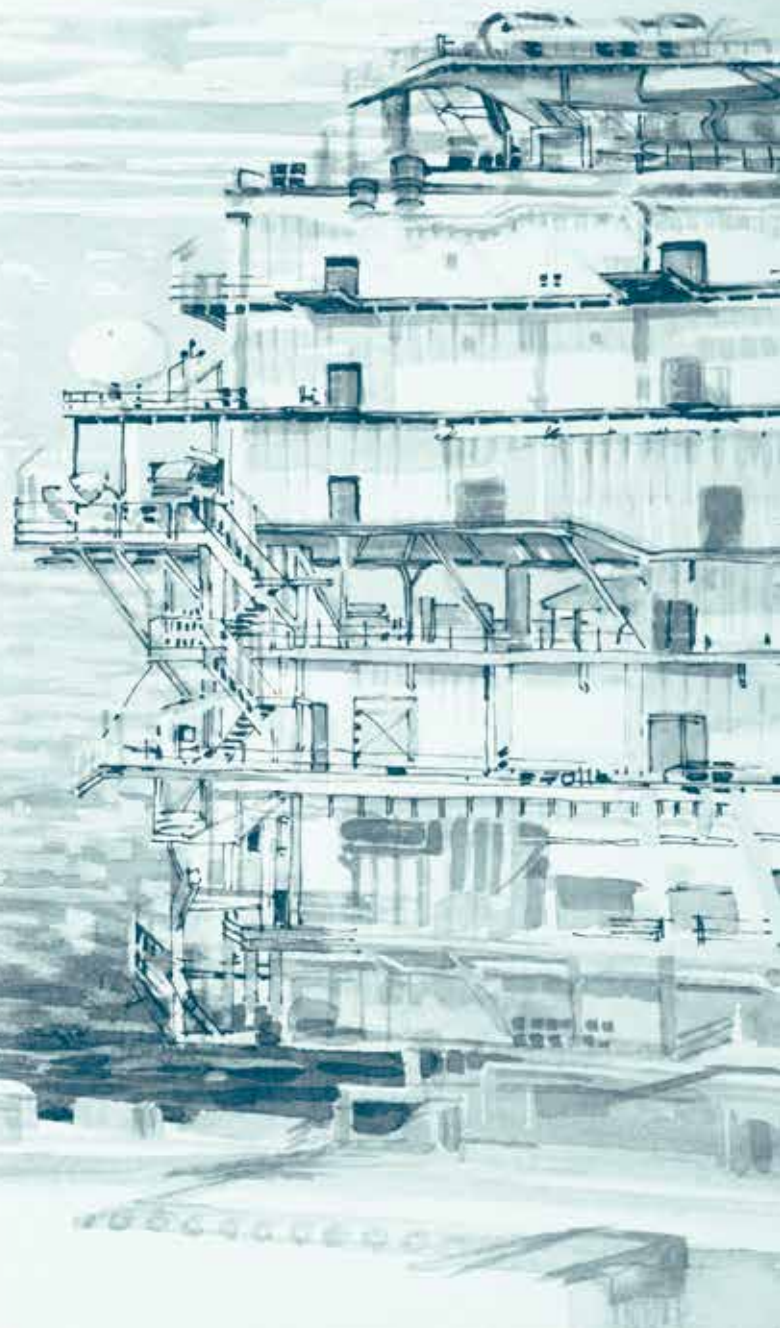
In 2022, Centurion's main focus has been investing in and implementing emissions tracking software. 2023 will be the first year we set formalised emission reduction targets across our business.

Transparency

We have maintained an up-to-date website that includes investor information and contact details should information requests be necessary.

Company updates are provided by the CEO to our Board of Directors during all scheduled meetings and to the management teams during quarterly business reviews. This information is also shared with our employees via town hall sessions. In addition, the CEO also writes to both the employees and the shareholders annually to provide an update about the business.

It is intended that this report will provide the status of Centurion's ESG performance to interested parties in an accessible and informative document.



OVERVIEW

We are committed to supporting our clients and partners in achieving their commercial and sustainability goals – from decarbonisation to reducing water usage, environmental restoration, and acceleration of renewable energy.

STRONGER TOGETHER™

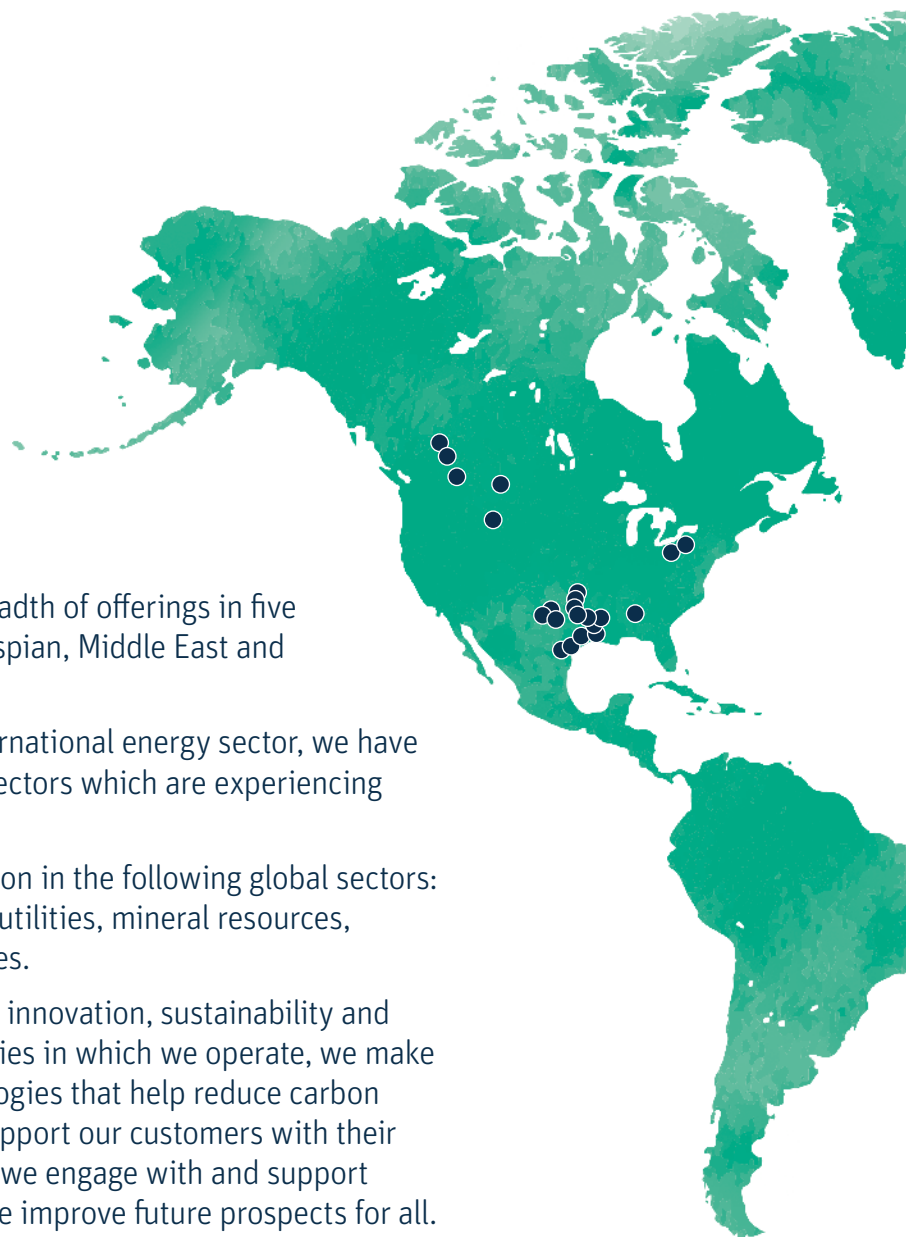
Centurion combines the scale and breadth of offerings in five key regions: the US, Canada, UK & Caspian, Middle East and North Africa, and Asia Pacific.

While our roots are in serving the international energy sector, we have expanded into serving several other sectors which are experiencing market growth.

We continue to expand our participation in the following global sectors: industrials, infrastructure, power and utilities, mineral resources, environmental services and renewables.

To ensure that we continue to support innovation, sustainability and social development within the industries in which we operate, we make investments in processes and technologies that help reduce carbon intensity. By doing this we actively support our customers with their own sustainability goals. In addition, we engage with and support surrounding communities to ensure we improve future prospects for all.

Given our market position, we must remain accountable and responsible to ourselves, our customers and other stakeholders, including the communities in which we operate.



OUR OPERATIONS

13 COUNTRIES

80+ COUNTRIES SERVED

87 FACILITIES

~2300 PEOPLE

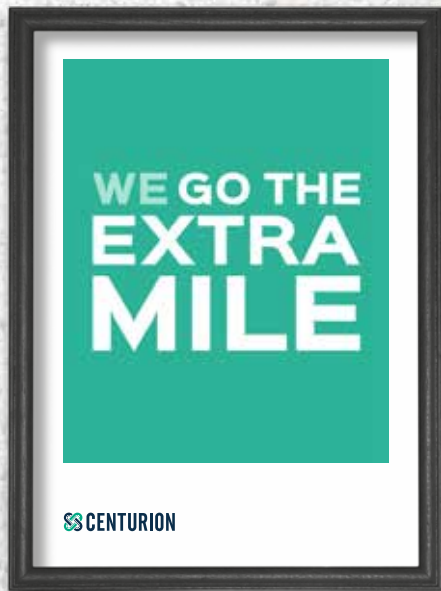
45 NATIONALITIES
& ETHNICITIES



Headquartered in Aberdeen, Centurion is a global leader in the supply of rentals and services to the critical industries.

OUR VALUES & CULTURE

We deliver value for our shareholders and our customers while ensuring that vitally important safe, sustainable, and community-conscious working practices are a priority.



At Centurion, **‘Doing The Right Thing’** is at the core of our business: an integral strategy for managing and maintaining our Social License to Operate (SLO). We continue to work hard to obtain a strong level of social acceptance from our stakeholders and local communities in the areas impacted by our commercial activities. Our SLO is built on the back of our company culture and our wider company policies.

LEADERSHIP BEHAVIOURS

Our values are our corporate identity and the foundation for how we treat our stakeholders.

We expect our employees to use and demonstrate our four core values which are incorporated into everything that we do. They help us to maintain our SLO, work sustainably, set achievable targets, create value for stakeholders and commit to overcoming the global challenges faced by our business.

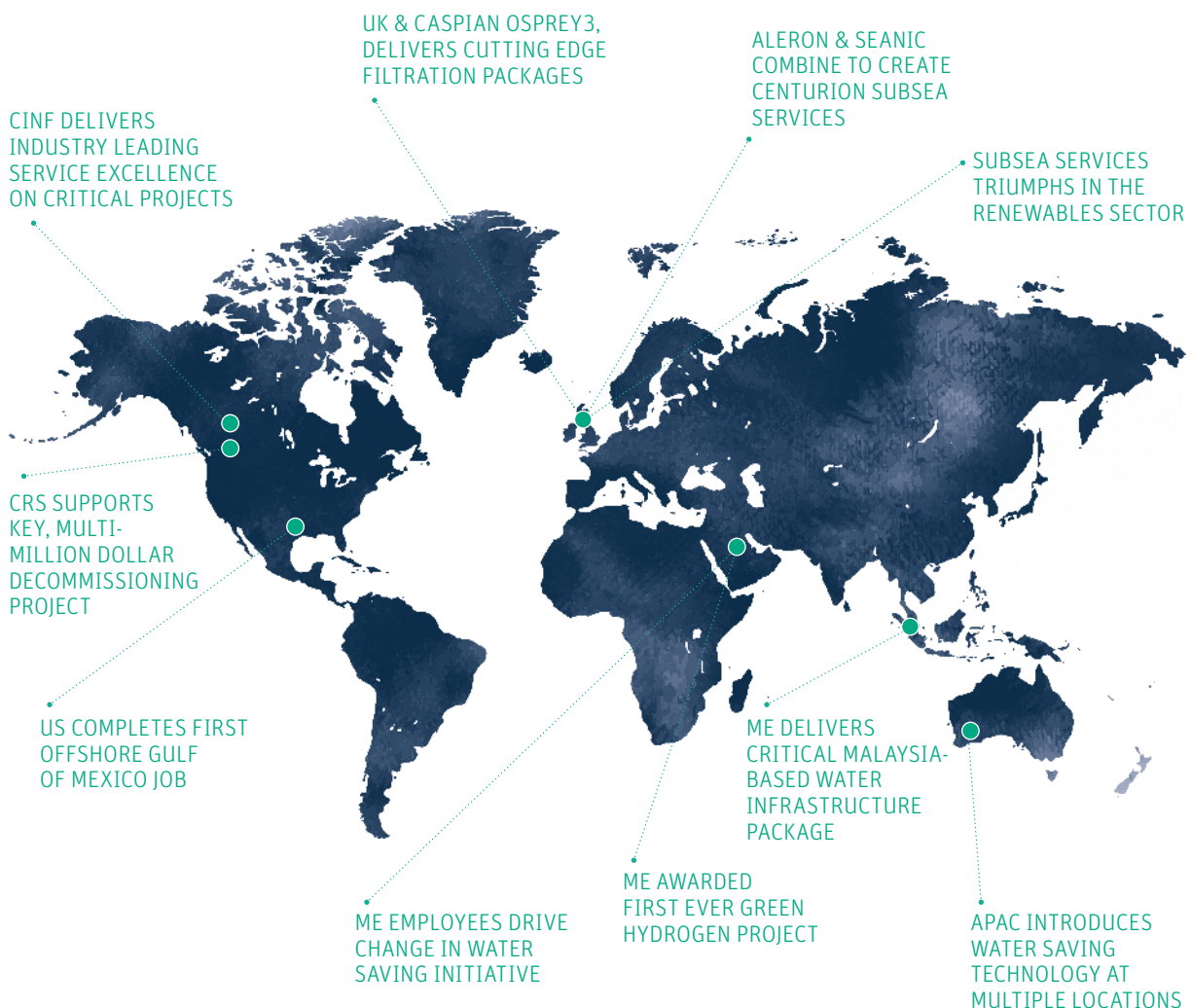
OUR SUSTAINABILITY JOURNEY

At Centurion we continue to accelerate our journey towards more sustainable business practices.

Centurion recognises the importance of the United Nations Paris Agreement and has set its sights towards actively participating in the global carbon reduction effort. We are committed to reducing our emissions and supporting our clients and partners in achieving both their commercial and sustainability goals – from decarbonisation to reducing water usage, environmental restoration and acceleration of the adoption of renewable energy.

A key part of this journey is our people. They have been responsible for the development of several opportunities that have attracted investment and supported the sector's decarbonisation.

Examples of these opportunities include:



ESG - 'DOING THE RIGHT THING'

In 2022, we continue to embed our sustainability strategy and communicate our ambitions to our stakeholders. Additionally, we have enhanced and automated our reporting methods relating to ESG metrics.

Going forward, we will continue to strengthen our strategy and work across our organisation to improve our performance across the ESG pillars.

THE 3 PILLARS OF ESG

ENVIRONMENT

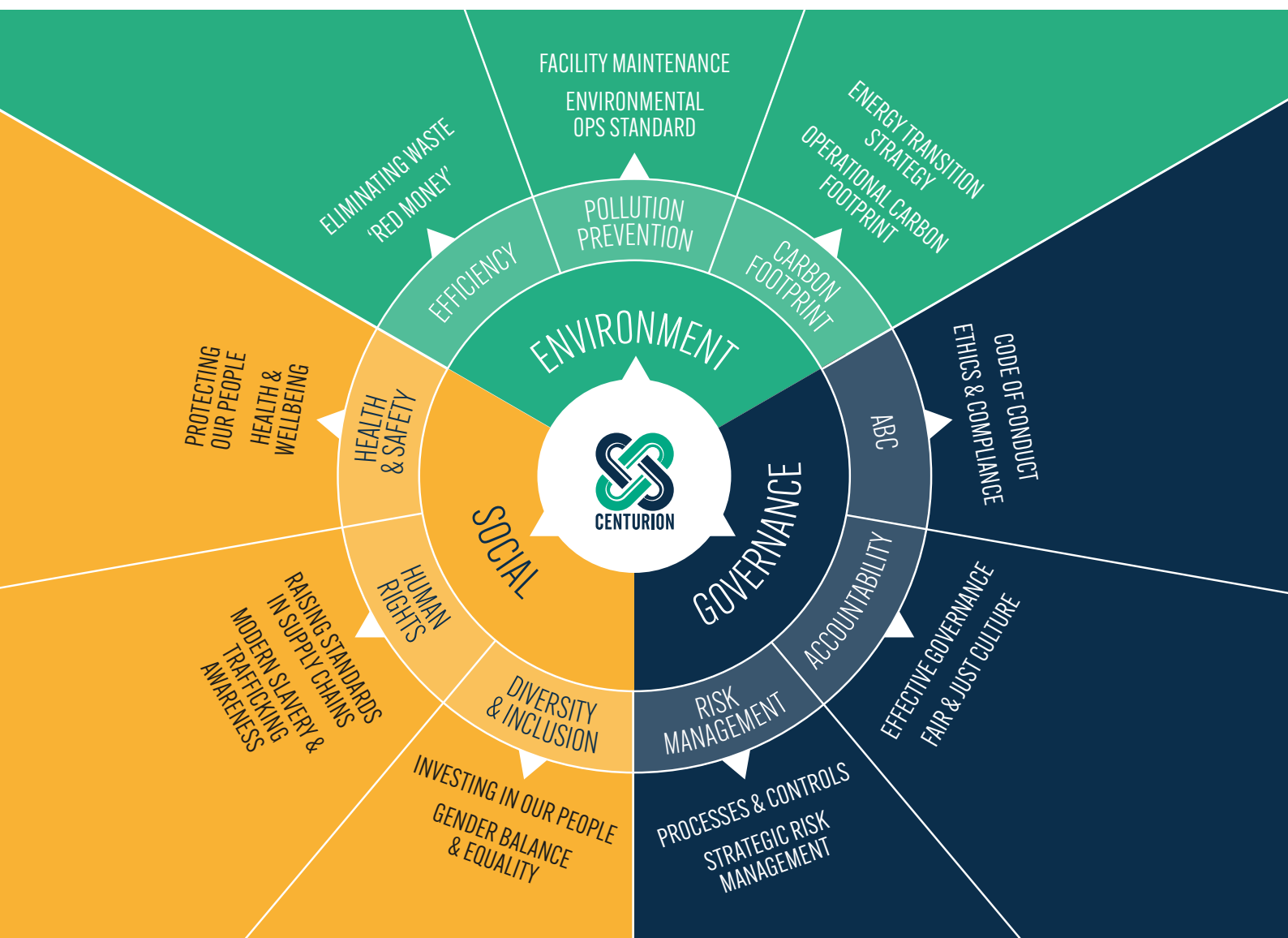
Ensuring we minimise our environmental impact while simultaneously supporting our stakeholders in achieving their own decarbonisation journeys.

