2025

Sustainability and Governance Report

*Transforming operations at sea to enable **people** and the **planet** to **thrive**.*

OCEAN INFINITY

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About this report

This report sets out Ocean Infinity's sustainability and governance performance for the 2025 reporting year.

The report covers Ocean Infinity and its subsidiaries and has been prepared with reference to emerging European Sustainability Reporting Standards (ESRS) principles, with a focus on governance, risk management, and transparency. Where relevant, established sustainability frameworks have been used as contextual references rather than as formal reporting standards.

01 About Ocean Infinity

We are an innovative company dedicated to revolutionising subsea data using advanced technology. As experts in robotic development and deployment, we deliver large-scale subsea data acquisition and enable safer, more efficient marine operations.

We design, build and operate robotic systems, including our Armada fleet, autonomous underwater vehicles and onshore operations centres. These enable remote control and monitoring of our operations, reducing the need for offshore personnel.

Our operating model has developed over time. We have moved from deploying fleets of AUVs to operating lean-crewed vessels and conducting operations from onshore operations centres. These centres support navigation, equipment operations, remote surveys and data processing, and are central to how we deliver services efficiently and safely.

A key part of our strategy is to reduce reliance on offshore personnel over time. By shifting more activity onshore, we aim to improve safety and reduce operational risk. This is a long-term ambition and depends on continued operational maturity and evidence.

We operate globally and are committed to building an inclusive workplace. Our teams bring a wide range of skills and experience, and that diversity is critical to how we work. Our mission also enables us to create office-based opportunities for people who might otherwise not be able to work in a maritime role, including those with disabilities or caring responsibilities.

This report provides an overview of Ocean Infinity's environmental, social, and governance (ESG) topics for the 2025 reporting year, including the governance mechanisms in place and the areas where our reporting is still maturing.

1.1 Our business model

At our core is a business model that leverages advanced robotic marine technology to serve an array of sectors and services:

Renewable energy	We offer full-suite marine surveys for wind energy projects, providing seabed condition data that supports informed planning and responsible development.
Oil and gas	We support oil and gas clients with exploration and monitoring services, providing the data and insight needed for more informed, efficient operations.
Marine telecoms	We assist in the maintenance and establishment of marine telecommunications infrastructure.
Search and salvage	We conduct precise underwater search and recovery operations.
Government and defence	Our remote and robotic technology holds the key to uncrewed ship operations, and uncrewed fleet capability for defence applications. The aim is to provide a transformational alternative to traditional defence operations at sea to dramatically reduce risk to people.

Our business model is shaped by three priorities: people, planet, and profit. By investing in technology that reduces manual workload, enhances safety, and opens up new pathways for inclusive, shore-based careers, we prioritise people's well-being and empowerment. At the same time, our approach is designed to support safer and more efficient operations, and we continue to build the data foundations to assess and improve environmental performance over time.

Profitability underpins our ability to deliver long-term impact. We are committed to scaling responsibly, improving efficiency and growing our footprint while maintaining a lean operational model. Profits are reinvested into innovation, safety, and improving our environmental performance, creating enduring value for both our stakeholders and the wider maritime sector.

PEOPLE	PLANET	PROFIT
Empowerment and well-being	**Environmental performance**	**Long-term value**
safer, more inclusive careers	*lean, data-driven operations*	*responsible, scalable growth*

Strategic priorities (2025 - 2027)

Our strategic direction through to 2027 is focused on scaling delivery of high-value subsea services, strengthening operational execution, and continuing to mature the technology capabilities that underpin safe and reliable operations. As the business grows, we are prioritising consistent delivery, disciplined investment and organisational stability to support long-term resilience.

01
Scaled delivery

- Increase utilisation of core capabilities across priority markets and services.

02
Operational execution

- Strengthen consistency, reliability and project performance.

03
Disciplined investment

- Invest in technology and capability-building in a way that supports long-term sustainability of the business.

2026 business priorities

Looking ahead, our near-term priorities focus on disciplined decision-making, application of technology, and consistent operational delivery.

Financial Discipline

Every decision and investment must demonstrate a clear path to profitability.

