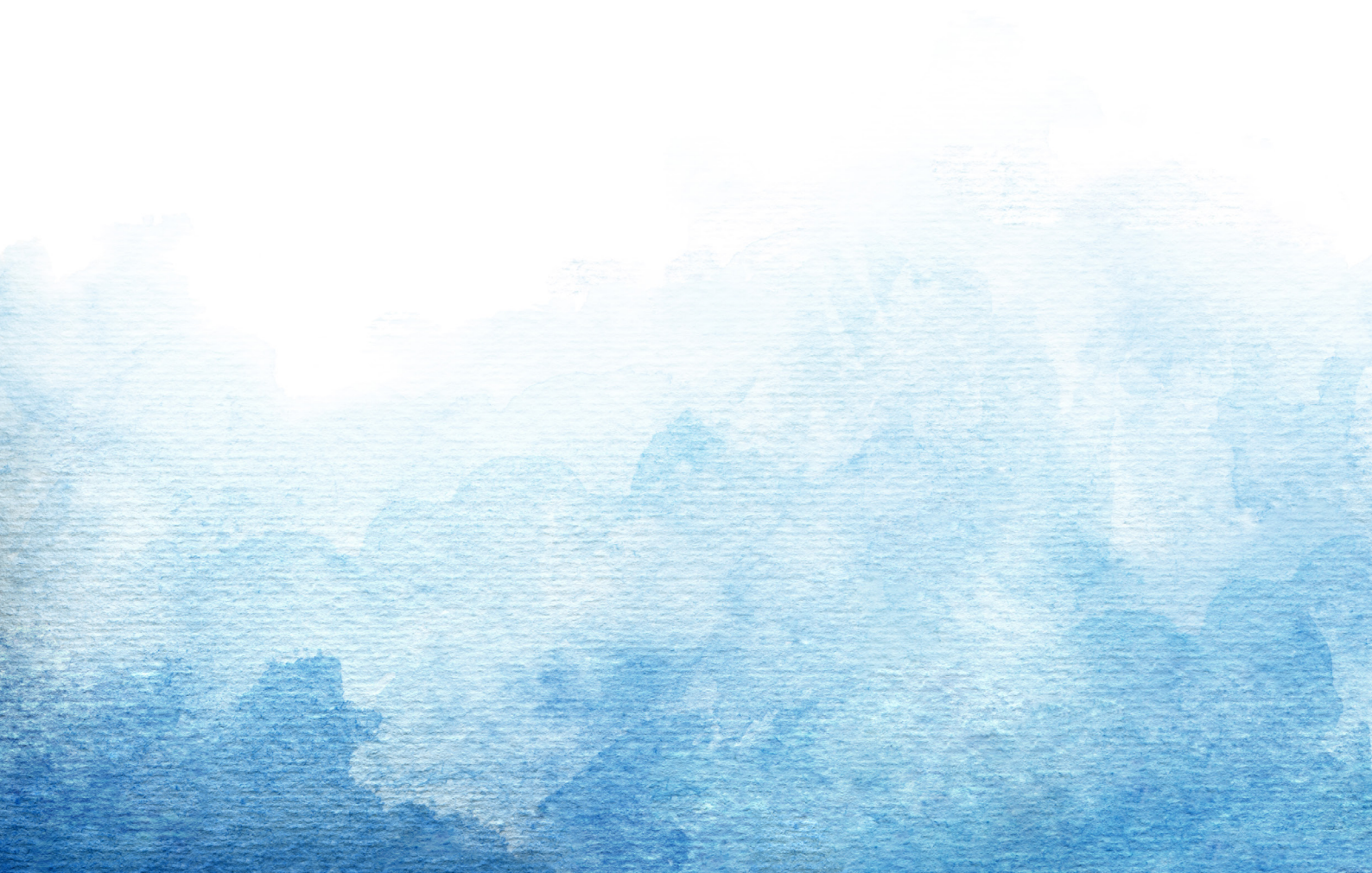


Sustainability Report 2020.

**Why ride waves when
you can [make them...](#)**



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1.Introduction.

About Attollo.

Our Purpose.

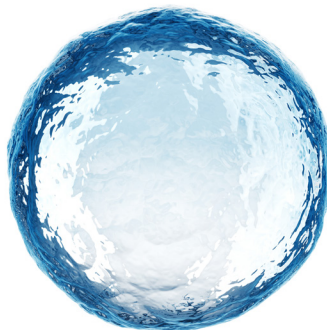
Attollo brings a real and long-lasting impact to the economic viability of offshore energy projects by embracing advancement, innovation, and modern technology. We seek to build a profitable business that operates safely and without harm, whilst contributing in a positive and responsible way to the health of our economy, our people, our local communities, our assets and the environment to ensure a prosperous future for all.

We focus on delivering profitable, impactful, and sustainable solutions to our clients in the offshore industry.

The Attollo distinction is embodied in our ambitious culture. We are committed to achieving the highest level of HSEQ, operational and sustainability standards through various initiatives. We ensure that we operate responsibly, support local and wider societal rights, and contribute towards labour discrimination, fighting corruption and the protection of human rights. Everything we do is geared towards creating a substantial operational advantage for our clients whilst contributing to the strengthening of society and reducing our impact on climate change.

Our Vision.

Creating a tomorrow better than today.





Our Mission.

**Leverage the power of agile, integrative
technology and advance operations to drive
the world towards a brighter energy future.**

Values and Philosophies.



Superior performance: As a leading duty holder, we conform to Safety Case Regulations and pride ourselves on finding better ways to operate. By using new ideas and superior assets, we aim to help our clients create a substantial operational advantage, reduce costs, and achieve their goals.



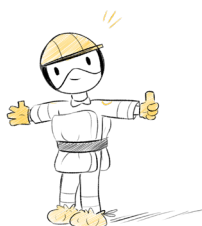
Trusted and sustainable: Attollo takes being a responsible offshore marine operator seriously. We operate at the highest standards of integrity in our business, and supply chain, and act with the utmost care for the societies and environments in which we operate.



Innovation and technology: We harness new technology, new ideas and new possibilities to creating opportunities for minimising costs and maximising potential for our clients. We are at the forefront of these innovations using data, process automation and artificial intelligence to maximise our performance while driving down costs.



Intelligent risk management: We operate an integrated risk management system controlling and managing major accident hazards across our asset portfolio. With timely, effective, and pro-active risk management, we're able to solve potential problems before they occur.



Intrinsically safe: Meeting and exceeding client and industry HSEQ standards is our priority. We work hard to maintain a world-class safety performance and we're always looking at ways to make it even better.

About our sustainability vision and strategy.



Message from the CEO.

Welcome to Attollo's Annual Sustainability Report for 2020.

As a leading player in the offshore marine industry, with unrivalled expertise in the demands and challenges of marine assets required for offshore operations, we strive towards continual improvement and challenging convention to achieve smarter operations and better results offshore. We support offshore energy projects across the world, and we are proud to have contributed to the successful completion of major offshore wind projects that are tackling climate change.

Since the inception of the company in 2014, Attollo has maintained its vision of being one of the leading, most admired companies in our industry. Going forward, we aim to lead the

agenda on the future of marine operations in a de-carbonising world, bringing the same commitment to supporting the energy transition by accelerating future clean marine fuels and emission-reducing solutions to the offshore energy industry, as well as delivering a broader spectrum of services to support clean energy projects.

We are committed to sustainability and involvement in leading the business on the company's quest to achieve a sustainable, zero emission marine future which has been placed at the forefront of our vision, and thus, have focused this past year on taking action towards responsible and effective methods for energy consumption while providing a service that further lowers our carbon footprint through optimising our resource and energy usage.

We continue to support local communities through engagement, with a clear vision of contributing towards local community development and initiatives, as well as remaining committed to supporting the UN Global Compact's initiatives.

Our 2020 Sustainability Report, details the actions we have taken and are continuing to take to operate safely, reduce our environmental footprint and work closely and fairly with the community and our stakeholders. In an industry that is continually developing and changing, we recognise that maintaining sustainability as the constant foundation of our approach to doing business is paramount to Attollo's success and adequate contribution.

Our role in sustainability.

The COVID-19 pandemic has highlighted the fragility of our economic systems, the importance of society to operate together and many underlying inequalities that exist between countries and within societies. At the same time, it has highlighted the need for business consciousness and a willingness to rise to the challenges facing humanity. As we transition out of this difficult time it is more important than ever to keep sustainability at the forefront of business operations and aim to use this opportunity to build back better.

Sustainability is a foundation of our business and we have been consistently evolving and improving as opportunities and challenges present themselves. We acknowledge that two of the greatest challenges facing our world today are climate change and inequality. Businesses must work towards solutions to tackle these problems with urgency to ensure that we can have a safe and just society. We are no exception and have sought to align our business practices with sustainable practices wherever possible. We have aligned our business to the principles of the United Nations Global Compact (UNGC) and the United Nations Sustainable Development Goals (SDG's) to address these issues in a socially cohesive and inclusive way.

Attollo has also been undergoing a strategy review within its organisation, with the aim to move further away from the fossil fuel markets and provide more focus on operating in the renewable energy sector.

Whilst our strategy review has been taking place, our business activities have also been impacted by the exceptional circumstances of COVID-19. Our offices and standard operations were affected like many others throughout the world – however Attollo is very proud to have been able to undertake fast and effective response methods to maintain business. Thus, keeping our teams safe and prioritising health and wellbeing throughout this time.

Working with our communities.

We continue to support our communities through our business services, environmental commitments, and the Attollo Foundation. The pandemic has highlighted societal issues for communities across the world including inequalities in youth education. It has been a difficult year for young people with the pandemic impacting mental health, educational inequalities, access and many other issues. Our Foundation has remained committed to supporting the education of young people with a focus on delivering maritime, science technology & maths (STEM), and art and culture learning projects. We work to support charities in communities local to where we operate to ensure our projects are accountable, sustainable and have a lasting impact.

Belonging, inclusion and diversity.

The summer of 2020 highlighted the worldwide call for increased action and deep reflection on the inequalities in our societies. Events across the world showed the importance of leadership action and in every sector to fight against injustices and oppression in all geographies. We acknowledge the importance of belonging, inclusion and diversity and remain firm in our commitment to be an equal opportunities employer that upholds the highest standards of equality, human rights, and inclusion.

Gender diversity remains a priority to our organisation. We are proud to have a workforce consisting of 60% women and remain committed to promoting women to leadership positions. We have maintained our commitments to maintaining the highest standards of equality under the UNGC.