SOCIAL

Promoting the safe delivery of our products and services and engaging with the communities around us, while ensuring that we maintain ethical supply chains and diverse workforces.

GOVERNANCE

Supporting all our activities with clear and consistent standards of principled behaviour regulated by a rigorous governance and compliance framework.



ESG POLICY

CENTURION GROUP ENVIRONMENTAL, SOCIAL & GOVERNANCE POLICY



Management Statement

Centurion is a global leader in the supply of critical rentals and services to the oil & gas, infrastructure, power, environmental and renewable energy industries - sustainability, social responsibility and governance are at the core of our business.

Objectives

- Reduce Centurion's own environmental footprint with a focus on carbon emissions and water consumption and generally targeting ways to **'reduce, reuse and recycle'** waste.
- Integrate Centurion into our customer's plans to reduce the environmental footprint and carbon intensity of their activities.
- Increase offerings associated with environmental solutions e.g. waste & water treatment recycling; environmental reclamation and vegetation management; electrification of OFS offerings, etc.
- Expand Centurion's participation and market share in the mineral, utilities, and industrial sectors, and more specifically, in renewable energy projects.
- Strengthen Centurion's engagement and relationships with local and indigenous communities to improve sustainability and provide economic opportunities, particularly for remote communities.
- Increase focus on employee wellbeing and in promoting alignment towards Centurion's ESG goals:

"We are in it together" and, "striving to Do The Right Thing" in the communities that we live and do business in.

Metrics

- ESG metrics will be developed to ensure progress is measured and reported to the Board quarterly. **"We cannot manage what we cannot measure"**
- Metrics will be based on the Consolidated Set of the "Global Reporting Initiative, Sustainability Reporting Standards 2020" and strongly aligned with the "UN Sustainable Development Goals".
- Centurion's management at all levels will have the knowledge and be empowered to "make things happen", supported by a strong set of corporate values.

ESG objectives and metrics will be global, with the implementation adapted to local needs, social realities, and regulatory frameworks.

Governance

Centurion's governance framework and corporate values strongly support:

- Operating responsibly and sustainably, including achieving our ESG objectives.
- Supporting the communities in which operate, including actively engaging in such communities to make them better.
- Striving to ensure the safety and health of our employees.

To that end:

— We Do The Right Thing

We are proud of what we do because we do the right thing every time. We are safe. We are open, transparent and professional. **We create value.**

— We Do What We Say

We are honest, supportive, responsive and easy to work with. We honour every commitment and expect the same from others. We listen. We respect differences. **We develop and deliver fit-for-purpose solutions.**

— We Work Together

Our people use their skills, knowledge and experience to build positive relationships wherever they can. We work as one team, locally and globally. We learn. We teach. **We actively share knowledge and insight.**

— We Go The Extra Mile

Our people are hardworking, committed and innovative. Always looking for new ways and new opportunities to improve, large and small. We drive change. **We challenge the status quo.**

In addition, Centurion will continue to expand and automate compliance and governance training to ensure the highest level of ethical behavior. This will be achieved by working with internationally recognised bodies and by implementing customised programmes that allow the tracking of participation in such programmes and by periodically measuring training effectiveness.

Incorporating ESG into the "way in which we operate" today will allow us to continue to be leaders in the future and maintain our social license to operate.

Fernando Assing - Group CEO

CGL-COMP-POL-001-02
Authorised by Fernando Assing, Group CEO

Initial Issue Date – January 2021
Latest Revision Date – 01.08.2022

FRAMEWORKS & STANDARDS



The 2030 Agenda for Sustainable Development, which was adopted by all United Nations member states in 2015, has set 17 Sustainable Development Goals (UN SDGs).

These goals raise an urgent call for action by all countries – developed and developing – to work in a global partnership.

The SDGs provide businesses and governments with a comprehensive framework for assessing the impact and value of activities conducted and the bigger picture of our impact – not just our activities within our premises.

Centurion has identified seven UN SDGs to which it makes the most significant contribution through our operations, management practices and performance.



Centurion is committed to ensuring the wellbeing and safety of its people by providing safe & healthy working conditions for the prevention of work-related injury and ill-health



Centurion takes its responsibilities to its communities seriously by ensuring that it contributes to environmental education and the role that communities can play in helping



Centurion is committed to providing opportunities for all across its businesses by recognising, developing and empowering women in its workforce



Centurion's end markets are often highly water intensive - it is committed to developing technology to protect water quality and reduce waste wherever we operate



As a provider of essential services to critical industries, Centurion works alongside its customers to expand and transform their service offerings while providing solutions to environmental and sustainability challenges



Centurion's clients deliver critical infrastructure across the world and the business is committed to delivering innovative technological solutions to facilitate sustainable development



Centurion is committed to working with partners to adhere to the highest standards of business ethics and is committed to building a reputation for honesty, transparency, and integrity

WORKING WITH OUR STAKEHOLDERS

To Centurion, being a sustainable business means we seek ways to constantly evolve our operations to prepare for the future.

Many of our key stakeholders have strong sustainability initiatives and Centurion is generally well placed to support their objectives.

This can include:

- Customers looking to realise their own sustainability aspirations
- Financial institutions looking to finance projects more responsibly
- First Nations organisations seeking employment opportunities for their people
- Employees simply seeking a more rewarding place to work

As we continue to improve our management of ESG risks, we need access to capital to support our continued growth trajectory. ESG has become a KPI when discussing financing options with our various banks.

We also strive to work with an ethical supply chain that can provide effective support to our business, a key consideration for Centurion to remain highly competitive.

Lastly, we engage with the communities around us and are committed to creating a positive impact.

STAKEHOLDER CATEGORIES



Examples of stakeholder engagement are detailed overleaf and throughout this report.

STAKEHOLDER ENGAGEMENT ARTICLES



FEBRUARY 2022

CENTURION UK RENTALS & SERVICES READY TO SERVE GEOTHERMAL CUSTOMERS WITH OSPREY3'S EXPANDING FLEET OF EQUIPMENT

As opportunities within the renewable energy market continue to grow, Centurion UK Rentals & Services brand Osprey3 is expanding its fleet of filters to serve increased geothermal production activity.

Producers are exploring exciting new possibilities in the field of geothermal energy, with a number looking to abandoned oil and gas wells for production.

With predictions of higher demand for geothermal heating in 2022, Osprey3 is poised to meet expected increased demand for filtration equipment and consumables by expanding and investing in its rental fleet.

Osprey3 is extending its range of conventional FT600 and FT800 filter units, which have flow rates of 172 m³ per hour and up to 382 m³ per hour, respectively. Innovative, highly efficient and cost-effective, these units deliver optimised geothermal production through their advanced filtration processes, improved productivity of production, and protection of the geothermal customers' wells.

In addition, Osprey3 is offering geothermal customers a cutting-edge pre-filtration service via their Hydro Cyclone Unit for hire or purchase. This unit works to extend the saturation time of filter cartridges, reducing consumable costs and increasing operational and environmental efficiencies. Osprey3 has served the global geothermal sector since 2017 via cutting-edge filtration solutions, with customers spanning across the Netherlands, Germany, Belgium, Austria and Finland.



JANUARY 2022

CENTURION RENTALS & SERVICES DELIVERS CUTTING-EDGE UPCYCLED SOLUTION FOR CUSTOMER IN RECORD TIME

Conserve, part of Centurion UK Rentals & Services (Centurion UKRS), has innovatively carried out a custom container refurbishment contract for a long-term customer in record time. The customer, a surveying & logging specialist within the energy and civil engineering sectors, came to Conserve with an urgent request for two new containers for a project in Norway. Given a short timeline by the customer to fulfil the contract, Conserve stepped up to the challenge to offer a solution involving the upcycling of existing containers and materials as opposed to sourcing from new.

By choosing to upcycle existing containers instead of procuring new units, Conserve was able to carry out the job in record time – just one week. The lead time was well within the customer's schedule, and Conserve was able to produce two fully-refurbished high-quality containers while reducing carbon footprint, cutting waste and reducing costs for the customer.

FEBRUARY 2022

CENTURION US RENTALS & SERVICES SAVES CUSTOMER TIME AND MONEY WITH REVOLUTIONARY CEMENTING SUPPORT SERVICE

Well done to Centurion US Rentals & Services (Centurion USRS) for creating an innovative time, cost and emissions-saving cementing solution for one of their largest OFS customers.

Centurion USRS identified a need and delivered an impactful solution to a challenge during the cement curing process that could have resulted in costly delays in production. Traditionally, the rig would need to remain static until the cement was set to complete the job, leading to costly and inefficient downtime.

The Centurion USRS team saw an opportunity to utilise existing onsite production equipment and developed a highly efficient solution that allowed for the drilling rig to start moving to its next location without waiting for the cement to cure.

JULY 2022**CENTURION CANADA RENTALS & SERVICES SUPPORTS KEY DECOMMISSIONING PROJECT**

Well done to the team at Arctic Crane, part of Centurion Canada Rentals & Services (Centurion CRS) for their recent work on a key decommissioning contract for a major Canadian energy producer.

The project involves the decommissioning of an old compressor station and converting it to a cogeneration facility that produces electricity from the waste heat to achieve a smaller carbon footprint.

Arctic Crane – who have a strong reputation for providing industry-leading crane services and a long-standing relationship with the customer – were enlisted as part of this sustainability-forward project to provide essential support in decommissioning the old station and building the new facility.

This project award is a key achievement for Arctic Crane and Centurion CRS as part of their ambition to support customers within the energy industry and beyond with green initiatives that help to improve sustainability and reduce carbon footprint.

**AUGUST 2022****CRITICAL GREEN ENERGY PROJECT SUPPORTED BY CENTURION CANADA RENTALS & SERVICES**

Centurion Canada Rentals & Services (Centurion CRS) continues to demonstrate its commitment to new forms of renewable energy by supporting an innovative lithium green energy pilot project from a key customer.

The month-long, Central Alberta-based project saw the customer extract high purity, battery grade lithium from mature Alberta oil and gas fields. An ionisation process separates lithium from brine produced from drilling operations – the extracted lithium will be used to create high-efficiency batteries, and any remaining water will be returned to the aquifer from which the lithium was harvested. Lithium is an important chemical element and key component used in batteries for electric vehicles – which play an increasingly important role in the move towards decarbonisation.

As part of the project, Centurion CRS provided a critical multi-purpose track hoe package and two operators to support project operations, and a wastewater, power and lighting combo unit to be used by on-site accommodation. As a leading provider of high-quality integrated equipment rentals & services packages, Centurion CRS was awarded work on this project due to their strong reputation within Western Canada's critical industries. In the past year alone, Centurion CRS has provided essential equipment and services for companies developing carbon capture, geothermal, helium, and now lithium resources – part of their drive to further support key renewable energy projects.

**SEPTEMBER 2022****CENTURION UK RENTALS & SERVICES SECURES FIRST HIRE ON NEW ECO CABINS**

Centurion UK Rentals & Services (Centurion UKRS) company Conserve has secured its first hire on its cutting-edge Eco Cabins – the latest addition to their fleet.

Two 20-foot units have been hired for long-term rental by a leading global energy producer for their North Sea-based operations. The customer is using these state-of-the-art units for additional office and meeting room spaces, and has already relayed positive feedback on the performance and functionality of the units' to the Conserve team.

Introduced in early 2022, the Eco-Welfare range of cabins are Conserve's answer to highly efficient temporary office facilities for almost any location – on-or-offshore. The cabins are self-contained, fully insulated and can be fitted with a solar-powered light and heating system – providing customers a flexible solution while cutting costs, fuel and keeping emissions to a minimum.

These cabins play a critical role in Centurion UKRS' commitment to investing in greener, smarter and safer technology, helping our customers to become more efficient and sustainable on their journey to net zero.

DECEMBER 2022**CENTURION CANADA INFRASTRUCTURE AWARDED CRITICAL PILING WORK ON LARGESCALE PIPELINE PROJECT**

Centurion Canada Infrastructure (Centurion CINF) has secured critical sheet piling work as part of a major Canadian pipeline project in Chilliwack, British Columbia.

Spanning through to end of the year with the possibility to extend into 2023, the team will carry out a multitude of critical work scopes – including engineered design, supply and installation, and the removal of sheet pile walls for mainline pipeline. Operating under a tight schedule to complete the work in time for the next phase of the project, CINF is tackling the job with multiple crews and a broad range of piling, plant and support equipment.

Centurion CINF's team of experts will work alongside the contractor and draw from their years of environmental access expertise to navigate the residential, agricultural and natural wetland regions the pipeline runs through to deliver essential piling work, while going the extra mile to minimise impact on the surrounding communities and environments.

Centurion CINF's track record of project execution excellence and decades of industry experience will see the team carry out this important work safely, efficiently and sustainably – well done to Centurion CINF for securing this significant contract award!

UNDERSTANDING OUR KEY RISKS

To enable the successful implementation of our ESG objectives we must understand the risks and opportunities for our business and stakeholders.

As part of our business activities, we regularly review our operations to identify and assess our significant risks, mitigations and controls.

This allows us to map our profile against actual and potential impacts on our business, which may affect our people, our customers, the communities we serve and the environments in which we operate.

Ultimate responsibility for business strategy and principles lies with the Board and they ensure that the guiding principles of ESG and sustainability are implemented globally. This is reinforced through the use of various management reporting tools, board meetings, quality business reviews, audits, etc.

Material topics

Our material topics reflect our most significant economic, social, and environmental impacts.

The materiality assessment is a crucial aspect of Centurion's ESG planning and reporting as it enables us to track our progress and review the material topics for both our internal and external stakeholders.

The assessment provides the foundation for managing existing ESG risks, opportunities and impacts while keeping us informed about emerging issues. It guides us in determining what information to include in our reports and ensures that we are transparent.

In 2022, we reviewed our material topics in line with the new GRI Oil and Gas Sector Standards.

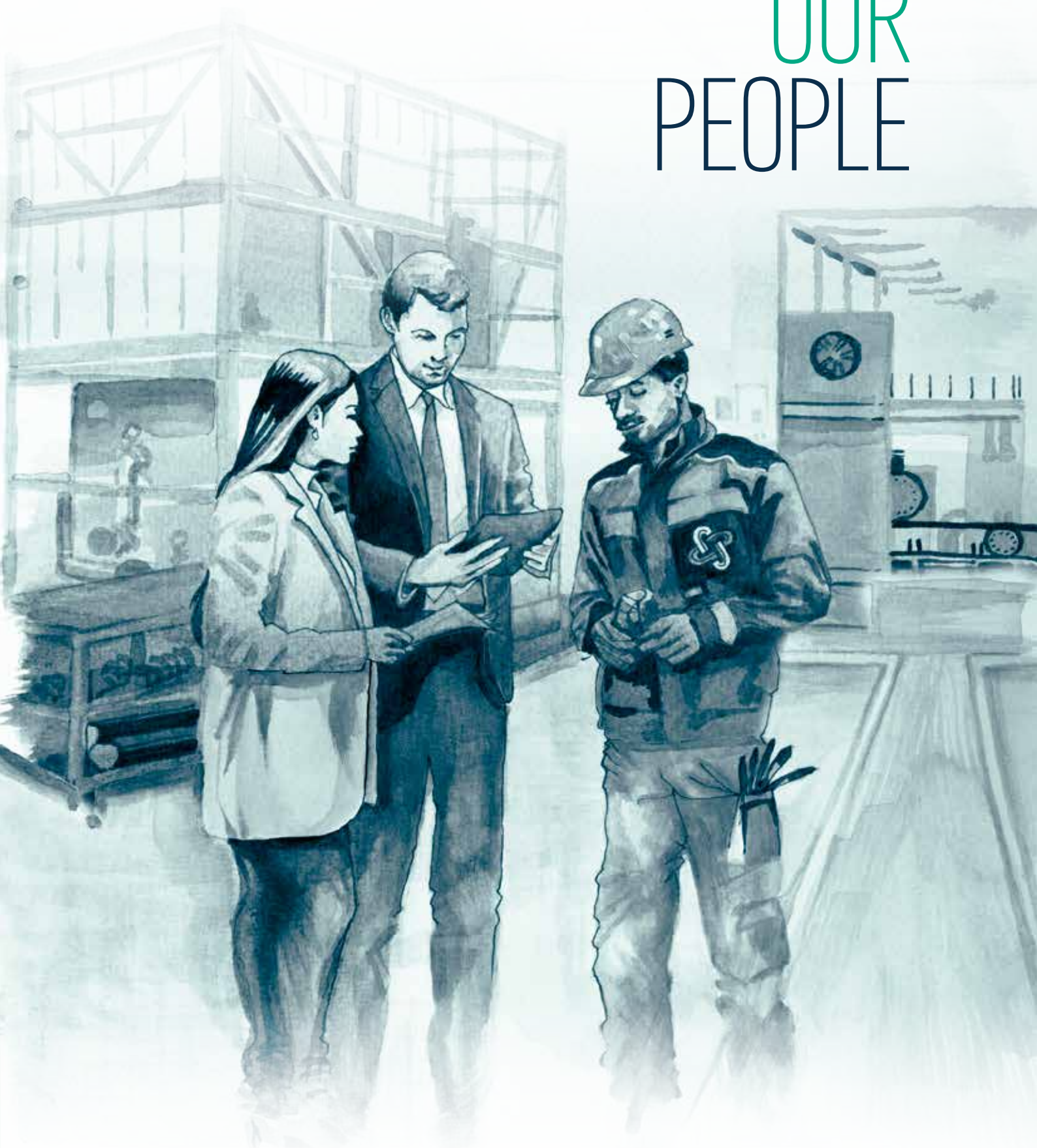
When reviewing material topics, we considered the following:

- The impact of our activities
- Stakeholders' interests and expectations
- Present and future challenges for our sector
- Centurion's organisational values, policies, strategies, management systems, goals, and targets
- Our position in the value chain and how we can contribute to sustainable development
- Consequences relating to our impact on the economy, the environment and/or society

In 2023, we intend to review the Task Force on Climate-Related Financial Disclosures (TCFD) framework to help shape our understanding and approach to disclosing climate-related risks and opportunities.