Despite our successes, we acknowledge that more work needs to be done through education, training and empowering stakeholders in subjects related to belonging, inclusion and diversity.

Transition to a cleaner world.

The COVID-19 pandemic highlights a significant opportunity for businesses to transition to a more sustainable future by focusing on the need to build back better. We see this as a significant opportunity to continue to expand our business opportunities into emerging sustainable energy markets such as offshore wind generation. We see our business services as having the potential to contribute to a greener future by supporting clients working in the renewable energy markets.

We also renew our commitment to the environment by focusing on our own business and operations. We maintain our commitment to reduce our direct impact and aim to operate as a net zero business. We continue to work with our supply chain and key stakeholders to support a just transition to a more sustainable future.



Ben Moore

Chief Executive Officer

Our approach to sustainability.

Attollo seeks to participate in sustainability and playing a constructive part in society. We continually work towards ensuring that our operations focus on working with local communities, in a safe and fair manner and that our environmental footprint is reduced.

During 2020 and the COVID-19 pandemic the importance of sustainability, society and resilience was re-affirmed to everyone at Attollo. We recognised that we wanted to make an even greater contribution than usual through our social and environmental programmes. We have updated and enhanced our environmental commitments, delivered projects to support equality, and sought to benefit wider society through the Attollo Foundation.

Our sustainability strategy, policies and procedures are reviewed each year at our management review and seek to support good business and industry practice and ensure that we meet or exceed the applicable laws and external requirements.

Sustainability Purpose.

Our sustainability purpose is to bring a real and long-lasting sustainable change and impact to the offshore energy industry. We seek to build a profitable business that operates safely and without harm whilst contributing in a positive and responsible way to the health of our economy, our people, our local communities, our assets and the environment to ensure a prosperous future for all.

Strategy and Vision.

Sustainability is a key element to Attollo's values and forms an integral part of our business strategy. Sustainable development is an approach adopted by Attollo and sustainability is deemed to be a significant contributor to the company's success, future development and creating long-term value.

Attollo's sustainability starts with our organisation's core values and a principled approach to doing business. By operating in this way, we meet our fundamental responsibilities in the areas of human rights, equality, anti-corruption, community enhancement and environmental stewardship. With our values and philosophies, we know that good practices in one area must not offset harm in another.

We aim to tackle the most pressing issues and escalating costs currently facing the offshore energy industry in mature areas, whilst ensuring our principles and those of the UNGC are never compromised and always maintained. If successful, we could contribute to the viability and prosperity of mature energy basins being extended well beyond what is possible through current practices and enabling offshore wind projects to be commissioned for the benefit of us all.

Our values are captured within our Code of Business which defines our responsibilities to our clients, colleagues and communities and outlines the principles expected of our people to achieve our vision. We recognise the UN's Sustainable Development goals and seek to align them in our operations to meet these universally accepted principles whether our suppliers are signatories or not.

Our sustainability strategy is set around three key areas environment, social and governance. Due to the nature of our industry we have also set our strategy around the highest standards of health and safety. Aligning our business in this way ensures that we operate in a way that is ethical, efficient, and positive for our clients, colleagues, communities, and the environment. Under our key areas the strategy has specific areas of focus:

Environment.	Social.	Governance.	HSEQ.
Direct Impact	Colleagues	Internal Systems	Health & Safety
Indirect Impact	Community	External Systems	Environment
Culture and Behaviours	Clients		Quality

Table 1. Key Areas of Focus

The various elements of our sustainability strategy are implemented using our sustainability methodology. We aim to follow this model when initiating new or updating current sustainability programmes. This ensures that the programmes have transparency, accountability, and continuity.



Figure 1. Sustainability Strategy Methodology



Commitment to the UNGC.

We have been a signatory to the United Nations Global Compact (UNGC) since February 2019 and we remain committed to their core principles. The UN Global Compact has Ten Principles derived from: The Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

Our responsibilities towards Human Rights, Labour, Environment and Anti-Corruption are incorporated into our strategies, policies and procedures and we realise our responsibility towards playing a part in tackling some of the world's biggest sustainability challenges.

The UN Global Compact's Ten Principles include Human Rights, Labour, Environment and Anti-Corruption, they outline that businesses should:

 <p>PRINCIPLE 1: support and respect the protection of internationally proclaimed human rights;</p>	 <p>PRINCIPLE 2: make sure that they are not complicit in human rights abuses;</p>	 <p>PRINCIPLE 3: uphold the freedom of association and the effective recognition of the right to collective bargaining;</p>	 <p>PRINCIPLE 4: ensure the elimination of all forms of forced and compulsory labour;</p>	 <p>PRINCIPLE 5: ensure the effective abolition of child labour;</p>
 <p>PRINCIPLE 6: ensure the elimination of discrimination in respect of employment and occupation.</p>	 <p>PRINCIPLE 7: support a precautionary approach to environmental challenges;</p>	 <p>PRINCIPLE 8: undertake initiatives to promote greater environmental responsibility;</p>	 <p>PRINCIPLE 9: encourage the development and diffusion of environmentally friendly technologies.</p>	 <p>PRINCIPLE 10: work against corruption in all its forms, including extortion and bribery.</p>

Figure 2. UNGC Ten Principles

Our Organisation and SGD's.

Commitment to the SDG's.

The Sustainable Development Goals (SDGs) are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including poverty, inequality, climate change, environmental degradation, peace, and justice.

The SDGs, also known as the Global Goals, were adopted by all United Nations Member States in 2015 as a universal call to action to transition towards a more sustainable future. They are a set of 17 goals addressing the global challenges we face including poverty, inequality, climate change, environmental degradation, peace, and justice. They are designed to protect the planet and ensure that all people enjoy peace and prosperity by 2030.

The 17 SDGs are integrated meaning that action in one area will affect outcomes in others, and that development must balance social, economic, and environmental sustainability and there must be methods to govern this balance.

Everyone is needed to reach these ambitious targets. The creativity, knowhow, technology, and financial resources from all of society is necessary to achieve the SDGs in every context, including the private sector. Attollo acknowledges that we must play our part in transitioning towards a more sustainable future. As a result we are committed to supporting the SDG's and aim to ensure our business practice is in line with the goals so that we are not operating in a way that could be detrimental to the future of society and the environment.



Figure 3. UNGC Sustainable Development Goals

Aligning Attollo's business strategy with the SDG's.

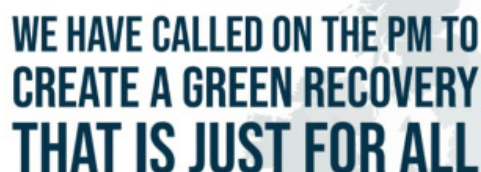
The UN SDG's provide a solid framework for us to assess, align and prioritise business activities. The private sector, and in particular the energy sector, has a pivotal role to play in their achievement. Our strategy is to utilise the values of the SDG's to identify opportunities to maximise impact. We partner with our clients, staff, and stakeholders to support the delivery of the SDG's and build a more resilient, inclusive, and sustainable world.

We have worked to incorporate the 17 Sustainable Development Goals into our business strategy, programmes, and management systems. This ensures that the goals of our services and operations not only account for successful business impacts but that they are also positively contributing to the wider aim of the global goals, to ensure a positive future for all. This report outlines the goals that are most impacted through our various programmes and procedures. We are committed to constantly reviewing our strategy and systems to ensure that they are closely aligned and operate with the Global Goals in mind.

Building Back Better.

Attollo recognises that in order to recover from the pandemic and build a better future, we must collectively maintain and further implement our alignment with the UNGC's Sustainable Development Goals. This will allow us to "build back better" following the COVID-19 crisis and work towards a greener and more resilient global economy.

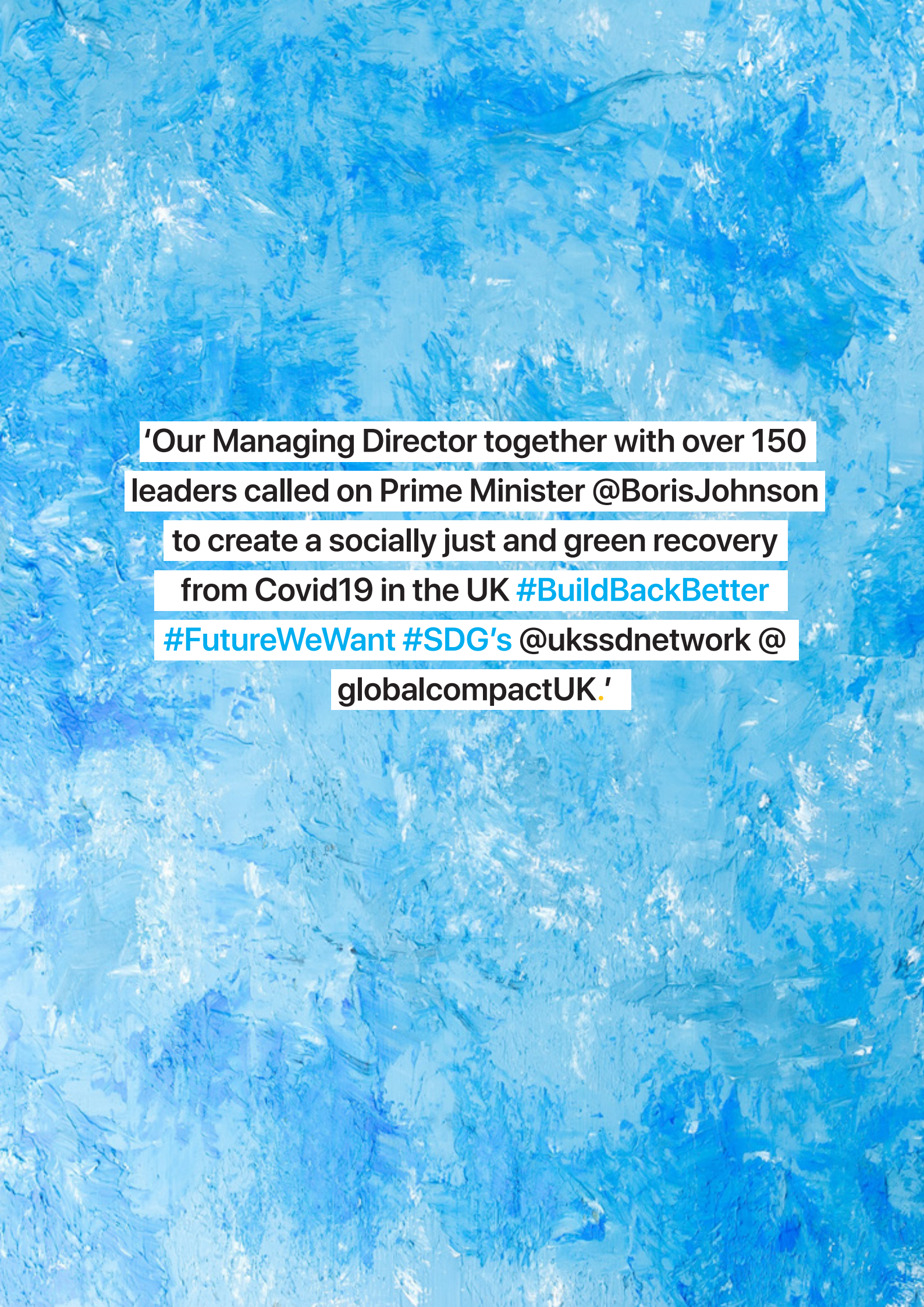
In order to achieve this, Attollo, together with over 150 other leaders called on the UK Government during 2020 to create a socially just and green recovery from the pandemic, incorporating the request to acknowledge the SDGs internationally agreed framework to enable the Government to work with its stakeholders in the development of programmes, policies and structures coherent with the needs of our environment, society and economy both domestically and internationally.