OUR PEOPLE



EMPLOYEES

Centurion is fundamentally a people-centric organisation, and our employees remain the driving force behind our Group's success.

It is their hard work, technical expertise and positive 'can do' attitude that sets us apart from our competitors and we are committed to maintaining safe, efficient, and effective working environments across the globe.

Our people make our business possible. With ~2,300 employees across the world who represent a wide variety of backgrounds. We are committed to ensuring that we have a diverse workforce and supporting them to have successful careers.

All our efforts are underpinned by our core values and our leading behaviours. For more on our culture, see the Governance section.

Training, Competence & Education

Centurion recognises that the training, competence, and educational development of our people is a critical element of organisational growth.

Our employees are knowledgeable and skilled but also committed to continual personal development and learning which gives them every opportunity to thrive in their careers and achieve their personal goals. This engenders a sense of pride which results in our people maintaining and supporting Centurion's objectives.

Employees are enrolled on a range of leadership and sales training activities across the regions we operate in, including annual global management courses.

Various fit-for-purpose standardised approaches to training capture the most important HSE, regulatory, governance and security topics implemented through various mediums including face-to-face training, online training, workshops, conferences, and on-the-job training.

Our programme captures and encourages the need for continual professional and personal improvement.

TRAINING COMPLETION RATES*

15% INCREASE IN HEADCOUNT**

96% CYBER SECURITY

100% SANCTIONS & EXPORT CONTROL

100% UK CRIMINAL FINANCES

98% ANTI-BRIBERY & CORRUPTION

* at 31.12.2022

** in comparison to 31.12.2021

AUGUST 2022

CENTURION CANADA INFRASTRUCTURE EMPLOYEES TAKE PART IN SUCCESSFUL LEADERSHIP & COACHING TRAINING PROGRAMME

Several Centurion Canada Infrastructure employees recently "Worked Together" and participated in a successful training programme at the River Cree Resort in Edmonton, Alberta.

The employees – consisting of several VPs, Managers, and Financial Controllers – were divided into two groups, each attending a full three days of training. Administered by Gary Waldron and Associates, the training programme provided a focus on leadership, coaching and presentation skills.

The first two days consisted of training on effective leadership and coaching skills, managing interpersonal relationships, communication skills, conflict resolution and extreme ownership. These highly interactive sessions included a variety of group exercises where everyone worked together in teams on practical scenarios.

On the third day, both groups collaborated for a full day of presentation skills. This module, which encouraged individuals to come out of their comfort zone, included training on presentation preparation and provided everyone an opportunity to practice their public speaking skills in front of the group.

Employee training and development is a pillar to the success of employees and Centurion as a whole, allowing us to **Do The Right Thing, Do What We Say, Go The Extra Mile and Work Together**. It was a successful three days of training for both CINF groups which also proved to be a valuable teambuilding event.

DIVERSITY & EQUALITY

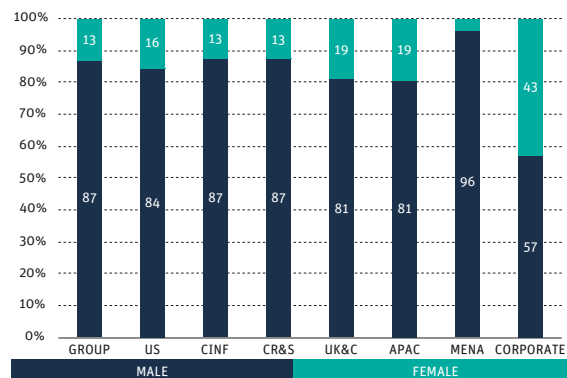
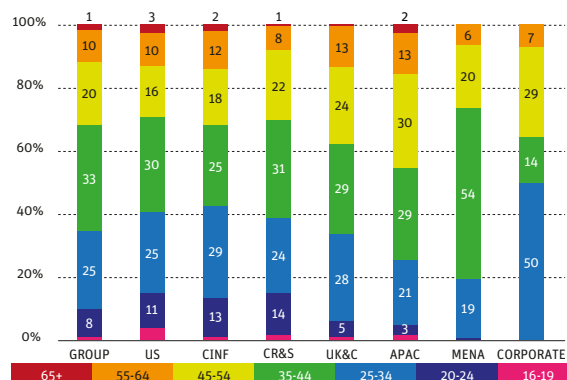
Centurion's approach to diversity and equality of opportunity strongly aligns with our Business Ethics and Conduct Policy.

In line with our Business Ethics and Conduct Policy, we continually monitor our compliance with our global HR policies, Human Rights, Equal Opportunities, Inclusion and Diversity, Anti-Slavery and Human Trafficking.

Our metrics are aligned with the GRI standards and are reviewed by our board to ensure that they remain adequate.

We promote a culturally diverse workforce where every employee belongs and believes that they can make a positive contribution to our organisation. Our equality and diversity framework is fully integrated into our recruitment, selection, training, development, remuneration and benefits.

Additionally, further support is included in our policies on disability and contracts.



DECEMBER 2022

CENTURION CANADA INFRASTRUCTURE SUPPORTS KEY "WOMEN BUILDING FUTURES" EVENT

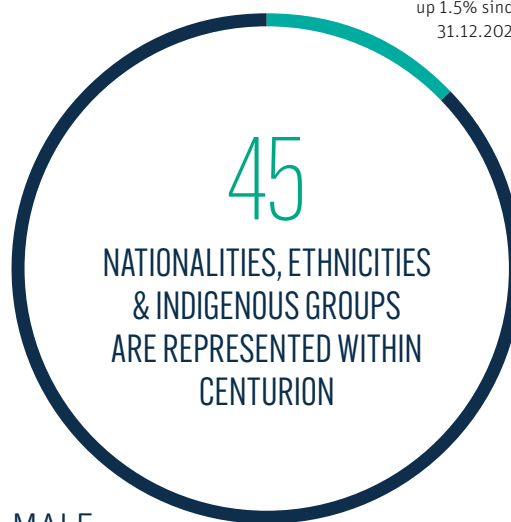
As part of our drive to support our people and the industries we serve, Centurion Canada Infrastructure (Centurion CINF) recently took part in a key event hosted by Women Building Futures (WBF), a local organisation that offers programmes and support services for women to explore, train, and connect to careers that pay above a living wage.

Centurion CINF champions a diverse workforce throughout all levels of the business, and as a partner of WBF, attended and supported their key event – "Building Future Connections" – at the Northern Alberta Institute of Technology (NAIT)'s Productivity and Innovation Centre in Edmonton, Alberta. Centurion CINF hosted a networking table at the event, which saw both alumni and industry partners come together to gain and exchange valuable knowledge and make meaningful long-term connections with one another.

The event was a huge success, and Centurion CINF is proud to participate in an initiative that supports Canadian women in the workforce – well done to Centurion CINF for going the extra mile and working together at this important event!

FEMALE
12.93%

up 1.5% since
31.12.2021



MALE
87.07%

EMPLOYEE ENGAGEMENT

How an employee feels about their workplace and contributions to the business can greatly affect their performance.

Centurion employees are highly engaged. We believe our company culture promotes open communication at all levels.

We further believe our employees know their opinion is important as employee performance is directly linked to how they feel about their workplace and their overall contribution to the business.



NOVEMBER 2022

CENTURION CANADA RENTALS & SERVICES DO THE RIGHT THING AND PUT THE ENVIRONMENT FIRST AT TEAM BUILDING DAY

Well done to the Centurion Canada Rentals & Services (Centurion CRS) Finance Team, who recently worked together on a community engagement team building event.

13 members of CRS' Finance department came together in Edmonton, Alberta to volunteer with the Edmonton and Area Land Trust, a local environmental charity that works to protect natural areas and conserve biodiversity.

The team travelled 30 minutes west of Edmonton to Glory Hills Conservation Lands where they worked together, hiking on-and-off trail to repair sections of a barbed wire fence line and remove hundreds of feet of wire laying on the forest floor. Barbed wire poses a significant risk to wildlife and people who use the area as it can easily be tripped on and cause injury.

The event was a huge success that brought the team closer together! Activities such as this not only serve to forge stronger connections within our teams, but also play an important role in our commitment to supporting the communities and environments in which we operate, making a tangible and impactful difference.



APRIL 2022

SUCCESSFUL TEAM BUILDING DAY HOSTED BY SPECIALIST SERVICES

Well done to Specialist Services, part of Centurion Middle East & North Africa, who recently held a hugely successful Team Building Day in Dubai!

The event took place at the Aventura outdoor adventure facility in Mushrif Park and saw 86 participants divided into ten teams participating in outdoor team building activities. The objective of the event was for attendees to work together to eliminate barriers and improve collaboration and communication, demonstrate the importance of planning, and foster a sense of achievement.

After completing the team building activities, all participants helped to plant trees in the park – a demonstration of Centurion's commitment to Doing The Right Thing and supporting the surrounding ecosystems in which we operate.

The day wrapped up with a team meeting led by the Specialist Services CEO, where he presented an overview of the key changes in the business and market that took place over the last two years, including their joining with Centurion in June 2021. In addition, recent performance, achievements and initiatives – including no recordable incidents since April 2020 and ESG achievements – were highlighted.

The CEO also shared the current year's financial results, as well as the 2022 plan and outlook, reminding all participants about the importance of our people and Centurion's values – **We Do The Right Thing; We Do What We Say; We Work Together; We Go The Extra Mile.**

HEALTH & WELL-BEING

Centurion is committed to delivering our fundamental responsibilities to ensure that we provide a healthy and safe working environment.

We strive to protect our employees and anyone working on our sites or under our care.

We go further, with the promotion of healthy lifestyles and working conditions.

Limiting Exposure to Hazardous Materials

At Centurion, direct exposure to hazardous materials and waste is minimal. However, to protect our employees, the environment, and the local community, we have programmes in place to manage these impacts.

We educate our employees to make them aware of any potential exposure risks and controls should they encounter hazardous materials at any work location.

Specific procedures and training relating to chemical and waste management are included within our IMS. Our processes incorporate risk management practices and the hierarchy of controls. When our employees work on sites that are not controlled by Centurion, we seek to ensure that suitable and sufficient working arrangements have been put in place to safeguard our people.

This is reviewed and monitored through pre-job planning and control of work processes.

DECEMBER 2022

SPECIALIST SERVICES DOES THE RIGHT THING, PUTS ITS PEOPLE AND THE COMMUNITY FIRST THROUGH KEY INITIATIVES

Specialist Services, part of Centurion Middle East & North Africa (Centurion MENA), continues to do the right thing for its people and the communities in which it operates through key ESG initiatives.

In their ongoing drive to put employee wellbeing first, Specialist Services introduced five new initiatives. They launched the “Centurion Huddle” – a get together for employees to interact, catch up, and stay informed about the latest information and announcements at Specialist Services and the rest of the Centurion family. To further support employees’ health, they organised a flu shot campaign, providing employees with free flu shots to those who wished to get vaccinated. They also supported Breast Cancer Awareness Month with a series of informative events and free examinations supported by a doctor from the Aster Clinic in the UAE.

The Specialist Services team celebrated Diwali – the five-day festival of lights celebrated by millions of Hindus, Sikhs and Jains across the world – in their UAE and India offices by wearing traditional clothing, making a Rangoli and distributing traditional Indian sweets. Finally, employees took part in the Dubai Fitness Challenge throughout November – a collaborative fitness event encouraging 30 minutes of exercise every day.

Well done to the Specialist Services team for doing the right thing by undertaking these important initiatives that ensure the wellbeing of their people and communities!

INTERNATIONAL HEALTH

We recognise that employees may be exposed to health risks when travelling for work - including exposure to infectious diseases.

Centurion recognises the risks our people are exposed to when travelling for business purposes. In recent times, this has included our cognisance of new and emerging epidemics and pandemics.

With this in mind when planning business travel, we consult external travel risk organisations and seek governmental advice to build the risks into the project planning and assessment process.

This risk mitigation behaviour is further reinforced within our Travel Policy.

OCCUPATIONAL HEALTH & SAFETY

Working in a safe environment is another fundamental necessity for Centurion. Through our HSEQ Policy, we hold ourselves to the highest standards.

The safety and well-being of our people remain crucial to Centurion's business philosophy, successful performance, and positive reputation with our stakeholders.

Although Centurion's CEO has ultimate accountability for HSEQ results, the day-to-day responsibility lies with regional management who are supported by their HSEQ teams.

We must remain very vigilant as, regretfully, our HSE results saw an increase in recordable incidents in 2022.

This was due to the combined effects of the significant employee turnover at the field level, the inexperience of those being hired and high levels of activity throughout the year.

Partial work-from-home schemes in some locations also contributed to reducing management presence in the field. We can't relax when it comes to delivering best-in-class HSE results.

HSEQ assurance is at the very heart of our operations across all regions and sectors. Our attention to our HSEQ performance is what sets us apart from our competition, ensuring that we provide competent, motivated people and safe, reliable products and services.

Our Integrated Management System (IMS) has been developed following relevant international standards such as ISO 45001, covering direct activities occurring in our facilities and within our operational control.

In the event of recordable injuries or high potential near misses, upper management is immediately informed and actively engaged, and a thorough incident investigation and root cause analysis is conducted to identify contributing factors which helps us to identify learning opportunities to prevent further occurrences.

Our lessons learned are then communicated throughout our organisation and all HSEQ-related information and statistics are reported to the Board quarterly. Further, our Health and Safety statistics are constantly published and discussed with the various management teams and employees around the world.

Accident Prevention & Safety

Risk mitigation is included in every stage of our project delivery and our day-to-day operations, from project planning and task-based assessments to dynamic, on-the-job risk assessments.

Our employees and contractors are encouraged to "speak up" and raise any unsafe acts or occurrences. Opportunities for improvement are also welcomed, encouraged, and discussed.



*Lost Time Injuries (LTI) *Total Recordable Injury Rate (TRIR)

CONTRACTORS & SUPPLIERS

We rely on contractors to provide expertise, equipment, and services for our operations. It is key that we ensure they deliver on our values and standards.

Contractors play a vital role in our service offerings and our ability to operate, which makes it essential that we ensure a robust selection and management process.

This selection criterion includes the assessment of competency in HSEQ performance, their track record, management systems as well as ownership structure and compliance activities in areas such as Anti-Bribery & Corruption and Modern Slavery.

Using this process, we work in an ethical and socially responsible manner to conduct our operations with suppliers, which is achieved through effective planning and management protocols.

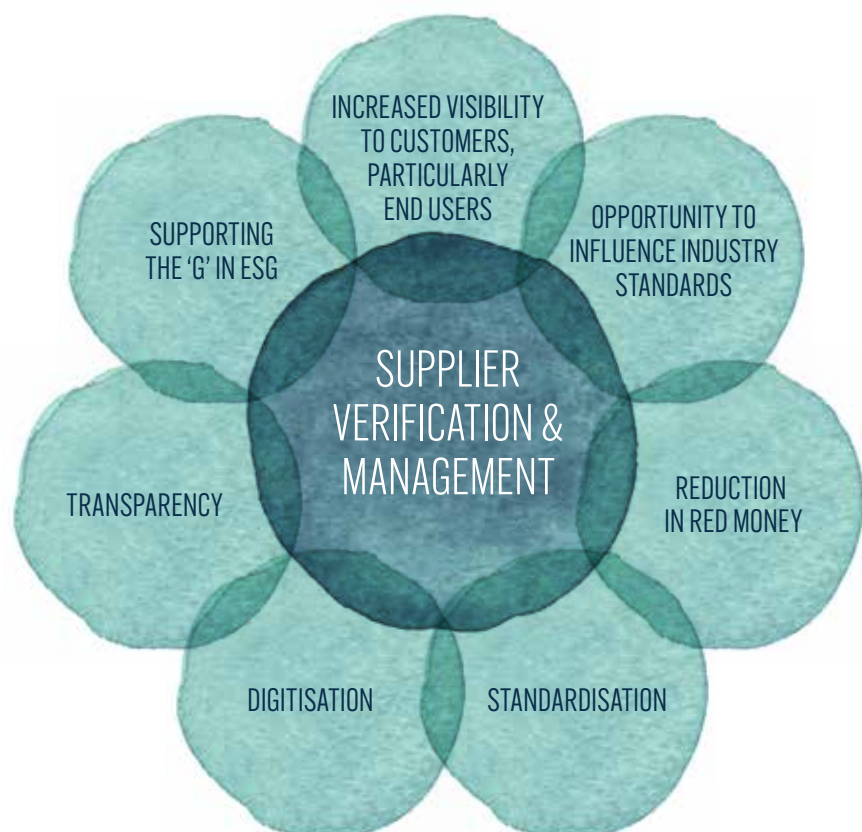
As we continue to grow and evolve, we constantly review our processes to ensure that they remain relevant and in line with global data protection requirements.

Whilst on-site, contractors are expected to complete the relevant training associated with the role they are conducting. Performance audits are completed as part of the project control and assurance process.

Quality Assurance activities, including audits, are undertaken regularly and may include a review of our contractor management systems, equipment controls, and competency requirements as defined within the agreed scope of work.

Centurion recognises the importance of managing and assuring our external providers and has implemented supplier management software packages, ISNetwork and SEQual, to ensure contractor and supplier risk is continually assessed and monitored.

Standardising and automating supplier verification and management allows Centurion to demonstrate its commitment to its long-term strategy and values.



CRISIS MANAGEMENT & EMERGENCY RESPONSE

We are adequately prepared to respond to potential emergency scenarios with robust response plans and teams of fully trained personnel.

Scenarios include fire, spill, first aid, security threats and other specific occupational hazards.

Response exercises are regularly conducted, with areas for improvement being recorded and improvement plans made.

Our business continuity and crisis management plans are also tried and tested to protect our people, assets, our environment, stakeholder interests, and Centurion's reputation.

The leadership team also participates in various business risk reviews and SWOT analysis that covers various scenarios, including pandemics and business continuity.



MAY 2022

HEROIC CENTURION CANADA INFRASTRUCTURE EMPLOYEES WORK TOGETHER IN EMERGENCY SITUATION

Centurion would like to congratulate Centurion Canada Infrastructure (Centurion CINF) employees for their quick thinking and heroic intervention in a dangerous situation.

Earlier this month, the employees were travelling to their customer's clearing project near a small town in British Columbia, when they encountered a single vehicle roll over accident.

They immediately called 911 and assessed the injured driver at the scene and called a Centurion CINF medic for assistance until the ambulance arrived. They began controlling traffic until first responders arrived while the medic tended to the injured party – taking vitals, providing blankets and applying a C-collar to keep their neck and spine stable. Once the rescue team from the local fire department and ambulance arrived, the medic conveyed all pertinent information to the paramedics.

All workers involved handled themselves with bravery.



FEBRUARY 2022

HEROIC CENTURION CANADA RENTALS & SERVICES EMPLOYEES SAVE STRANDED WORKERS FROM FREEZING TEMPERATURES

Centurion would like to recognise two Centurion Canada Rentals & Services (Centurion CRS) employees for their heroic actions in a potentially dangerous situation.

Earlier in January, two members of Centurion CRS' field staff – Eli Zeilke and Jaime McInnes – were travelling out to a highly remote work site in Northern Alberta during a spell of extreme cold weather conditions, with temperatures reaching as low as -35°C.

While travelling to the work site, they encountered a truck at the side of the road with its lights off. Eli and Jamie decided to pull over to make sure it was empty and that no one was in danger, only to find three extremely relieved and grateful workers inside the broken-down truck. The area had no phone reception, and the workers were without two-way radios, leaving them stranded and unable to call for help. Without hesitation, Eli and Jamie made room in their truck for the stranded passengers and took them back to their work camp.

With temperatures as low as they were, these three individuals found themselves in a seriously lifethreatening position. Thanks to the quick thinking and vigilance of Eli and Jamie, the workers were saved from the potentially dangerous consequences of being stuck roadside in freezing temperatures.

We recognise that many people would have continued to drive on without stopping to check and are extremely proud to have members of our team such as Eli and Jamie, who went out of their way to do the right thing in this situation.

SECURITY

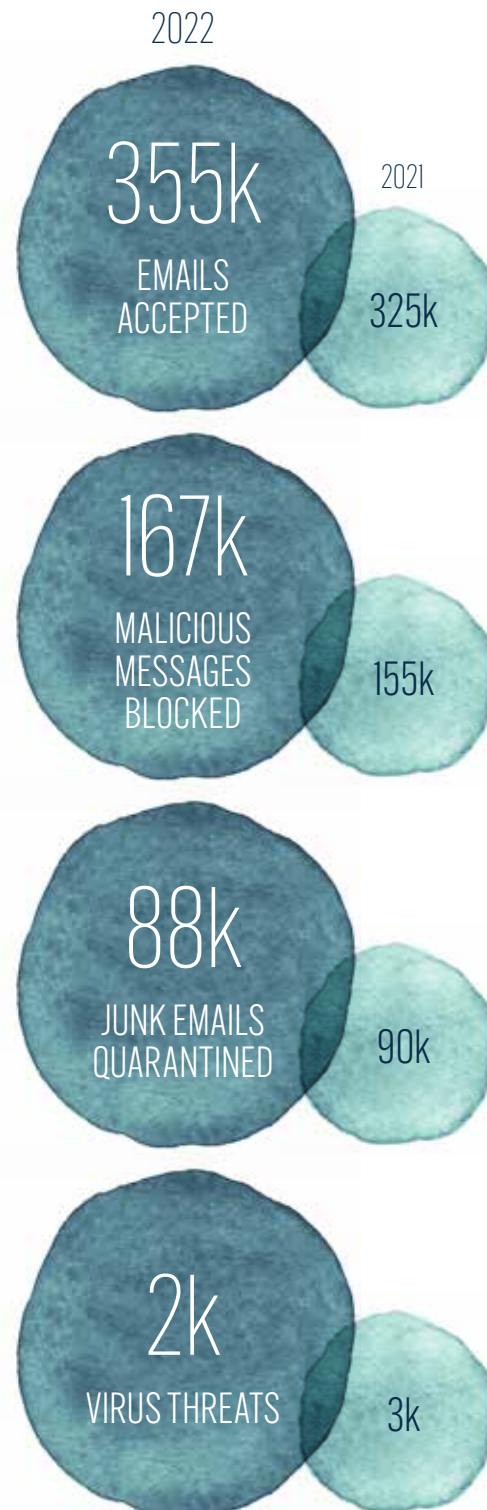
We recognise that our operations rely on secure and dependable IT systems, and we are committed to maintaining and improving our information and cyber-risk management practices.

We monitor our systems closely and continuously seek ways to enhance our ability to respond quickly and efficiently to emerging threats. In 2022 we extended our Cyber Awareness programme and regularly carried out self-attack through targeted phishing exercises to verify the quality of our cyber-security systems and the proficiency of our people.

In 2022 we also commissioned a global cyber-security vulnerability study that resulted in a number of recommendations and practices being aggressively implemented.

Our cyber-security practices were fully tested in 2022 as the company successfully defended from a ransomware attack to one of its subsidiaries in the US. The attack was contained to that subsidiary, no ransom was ever paid and all IT systems were able to operate within 1 to 2 days, and fully operational by day 9.

ON AVERAGE EVERY 30 DAYS...



SUPPORTING OUR COMMUNITIES



OUR COMMUNITIES & OUR SOCIETY

At Centurion we recognise our responsibility to ensure the well-being of not just our own people, but also the people and communities in which we operate by building trust and respect.

We are committed to the communities in which we operate, and we demonstrate this with our various engagement activities across the globe.

Our Charity and Community Engagement Programme, launched in 2021, continues to ensure Centurion employees are empowered to engage with local communities in such a way that nurtures and advances their knowledge and skills as well as provides financial resources.

Our engagement with indigenous communities is integral to our business and we regularly partner with local businesses in the communities in which we are active. We create a positive impact where we operate and understand the importance of our role in creating value for society through our operations.

Our Canadian Infrastructure business continues to grow with one of its longest First Nations partners, McKay Metis First Nations, with projects projected beyond 2025 as well as securing multiple reclamation projects in Western Canada with key First Nations partners where projects are located on Indigenous Communities' traditional territory.

By working to serve our communities, Centurion leaves a legacy to be proud of.

We strive to create a positive impact where we operate and understand our role in generating value for society through our activities. We manage and assess the impact through our project risk planning processes.



JANUARY 2022

CENTURION UK RENTALS & SERVICES WORKS TOGETHER WITH LOCAL HERITAGE TRUST

As part of our commitment to supporting the people and communities in which we operate, STH, part of Centurion UK Rentals & Services (Centurion UKRS), recently offered critical equipment support to a local heritage charity in the North East of Scotland.

The Ferryhill Railway Heritage Trust was in need of hydraulic lifting equipment at their Aberdeen locomotive depot as part of an ongoing restoration project. STH was contacted by the trust to assist the volunteers with this crucial work and immediately stepped in, providing free-of-charge high-quality equipment and expertise to allow the volunteers to carry out the job quickly, safely and efficiently.

The success of these projects depend mainly on the voluntary efforts of its members, and STH were delighted to provide support to them by doing what they do best – delivering premium hydraulic equipment and expert service, to the benefit of the community around them.

OUR COMMUNITIES & OUR SOCIETY ARTICLES



MARCH 2022

CENTURION CANADA INFRASTRUCTURE INTRODUCES ENVIRONMENTAL TRACKING AND WORKS TOGETHER WITH INDIGENOUS GROUPS

Centurion Canada Infrastructure (Centurion CINF) continues to live up to its reputation as a community-oriented business by working alongside local indigenous organisations and introducing environmental tracking on two large-scale, high-value environmental access contracts.

The projects were awarded to Centurion CINF in early 2022 by a long-term customer and one of North America's largest midstream infrastructure businesses. These contracts will see Centurion CINF carry out critical environmental access work for two major pipeline expansion projects in southeast British Columbia and southwest Alberta regions.

As experts in their field, Centurion CINF will be delivering cutting-edge forestry access services, creating pipe and equipment laydown yards, rail crossings and the drilling and access support for the geotechnical surveys, ensuring maximum efficiency for the customer and minimising carbon footprint and unnecessary impact on surrounding ecosystems.

The projects will also see Centurion CINF actively engage with local and indigenous communities to hire project staff. Indigenous engagement is an integral part of Centurion CINF's business, and as partners, they strive to create opportunities and ensure sustainability by building strong, ongoing relationships.

To limit waste, carbon emissions and other potential environmental impact, Centurion CINF will be piloting revolutionary tracking technology that will measure and monitor important metrics, including the amount of timber salvaged, pile and burn volumes, timber mulching and fuel consumption. Well done to Centurion CINF for reinforcing their reputation as community builders that put safety, sustainability and efficiency above all else on these two important and impressive projects!

MAY 2022

CENTURION US RENTALS & SERVICES AND CENTURION SUBSEA SERVICES WORK TOGETHER WITH HABITAT FOR HUMANITY

As part of Centurion's continued commitment to giving back to the communities in which we operate, Centurion US Rentals & Services (Centurion USRS) and Centurion Subsea Services (CSS) recently joined forces to support Habitat for Humanity (H4H) in Houston.

Building on last year's successful event, Centurion USRS and CSS worked side by side as a team to assist in the construction of homes for families in need within the local community. Affordable homeownership helps create the conditions that free families from instability, stress and fear and encourages self-reliance and confidence, and studies show that strong and stable households are foundational to child development and growth. When a home fosters – instead of hinders – health and safety, families can flourish.

Over the day-long event, the Centurion team constructed two homes for families in a low income area. 160 hours of work were put in by the team, H4H and the homeowners in the building process of the homes – tying in roof supports, installing wall supports, gables and headers, outside sheeting and more.

The H4H team commended Centurion USRS and CSS for their fantastic communication and outstanding ability to work together so effectively. To cap off the day, the volunteer group celebrated with dinner together at a local restaurant.

Giving back to the community is a cornerstone of Centurion's commitment to ESG, and we would like to congratulate the Centurion USRS and CSS teams for taking initiative to support a very worthy charitable cause!



DECEMBER 2022

CENTURION CANADA RENTALS & SERVICES LENDS "HELPING HAND" FOR THANKSGIVING

As part of our commitment to giving back to the communities in which we operate, Centurion Canada Rentals & Services (Centurion CRS) recently worked with a local charity to mark Canadian Thanksgiving.

Centurion CRS worked together with local Grande Prairie-based charity Helping Hands to load and deliver groceries door-to-door to those in need within the community! In total, the team purchased seven full carts of groceries and delivered to 35 families.

Supporting our surrounding communities is part of Centurion's business ethos – well done to everyone at Centurion CRS for coming together to help support a fantastic local charity and families in need!

MARCH 2022**CENTURION UK RENTALS & SERVICES TEAMS UP WITH LOCAL CHARITY IN SUPPORTING UKRAINIAN HUMANITARIAN CRISIS**

Centurion UK Rentals & Services (Centurion UKRS) is doing its part to support those effected by the ongoing conflict in Ukraine by working alongside a local charity that is directly supporting the cause.

Conserve, a Centurion UKRS brand, was contacted by their charity partner Abernecessities – a local, non-profit organisation that supports underprivileged families in North East Scotland. The charity was in urgent need of a large container to store essential item donations collected by a local Polish community group supporting residents of Ukraine who have fled the ongoing conflict to seek refuge in Poland.

Conserve was eager to help – the team sprang into action and despatched the container to Abernecessities' premises within the working day. The container provided by Conserve will be used to store the packages of donated goods until ready for collection and transport to Poland, and will be at Abernecessities' disposal for as long as they need.

A huge well done to Conserve for stepping up to provide critical support for local organisations that are doing all they can to help those effected by the conflict in the Ukraine.

**JULY 2022****CENTURION SUBSEA SERVICES GIVES BACK TO THE COMMUNITY, SUPPORTS LOCAL HERITAGE SOCIETY**

As part of Centurion's commitment to giving back to the communities in which we operate, Centurion Subsea Services (CSS) is supporting a local Aberdeenshire, Scotland-based charitable trust.

CSS recently carried out testing of their High Current/ Shallow Water Wind Farm ROV in Fraserburgh harbour. Following the successful completion of the trials, CSS chose to make a monetary donation to the local Fraserburgh Heritage Society, supporting their efforts to repair their building after being badly damaged in a storm.

The Fraserburgh Heritage Society is a volunteer-led local charitable group dedicated to preserving and sharing the history of the local community. Forced to shut their doors as a result of Storm Arwen in November 2021, the Fraserburgh Heritage Society has been raising funds to repair the roof of their building after being destroyed by high winds.

**MAY 2022****CENTURION UK RENTALS & SERVICES EMPLOYEE GOES THE EXTRA MILE FOR CHARITY**

Congratulations to Centurion UK Rentals & Services (Centurion UKRS) employee Daron Larcombe, who undertook a tremendous charity cycle to raise funds for breast cancer research.

Daron set off on 23rd May for his cycle, which saw him trek from the west coast to the east coast of the UK – starting in St Davids, Wales and finishing in Lowestoft in Suffolk, England. He cycled nearly 400 miles in four days, fundraising for Breast Cancer Research UK.

Daron and his family have been personally affected by cancer – with his wife, Tracey, having bravely battled breast cancer recently.

With almost 140 women diagnosed every day, breast cancer is the most common cancer in the UK. To support Daron in his fundraising efforts, Centurion UKRS will be making a donation to the cause.

On behalf of everyone at Centurion, we would like to congratulate Daron on his outstanding effort in support of a very worthy cause.

OCTOBER 2022**CENTURION CANADA INFRASTRUCTURE GIVES BACK TO COMMUNITY, PARTICIPATES IN FORT MCKAY METIS DAYS CELEBRATIONS**

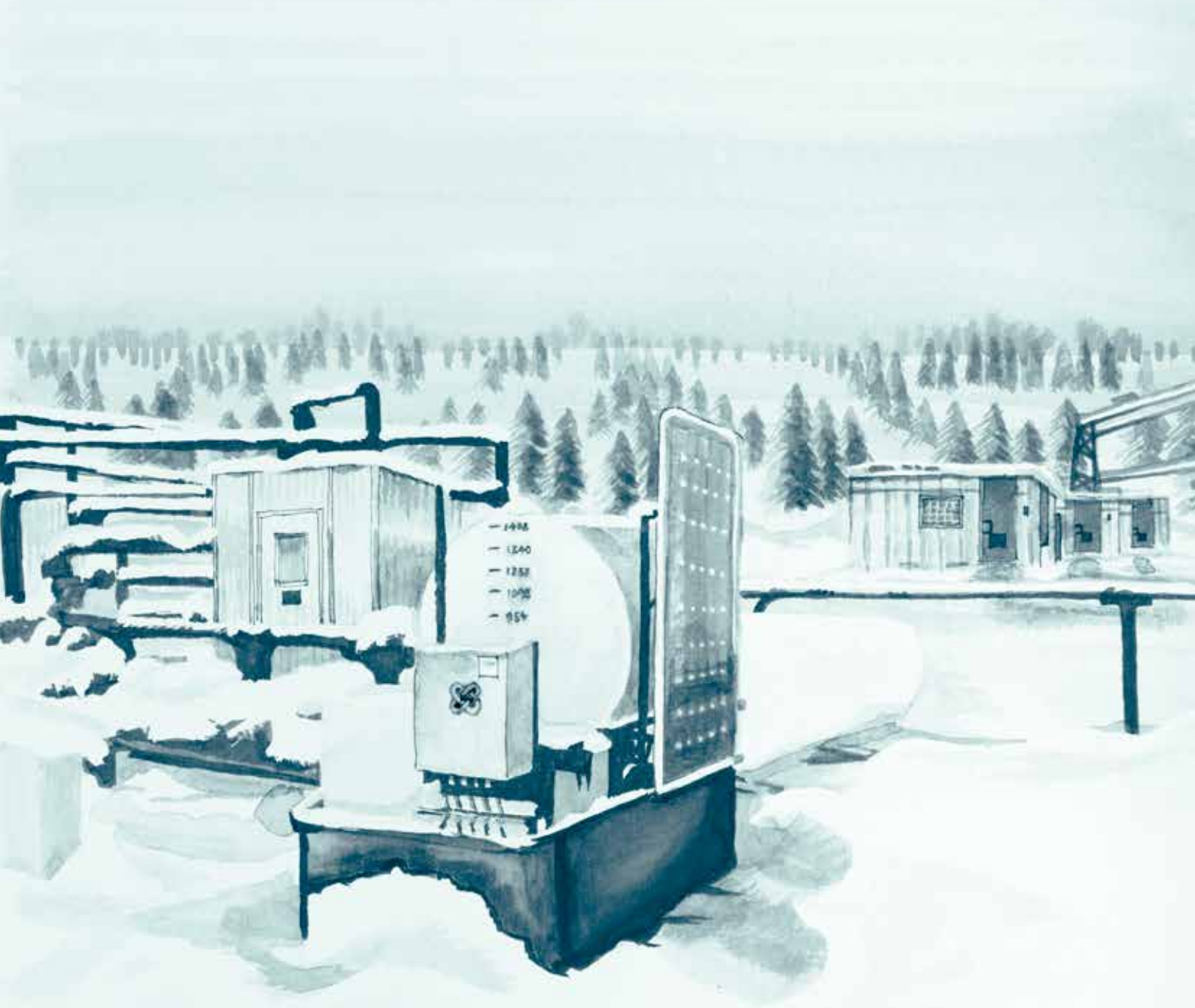
As part of Centurion's commitment to creating value for the communities in which we operate, Centurion Canada Infrastructure (Centurion CINF) recently played a key role in Fort McKay, Alberta's Métis Days celebration.