**WE HAVE CALLED ON THE PM TO
CREATE A GREEN RECOVERY
THAT IS JUST FOR ALL**

#BuildBackBetter #FutureWeWant #SDGs





**'Our Managing Director together with over 150
leaders called on Prime Minister @BorisJohnson
to create a socially just and green recovery
from Covid19 in the UK [#BuildBackBetter](#)
[#FutureWeWant](#) [#SDG's](#) @ukssdnetwork @
globalcompactUK.'**

Priority SDG's.

The 17 Sustainable Development Goals are incorporated into our various programmes and management systems; but we have selected four priority SDG's that we have concluded we can make the most contribution. They are as follows:



SDG 3: Good Health and Wellbeing.

Attollo recognises that the success of everything we do relies on the health, safety and wellbeing of our workplace and our people. Our processes and procedures are implemented to ensure that personnel work in a safe and healthy environment that does not exhaust our personnel resources and we are committed to a work environment that is free of discrimination, harassment, bullying and planning towards a healthy workforce and working environment which will create lasting and continuous improvement in health management.



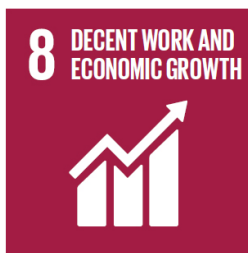
SDG 5: Gender Equality.

Here at Attollo, we recognise that gender equality is a fundamental human right. Our procedures and processes identify our requirement to treat people fairly, and that we will not discriminate on the grounds of gender, and we furthermore ensure that we provide adequate training in equal opportunities to managers and others likely to be involved in recruitment or other decision-making where equal opportunities issues are likely to arise.



SDG 7: Affordable and Clean Energy.

Here at Attollo, we recognise that the use of hydrocarbons is having a negative impact on our climate and the reliance on fossil fuels is unsustainable. In order to ensure that we remain committed to our agenda on the future of marine operations in a zero-carbon future, we are working to support the transition to renewable energy by accelerating future clean marine fuels and emission-reducing solutions to the offshore industry, as well as delivering a broader spectrum of services to support clean and renewable energy projects.



SDG 8: Decent Work and Economic Growth.

Attollo dedicates itself to upholding adequate labour standards across its operations and assets. We recognise that all personnel have the right to work in decent working conditions and, as such, we plan our work activities to ensure that hazardous working environments are adequately assessed, the risks are mitigated, the health, safety and welfare of our people are not compromised, equal opportunities remain constant and individuals have the freedom to express any concerns within the workplace.

We embrace diversity and ensure that our processes and strategies focus on the achievement of non-discrimination and, furthermore, strive to ensure that we continually improve our work practices to ensure continuous job satisfaction, economic growth, and the ever-growing birth of innovation.



SDG 13: Climate Action.

We are committed to ensuring that our operations are planned in such a way that maintains the highest standards of environmental preservation and protection and the highest level in reduction of emissions. We strive to achieve this through our core business strategies and by pro-actively working with all our employees, clients, contractors, public, government authorities and interested parties and by through the implementation of our policy and procedural commitments to improve performance and demonstration of conformity with the ISO 14001 Environmental Management System standard to which we are certified.

During 2020, Attollo began to further explore low carbon sources of energy offshore as a key objective for the forthcoming years, which will include the execution of emission reduction initiatives.

COVID-19 Response.

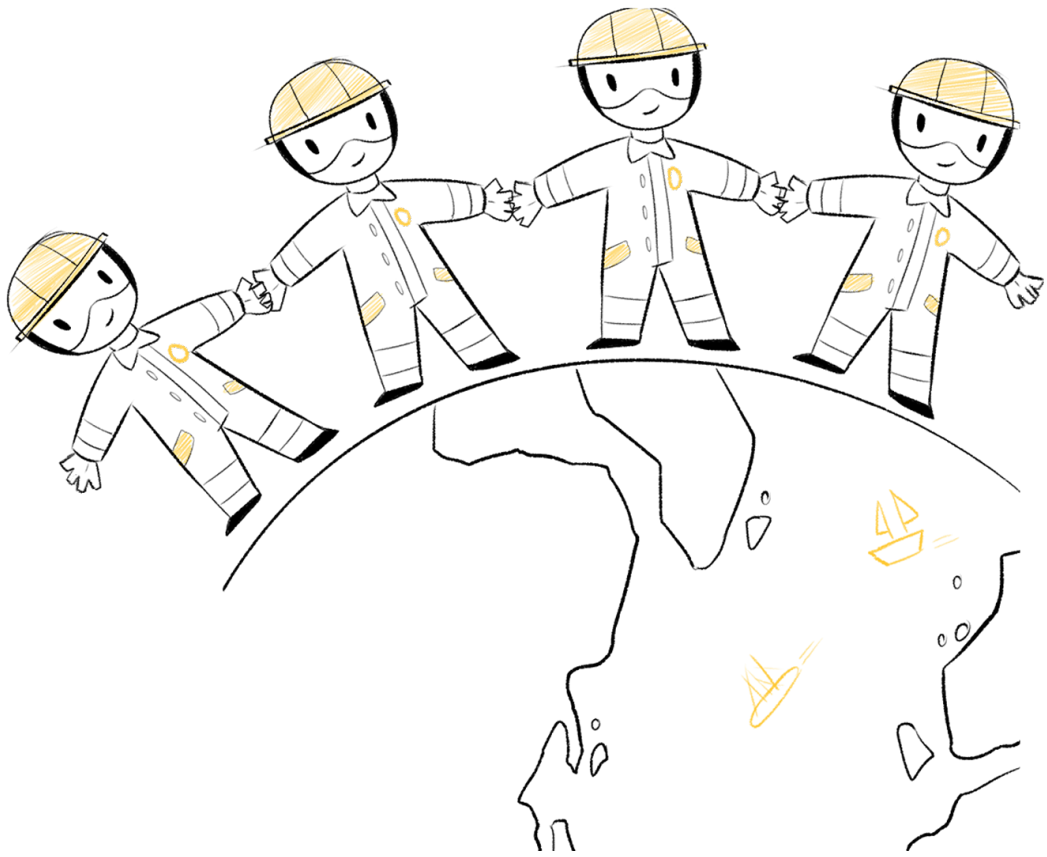


The COVID-19 pandemic has caused a significant change in our business operations. At the start of the pandemic our management team and staff sought out a fast and practical response to ensure our business could operate successfully despite the economic and social challenges presented by the crisis. Early in the pandemic our management team drafted a response strategy. This included an examination of our key priorities during these difficult times; changing the way we worked with accessible and flexible working arrangements; and ensuring that our annual commitments to the Attollo Foundation were met.

Priorities during COVID-19.

- Prioritise employees
- Ensure business continuity and support our clients
- Commit to our annual pledge to the Attollo Foundation
- Partner with staff and clients to maximise impact
- Engage staff to work from home effectively
- Increased health and safety across all our operations





2. Environment.

Our Purpose.

Climate change is a complex and urgent matter that must be targeted by all sectors of society and all economies of the world. At Attollo, we have taken an approach to climate change, which supports the use of innovation and technology to achieve a cleaner, more energy-efficient and sustainable global economy that is conscious of the limited natural resources. We realise that working in the energy sector we have an important role to play in transitioning away from unsustainable sources to cleaner, renewable alternatives. Attollo are committed to reducing not only our direct operational impact but also the indirect emissions we may cause through clients, partners, or our supply chain.

Our environmental strategy recognises the risks and opportunities that climate change presents to the energy sector and the global economy. As a business supporting the traditional fossil fuel industry, we realise that we can potentially have a larger impact than most through the support we provide to the transition to renewable energy.

We firmly acknowledge the science behind climate change and support the Paris Agreement's aim of holding the increase in global temperatures below 2 degrees above pre-industrial levels and are working reduce our carbon intensity. During 2020, Attollo upped its commitment and embarked onto the Science Based Targets 1.5 initiative to work towards reducing our carbon footprint below the 1.5 degree threshold. As such, we focused on further quantifying, analysing, and assessing our carbon emissions using 2018 as a baseline year, from where we define our targets. Our targets are therefore aligned with the most ambitious SBTi reduction pathway, pursuing efforts to limit the temperature increase to 1.5°C compared to pre-industrial levels.

Using 2018 as a baseline year has allowed us to quantify our emissions, both direct and indirect, during a time of operational peak, so that we could set specific reduction targets and be part of the change towards a more positive energy future.

The work we undertook allowed us to calculate our annual GHG emissions and define our emission type categories into the relevant scopes as defined by the GHG Protocol Corporate Standard:

Scope 1: Direct greenhouse gas emissions.

- Direct emissions from fuel combustion
- Direct emissions from natural gas combustion

Scope 2: Indirect greenhouse gas emissions from electricity, district heating and cooling.

- Indirect emissions from electricity generation

Scope 3: Other indirect greenhouse gas emissions.

- Indirect emissions from purchased goods
- Indirect emissions from purchased goods transport
- Indirect emissions from fuels and electricity obtention
- Indirect emissions from generated waste management
- Indirect emissions from business travel
- Indirect emissions from employee commuting

Our SBTi Commitment.

Attollo commits to reduce our absolute scope 1 and scope 2 GHG emissions 50% by 2030 from a 2018 base year, and to measure and reduce our scope 3 emissions.

Our SBTi Target.