Centurion CINF contributed to the annual event - which celebrates the strength and vibrancy of the local Métis culture within the community - by hosting a sponsored a barbeque lunch, providing the team an ideal platform to meet and interact with community members. Following the barbeque, the McKay Métis recognised Alberta's Indigenous Affairs Minister Rick Wilson with a blanket ceremony – the highest honour the Nation can bestow on an individual.

The partnership between Centurion CINF and the McKay Métis is key to Centurion CINF's operations in the Wood Buffalo region in North East Alberta, Canada, creating mutual profits that are reinvested back into the Fort McKay Metis Nation.

Well done to the entire team at Centurion CINF for taking the opportunity to play an active role within the communities they operate.

SUPPORTING THE ENVIRONMENT



ENVIRONMENT

At Centurion, we are committed to minimising the environmental impact of our operations whilst simultaneously enabling our customers to meet their environmental goals.

We work closely with our stakeholders to expand and transform our current service offerings and provide innovative solutions to the environmental and sustainability challenges we have.

We have an extensive range of experience in environmental reclamation, water, waste and fluid treatment, recycling and supporting renewable energy projects. Strategically, we leverage our cross-sector experience and combine it with the latest innovations and technical solutions to meet both our own and our customers' environmental targets.

Our environmental management system (EMS) is aligned with and certified to the requirements of ISO 14001:2015. This allows us to monitor and control our regulatory requirements and applicable standards for operations whilst meeting annual objectives and continually improving our performance. Central to our EMS is the determination of our environmental aspects and impacts.

Environmental and emissions performance is communicated regularly through town halls and regional quarterly business reviews.



Zero spills with any significant impact were recorded in 2022.

In April 2022, Centurion acquired Trido Energy Services, a leading provider of sustainable and innovative solar-powered production equipment to the energy industries based in Calgary, Canada.

The acquisition of Trido was a hugely important moment for Centurion, representing its first-ever acquisition of a renewable energy technology company – a truly transformational move taking our ESG strategy to the next level.

Trido's equipment is powered by innovative solar technology, offering customers environmentally friendly products that are simple to integrate with existing well-site legacy technology.

Trido has developed a fully integrated end-to-end carbon credit management service utilising its equipment to reduce customer greenhouse gas emissions and generate carbon tax credits.

Carbon tax credits can be used by customers to assist with their journey to greener energy production and ultimately to achieving net-zero emissions.



SUPPORTING THE ENVIRONMENT ARTICLES



JULY 2022

SPECIALIST SERVICES DELIVERING GREEN HYDROGEN TECHNOLOGY

Specialist Services, part of Centurion Middle East & North Africa, has stepped into the Green Hydrogen sector after being awarded a contract by a high profile customer and market leader of patented electrolysis technologies.

In this project, hydrogen is produced using water via their patented technology, without creating any carbon emission output. As a fuel source, hydrogen offers countless advantages – including the elimination of emissions and reducing overall carbon footprint. Hydrogen decreases CO₂, particulates, and NO_x emissions; it is zero-emission at point-of-use and is an increasingly powerful solution to global demand for alternative energy options.

SEPTEMBER 2022

CENTURION UK RENTALS & SERVICES WORKS FASTER, SMARTER AND GREENER ON KEY INSPECTION FOR CUSTOMER

Well done to the entire team at ATR – part of Centurion UK Rentals & Services, for delivering a critical inspection within a short timeframe for a key North Sea operator, mobilising and issuing a report within three hours using innovative technology – putting safety, efficiency and sustainability at the forefront.

Following on from a previous successful inspection earlier this year, the customer contacted ATR with an urgent request for an inspection to prevent a near-inevitable platform shutdown due to an expired certification of emergency lift flanges.

The scope of work was reviewed by ATR's experienced inspections team and technical authority, and was deemed to be suitable for a High Definition Remote Visual Inspection service using Librestream's Real Wear HMT-1. This type of inspection involves the use of state-of-the-art, zone-rated hands-free technology, eliminating the need for personnel to be mobilised.

In just a matter of hours of first receiving the request, the ATR team successfully completed a fully remote Report of Thorough Examination (RoTE) of vital platform equipment and supplied the customer copies of the documents. By moving quickly and using innovative remote inspection technology, ATR were able to successfully deliver this service within the customer's timeframe while limiting emissions, eliminating potential risks to worker safety and without impacting the client's operations.

AUGUST 2022

CENTURION CANADA INFRASTRUCTURE AWARDED THREE KEY SOLAR PROJECTS

Centurion Canada Infrastructure (Centurion CINF) – an industry leader in the provision of remote access, environmental and infrastructure services and maintenance across Western Canada – is commencing work on three solar projects in southern Alberta.

The projects, which will span into 2023, will see Centurion CINF provide civil earthworks to carry out essential site preparation work for the construction of three large scale solar projects, which will play a critical role in the region's journey to an energy diverse and lower carbon future. To reduce potential environmental impact, Centurion CINF will be using cutting-edge techniques and equipment to only clear where necessary while employing environmental remediation work within the project.

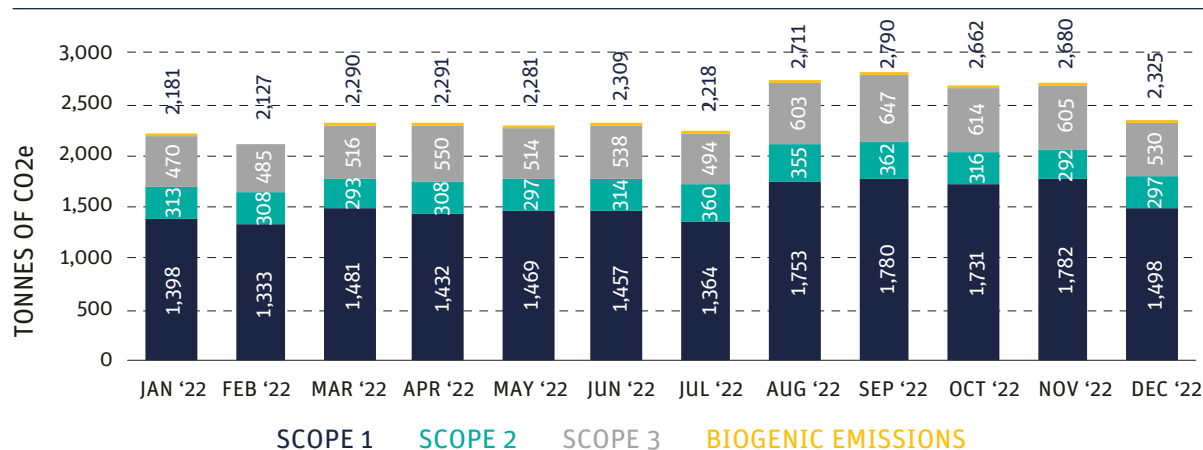
Part of a larger collaboration with one of Centurion CINF's existing, key renewable energy clients, Centurion CINF was awarded this work as a result of its success and demonstrated expertise in executing several other projects quality and workmanship.

These projects are a significant opportunity for Centurion CINF to demonstrate its incomparable ability to redeploy its capacity into new sectors by providing Civil Earthworks to both onshore wind and solar projects across North America.

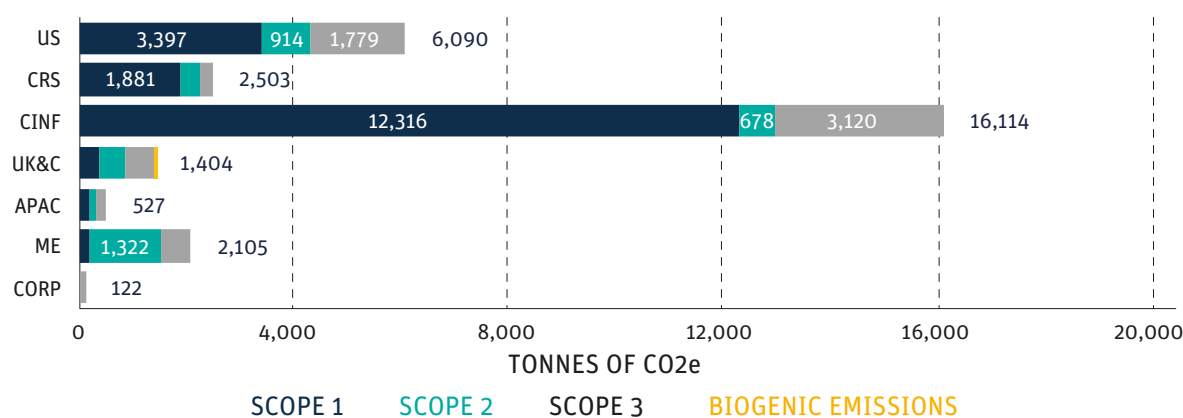
GHG EMISSIONS

Measuring emissions promotes trust, goodwill, and credibility in our environmental decision-making.

FY22 TONNES OF CO₂e = 28,865



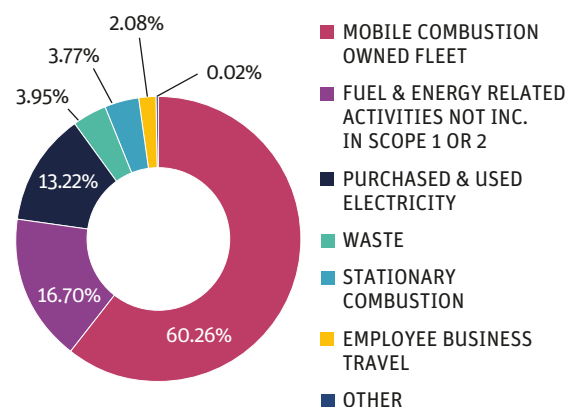
FY22 TONNES CO₂e BY REGION



FY22 EMISSIONS BY SCOPE CATEGORY

SCOPE	TONNES	GROUP %
SCOPE 1	18,477.09	64.01%
SCOPE 2	3,814.91	13.22%
SCOPE 3	6,567.73	22.75%
BIOGENIC EMISSIONS	5.17	0.02%
TOTAL	28,864.90	100.00%

FY22 EMISSIONS BY SOURCE CATEGORY



EMISSIONS REDUCTIONS

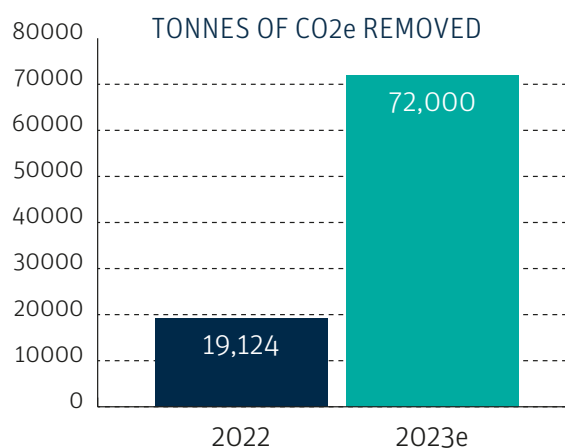
Emission reduction is in our DNA. In 2022 we implemented global emissions reporting software to streamline our data collection across the globe. This has allowed us to gain a complete picture of our emissions impact and identify priority areas for emissions reduction.

Minimising our operational carbon footprint not only reduces our environmental impact but is also generally associated with improved efficiencies throughout the business.

By considering a life cycle approach to our operations we can demonstrate how the reduction in the use of natural resources is beneficial not only for Centurion, but also for our suppliers, customers, and the communities in which we operate.

We are now in our third year of monitoring Scope 1, 2 and 3 Greenhouse Gas Emissions, and in 2022 have fully captured our emissions with an auditable trail allowing us to determine our focus areas and objectives for 2023.

We will continue to explore new technologies and practices to reduce our impact which goes beyond any potential regulatory obligations.



Centurion, through its Canadian subsidiary Trido Energy Services has successfully assisted over 15 clients to date in removing 19,124 tonnes of CO₂e from the atmosphere in 2022, which is equivalent to 66% of the total emissions created by Centurion Group in 2022.

Going forward, following a multi-million investment in excess of \$5.5m, projects installed in 2022 will further reduce emissions by an estimated 73,000 tCO₂e per year (this will be equivalent to removing over 15,500 cars off the road annually).*

Based on the current 2023 project pipeline, the investment pace and therefore the emissions reduction and carbon credits are only expected to accelerate.

*Reference source EPA-420-F-18-008, March 2018

WASTE & CHEMICAL MANAGEMENT

Centurion understands the impact of ineffective waste management and unplanned releases of hazardous materials in the areas we operate.

Effective waste and chemical management is essential to minimise the impact of our activities on the environment and support our social obligations of protecting local communities and their natural resources.

Our chemical management system presents the standard to which we select, use and discharge chemicals throughout the business. Our chemicals are rigorously assessed before use and our people are trained in their safe and efficient use.

JANUARY 2022

CENTURION CANADA RENTALS & SERVICES PUTS SUSTAINABILITY FIRST THROUGH UPCYCLING AND CLEANER FUEL

Well done to Centurion Canada Rentals & Services (Centurion CRS), who continue to demonstrate their commitment to safe, sustainable and efficient business practices by upcycling old equipment for a major international oil and gas producer based in Western Canada.

The customer recently came to Centurion CRS in need of a natural gas-powered generator to power the accommodation units at one of their Alberta based wellsites. As the preferred vendor for this customer with 13+ product lines on their locations – including track hoes, 400 barrel tanks, light towers, communication equipment, waste treatment services and more – Centurion CRS saw an opportunity to meet this request while also reducing their own environmental impact through the innovative repurposing of an old piece of equipment in their inventory – an underutilised wastewater treatment unit that was out-of-use and ready for disposal.

The team at Centurion CRS spent three months refurbishing the unit to good-as-new, converting it for an entirely new use. It now operates as a fully-functional power skid generator fitted with an efficient natural gas engine as the primary power source reducing carbon emissions and environmental footprint. Additionally, Centurion CRS expertly and efficiently redesigned and delivered the power distribution for the accommodation site in order to relocate the natural gas engine in closer proximity to gas supply.

Through innovative upcycling practice, Centurion CRS was able to give the equipment a new lease of life while also increasing efficiency and cutting waste.

We monitor and measure our chemical usage and discharge, and regularly review alternative 'greener' chemical options to reduce these risks at source.

Through our Emissions Reporting Software, we are better able to measure and monitor our waste usage and disposal methods. This will allow us to analyse our waste stream and focus on areas for improvement.

We continue to operate as per regulatory and contractual requirements of chemical management. The monitoring and compliance with regulatory requirements have been automated in 2022, through the introduction of the EHS legal compliance platform, Enhesa, throughout our business.

Our operational teams are trained in spill response, so we are prepared to manage any unplanned events.

We strive to take responsibility for the waste we produce and when possible complete waste stream assessments across some of our sites. This allows us to try to implement the waste hierarchy with consideration of the life cycle impacts of the wastes we generate. Elimination of waste products is always our preferred option. This begins in the procurement phase, facilitated by our relationships within the supply chain.

APRIL 2022

EXEMPLARY REFURBISHMENT AND UPCYCLING WORK FROM SPECIALIST SERVICES ACKNOWLEDGED BY KEY CUSTOMER

Congratulations to Specialist Services, who have once again received outstanding recognition from a key customer for exemplary work on a long-term refurbishment and upcycling contract.

The five-year call-off contract was awarded to Specialist Services' refurbishment team in September 2019 based on a track record of delivering efficient, sustainable and safe results for the customer.

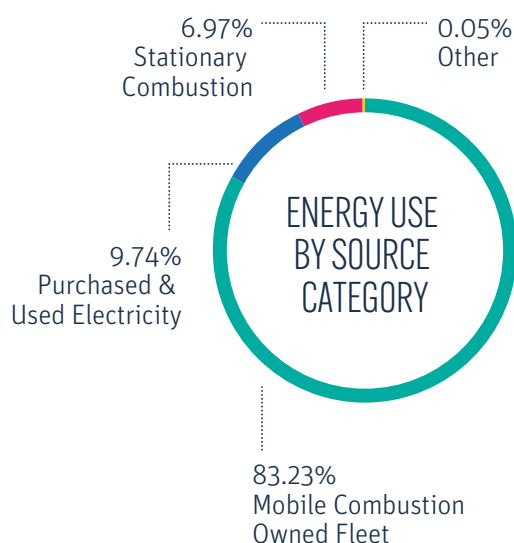
Recently completed works include the refurbishment of the existing cinema hall furnishing and audio/video equipment, the refurbishment of existing porta cabins, the conversion and upcycling of a slop tank and diesel tank into offices and workshops, and the installation of a cyber security frame.

ENERGY CONSUMPTION

Centurion appreciates that improved energy efficiency delivers both direct and indirect improvements in emissions management and can have associated economic benefits.

Our process/operations rely on energy. The main sources of energy used within Centurion's facilities revolve around heating and air conditioning, electric power and fuel for our equipment.

At Centurion, we are taking steps to improve our operational efficiency and reduce our overall energy consumption.



OCTOBER 2022

CENTURION CANADA INFRASTRUCTURE EXPANDS LOW-CARBON TRANSPORTATION FLEET WITH ELECTRIC VEHICLE

Centurion Canada Infrastructure (Centurion CINF) continues to demonstrate its commitment to sustainable business practices, investing in green technology by adding a new electric vehicle to its fleet.

The newest addition – a 2022 Ford Mustang Mach-E – is the first fully electric SUV to join the Centurion CINF fleet and follows the acquisition of two hybrid electric trucks last year. It made its first 694KM round trip from CINF's Sherwood Park, Alberta headquarters to their customer's Strathmore, Alberta-based solar farm, offering remarkable cost savings and outstanding environmental performance.

The below chart details the efficiencies offered by the Mach-E compared against Ford F150 pick up trucks:

2022 Ford Mustang Mach-E		2022 Ford F150	
Total charging cost	\$36.45	Cost per fuel based on 11.0l / 100km	\$144.00 (based on a full tank at 96 litres)
Total km Driven	694.0	Total km Driven	694.0
Cost per km Driven	\$0.05	Cost per km Driven	\$0.20
GHG Emitted	105,952g CO ₂ e (602g/kWh)	GHG Emitted	216,858g CO ₂ e (2307g/l)

SOURCE CATEGORY	KILOWATT-HOUR	%	
Mobile Combustion - Owned Fleet	69,651,351.39	83.23%	
Purchased & Used Electricity	8,152,789.96	9.74%	
Stationary Combustion	5,833,916.36	6.97%	
Electricity Generation	32,801.00	0.04%	
Employee Business Travel	10,196.50	0.01%	
Total Kilowatt-Hour (kWh)	83,681,055.21	100%	

WATER & EFFLUENT

Centurion understands and appreciates that clean water is vital for human life and to provide healthy ecosystems throughout the world.

The water use at Centurion includes the use for domestic purposes, the cooling and washing of equipment, manufacturing, and testing within our facilities.

As a vital resource, efficient resource management is key to evidence of our environmental responsibility and the management of our environmental impacts.

We acknowledge that access to a safe, clean water supply is a fundamental human right and is significant to the local communities where we

operate. Therefore, we conserve water across our operations and discharge water in line with regulatory requirements.

We continue to monitor our water and discharge volumes to gain a better understanding of where efficiencies can be made and have installed rainwater collection and recycling systems in facilities.

MAY 2022

SPECIALIST SERVICES EMPLOYEES DRIVE CHANGE IN WATER SAVING INITIATIVE

As part of Centurion's drive to support sustainable operations and reduce environmental impact, Specialist Services, part of Centurion Middle East & North Africa, organised a competition for World Water Day to empower employees to provide suggestions for the conservation of water related to their operations.

Among the many innovative suggestions submitted, two were singled out for being particularly useful:

- A Process Control and Instrument Engineer suggested installing water saving aerators on the taps in Specialist Services facilities and drinking fountains to replace the 5 gallon water bottle dispensers. These changes both reduce water waste while cutting down on plastic.
- A QC Inspector proposed the use of a chalk dust test to replace the current 100% water leak tests on new doors manufactured. The employee then investigated the potential use and success of this concept, later receiving the green light from DNV to implement the change.

The employees received rewards from the Specialist Services CEO as a sign of appreciation for their ingenuity and taking initiative. Simple recommendations like this, when applied across operations in the Middle East, will have a tremendous impact in reducing unnecessary water waste and improving the overall sustainability of Specialist Services' operations.

By working together and empowering their people, Specialist Services has made tangible and important change within the business that will lead to safer, more sustainable, and efficient operations for years to come.



JULY 2022

CENTURION ASIA PACIFIC INTRODUCES KEY WATER-SAVING TECHNOLOGY

As part of Centurion's commitment to environmentally-sustainable operations, Centurion Asia Pacific brands Mining Camps Australia (MCA) and Tristar Water Solutions (Tristar) have installed innovative rain capture technology at their bases.

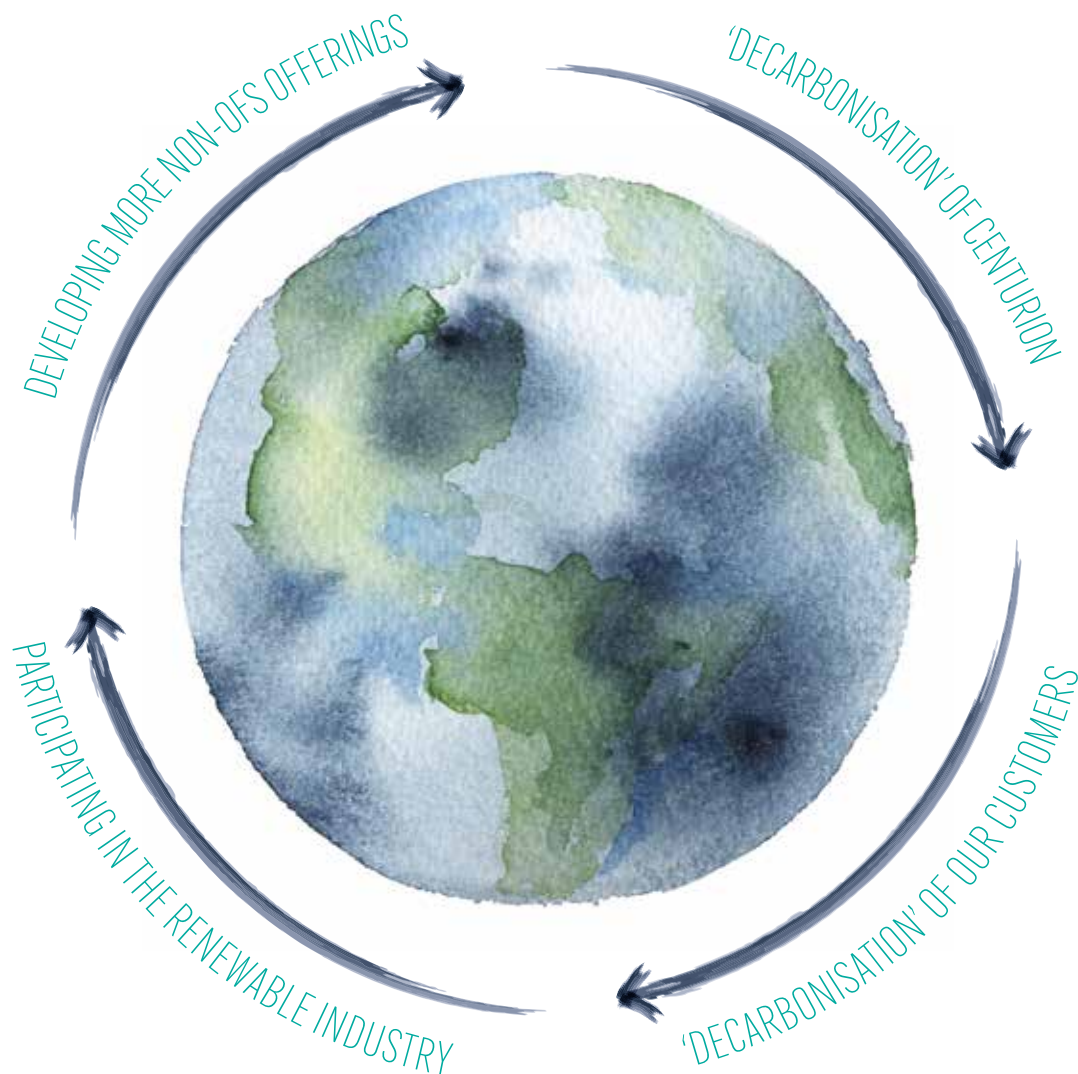
MCA recently fitted a 13,000 litre water storage tank to the roof of their building that collects rainwater, with gravity then feeding it into their pressure washer for use when cleaning fleet vehicles, equipment and hire buildings. The tank was formerly a part of their rental fleet, and was repurposed by MCA after its use in a previous hire project. This technology will significantly reduce MCA's water consumption, improving its overall operational and environmental efficiencies.

The Tristar Water Solutions team has also introduced a similar water storage and transfer system at their O'Connor, Western Australia-based location. The collected rainwater will be used in the hydrotesting of their products – and by using rain water as the source – will slash Tristar's overall water usage.

Water conservation is a top priority for Centurion's Asia Pacific brands; by implementing these innovative rainwater capture systems, MCA and Tristar are both going the extra mile to reduce their environmental impact, reducing costs and increasing overall efficiency.

ADDRESSING CLIMATE CHANGE

As a global leader in the supply of rentals and services to the critical industries, we believe that our latest innovative and technical solutions can provide our customers with solutions to help address climate change issues and support the industry on its journey to a decarbonised future.



Our business strategies help to identify climate risks and opportunities to not only reduce our carbon footprint, but to help our clients and partners achieve their commercial and sustainability goals – from decarbonisation to reducing water usage, environmental restoration, and acceleration of renewable energy to create fewer emissions.

In 2023, we intend to review the Task Force on Climate-Related Financial Disclosures (TCFD) framework to help shape our understanding and approach to disclosing climate-related risks and opportunities.

OUR GOVERNANCE



GOVERNANCE

Centurion has fostered a culture of transparency, creating an environment where all our employees can thrive and take pride in being part of Centurion.

We conduct our business activities with clear and consistent standards of principled behaviour regulated by a rigorous governance and compliance framework.

Good governance makes good business sense and is enabled by our policies and processes which are embedded within our Business Ethics and Conduct Policy.

Centurion's processes and procedures are strong and fit for purpose. Our commitment to effective governance is directed by our executive leadership team, which leads by example when it comes to compliance adherence.

The commitment to diversification, well-being and inclusion comes from a diversity of experience, national origin, geographies and industries.

We understand the challenges our people, customers and communities face, and how we as an organisation, can support and improve the world they live in.

The Centurion Board reviews our ESG performance quarterly and quickly implements change where they see any deviations from our stated objectives.

In 2022, we reviewed our ESG policy and reviewed our materiality assessment in line with the new GRI Oil & Gas Sector Standards.

POSITIVE CONTRIBUTION

We support the communities in which we operate by using their local content wherever possible. We also see the value of a long-term investment through local people development and promotion in compliance with international labour standards.

By consuming locally and through these schemes, we can reinvest and distribute value to local communities and governments through taxes and duties and by promoting and engaging with social and community development schemes.

FINANCIAL RISK MANAGEMENT

As investors look more favourably to renewable energy over fossil fuels, there are some financial risks for our industry.

Centurion operates its business to deliver sustainable solutions. We generally make decisions based on long-term assumptions and we test those financial assumptions to ensure positive results under most financial scenarios.

Increasingly, investors and financial institutions view sustainability through ESG lenses and particularly through the implementation of environmentally friendly and carbon reduction initiatives.

Our customers rely on Centurion to tailor our service offerings to minimise their risk by providing solutions to their own environmental and sustainability challenges. We can deliver this through our wide-ranging expertise within the group, which includes expertise in waste management, wastewater treatment, emissions reduction, renewable energy and land reclamation. We also serve multiple industries in addition to O&G.

ETHICS, ANTI-BRIBERY & CORRUPTION

We are defined by how we conduct our business, in the eyes of our people, our customers and our stakeholders.

Centurion has created a reputation for honesty, integrity, and transparency through our commitment to compliance with the laws and regulations of the countries in which we operate.

As members of TRACE International, a globally recognised non-profit organisation focused on anti-bribery, compliance and good governance, we take a zero-tolerance approach to any breach of our Business Ethics and Conduct Policy.

The policy requirements are implemented through our Compliance function and we can monitor compliance with our values, business principles and behaviours of our people.

We share this and all our policies on our website on the understanding that our employees and anyone that works on behalf of Centurion, must comply with the requirements set out.



Working with the TRACE Learning Management System, in 2022 we continued to monitor the effectiveness of the training modules rolled out in 2021 (ABC, Sanctions & Export Control and Criminal Finances) and introduced Contracting Principles training.

The TRACE Sexual Harassment module was successfully piloted in Canada and will be rolled out to the wider Group in 2023 together with Conflicts of Interest.

POLICIES & REPORTING

Governance is managed throughout Centurion via our group-wide internal policies embedded throughout our global operations.

Business Ethics & Conduct Policy

Applies to all our employees, suppliers, contractors, and operations. It also defines how we manage our supply chain and other stakeholders. It outlines the behaviours we must demonstrate and expect in return to maintain the highest standards of ethical business practice.

Whistleblowing Policy

Centurion encourages all employees, customers, and other business partners to report any concerns related to the direct activities, or the supply chains of, the organisation.

The Whistleblowing Policy is designed to make it easy for workers to make disclosures without fear of retaliation or reprisals. To keep the matter at the forefront of employees' minds, a hotline awareness campaign will be launched in Q2 2023.

There were six reports made during 2022.

All were investigated fully, and all risks were mitigated. Precautionary measures were implemented including but not limited to the updating of relevant processes and procedures and the introduction and rollout of additional training and awareness sessions.

Monitoring Change & Transparency

To stay aligned in our approach and in control of our impacts, we must monitor changes and developments and be aware of any country-specific statutory or regulatory reporting requirements.

Such assessments are included in our legal compliance reviews which are conducted regularly. Any project-specific changes and developments will be captured within project reviews.



APPENDICES



GENERAL DISCLOSURES

GRI content index

Statement of use	Centurion Group has reported the information cited in this GRI content index for the period 1 January 2022 - 31 December 2022 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 2: General Disclosures 2021	2-1 Organisational details	Legal Name: Centurion Group Ownership and legal form: Centurion Group are a private equity backed company Location of headquarters: Unit 6, Kirkhill Commercial Park, Dyce Avenue, Aberdeen AB21 0LQ Countries of operations: Detailed on pages 8 & 9
	2-2 Entities included in the organisation's sustainability reporting	73
	2-3 Reporting period, frequency and contact point	Sustainability Reporting Period: 1 January 2022 to 31 December 2022. Reporting frequency: Annually Financial Reporting Period: 1 January 2022 to 31 December 2022 Report Publication Date: May 2023 Contact for questions about the report: https://centuriongroup.co.uk/contact
	2-4 Restatements of information	Does not apply.
	2-5 External assurance	External assurance not yet been sought. Refer to page 6 for further information.
	2-6 Activities, value chain and other business relationships	Detailed on pages 8, 9, 11, 16 & 17. In addition, the following acquisitions were made: January 2022 - the Group purchased 100% of the shareholding of Canlift Crane based in Canada, a crane service business servicing energy, infrastructure, construction and government end-markets. This acquisition enhanced the Group's existing Canadian operations in crane services and expanded the presence in infrastructure, construction and government end-markets. The purchase consideration was settled through cash and an issue of shares in the Group's ultimate parent, Centurion Group Limited. March 2022 - the Group purchased 100% of the shareholding of RMEC Group, based in the UK, a rental and services business servicing the international energy market. This acquisition increases the scale of the UK operations and increases our technical capability in energy decommissioning operations. The purchase consideration was settled through cash and an issue of shares in the Group's ultimate parent, Centurion Group Limited. April 2022 - the Group purchased 100% of the shareholding of Trido Energy Services and Trido Carbon Fund II based in Canada, a manufacturer of solar production equipment and a carbon credit management service. This acquisition brings the technical capability for the Group to generate and manage carbon offset credits from its equipment for customers. The purchase consideration was settled through cash and an issue of shares in the Group's ultimate parent, Centurion Group Limited.
	2-7 Employees	~2300. Refer to Appendix 4 - ESG Data 2022 for full breakdown by gender and region.
	2-9 Governance Structure and composition	Pages 42-44
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Fernando Assing, Centurion Group CEO, further details on pages 4-5
	2-23 Policy Commitments	Our Values & Culture (page 10-12) and ESG Policy (page 13)
	2-26 Mechanisms for seeking advice and raising concerns	Page 44
	2-27 Compliance with laws and regulations	Enhesa EHS Legal Compliance Software and further details on page 24 & 25
	2-29 Approach to stakeholder engagement	Page 15 and Appendix 3
	2-30 Collective bargaining agreements	The terms of collective bargaining agreements are aligned with Centurion Group's Business Ethics and Conduct Policy
	3-1 Process to determine material topics	Page 18
	3-2 List of material topics	Page 18
GRI 3: Material Topics 2021	3-3 Management of material topics	As per GRI 3-3 sections detailed in this Appendix.

Economic Performance

GRI 3-3: Management of Material Topic	We have identified economic performance as a material topic through our stakeholder engagement process, and we have prioritised it based on its importance to our stakeholders and our business. We have established policies, commitments, and targets related to economic performance. These include financial performance targets, strategies for revenue growth, and measures to ensure cost-effectiveness. We track and report on our financial performance through regular financial reporting and disclosures, including the use of key financial indicators such as revenue, profit margins, and return on investment.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Pages 4-7, 11, 16-18 & 33-40

Market Presence

GRI 3-3: Management of Material Topic	Centurion combines the scale and breadth of offerings in five key regions: the US, Canada, UK & Caspian, Middle East and North Africa, and Asia Pacific. While our roots are in serving the international energy sector, we have expanded into serving several other sectors which are experiencing market growth. We continue to expand our participation in the following global sectors: industrials, infrastructure, power and utilities, mineral resources, environmental services and renewables. Given our market position, we must remain accountable and responsible to ourselves, our customers and other stakeholders, including the communities in which we operate. Centurion's strategy to become a market leader identifies three key areas helping to drive this achievement: Sustainability: At Centurion we are committed to transforming current operations to reduce the emissions associated with all our operations and those of our customers, expand our non-oil and gas activities, participate directly in the renewable energy sector, and - in general - play a role in the transition to a lower carbon economy, whilst empowering our people to outperform the competition. Growth: Centurion is a growth company; we are committed to sustainable business practices to win a larger market share in all the sectors in which we operate in the long-term. Centurion makes investments consistent with these ambitions. Diversity: Centurion practises "diversity by design" which drives segmental and geographical expansion and has resulted in the redeployment of some of its installed capacity in less carbon-intensive businesses.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Refer to Appendix 4 - ESG Data 2022

Indirect Economic Impacts

GRI 3-3: Management of Material Topic	Our engagement with indigenous communities is integral to our business and we regularly partner with local businesses in the communities in which we are active. We create a positive impact where we operate and understand the importance of our role in creating value for society through our operations. Our Canadian Infrastructure business continues to grow with one of its longest First Nations partners, McKay Metis First Nations, with projects projected past 2025 as well as securing multiple reclamation projects in Western Canada with key First Nations partners where projects are located on Indigenous Communities' traditional territory.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Currently tracked at a regional level in local systems.