Attollo commits to reduce the carbon intensity by 4%, which will result in 50% direct and indirect emissions reduction (scope 1, 2 and 3) by 2030 and net zero by 2050 from the 2018 base year. This equates to reducing our carbon intensity from 0.35 kg CO₂ eq/kWh (base year) to 0.17 kg CO₂ eq/kWh by 2030.

We are building our business to help the transition to a low carbon future by directly reducing our operational impact and working with our supply chain to reduce their impact too. Our focus over the next decade is to increase our service offerings to the renewable energy sector, in particular offshore renewables, so that we are meaningfully contributing to a reduction in greenhouse gas emissions.

We are mindful of the impact we can make on the industry and are committed to supporting the clean energy sector to help transition our economy to decarbonised future.

The background of the entire page is an underwater photograph of a rocky seabed. The water is a deep, clear blue, and the rocks are of various sizes and shapes, some appearing smooth and others more jagged. The lighting is natural, coming from above, creating highlights on the surfaces of the rocks and the water. The overall tone is serene and natural, emphasizing the marine environment.

Our Mission.

Attollo will work towards reducing the impact of climate change by mitigating impact from our direct operations and indirect emissions.

We will contribute towards the transition within the marine industry.

Direct Impacts.



We embrace our responsibility to understand and manage our own direct impact through our operations and behaviours. To help guide this we have created an environmental strategy that focuses on the following key areas:

- Reducing water usage
- Reducing energy consumption
- Reducing overall waste
- Increasing waste recycling
- Promoting sustainable travel
- Promoting sustainable procurement

We realise that focusing on these areas will help reduce our impact and the use of natural resources which are becoming increasingly scarce. All these factors can help us reduce our overall carbon footprint which we calculate on an annual basis. We have put various programmes in place to target each of these key areas.

Carbon Footprint.



Our carbon footprint has been calculated in line with the international Greenhouse Gas Protocol. Our environmental data collection system allows us to track and manage our impact and highlights potential areas to target. The system draws upon information from various sources, consolidates the information and provides our annual carbon footprint. This tool allows us to find reliable emissions and environmental data that can be utilised for target setting and to accurately build a history around our impact. We endeavour to improve our operational efficiency, data collection and reduce our impact.

This year's carbon footprint has been impacted not only by the pandemic, our focus has also been on evolving to a new design of innovation-based assets that concentrate on ensuring a better working life onboard, whilst minimising our carbon footprint through a transition from fossil fuels to zero emission fuels. Our strategy changes, coupled with the change in working environment as personnel have been required to work remotely, have considerably reduced our operational footprint in comparison to previous years.

Attollo has therefore reviewed the impact of our carbon emissions accounting for our personnel working remotely and comparing that to previous emissions data where staff were commuting and working in an office-based setting.

Environmental Achievements.

During 2020, Attollo improved and expanded its environmental data analysis and monitoring and was successful in joining the Science Based Targets 1.5 Initiative. The SBTi identifies best practise in science-based target setting and approves companies' targets in line with its strict criteria. Taking this action has allowed us to boost our innovation and drive sustainable growth by setting ambitious, science-based emissions reduction targets for our operations, in order to contribute towards the reduction in GHG emissions which our planet desperately needs to mitigate climate change risks.

Attollo also continues to monitor emissions from our operations in accordance with industry guidelines along our five key focus areas waste, water, energy, travel and procurement. We also maintain alignment with the UNGC Principles, our own internal environmental standards, protocols and conducts and the standards set by best practise and regulatory requirements. This is a baseline to which our company continues to maintain as well as evolve from and exceed.

Environmental Achievements 2020:







	Carbon Footprint Data Table.	31st December 2020.	31st December 2019.	Commentary.
	Carbon footprint reporting	✓	✓	We have been calculating and monitoring our carbon footprint since 2016 and are continuing to evolve our emissions monitoring.
	Environmental management systems	✓	✓	We have been certified to the ISO14001 standard since 2016.
	Quality management systems	✓	✓	We have been certified to the ISO9001 standard since 2016.
	Supplier Code of Conduct	✓	✓	Our supplier code of conduct seeks to procure from local, sustainable and ethical clients where possible.
	Alignment to the UNGC	✓	✓	We became an active participant to the UNGC & its initiatives in 2019.
	Science Based Targets Initiative	✓	✗	We aligned to the Science Based Targets 1.5 Initiative in 2020 and have set specific targets to reduce our carbon footprint moving forward.

Table 2. Environmental Achievements

Waste.

2020 brought about opportunities and challenges in our environmental focus areas but particularly in waste. The need for safe working environments meant an increase of disposable items to minimise contamination. This was, unfortunately, unavoidable and limited our ability to achieve our aims of reducing disposable items. However, the pandemic also allowed for opportunities such as refocusing our waste efforts and seeking to build upon past successes to increase our recycling rates and reduce overall waste.

Water.

The pandemic also brought about new challenges with water due to the need for personnel to wash their hands more regularly. We sought to never discourage best hygiene practice in our environments.

Energy.

Working within the sector, energy is of particular importance to us. We have been working to put in place comprehensive measures to reduce our energy usage with the goal of net zero by 2050. The largest change this year was the transition to home working. As part of this transition our onshore employees where possible can work remotely.

Travel.



Our work typically involves large amounts of travel and this is an area that we have highlighted as being of particular focus in our past sustainability reports. The coronavirus pandemic provided us with a unique opportunity to switch our operations to remote working. We quickly switched from physical to digital meetings, a change that we anticipate will continue, greatly reducing the need for unnecessary business travel. Attollo has been able to easily adjust to new working habits in order to ensure the health, safety and wellbeing of our personnel. Having been able to quickly and effectively make the change-over from office-based working to remote working onshore, we acknowledge that this will have had an effect on our emissions and have monitored our emissions based on the below data, as provided by the International Energy Agency:

Average change in energy demand and CO2 emissions from one day of home working for a single household with a car commute.

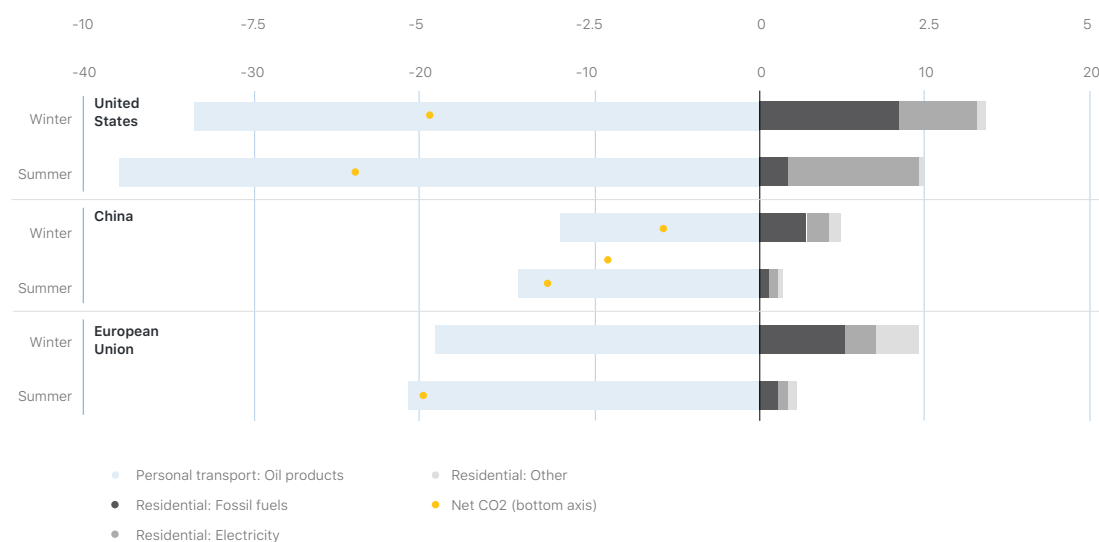
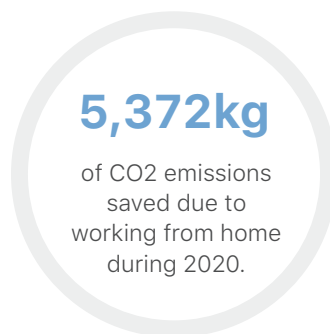


Table 3. IEA Home-Working Average Change in Energy Reduction.

Working within the sector, energy is of particular importance to us. We have been working to put in place comprehensive measures to reduce our energy usage and seek to move towards 100% of our operations powered by renewables. The largest change this year was the transition to home working. As part of this transition 100% of our employees can access work remotely often using laptops. Our choice to transition to laptops is driven by the flexibility they offer employees and due to the fact, they use 85% less energy than PC's. This is one of many energy reduction methods we have put in place and we are working on more targets in 2021 to reduce our use and operating costs.



Procurement.



We realise as a business that we can also reduce our impact through the goods and services we procure. We remain committed to procuring from local, sustainable and ethical businesses for our goods and services where possible. By working with suppliers, we can trust we know that the environmental consequences of production, transport, packaging and consumption can be reduced, limiting the impact on climate change.

2020 was no exception to this and provided an increased opportunity and need to support local businesses for the sake of sustainability and the local economy. We have sought to formalise these commitments as part of our Supplier Code of Conduct. Further information on this can be found in the governance section.



Environmental Management Systems.



Environmental Management has always been a priority within the organisation. Underpinned by a zero-emission marine future vision, Attollo continues to develop its Environmental Management to ensure that future projects are supported in such a way that will allow us to execute better operationally, with a lower carbon footprint.

Attollo also continues to maintain its certification under the ISO 14001:2015 Environmental Management System Standard, and by doing so we are able to align the requirements of this standards with our business practices to ensure that we operate with the highest standards in mind. Our formal certifications operate alongside our internal environmental data monitoring and management tools which help us reduce our operational impact. We regularly review and update our mechanisms for environmental reporting to ensure that the highest standard is maintained.

Attollo is committed to ensuring that all its activities are conducted with due consideration to the protection of the environment with a view to eliminating or minimising pollution. The success of these objectives relies on the commitment and participation from every level of the organisation, as well as our contractors, to comply with our Policies and Procedures. We continually strive to ensure that objectives and processes are identified and implemented to achieve the policy commitments, improve performance and demonstrate conformity to ISO 14001.

Indirect Impacts.



Attollo has a unique role as a leader and innovator in the energy sector to reduce indirect environmental impacts. We are committed to working in partnership with others in the sector to support the transition from fossil fuel industries to clean and renewable energy. We have been making significant changes for several years to move away from fossil fuels. We realise we can play a strong role in speeding up this transition by utilising cutting edge technology and innovation to support clients and partners also operating in this space.