Procurement Practices

GRI 3-3: Management of Material Topic	We recognise the importance of responsible procurement practices in creating value for our stakeholders and managing our impacts on society and the environment. We monitor and report on our procurement activities through regular supplier assessments, audits, and performance reviews. We seek to ensure that our procurement practices are aligned with our overall business strategy and values and that they create value for our stakeholders while minimising negative impacts on society and the environment.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Currently tracked at a regional level in local systems. Further information on supply chain controls can be found on page 25

GENERAL DISCLOSURES (CONT)

Anti-Corruption

GRI 3-3: Management of Material Topic	We recognise the importance of preventing and combating corruption in all its forms, and we are committed to conducting our business with integrity and transparency. We have established policies, commitments, and targets related to anti-corruption.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Completed as part of risk planning for entry into new territories. Use of Dow Jones Diligence Services.
	205-2 Communication and training about anti-corruption policies and procedures	Refer to Appendix 4 - ESG Data 2022

Energy

GRI 3-3: Management of Material Topic	Centurion appreciates that improved energy efficiency delivers both direct and indirect improvements in emissions management and can have associated economic benefits. Using energy more efficiently is one of the fastest, most cost-effective ways to save money, reduce greenhouse gas emissions, create jobs, and meet growing energy demand. Our process/operations rely on energy. The main sources of energy used within Centurion's facilities revolve around heating and air conditioning, electric power and fuel for our equipment.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Pages 35,38 and Appendix 4 - ESG Data 2022

Water and Effluents

GRI 3-3: Management of Material Topic	Centurion understands and appreciates that clean water is vital for human life and to provide healthy ecosystems throughout the world. The water use at Centurion includes the use for domestic purposes, the cooling and washing of equipment, manufacturing, and testing within our facilities. As a vital resource, efficient resource management is key to evidence of our environmental responsibility and the management of our environmental impacts. We acknowledge that access to a safe, clean water supply is a fundamental human right and is significant to the local communities where we operate.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 39
	303-4 Water discharge	Refer to Appendix 4 - ESG Data 2022
	303-5 Water consumption	Refer to Appendix 4 - ESG Data 2022

GHG Emissions

GRI 3-3: Management of Material Topic	Measuring emissions promotes trust, goodwill, and credibility in our environmental decision-making. Emission reduction is in our DNA. In 2022 we implemented global emissions reporting software to streamline our data collection across the globe. This has allowed us to gain a complete picture of our emissions impact and identify priority areas for emissions reduction. Minimising our operational carbon footprint not only reduces our environmental impact but is also generally associated with improved efficiencies throughout the business. By considering a life cycle approach to our operations we can demonstrate how the reduction in the use of natural resources is beneficial not only for Centurion but also for our suppliers, customers and the communities in which we operate.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 35 and refer to Appendix 4 - ESG Data 2022 for a full breakdown.
	305-2 Energy indirect (Scope 2) GHG emissions	Page 35 and refer to Appendix 4 - ESG Data 2022 for a full breakdown.
	305-3 Other indirect (Scope 3) GHG emissions	Page 35 and refer to Appendix 4 - ESG Data 2022 for a full breakdown.

Waste

GRI 3-3: Management of Material Topic	Centurion understands the impact of ineffective waste management and unplanned releases of hazardous materials in the areas we operate. Effective waste and chemicals management is essential to minimise the impact of our activities on the environment and support our social obligations of protecting local communities and their natural resources.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Centurion manages its waste streams following a hierarchy of waste management with the elimination of the stream as the top priority and disposal without any beneficial use as the bottom priority in line with our waste management programme.
	306-3 Waste generated	Page 35 and refer to Appendix 4 - ESG Data 2022 for a full breakdown.
	306-4 Waste diverted from disposal	Page 37 and refer to Appendix 4 - ESG Data 2022 for a full breakdown.
	306-5 Waste directed to disposal	Page 37 and refer to Appendix 4 - ESG Data 2022 for a full breakdown.

Employment

GRI 3-3: Management of Material Topic	Centurion is fundamentally a people-centric organisation, and our employees remain the driving force behind our Group's success. Our people make our business possible, with ~2300 employees across the world who represent a wide variety of backgrounds. We are committed to ensuring that we have a diverse workforce and supporting them to have successful careers. All our efforts are underpinned by our core values and our leading behaviours.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 20 and 21. Refer to Appendix 4 - ESG Data 2022 for full breakdown.

Occupational Health and Safety

GRI 3-3: Management of Material Topic	Working in a safe environment is another fundamental necessity for Centurion. Through our HSEQ Policy, we hold ourselves to the highest standards. The safety and well-being of our people remain crucial to Centurion's business philosophy, successful performance, and positive reputation with our stakeholders. Although Centurion's CEO has ultimate accountability for HSEQ results, the day-to-day responsibility lies with regional management who are supported by their HSEQ teams.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Our Integrated Management System (IMS) has been developed following relevant international standards such as ISO 45001, covering direct activities occurring in our facilities and within our operational control. Refer to page 24 for further details.
	403-4 Worker participation, consultation, and communication on occupational health and safety	How an employee feels about their work place and contributions to the business can greatly affect their performance. Centurion employees are highly engaged. We believe our company culture promotes open communication at all levels. We further believe our employees know their opinion is important as employee performance is directly linked to how they feel about their workplace and their overall contribution to the business. Refer to page 22 for further details.
	403-6 Promotion of worker health	Centurion is committed to delivering our fundamental responsibilities to ensure that we provide a healthy and safe working environment. We strive to protect our employees and anyone working on our sites or under our care. We go further, with the promotion of healthy lifestyles and working conditions. Refer to page 23 for further details.
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Risk mitigation is included in every stage of our project delivery and our day-to-day operations, from project planning and task-based assessments to dynamic, on-the-job risk assessments. Our employees and contractors are encouraged to "speak up" and raise any unsafe acts or occurrences. Opportunities for improvement are also welcomed, encouraged, and discussed. Refer to page 24 for further details.
	403-8 Workers covered by an occupational health and safety management system	Our Integrated Management System (IMS) has been developed following relevant international standards such as ISO 45001, covering direct activities occurring in our facilities and within our operational control. Refer to page 24 for further details.
	403-9 Work-related injuries	Refer to Appendix 4 - ESG Data 2022 for full breakdown.
	403-10 Work-related ill health	Refer to Appendix 4 - ESG Data 2022 for full breakdown.

GENERAL DISCLOSURES (CONT)

Training and Education

GRI 3-3: Management of Material Topic	Centurion recognises that the training, competence, and educational development of our people is a critical element of organisational growth. Our employees are knowledgeable and skilled but also committed to continual personal development and learning which gives them every opportunity to thrive in their careers and achieve their personal goals. This engenders a sense of pride which results in our people maintaining and supporting Centurion's objectives. Employees are enrolled on a range of leadership and sales training activities across the regions we operate in, including annual global management courses.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Currently tracked at a regional level in local systems.

Diversity and Equal Opportunity

GRI 3-3: Management of Material Topic	In line with our Business Ethics and Conduct Policy, we continually monitor our compliance with our global HR policies, Human Rights, Equal Opportunities, Inclusion and Diversity, Anti-Slavery and Human Trafficking. We promote a culturally diverse workforce where every employee belongs and believes that they can make a positive contribution to our organisation. Our equality and diversity framework is fully integrated into our recruitment, selection, training, development, remuneration and benefits. Additionally, further support is included in our policies on disability and contracts.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 21 and Appendix 4 - ESG Data 2022 for full breakdown.

Local Communities

Local Communities		
GRI 3-3: Management of Material Topic	At Centurion we recognise our responsibility to ensure the well-being of not just our own people, but also the people and communities in which we operate, by building trust and respect. We are committed to the communities in which we operate, and we demonstrate this with our various engagement activities across the globe. Our Charity and Community Engagement Programme, launched in 2021, continues to ensure Centurion employees are empowered to engage with local communities in such a way that nurtures and advances their knowledge and skills as well as provides financial resources.	
GRI STANDARD	DISCLOSURE	PAGE NUMBER / RESPONSE
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	Our engagement with indigenous communities is integral to our business and we regularly partner with local businesses in the communities in which we are active. We create a positive impact where we operate and understand the importance of our role in creating value for society through our operations. Our Canadian Infrastructure business continues to grow with one of its longest First Nations partners, McKay Metis First Nations, with projects projected past 2025 as well as securing multiple reclamation projects in Western Canada with key First Nations partners where projects are located on Indigenous Communities' traditional territory. Refer to pages 29-31 for further details.

SDGs MAPPING

Governance

Economic Performance & Market Presence

Market presence, Indirect economic impacts, Procurement, Training



Corporate Governance

Procurement, Anti-corruption, Business conduct



Environment

Environmental Accountability

Water & Effluent, Waste, Compliance



Climate Change

Energy, Emissions



Social

Health, Safety & Well-being

Occupational H&S



Diversity & Inclusion

Ethics, Diversity, Employment



Community Engagement

Localisation of workforce



STAKEHOLDER INTERACTIONS

STAKEHOLDERS	ENGAGEMENT TYPE	KEY TOPICS
Employees	Team meetings, training, leadership communication, company intranet, noticeboards, toolbox talks	Sustainability and business performance, strategies, goals and vision, policy and structure, benefits and compensation, community engagement, safety lessons learned, highlights and statistics
Potential Employees	Apprenticeships, social media, interviews, recruitment sites, company website	Sustainability and business performance, strategies, goals and vision, policy and structure, benefits and compensation, community engagement
Communities	Sponsorships, community engagement programmes, social media, company website, volunteering	Safety and environmental initiatives and commitments, local sponsorships, community sponsorships
Customers	Sales calls, surveys, technical information exchanges, customer satisfaction communication, industry events, social media, website	Sustainability and business performance, customer satisfaction surveys, technical solutions, product quality and performance, cost, service opportunities, product and service safety and regulatory information
Suppliers	Presentations, supplier agreements, audits and performance assessments, industry events, social media, website	Performance criteria and expectations, sustainability, and compliance expectations
Investors	Annual business report, quarterly reporting, annual sustainability report, annual meeting, individual meetings, social media, website	Business and sustainability performance, strategies, goals, vision, material topics
Regulators	Site tours, audits, training, communications, inspections	Compliance reporting, root cause information, technical information, sustainability, and statistical information

GOVERNANCE

Ethical Business Practices

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Employees compliant with mandatory eLearning (incl. ABC, CoC)	%	53%	98%	98%
Employees trained in Centurion's anti-corruption policies and procedures, and country breakdown				
— UK	%	92%	99%	100%
— USA	%	60%	93%	85%
— Canada	%	71%	99%	100%
— Singapore	%	94%	100%	100%
— Azerbaijan	%	100%	100%	100%
— Kazakhstan	%	87%	100%	100%
— India	%	N/A	Split Not Available	100%
— Netherlands	%	Split Not Available	Split Not Available	100%
— Australia	%	69%	100%	98%
— United Arab Emirates	%	N/A	100%	100%
Total employees (and Board members) trained in Centurion's anti-corruption policies and procedures				
— Board member	%	Split Not Available	25%	33%
— Management grade employee	%	Split Not Available	100%	100%
— Non-management grade employee	%	Split Not Available	98%	97%
Incidents of non-compliance with Centurion's Code of Business Ethics	No.	NIL	3	5
Number of breaches resulting in staff disciplined or dismissed	No.	NIL	2	3
Contracts cancelled due to concerns regarding contractor's ability / willingness to operate with business principles	No.	NIL	NIL	NIL
Operations assessed for risks relating to corruption	No.	10	10	12
Board member	No.	8	8	6
Gender breakdown of Board of Directors				
— Male	%	87.5%	87.5%	100%
— Female	%	12.5%	12.5%	0%
Age breakdown of Board of Directors				
— Under 30	%	0%	0%	0%
— 30-50	%	50%	25%	0%
— Over 50	%	50%	75%	100%
Independent Directors	%	62.5%	50%	33%
Board members from minorities	%	0%	0%	0%
Board meetings that considered ESG issues	No.	ALL	ALL	ALL

ENVIRONMENT

Resource Use

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Total direct and indirect energy consumption				
— Direct	GJ	9,050	Split Not Available	273,059.3
— Indirect	GJ	33,263.6	48,440.0	49,449.8
Direct energy (fuel) by primary source				
— Natural Gas	GJ	N/A	N/A	19,235.4
— Liquefied Petroleum Gas	GJ	N/A	N/A	38.7
— Kerosene	GJ	N/A	N/A	540.9
— Petrol / Gasoline	GJ	N/A	N/A	66,650.1
— Diesel	GJ	N/A	N/A	185,033.6
— Bituminous Coal	GJ	N/A	N/A	1,275.7
— Propane	GJ	N/A	N/A	285.0
Indirect energy (purchased electricity) by renewable / non-renewable				
— Centurion Group Total renewable / non-renewable	GJ	499.2 renewable/ 17,355 non-renewable	507.2 renewable/ 30,554 non-renewable	1,852.4 renewable/ 27,497.5 non-renewable
— UK renewable / non-renewable	GJ	499.2 renewable/ 4,169.6 non-renewable	507.2 renewable/ 4,617 non-renewable	1,852.4 renewable/ 3,277.1 non-renewable
— USA non-renewable	GJ	6,845.9	14,938.1	8,512.2
— Canada non-renewable	GJ	5,392.4	5,629.7	5,833.6
— Singapore non-renewable	GJ	50.3	113.9	132.8
— Azerbaijan non-renewable	GJ	354.8	297.8	171.1
— Kazakhstan non-renewable	GJ	76.2	94.6	103.2
— India non-renewable	GJ	N/A	N/A	148.2
— Netherlands non-renewable	GJ	Not Available	Not Available	31.8
— Australia non-renewable	GJ	445.8	389.8	474.3
— United Arab Emirates non-renewable	GJ	N/A	4,473.1	8,813.2
Indirect energy (heating) consumption				
— Centurion Total non renewable	GJ	15,409.4	17,378.8	20,100.0
— UK non renewable	GJ	4,430.6	3,637.0	3,023.8
— USA non renewable	GJ	10.2	597.6	323.7
— Canada non renewable	GJ	10,968.6	13,144.2	16,639.3
— Singapore non renewable	GJ	NIL	NIL	NIL
— Azerbaijan non renewable	GJ	NIL	NIL	NIL
— Kazakhstan non renewable	GJ	NIL	NIL	113.2
— India non renewable	GJ	N/A	NIL	NIL
— Netherlands non renewable	GJ	NIL	NIL	NIL
— Australia non renewable	GJ	NIL	NIL	NIL
— United Arab Emirates non renewable	GJ	N/A	NIL	NIL
Electricity from renewable sources (percent of total purchased)	%	2.9%	1.7%	6.7%
Self Generated Electricity	GJ	N/A	N/A	118.1

* 2021 tCO₂e data has been updated to reflect the improved accuracy as a result of implementing emissions reporting software, allowing for location and market-based emissions factors to be applied rather than using standard UK emission factors throughout. This amendment has also been reflected in the latest statutory accounts.

Water

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Total water withdrawal	m ³	24,824.5	30,465.6	33,151.1
— Freshwater	m ³	24,824.5	30,465.6	33,151.1
— Seawater	m ³	NIL	NIL	NIL
Total water withdrawal by source from all areas with water stress				
— Freshwater	m ³	NIL	NIL	Split Not Available
— Municipal water supplies or other water utilities	m ³	NIL	NIL	Split Not Available
— Unspecified source	m ³	NIL	NIL	Split Not Available
— Seawater	m ³	NIL	NIL	Split Not Available
— Surface water sources	m ³	NIL	NIL	Split Not Available

Emissions

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Total GHG emissions (Scope 1, 2 and 3)	tCO ₂ e	1,491.2	*9,576.7	28,864.9
— Total Scope 1 Emissions (direct from owned or controlled sources)	tCO ₂ e	473.8	*2,947.9	18,477.1
— UK	tCO ₂ e	Split Not Available	Split Not Available	317.1
— USA	tCO ₂ e	Split Not Available	Split Not Available	3,435.1
— Canada	tCO ₂ e	Split Not Available	Split Not Available	14,197.3
— Singapore	tCO ₂ e	Split Not Available	Split Not Available	20.1
— Azerbaijan	tCO ₂ e	Split Not Available	Split Not Available	54.2
— Kazakhstan	tCO ₂ e	Split Not Available	Split Not Available	5.7
— India	tCO ₂ e	Split Not Available	Split Not Available	N/A
— Netherlands	tCO ₂ e	Split Not Available	Split Not Available	-
— Australia	tCO ₂ e	Split Not Available	Split Not Available	214.6
— United Arab Emirates	tCO ₂ e	Split Not Available	Split Not Available	233.0
— Total Scope 2 Emissions (indirect from purchased energy)	tCO ₂ e	1,017.4	*3,554.5	3,814.9
— UK	tCO ₂ e	Split Not Available	Split Not Available	378.7
— USA	tCO ₂ e	Split Not Available	Split Not Available	952.6
— Canada	tCO ₂ e	Split Not Available	Split Not Available	1,030.1
— Singapore	tCO ₂ e	Split Not Available	Split Not Available	14.2
— Azerbaijan	tCO ₂ e	Split Not Available	Split Not Available	20.9
— Kazakhstan	tCO ₂ e	Split Not Available	Split Not Available	16.5
— India	tCO ₂ e	Split Not Available	Split Not Available	28.5
— Netherlands	tCO ₂ e	Split Not Available	Split Not Available	4.0
— Australia	tCO ₂ e	Split Not Available	Split Not Available	75.6
— United Arab Emirates	tCO ₂ e	Split Not Available	Split Not Available	1,293.8
— Total Scope 3 Emissions (business travel, waste and water - not supply chain)	tCO ₂ e	Data not yet available	*3,074.3	6,567.7
— UK	tCO ₂ e	N/A	Split Not Available	504.8
— USA	tCO ₂ e	N/A	Split Not Available	1,879.9
— Canada	tCO ₂ e	N/A	Split Not Available	3,389.6
— Singapore	tCO ₂ e	N/A	Split Not Available	40.3
— Azerbaijan	tCO ₂ e	N/A	Split Not Available	23.5
— Kazakhstan	tCO ₂ e	N/A	Split Not Available	13.8
— India	tCO ₂ e	N/A	Split Not Available	20.6
— Netherlands	tCO ₂ e	N/A	Split Not Available	3.6
— Australia	tCO ₂ e	N/A	Split Not Available	162.4
— United Arab Emirates	tCO ₂ e	N/A	Split Not Available	529.3

ENVIRONMENT (CONT)

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Total Biogenic Emissions	tCO2e	Data not yet available	*1.4	5.2
– UK	tCO2e	N/A	Split Not Available	3.5
– USA	tCO2e	N/A	Split Not Available	1.7
– Canada	tCO2e	N/A	Split Not Available	N/A
– Singapore	tCO2e	N/A	Split Not Available	N/A
– Azerbaijan	tCO2e	N/A	Split Not Available	N/A
– Kazakhstan	tCO2e	N/A	Split Not Available	N/A
– India	tCO2e	N/A	Split Not Available	N/A
– Netherlands	tCO2e	N/A	Split Not Available	N/A
– Australia	tCO2e	N/A	Split Not Available	N/A
– United Arab Emirates	tCO2e	N/A	Split Not Available	N/A

Waste

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Total hazardous and non hazardous				
– Hazardous	tonnes	Split Not Available	Split Not Available	163.2
– Non Hazardous	tonnes	Split Not Available	Split Not Available	3,962.9
Total regulated hazardous waste quantities by disposal method				
– Incineration or used as fuel	tonnes	N/A	N/A	6.3
– Recycling	tonnes	N/A	N/A	111.0
– Landfill	tonnes	N/A	N/A	45.9
Total regulated non-hazardous waste quantities by disposal method				
– Incineration or used as fuel	tonnes	9,720	0	31.8
– Recycling	tonnes	331	1,167.2	813.5
– Landfill	tonnes	2,155	1,878.8	3,117.7
Total recycled waste				
– Total recycled	tonnes	331	1,167.2	924.5
– % recycled	tonnes	13%	38%	30%

Environmental Compliance

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Non-Compliance with environmental laws and regulations				
– Incidents	No.	NIL	NIL	NIL
– Non-monetary sanctions (number)	No.	NIL	NIL	NIL
– Monetary value of significant fines (£ pounds sterling)	No.	NIL	NIL	NIL
Environmental protection expenditure and investments				
– Prevention and environmental management	£GBP	Not Available	Not Available	Not Available
– Waste disposal, emissions treatment and remediation	£GBP	Not Available	Not Available	Not Available

* 2021 tCO2e data has been updated to reflect the improved accuracy as a result of implementing emissions reporting software, allowing for location and market-based emissions factors to be applied rather than using standard UK emission factors throughout. This amendment has also been reflected in the latest statutory accounts.

SOCIAL

People

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Total worked man-hours	million	2,712,082	3,736,871	5,535,436
— Employees	million	No Split Available	No Split Available	No Split Available
— Contractors	million	No Split Available	No Split Available	No Split Available
Employee hours worked by country				
— UK (includes NL employees)	Hours	475,346	577,293	548,996
— USA	Hours	826,924	1,006,917	1,232,341
— Canada	Hours	1,141,330	1,369,323	2,202,831
— Singapore	Hours	35,799	41,491	54,456
— Azerbaijan	Hours	72,385	96,109	91,583
— Kazakhstan	Hours	48,256	17,040	16,074
— India	Hours	N/A	N/A	63,391
— Australia	Hours	112,042	171,832	186,203
— United Arab Emirates	Hours	N/A	456,866	1,139,561
Contractor hours worked by country				
— UK	Hours	No Split Available	No Split Available	No Split Available
— USA	Hours	No Split Available	No Split Available	No Split Available
— Canada	Hours	No Split Available	No Split Available	No Split Available
— Singapore	Hours	No Split Available	No Split Available	No Split Available
— Azerbaijan	Hours	No Split Available	No Split Available	No Split Available
— Kazakhstan	Hours	No Split Available	No Split Available	No Split Available
— India	Hours	No Split Available	No Split Available	No Split Available
— Netherlands	Hours	No Split Available	No Split Available	No Split Available
— Australia	Hours	No Split Available	No Split Available	No Split Available
— United Arab Emirates	Hours	No Split Available	No Split Available	No Split Available

Accident Prevention and Safety

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Lost Time Injury Frequency (LTIF) (Total recordable injuries per million hours worked)				
— Centurion Group Total	Ratio	0.0	0.0	0.7
— UK (includes NL employees)	Ratio	0.0	0.0	1.8
— USA	Ratio	0.0	0.0	0.0
— Canada	Ratio	0.0	0.0	0.9
— Singapore	Ratio	0.0	0.0	0.0
— Azerbaijan	Ratio	0.0	0.0	0.0
— Kazakhstan	Ratio	0.0	0.0	0.0
— India	Ratio	N/A	0.0	0.0
— Australia	Ratio	0.0	0.0	0.0
— United Arab Emirates	Ratio	N/A	0.0	0.9
Total Recordable Injuries (TRI)				
— Centurion Group Total	No.	3	2	10
— Employees	No.	3	2	10
— Subcontractors	No.	0.0	0.0	0.0
Total Recordable Injury Rate (TRIR) (Total recordable injuries per million hours worked)				
— Centurion Group Total	Ratio	1.1	0.5	1.8
— Employees	Ratio	1.1	0.5	1.8
— Contractors	Ratio	0.0	0.0	0.0

SOCIAL (CONT)

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Fatalities				
– Employee fatalities	No.	0	0	0
– Contractor fatalities	No.	0	0	0
Lost Time Injuries (LTI)				
– Employees	No.	0	0	4
– Subcontractors	No.	0	0	0
Total Lost Day Rate (LDR) (Lost days per 200,000 hours worked)				
– Centurion Group Total	Ratio	0	0	3.2
– Employees	Ratio	0	0	3.2
– Contractors	Ratio	0	0	0.00
Lost Work Day Cases (LWDC)				
– Centurion Group Total	No.	0	0	4
– Employees	No.	0	0	0
– Contractors	No.	0	0	0
Days Unfit for Work (Lost work days)				
– Centurion Group Total	No.	0	0	89
– Employees	No.	0	0	89
– Contractors	No.	0	0	0
Restricted Work Day Cases (RWDC)				
– Centurion Group Total	No.	1	2	4
– Employees	No.	1	2	4
– Contractors	No.	0	0	0
Medical Treatment Cases (MTC)				
– Centurion Group Total	No.	2	0	19
– Employees	No.	2	0	19
– Contractors	No.	0	0	0
New supplier screening				
– Environmental	%	Not Available	Not Available	Not Available
– Impacts on society	%	Not Available	Not Available	Not Available
– Labour practices	%	Not Available	Not Available	Not Available
– Human rights	%	Not Available	Not Available	Not Available

Employees

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Total number of employee training				
— Centurion Group Total	Avg. hrs / employee	Not Available	Not Available	Not Available
Total management and non-management training				
— Management	Avg. hrs / employee	Not Available	Not Available	Not Available
— Non-Management	Avg. hrs / employee	Not Available	Not Available	Not Available
Total performance and career development reviews				
— Centurion Group Total	%	Not Available	Not Available	Not Available
— Male	%	Not Available	Not Available	Not Available
— Female	%	Not Available	Not Available	Not Available
— Management	%	Not Available	Not Available	Not Available
— Non-Management	%	Not Available	Not Available	Not Available
Total employees	No.	1,099	1,826	2,300
— Total “other” workers	No.	0	0	0
— Total contractors	No.	Not Available	Not Available	Not Available
Country and gender breakdown of employees				
— UK (includes NL employees)				
— employees / other workers / contractors	No.	188/0/0	163/0/0	257/0/0
— employees male / female	No.	142/46	135/28	204/53
— other workers male / female	No.	0/0	0/0	0/0
— contractors workers male / female	No.	0/0	0/0	0/0
— USA				
— employees / other workers / contractors	No.	327/0/0	390/0/0	463/0/0
— employees male / female	No.	281/46	338/52	393/70
— other workers male / female	No.	0/0	0/0	0/0
— contractors workers male / female	No.	0/0	0/0	0/0
— Canada				
— employees / other workers / contractors	No.	336/0	600/0/0	810/0/0
— employees male / female	No.	283/53	524/76	708/102
— other workers male / female	No.	0/0	0/0	0/0
— contractors workers male / female	No.	0/0	0/0	0/0
— Singapore				
— employees / other workers / contractors	No.	19/0/0	20/0/0	24/0/0
— employees male / female	No.	17/2	18/2	19/5
— other workers male / female	No.	0/0	0/0	0/0
— contractors workers male / female	No.	0/0	0/0	0/0
— Azerbaijan				
— employees / other workers / contractors	No.	36/0/0	38/0/0	33/0/0
— employees male / female	No.	30/6	32/6	28/5
— other workers male / female	No.	0/0	0/0	0/0
— contractors workers male / female	No.	0/0	0/0	0/0
— Kazakhstan				
— employees / other workers / contractors	No.	9/0/0	9/0/0	8
— employees male / female	No.	5/4	6/3	4/4
— other workers male / female	No.	0/0	0/0	0/0
— contractors workers male / female	No.	0/0	0/0	0/0

SOCIAL (CONT)

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
— India				
— employees / other workers / contractors	No.	Split Not Available	Split Not Available	28/0/0
— employees male / female	No.	Split Not Available	Split Not Available	24/4
— other workers male / female	No.	Split Not Available	Split Not Available	0/0
— contractors workers male / female	No.	Split Not Available	Split Not Available	0/0
— Australia				
— employees / other workers / contractors	No.	53/0/0	73/0/0	59/0/0
— employees male / female	No.	48/5	65/8	48/11
— other workers male / female	No.	0/0	0/0	0/0
— contractors workers male / female	No.	0/0	0/0	0/0
— United Arab Emirates				
— employees / other workers / contractors	No.	Split Not Available	Split Not Available	408/0/0
— employees male / female	No.	Split Not Available	Split Not Available	396/12
— other workers male / female	No.	Split Not Available	Split Not Available	0/0
— contractors workers male / female	No.	Split Not Available	Split Not Available	0/0
Employees by contract type				
— Permanent	No.	Split Not Available	Split Not Available	Split Not Available
— Fixed Term Contract	No.	Split Not Available	Split Not Available	Split Not Available
Employees by gender				
— Male	%	84%	88.7%	87.1%
— Female	%	16%	11.3%	12.9%
Employees by age group				
— Under 30	%	20%	21%	See Below
— 30-50	%	61%	58%	See Below
— 50+	%	19%	21%	See Below
Employees by age group				
— 16-19	%	Split Not Available	1.2%	1.6%
— 20-24	%	Split Not Available	5.3%	8.2%
— 25-34	%	Split Not Available	26.3%	25.1%
— 35-44	%	Split Not Available	36.8%	33.4%
— 45-54	%	Split Not Available	18.3%	20.2%
— 55-64	%	Split Not Available	10.8%	10.4%
— 65+	%	Split Not Available	1.4%	1.2%
Employees from minority groups	No.	Split Not Available	60	44
Total managerial employees and gender breakdown				
— Male	No. / %	Split Not Available	14/77.7%	63/88.7%
— Female	No. / %	Split Not Available	4/22.2%	8/11.2%
Total national and non-national contractors				
— UK national / non-national	%	Split Not Available	Split Not Available	Split Not Available
— US national / non-national	%	Split Not Available	Split Not Available	Split Not Available
— Canada national / non-national	%	Split Not Available	Split Not Available	Split Not Available
— Singapore national / non-national	%	Split Not Available	Split Not Available	Split Not Available
— Azerbaijan national / non-national	%	Split Not Available	Split Not Available	Split Not Available
— Kazakhstan national / non-national	%	Split Not Available	Split Not Available	Split Not Available
— India national / non-national	%	N/A	Split Not Available	Split Not Available
— Australia national / non-national	%	Split Not Available	Split Not Available	Split Not Available
— United Arab Emirates national / non-national	%	N/A	Split Not Available	Split Not Available

Employees

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Managerial employees hired from the local population				
– UK (NL employees included)	%	100%	100%	100%
– USA	%	100%	100%	100%
– Canada	%	100%	100%	100%
– Singapore	%	50%	50%	50%
– Azerbaijan	%	100%	100%	100%
– Kazakhstan	%	100%	100%	100%
– India	%	N/A	Split Not Available	0%
– Australia	%	100%	100%	100%
– United Arab Emirates	%	N/A	100%	0%
Total new hires and gender breakdown				
– Centurion Group Total	No.	691	527	655
– Male	%	90%	78.5%	86.1%
– Female	%	10%	21.5%	13.9%
New hire age breakdown				
– Under 30	%	28%	29.2%	See Below
– 30-50	%	55%	60.0%	See Below
– 50+	%	17%	10.8%	See Below
New hire age breakdown				
– 16-19	%	Split Not Available	3.8%	5.0%
– 20-24	%	Split Not Available	11.0%	16.6%
– 25-34	%	Split Not Available	28.8%	33.9%
– 35-44	%	Split Not Available	26.0%	25.7%
– 45-54	%	Split Not Available	15.7%	13.0%
– 55-64	%	Split Not Available	8.5%	5.3%
– 65+	%	Split Not Available	1.9%	0.3%
New hire country breakdown				
– UK (NL employees included)	%	Split Not Available	7.6%	16.6%
– USA	%	Split Not Available	50.5%	49.6%
– Canada	%	Split Not Available	31.9%	23.2%
– Singapore	%	Split Not Available	0.6%	0.8%
– Azerbaijan	%	Split Not Available	0.2%	0.3%
– Kazakhstan	%	Split Not Available	0.6%	0.3%
– India	%	N/A	Split Not Available	4.9%
– Australia	%	Split Not Available	6.1%	1.1%
– United Arab Emirates	%	N/A	2.7%	3.2%
Total employees leaving employment and gender breakdown				
– Centurion Group Total	No.	626	439	579
– Male	%	87%	79.2%	90.2%
– Female	%	13%	20.8%	9.8%

SOCIAL (CONT)

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Turnover age breakdown				
— Under 30	%	30%	46.3%	See Below
— 30-50	%	51%	46.3%	See Below
— 50+	%	19%	2.4%	See Below
Turnover age breakdown				
— 16-19	%	Split Not Available	1.8%	2.5%
— 20-24	%	Split Not Available	8.4%	15.4%
— 25-34	%	Split Not Available	30.3%	31.7%
— 35-44	%	Split Not Available	29.6%	25.7%
— 45-54	%	Split Not Available	18.7%	14.4%
— 55-64	%	Split Not Available	7.7%	8.4%
— 65+	%	Split Not Available	1.6%	1.9%
Turnover country breakdown				
— UK (NL employees included)	%	Split Not Available	10.7%	29.5%
— US	%	Split Not Available	50.6%	67.0%
— Canada	%	Split Not Available	30.3%	20.6%
— Singapore	%	Split Not Available	0.5%	20.3%
— Azerbaijan	%	Split Not Available	0.0%	13.9%
— Kazakhstan	%	Split Not Available	0.5%	49.5%
— India	%	N/A	Split Not Available	44.1%
— Australia	%	Split Not Available	3.0%	63.8%
— United Arab Emirates	%	N/A	4.6%	2.9%
— Average				24.6%

Security

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Total security incidents				
— Centurion Group Total				
— UK	No.	0	0	0
— US	No.	0	0	1
— Canada	No.	0	0	0
— Singapore	No.	0	0	0
— Azerbaijan	No.	0	0	0
— Kazakhstan	No.	0	0	0
— India	No.	N/A	0	0
— Australia	No.	0	0	0
— United Arab Emirates	No.	N/A	0	N/A

Society

PERFORMANCE INDICATORS	UNIT	2020	2021	2022
Social investment				
– Centurion Group Total	USD	Not Available	Not Available	Not Available
– UK	GBP	Not Available	Not Available	Not Available
– US	USD	Not Available	Not Available	Not Available
– Canada	CAD	Not Available	Not Available	Not Available
– Singapore	SGD	Not Available	Not Available	Not Available
– Azerbaijan	GBP	Not Available	Not Available	Not Available
– Kazakhstan	GBP	Not Available	Not Available	Not Available
– Australia	AUD	Not Available	Not Available	Not Available
– Middle East	AED	N/A	Not Available	Not Available
Charitable giving				
– Centurion Group Total	USD	22,232	38,727.3	126,388.4
– UK	GBP	Not Available	16,000.0	5,040.0
– US	USD	800	3,050.0	96,533.8
– Canada	CAD	25,500	40,582.0	30,343.7
– Singapore	SGD	Not Available	3,500.0	NIL
– Azerbaijan	AZN	Not Available	Not Available	NIL
– Kazakhstan	KZT	Not Available	Not Available	NIL
– India	INR	N/A	Not Available	NIL
– Australia	AUD	1200.0	500.0	NIL
– United Arab Emirates	AED	N/A	Not Available	NIL
Operations that have been subject to human rights or impact assessments	No.	0	0	0
Employees trained on human rights policies and procedures	%	0	0	0
Total employee training on human rights policies and procedures	Hours	0	0	0
Total incidents of discrimination	No.	0	0	0
Number of grievances	No.	0	0	0

Printing

This report has been printed using Fedrigoni Arena White Smooth (uncoated). A sustainably sourced, wood-free, FSC® certified, and acid-free paper stock.

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