Our environmental objectives for 2020 included the minimisation of impact to the environment through the monitoring of asset emissions and maintaining our "Goal ZERO" to environmental incidents, including spills, to which end we were successful. This includes working with our partners and clients to achieve the same goal.

We are experiencing a significant turning point in our clients and operations and realise that switching to the clean energy sector as a primary focus will enable us to play a significant role in reducing not only our emissions but promoting best practice amongst newer, more renewable energy projects. 2020 has been no exception to this with an even greater focus on transforming our existing successes and future asset designs through renewable and green energy initiatives. Our long-term goal is to become a principal provider for the clean energy sector to reduce our indirect impacts through fossil fuel production.

Culture and Behaviours.



Attollo seeks to create a caring culture which has a focus on environmental stewardship. We have created and implemented different systems for training, development, and management of our environmental systems and provided the opportunity for all personnel to become involved. Whilst some roles and responsibilities such as provision of data forms a principle part of certain job roles there is also the opportunity for our employees to learn outside of their usual role in inductions, workshops and external events. The environment forms part of our learning and development opportunities to personnel, further information can be found in the Learning and Development section below.



3. Society.

Our Purpose.

Attollo's social visions are captured within its Code of Business which defines the company's responsibilities to our Communities, Colleagues, Clients and Connections and outlines the principles expected of our people to achieve our vision.

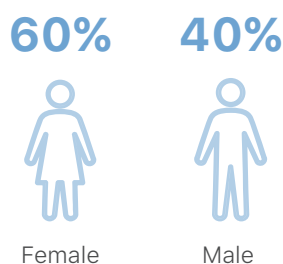
We recognise we have an important part to play in society to create a nurturing business environment, support the education and development of others and ensure that we maintain the highest ethical standards through our value chain. Our social strategy is integrated into our core business model and closely aligns with many of the governance aspects that we have introduced around human rights, labour standards, anti-bribery and corruption, codes of conduct and more.

We have an outward facing perspective and realise that our business can only succeed if the rest of society succeeds. To combat this, we support youth development through the Attollo Foundation, set up in 2017 to empower young people through education. The COVID-19 pandemic has highlighted the need for communities and businesses to pull together, so we have maintained and strengthened our policies, principles and pledges to reflect this change.

Our Workforce.

Our colleagues are at the heart of our business. We empower and enable opportunities for their development to allow for the development of current and future leaders. Our strategy is to:

- Attract the right people who align with our culture and values.
- Create opportunities for learning, development and skillset evolution.
- Ensure our personnel operate to the highest standards of health and safety and operate with society and the environment in mind.
- Maintain gender diversity above the industry average.
- Craft a culture of inclusivity, equality and belonging; a space where diversity is embodied, and all people are given opportunities for growth and to perform.
- Maintain a culture of transparency, accountability, and honesty amongst our colleagues.
- Reward people meaningfully for performance and contribution.





In particular, Attollo further evolved its organisational alignment through the development of its Culture Deck. The Culture Deck, compiled by Attollo personnel sets out the organisation's work vision, core values, ideal company and individual characteristics and identifies a strong team-work and team-effort based array of messages. This has allowed Attollo to provide complete transparency and visibility in relation to its culture and value systems. The Culture Deck identifies that our future is defined by what we do today, not tomorrow and aims to provide both current and potential future personnel onboarding with Attollo, with a clear and concise message of the organisation's work ethic, standards personality, company core principles and values and has provided our personnel with another opportunity to contribute towards the Attollo vision and culture.



Figure 4. Attollo Culture Deck.

COVID-19 Response.

The COVID-19 pandemic has caused a significant change in business operations all around the world. This has of course, impacted the way we operate. At the start of the pandemic our team sought out a fast and practical responses to ensure our business could continue to operate successfully onshore and offshore all the while ensuring that we maintained our company commitments, and commitments to our colleagues, communities and clients.



Due to Attollo's strong innovative work ethic, early on in the pandemic we were able to implement mechanisms for flexible and remote working with ease all the while ensuring the health, safety and wellbeing of our personnel and uninterrupted safe operations was prioritised – given that our working systems are online, have remote access and are digitally advanced – this has allowed us to be able to continue working throughout the pandemic.

As we continue to work through the pandemic, Attollo continues to review any new hazards and risks relating to COVID-19 in accordance with the organisation's Epidemic and Pandemic Risk Assessment, Business Continuity Plan, relevant company policies and procedures. Furthermore, we developed a COVID-19 Action plan which remains live and is continuously updated as required. The plan records any measures and updates implemented during the pandemic to ensure continual monitoring of the pandemic situation in relation to the organisation and its personnel.

Belonging, Inclusion and Diversity.



Attollo has strict policies and procedures which identify that it is unlawful to discriminate because of age, disability, sex, gender reassignment, pregnancy, maternity, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion, or belief, or because someone is married or in a civil partnership.

Attollo is proud to have a workforce with a gender mix higher than the industry average. We continually strive to ensure that employment and internal progression is determined solely by personal merit and the application criteria, which are related to the effective performance of the job and the needs of the business - nobody will be treated less favourably than any other on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (which includes colour, nationality and ethnic or national origins), religion or belief, sex or sexual orientation.



Our diversity commitment and principles.

- We believe in the importance and benefits of diversity.
- We strive to foster a culture that is supportive and inclusive.
- We are creating a work environment that is more inclusive, agile, and understanding of the needs of all individuals.
- We are creating governance processes and policies to look after, support and protect our colleagues.

Gender diversity.

We recognise that the issue of gender diversity has dominated headlines for the past few years, and the percentage of women working in certain areas within the offshore energy industry remains lower in comparison to men within specific roles. With this in mind, we are dedicated to ensuring gender balance is fairly maintained throughout the business and continue to provide opportunities to people based on their performance, competence, and work ethic rather than gender. Gender balance is essential for economies and communities to thrive, and we continually strive to maintain a balance throughout any industry in which we work.

Equal Opportunities.

Attollo is dedicated to maximising the effective use of people in the company's and employees' best interests and will pursue equality of opportunity as a means of achieving this objective. Our Equality and Diversity Policy and Procedure outlines that employment and progression is determined solely by personal merit and the application criteria, which are related to the effective performance of the job and the needs of the business and which identify key areas and types of unlawful discrimination.

Nobody will be treated less favourably than any other on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion, belief, sex or sexual orientation.

Learning and Development.



Attollo is committed to the development of its personnel and to continuously improving the levels of competence in all areas of business. Our robust training and competence assurance process is an essential aspect of our Business Management system, in ensuring that personnel have the required level of training and competence, in accordance with pre-defined standards and criteria, necessary to carry out their work activities. The implementation of this process provides the framework for ensuring, monitoring, measuring and improving personnel's technical and interpersonal performance and the improvement of HSEQ performance.

Internal Learning.

Attollo have comprehensive internal learning and development programmes that are online based. This allows our personnel to continue learning and evolving their skillsets, no matter the location. The programmes includes new personnel induction and training, technical and professional skills, leadership and management, personal and interpersonal, new leader support and coaching opportunities. All personnel undergo continual training in accordance with their role's requirements throughout their time at Attollo as we recognise the future our business relies on our people and allows us to maintain an innovative and engaged workforce.

With regards to COVID-19, Attollo has been providing the team with interactive e-learning courses, information and awareness on a continual basis to ensure personnel continue to be provided with, and are familiar to, any relevant sources of information relating to the risks and hazards associated with the pandemic. This has included, online learning modules on coronavirus and the workplace, any potential hazards associated with the virus, lone working, and information on appropriate action that should be taken to reduce the risks.

External Learning.

Our external learning includes public programmes, conferences, seminars and courses that provide employees with development opportunities to enable the acquisition of knowledge and skills necessary for career development. Much of the training and development falls in line with Step Change in Safety Competence Management Framework and, during 2020, we ensured personnel maintained involvement with their workshops and campaigns, deployment of their safety videos and information. Due to the challenges of 2020 most of this training and engagement was undertaken online.

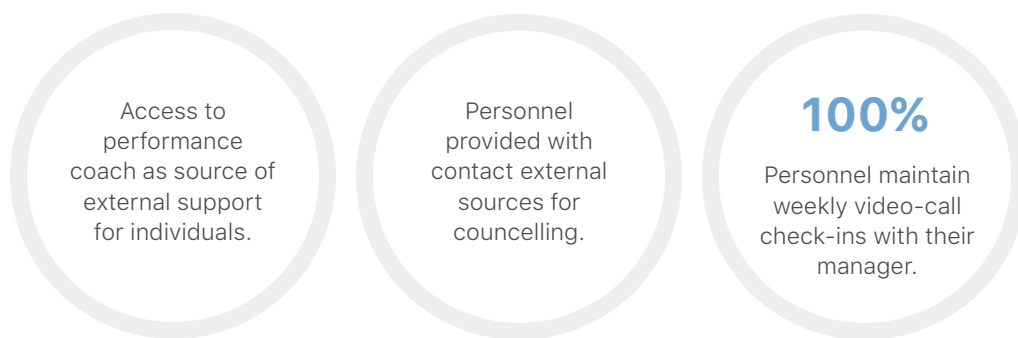
Wellbeing and Benefits.



Attollo believes in maintaining a positive and healthy workforce. This is important not only for the health and wellbeing of colleagues but for the company as a whole. We maintain the view that providing wellbeing support and generous benefits allows us to be different from our competitors and attract and retain high level talent. Employee wellbeing and benefits are extremely important from a business risk perspective too as healthier employees mean reduced absence costs. Employees with fewer health risks experience fewer sick days, fewer trips to the doctor, and spend more time working, bringing their best selves to work every day.



We have continued to offer a range of resources to our personnel to ensure they remain healthy and happy. This has been particularly relevant in 2020 with the pandemic shining a spotlight on the importance of a work-life balance, accessibility and flexibility of working and maintaining positive mental and physical health. With this in mind, Attollo has prided itself in being able to maintain communication and monitoring of personnel's wellbeing throughout the pandemic despite of the challenges posed through COVID-19. The below shows some examples of wellbeing measures the organisation has implemented in order to ensure our personnel's mental health and wellbeing is prioritised.



Employee well-being.



Our approach to well-being is all encompassing and forms part of our core business strategy. We value the physical, mental and financial health and safety of our colleagues in all areas that we operate. We have support mechanisms and procedures in place to ensure that all employees can maintain positive health. During 2020 we have worked to strengthen these support mechanisms to ensure that all employees have the time and resources required to operate in a healthy and happy way. We will continue to revise and update these policies into 2021 in line with change in circumstance, national guidance, and the needs of our personnel.

Accessible working.

100%

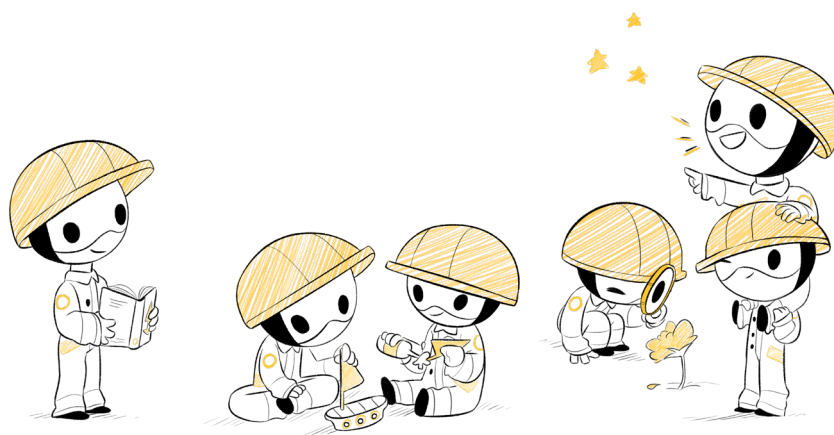
of onshore employees
provided with access
& resources to work
adequately from
home.

We endeavour to create a working environment that encourages high performance and innovation. In line with our commitment to equality in employment and understanding the rights of everyone we seek to provide an environment that supports a work-life balance. We recognise that flexibility and access mean different things to different people, so we endeavour to provide employees with methods of working appropriate to their role and personal commitments.

The COVID-19 pandemic has highlighted the need for greater flexibility and access to work. We updated our policies and procedures to allow employees the opportunity to work remotely and flexibly to suit their needs, increasing the number of check ins and ensuring that personnel have a good work-life balance whilst working from home. These changes represented a significant and challenging shift in our company's way of working but we were impressed by the responsibility and positivity shown by our employees during the implementation. We will aim to continue many of the benefits beyond the pandemic to ensure that we maintain a positive and healthy workforce.

Family-friendly working.

Attollo is committed to equity in working and understands the importance of maintaining the dignity and rights of every individual employee. We provide a supportive environment for colleagues who combine parenthood with their career. Our maternity and paternity schemes provide benefits to parents irrespective of their job role. We have strengthened this recently to provide greater guidance to employees and leaders on family leave and to provide a mechanism of support to returning personnel. We have procedures in place to manage and monitor the support on offer to personnel and regularly review our procedures in line with national advice and policy.



Colleague Achievements 2020:















	Colleague Initiative.	31st December 2020.	31st December 2019.	Commentary.
	Code of Conduct	✓	✓	All employees sign a code of conduct on employment
	Human Rights	✓	✓	Attollo remains committed to the 10 principles of the UNGC including human rights.
	Freedom of association	✓	✓	Attollo fully supports employees right to freedom of association.
	Anti-bribery and corruption	✓	✓	In line with the UNGC's principle on anti-bribery and corruption we provide ongoing training and management for employees.
	No of whistleblowing incidents	0	0	We seek to protect all employees who disclose unlawful or irregular conduct. We have channels and support available to personnel who wish to whistle blow.
	Occupational health and safety incidents	0	0	Attollo continues to maintain a comprehensive health and safety programme to manage risk
	Occupational health and safety fatalities	0	0	There have been no occupational fatalities
	Number of discrimination allegations	0	0	There were no reported allegations of discrimination.
	Number of discrimination incidents	0	0	There were no reported incidents of discrimination
	Formal Grievance procedure	✓	✓	We continue to maintain stringent grievance policies and procedures
	Accessibility requirements and staff working from home during COVID-19	100%	n/a	Attollo implemented the resources and access required during 2020, in order to enable personnel to work adequately from home
	Addressing wellbeing	✓	✓	Attollo continues to provide resources, training & communication for personnel relative to ensuring their wellbeing is prioritised.
	Family friendly policies	✓	✓	We continue to maintain stringent family friendly policies and procedures
	Employees paid above minimum wage	100%	100%	Attollo continues to ensure that employees are fairly paid based on their roles, qualifications, experience and allows personnel to earn a living wage.

Table 4. Colleague Achievements 2020

Community Support.



To achieve our visions and aims we realise that we need a thriving economy with economic participants. To be economically active we need wider society to be skilled and educated so that they may contribute and engage with our business or the energy sector as a whole. By ensuring that we are providing skills and education to society we will be ensuring that present and future generations are able to participate to their full potential. Our community support programmes are directly focused on skills and education, helping to support SDG 4 – Quality Education and SDG 8 – Decent Work and Economic Growth. All our programmes are delivered via the Attollo Foundation which was first started in 2017 to address youth skills development and education. The Foundation seeks to provide a legacy to our projects by providing continual support once we have left an area.



Our Mission.

**Within our communities we work to
create education and skills development
opportunities that equip and enable young
people to become active participants in
society.**

The Attollo Foundation.



Attollo continues to maintain its commitment to the offshore industry, which goes well beyond providing industry leading assets and operations. The Attollo Charitable Foundation, founded in 2017 with the objective of assisting in the development of maritime education, science technology and maths (STEM), art and culture for the benefit of young people, has been a success thus far.

So far, the Foundation has provided a legacy to the offshore projects we support by investing in development of young people on a multi-year basis long after our assets have left the area.

COVID-19.

The COVID-19 pandemic has caused many of the programmes we usually support to be put on hold due to social distancing and closed venues. We had to take the difficult decision early on in 2020 to put many of our usual programmes on hold until it is possible to begin working with young people once again. We have, however, continued to pledge our annual donation and met our fundraising target. The money will be put towards education programmes in 2021 once it is possible for young people to take part.

CASE STUDY: Supporting local school children.

The Attollo Foundation supports a variety of education and aspirational projects with young people. In 2018 Attollo embarked on new partnerships to connect local school children with partnerships for sports participation and development and these programmes have continued into 2020. These programmes focus on promoting the health and wellbeing of young people through access to sports participation.

Ben Moore, the Managing Director of Attollo explains: "Fundamental to everything Attollo does, is the aim of providing a positive future, whether that's for the offshore energy industry or the local communities in which we operate. Through engagement with local Grimsby community, it was clear that there is a particular value in supporting the desire to improve school-age participation and development in sport".

The Attollo Foundation has helped make some sporting dreams come true, as they supported local pupils' visit to the famous English Institute of Sport in Sheffield. Year 5 and 6 pupils from across Grimsby made the trip as a part of the North East Lincolnshire School Sport Partnership's Gifted and Talented programme and enjoyed a tour of the world class facilities and as well as the opportunity to participate in two coaching sessions: athletics and volleyball.

On a separate trip 25 Year 5 pupils from across Grimsby visited the centre. The group were given a tour of the world class performance environment, before taking part in two coaching sessions focusing on athletics and table tennis.

Ben Moore, MD: "The Attollo Foundation was created to generate a legacy to our campaigns, and we are delighted to support a variety of initiatives, such as this visit to the English Institute of Sport which we returned to for another year. The main lesson of the day was the importance of commitment and positive attitude, fundamental not only in sporting success but incredibly important life lessons. We're confident that it provided some real inspiration to the pupils who attended."

North East Lincolnshire School Sport Partnership Assistant Manager, Craig Dobbs said: "Attollo Foundation's support has enabled the partnership to enrich the Gifted and Talented programme by offering a fantastic opportunity to raise the young people's aspirations. The visit to the English Institute of Sport has provided Grimsby pupils with an insight into performance at the highest level and a unique chance to take part in activities using the same facilities as elite athletes such as Jessica Ennis-Hill and Anthony Joshua."



Community Achievements 2020:

Community Initiative.	31st December 2020.	31st December 2019.	Commentary.
Attollo Foundation fundraising pledge achieved	✓	✓	The annual fundraising pledge was achieved again in 2020.
Attollo Foundation spending pledge achieved	✓	✓	Whilst we have met our fundraising pledge for 2020, we have not been able to fund most of our usual community programmes as they are on hold for 2020 due the COVID-19

Table 5. Community Achievements.

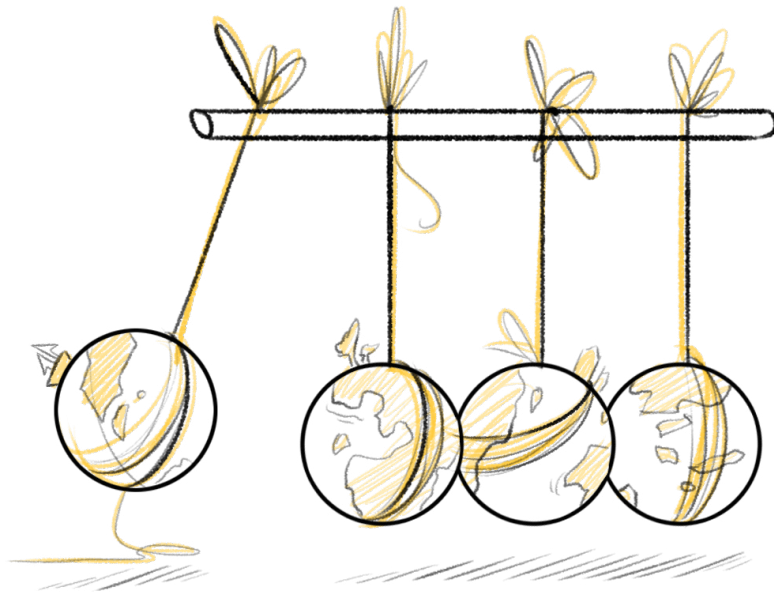
Clients and Connections.



Attollo recognises that we have a role to play to promote sustainability in wider society. We realise that the clients and connections we associate with also have a positive role to play. Whilst we accept we cannot influence the activities of our clients we will work to ensure that we maintain our values and standards when interacting with them. This includes making them aware of our position on human rights, labour standards, anti-bribery and corruption and environmental stewardship.

Attollo also expects our connections to operate in a positive manner that aligns to our values and principles. We require all suppliers and subcontractors to share the principles which are expressed in our Supplier Code of Conduct and which comprise an important component of supplier selection, evaluation and business relationship with a supplier. The Code is reviewed annually to ensure that it maintains the highest standards of sustainability and equality in line with the goals of the UNGC principles and relevant legislation.

Attollo has aligned our business to the UN's Sustainable Development goals and seeks to continually align its operations to meet these universally accepted principles. We actively seek to work with suppliers to also meet these goals but maintain our own standards whether our supplier are signatories or not.



4. Governance.

Our Purpose.

Attollo strives to continually ensure, through the management and governance of our policies, procedures and systems of internal control, that our systems maintain robust standards of business conduct and transparency centrally and in any region in which we operate. Our region-specific Business Management ensures that Attollo maintains a systematic, transparent and continually monitored business.

At Attollo, we clearly communicate our expectations in our Code of Business and maintain high standards of transparency for the team at Attollo to perform activities in accordance with company policies, standards and objectives, and in compliance with client and regulatory requirements. Communication and transparency between colleagues and our assets are vital to ensure our success, lessons are learnt and our continual improvement forms part of our culture within the organisation.

Internal Governance Systems.



Transparency and Our Approach.

Our Business Management System ensures that Attollo maintains a clear, understandable, factual, systematic, transparent and continually monitored and reviewed structure.

As part of the Management Review process, we ensure that our Management System is reviewed regularly to identify any areas that require improvement, which maintains our continual improvement approach towards our business. The implementation of the new structure within our Business Management System has allowed us to provide region-specific management system documentation. This includes templates, procedures, policies and legislation linkages to reflect region-specific additional requirements.

As an organisation which conducts operations throughout multiple locations, Attollo also ensures high level transparency with regard to the collation and accessibility of data throughout the business through the implementation of advanced online technological systems. This allows personnel to work from different geographical locations without making any compromises to their productivity, via access of up-to-date, live and accurate levels of data, for monitoring and reporting in both onshore and offshore working environments and, furthermore, overcomes the boundaries of time and location, thereby helping our teams to work more effectively.



Our Mission.

**Attollo aims to establish a culture of integrity
for upholding our responsibilities to people
and the planet, setting the stage for long-term
success.**

Anti-Bribery and Corruption.



Attollo values its reputation and is dedicated to maintaining the highest level of ethical standards in the conduct of its business activities in the UK and overseas. The actions and conduct of the company's personnel as well as others acting on its behalf are key to maintaining these standards. Our Anti-Bribery and Corruption Policy and Procedure identifies key risk areas and responsibilities of our people to prevent, detect and report any forms of anti-bribery and corruption.

Our policy and procedure outline the company's position on preventing and prohibiting bribery, in accordance with the Bribery Act 2010. The company will not tolerate any form of bribery by, or of, its employees, agents or consultants or any person or body acting on its behalf. Senior management is committed to implementing effective measures to prevent, monitor and eliminate bribery.

Furthermore, we have established detailed risk management procedures which include the prevention, detection and prohibition of bribery whereby key business exposure activities are identified, assessed, controlled and recorded within the corporate risk assessment register and, where relevant, identifies personnel within the company and external third parties who are in positions where they may be exposed to bribery in order to undertake extensive due diligence.

Human Rights.



Attollo's approach to human rights is incorporated within our Business Management System Manual, Policies, Procedures and Supplier Code of Conduct and has been developed in accordance with the UNGC Guiding Principles on Business and Human Rights. We recognise and strive to meet our corporate responsibility to respect human rights along with a duty to protect them. To achieve this, we identify and assess our human rights impacts, and make it as easy as possible for our operational areas to raise concerns, complaints or grievances. We also assess our assets for human rights risks and, where we find such risks, we ensure that mitigating measures are aligned with international best practice.

Furthermore, our policies identify our commitments to human rights and include creating a working environment free of harassment, bullying and discrimination and we will pursue equality of opportunity as a means of achieving this objective.

Our Supplier Code of Conduct identifies our expectations of suppliers to protect the human rights of personnel and to treat them with dignity and respect. We do not tolerate child labour and ensure that operations are consistent with the International Labour Organisation and UNGC principles and requirements.

Non-Retaliation and Grievance.



Non-Retaliation.

Attollo maintains stringent Non-Retaliation and Grievance Policies, which highlights the importance regarding any fraud, violations or misconduct and wrongdoing by workers or officers of the company to be reported and properly dealt with and we encourage all individuals to raise any concerns that they may have about the conduct of others in the business or the way in which the business is run. Attollo is firmly committed to its policy, which encourages timely disclosure of such concerns and prohibits retribution or retaliation against any faculty or staff members who, in good faith, report such concerns.

Grievance.

We recognise that it is in the interest of all parties that any individual and group issues should be dealt with effectively and efficiently, in an atmosphere of mutual trust and confidence. Our grievance process identifies an individual's right to raise a grievance with management concerning their working conditions and employment arrangements, to seek redress and to be treated in a fair and effective manner and identifies the process to be followed when dealing with a grievance matter.

External Governance Systems.



Supplier Code of Conduct.



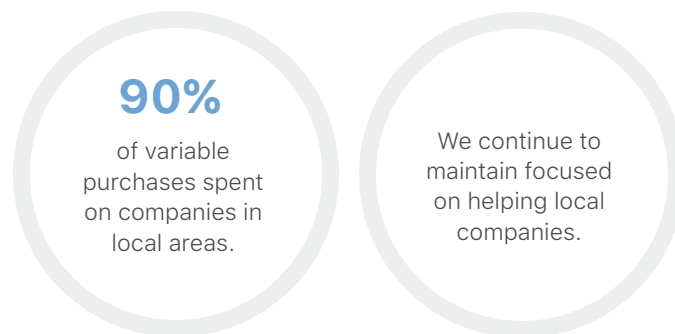
Sustainability is a key element to Attollo's values and forms an integral part of our business strategy. Sustainable development is an approach adopted by Attollo and sustainability is deemed to be a significant contributor to the company's success, future development and creating long-term value.

Attollo expects all its suppliers and subcontractors to share the principles which are expressed in our Supplier Code of Conduct and comprise an important component of supplier selection, evaluation and business relationship. We rely on our people to uphold our integrity, vision and beliefs. Our values demand that we deal fairly with our clients, suppliers, competitors and colleagues. No one at the company may seek advantage through illegal or unethical business practices.

Some of the principles contained within our Supplier Code of Conduct include, but are not limited to:

- Ethics including Business Integrity/Anti-corruption, Conflict of Interest, Fair Competition, Privacy and Intellectual Property, Identification of Concerns and Conflict Minerals
- Human Rights and Labour, including Child Labour Avoidance, Community Relations, Freely Chosen Employment, Diversity and Inclusion, Fair Treatment, Working Hours, Wages and Benefits and Freedom of Association
- Health, Safety, Security and Quality requirements, including compliance with all applicable HSEQ regulations, Continual Improvement, Emergency Preparedness, Risk Information and Training and Waste Emissions.

Expenditure.



One of Attollo's key objectives is to commit to as much variable expenditure to the local area of our offshore projects as is possible, providing jobs for local people and support for the local supply chain. We achieve this by engaging with the local supply chain in the regions; the assets are located on all our projects and track and we set KPIs for our local commitments.

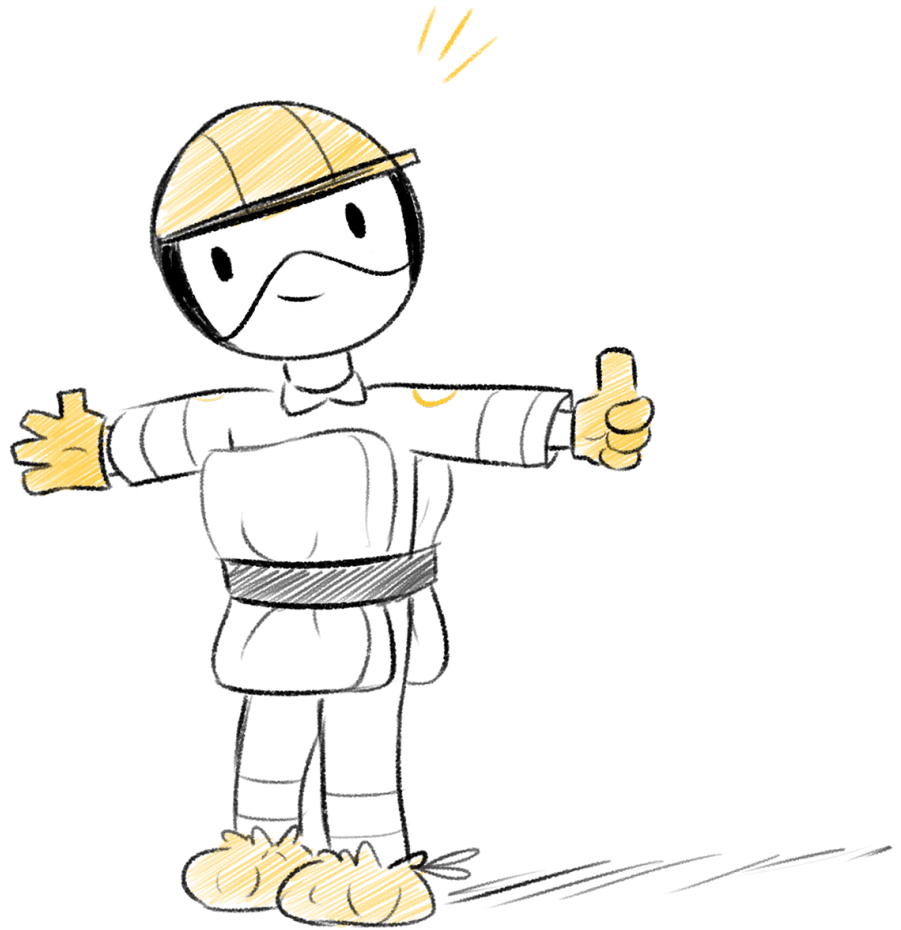
Memberships.



Attollo remains active members and participants in organisations specific to our sector and members of organisations that we view as important to achieving sustainability. By becoming members of various organisations, it allows us to maintain best practice and ensures an extra level of external governance and accountability. Being part of various networks allows us to share information and ideas transparently and implement changes proactively that we feel could benefit our business and sector.

During 2020, Attollo continued to maintain its participant status with the United Nations Global compact and became aligned with the Science Based Targets Initiative, having deployed our submission to become signatories to the initiative:

- UNGC members.
- Signatories to the SBTi Initiative



5. HSEQ.

Introduction.

Our Purpose.

The success of everything we do relies on the safety of our workplaces and our people. Attollo is committed to achieving the highest standards of health and safety within all its business activities and to maintain its continual improvement. We, as an organisation, have developed our Business Management System to implement and maintain our health and safety management commitments to safeguard our people, assets and the environment, to effectively manage risks and hazards for all operations and, furthermore, to adhere to the applicable rules, laws, regulations, codes and standards relevant to our operations.

Our Mission.

Safety is a main priority within Attollo's operations, whereby we maintain an 'ALARP' approach. We strive towards ensuring maintenance of our Health and Safety principles and to doing business in accordance with the UN Global Compact initiatives.

Business Management Framework.



2020 allowed Attollo to further evolve its already comprehensive Business Management System framework, which is region specific and has always been aligned, compatible and certified under ISO and OHSAS standards, including 9001, 14001 & 45001.

This region-specific Business Management structure was put in place to facilitate our continued international growth and allows for the application of documentation, legislation and standards to comply with the specific regional requirements where operations are being conducted. The Business Management System's overarching Policies, Standards and Objectives furthermore reflect our company values, which are applied throughout the organisation and in alliance with the UN Global Compact Principles and our Code of Business.

Due to the innovative way Attollo works, our online working and cloud-based software systems allowed us as an organisation to work remotely without any connectivity or accessibility hurdles. Every system and Business Management System document has been completely accessible to all personnel throughout the pandemic whilst working from home, just as readily available as these systems were, when working in the office environment.

The Business Management System's framework comprises of four fundamentals and 10 elements which incorporate processes for continual improvement, risk assessment, compliance with legal and regulatory requirements, training and performance, and the objectives are implemented in all that we do and are proven through our HSEQ and Operational Performance.



Figure 5. Attollo Fundamentals.

Attollo maintains four key fundamentals which consist of: Implementation, Leadership, Risk Management and Continual Improvement:

- 1. Implementation:** Effective implementation is essential to the success of Attollo and our Business Management System. Effective implementation requires a shared commitment to carry out work safely, responsibly and in conformance with plans and procedures. It is reliant upon all four fundamentals to ensure that the elements and expectations of the Business Management system are delivered effectively.
- 2. Leadership:** The effective leadership of Attollo demonstrates integrity, open communication, and the fostering of an environment where people can provide feedback. Everyone at Attollo is responsible for ensuring that the system is effective and recognises opportunities to demonstrate leadership at whatever level of the organisation.

- 3. Risk Management:** Risk management is about eliminating the negatives and enhancing the positives. Attollo's business has hazards and risk inherent in its activities; however, by using a standardised approach to risk management, on which is applied consistently across all our business, this allows us to reduce risk to as low as reasonably practicable (ALARP) and realise new opportunities. Risk management is an integral part of our processes and is central to decision-making at Attollo, explicitly addressing uncertainty to protect the firm, our people and create value. At Attollo, it is recognised that it is not possible to eliminate or avoid risk entirely, but it is expected that reasonable measures be taken to reduce and/or mitigate risk to a reasonable level.
- 4. Continual Improvement:** The concept of achieving continual improvement through a logical sequence of repeated steps is fundamental to our business. We utilise the 'Plan-Do-Check-Act' cycle (PDCA) which starts with careful planning, followed by controlled execution, which is monitored for effectiveness, leading to the inclusion of improvement actions with further planning in a continual cycle. The PDCA cycle guards against complacency and the success of this cycle relies on the commitment of the team at Attollo to integrate the PDCA cycle into their routines to manage business activities.

The 10 elements that cascade from the fundamentals consist of:

- Commitment & Accountability
- Policies, Standards, and Objectives
- Organisation, Resources, and Capability
- Stakeholders and Clients
- Risk Assessment and Control
- Asset Design and Integrity
- Plans and Procedures
- Execution of Activities
- Monitoring, Reporting and Learning
- Assurance, Review and Improvement

Targets and Performance.

Attollo strives to eliminate any incidents or accidents across all our activities and operations. Our HSEQ and operational targets are reviewed and monitored on a continual basis. Our main Corporate Objectives for 2020 were as below:

2020 Objectives.			
	Safety Objectives	Maintain an LTI Rate Below 1.0	✓
		Maintain a TRI Rate Below 1.0	✓
	Health Objectives	Have Zero Occupational Health Diseases	✓
		Have Zero Pollution Incidents	✓
	Environmental Objectives	Monitor our Asset Emissions	✓
		Become accepted for the Science Based Targets 1.5 Initiative & set specific emission-reducing based targets	✓
	Quality Objectives	Achieve certification and migration to the new Occupational Health International Management System Standard (45001)	✓
	Operational Objectives	Maintain Operational Utilisation above 98%	✓
		Ensure working methods are available and accessible for remote working	✓
	Social Performance Objectives	Support local projects in areas we operate through our Foundation	✓

Table 6. Corporate Objectives

Health and Safety Management.

Attollo continues to ensure safety is priority. Our 'Goal Zero' commitment was made when operations commenced, and this remains the commitment moving forward. Continual improvement and challenging what would be the norm in the industry where need be is the foundation of Attollo and we maintain the belief that advances in workplace health and safety should be an ongoing goal.

Attollo achieved its 2020 objective of maintaining its LTI and TRI Rates below 1.0:

LTI Rate.

2016	2017	2018	2019	2020
0.0	0.0	0.0	0.0	0.0

Table 7. LTI Rate

TRI Rate.

2016	2017	2018	2019	2020
0.0	0.0	0.0	0.0	0.0

Table 8. TRI Rate

Operational Utilisation.

2016	2017	2018	2019	2020
100%	100%	100%	100%	100%

Table 9. Operational Utilisation

FAT Rate.

2016	2017	2018	2019	2020
0.0	0.0	0.0	0.0	0.0

Table 10. FAT Rate

Occupational Diseases.

2016	2017	2018	2019	2020
0.0	0.0	0.0	0.0	0.0

Table 11. Occupational Diseases Rate

Workforce Health.

Our commitment to safety, the environment and workforce health is pinnacle in the planning, design and operation within our projects. Under our Risk Assessment process requirements, we ensure that health impact assessments are carried out for personnel as required and shall identify, assess and control risks to health.

Workforce Involvement.

Attollo recognises within its Code of Business Principles that our people are essential to our success. Without the best people, we cannot be the best business. We select people who believe what we believe to sustain the vision and success of Attollo. We work to maintain a productive and healthy organisation by employing and developing talented people, continually strengthening our leadership and enhancing employee performance by fostering strong engagement. Individual excellence is always encouraged; however, the best results are produced by our team. We accomplish more together than we will ever do apart.



Workforce Protection.

Attollo aims for the very highest standards of Risk Management through adequate assessment, evaluation, planning, control and monitoring of activities to ensure risks are controlled to As Low As Reasonably Practicable (ALARP). We recognise that the effective management of risk is a fundamental component for safe operations and in order to safeguard the health and safety of our employees and any others who may be affected by our activities, assets and the environment we are committed to the implementation of an organisational philosophy that ensures risk management is an integral part of our corporate objectives, plans and business management system.

Attollo continues to maintain robust risk management policies and processes whereby the paramount initiative includes the protection of our people, the environment and assets and, with regard to our Safety Culture, our Policy also defines our core values and behaviours resulting from a collective commitment by leaders and individuals to emphasise safety over competing goals to ensure the protection of people and the environment. Attollo expects all personnel to be accountable for their own safety and the safety of others and we encourage our teams to intervene and stop any unsafe acts and conditions that they may witness.



Risk Management and Assurance.

Attollo is committed to the prevention and management of major accident hazards, to minimise injuries and incidents, and to operate safely and efficiently. We strive to reduce risks as far as is technically and financially feasible and to minimise the potential impact of any incident. Our commitment to the reduction of the risk of major accident hazards is incorporated into everything we do.

Attollo has a risk management framework for use across our asset portfolio; this framework establishes processes for the identification, assessment, control and mitigation of risk. We manage risk proactively to create and protect value, manage major accident hazards, maintain continual improvement, and support business decision-making. We have a standardised, formal approach to the identification, mitigation, and management of major accident hazards at all our assets. This is delivering real progress in developing a real-time risk management platform across our portfolio.

Each year, our team conducts thorough reviews of our Risk Management processes, Corporate Risk Registers and entire Business Management System, as part of our Management Reviews, which is driven through the ISO and OHSAS management system standards.

During 2020, Attollo's Management Review Meeting was held online via a meeting software system with all personnel, which allowed us to ensure our systems were thoroughly and regularly reviewed by the business as a whole as well as review our working processes, procedures and objectives and business continuity despite the pandemic.



Innovation Management.

During 2020, Attollo took the opportunity to further enhance its Innovation Management in order to set and identify additional strategies and targets for the structuring and frame working of new idea generations, developing of new concepts and marketing strategies, idea screening and testing and more. As a company we worked in alignment with highly recognised and esteemed development agencies to ensure our concepts were developed and produced in a regulated manner, and assessed ourselves against the International Innovation Management System Standards (ISO 56000), because we recognise that innovation management is critical in its contribution towards having and maintaining a sustainable business and as an organisation, we continually strive to ensure that the way we work does not just comply, but supersedes all expectations.

The Innovation principles in ISO 56000 explain the need for leaders who are curious, courageous and look ahead, and as such, Attollo recognises itself as a borne leader that is not just curious, but also responsible for developing a culture of innovation, to contribute towards a sustainable future.

Through this, Attollo conducted an array of practices to review and evaluate its current Innovation Management Methods, with the vision to utilise any analysis findings of our current innovation performance in such a way that would enhance and evolve our existing benchmarks and the average bench markings from other industries. Our overall Innovation Management performance was assessed through an external source which allowed us to compare ourselves against not only other organisations on average, but also against organisations who had been recognised as "Growth Champions", and are proud to have found ourselves in a great starting position, as you can see in the graph below:

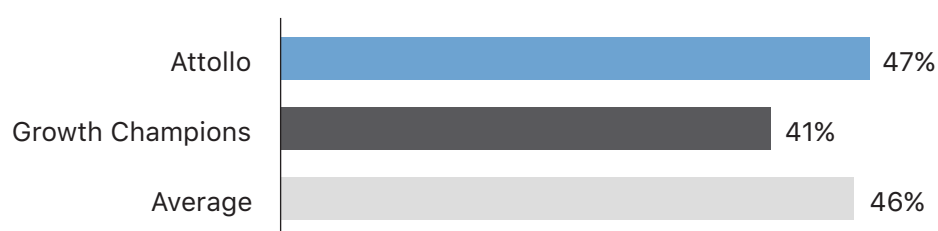
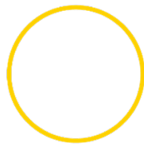


Table 12. Innovation Management Performance.

These results have provided us with a starting point where we can further evolve and build, and will continue to enhance the way we manage our innovation strategies as we expand all the more, using the data we collated throughout 2020 and the further work we have planned, in order to ensure continual improvement on our Innovation Management moving forward.



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