Application of Technology

We invest in technology over assets — applying it to drive efficiency, enable product-led growth, and reduce our reliance on headcount.

Operational Excellence

Reliable delivery is the foundation of our reputation and our growth. We are focused on consistent execution, building client trust, and unlocking further contract opportunities through the quality of what we deliver.

02 Our sustainability vision and strategy

Sustainability is part of how we operate and make decisions. We are working to embed ESG principles more deeply across our business, and this report reflects both the progress we have made and where further work is needed.

Preserving the planet

We have committed to reducing our emissions through the Climate Pledge, with a target to reach net zero across the business by 2040. Progress against this ambition requires action across Scopes 1-3, including vessel operations, facilities energy use, business travel, logistics, and key supply chain categories. As set out in this report, data maturity varies across these areas, and we continue to strengthen coverage and confidence year-on-year. Furthermore, the following areas of organisational focus play an essential role in our current sustainability efforts:

Focus on renewable projects

Ocean Infinity provides marine survey services that support renewable energy projects, with offshore wind being a key area of activity. We offer a comprehensive range of marine surveys tailored for the offshore wind sector. As the offshore wind industry develops, the cost of generating electricity is expected to decrease, enhancing its competitiveness against other energy sources. Many countries are planning substantial investments in offshore wind farms in the coming decades, and Ocean Infinity is well-positioned to support wind farm developers with the data and insight needed to plan and deliver these projects effectively.

In the interconnector industry, Ocean Infinity specialises in extensive investigations of bathymetric, geological, and environmental conditions along potential cable routes. Our services include Unexploded Ordnance (UXO) surveys, geotechnical surveys, and assistance during route development, providing clients with accurate and reliable information to support informed decision-making.

Within the oil and gas industry, Ocean Infinity delivers integrated geophysical and geotechnical packages, Remotely Operated Vehicle (ROV) and Autonomous Underwater Vehicle (AUV) services, and route surveys and inspections of pipelines and structures. Our teams evaluate, analyse, and visualise data to support clients in planning efficient and cost-effective operations. Through detailed surveys and inspections, we support clients in maintaining infrastructure integrity and identifying risks - helping to reduce the potential for environmental incidents at sea.

Environmental Assessments

The nature of our work means we need to be attentive to the potential impact our operations may have on the marine environment. We have a dedicated environmental department that conducts environmental surveys, collecting samples of species and biological features for analysis and identification. This information is used to identify areas of special interest, classify biotopes, and map habitats - supporting the planning and delivery of our activities in a way that considers potential impacts on marine habitats and species. This data is also shared with our clients to support their own environmental planning and impact assessments.

We also conduct Marine Mammal Observation (MMO) as part of our mitigation protocols, monitoring and protecting marine fauna during offshore activities. This helps to ensure that operations are paused or adjusted when protected species are present, in line with environmental guidelines and regulatory requirements.

Empowering people

Our people are central to how we operate, and we aim to provide a workplace that drives innovation and nurtures growth and well-being. Our people initiatives are centred around inclusivity, promoting diversity, and fostering a culture where every voice is heard and every contribution valued. As a company that has quickly scaled from a start-up to a large global organisation, we are entering a stage of increasing maturity, implementing tools and processes that will allow our employees to thrive and further contribute to our long-term direction of building safer, more resilient ways of operating. We are committed to building a workplace where our people can develop, contribute meaningfully, and feel supported - whatever their background or working environment.

2.1 Sustainability priorities and long-term ambition

Ocean Infinity has articulated long-term sustainability ambitions to guide how we prioritise and make decisions over time. These ambitions are directional and reflect the areas we consider most relevant to our operational footprint and risk profile.

In 2025, the business has been focused on strengthening organisational foundations - including operational maturity, governance, and capability-building - alongside improvements in data capture and reporting. As a result, this report places emphasis on transparency, governance mechanisms, and the maturity of our disclosures, while recognising that progress against long-term ambitions depends on strengthened systems, evidence and sustained delivery over multiple years.

The following ambitions provide directional focus and are not presented as formal targets within this reporting period:

Preserving the planet	Work towards reducing fuel-related emissions from vessel operations over time, informed by improvements in operational efficiency, technology, and data confidence.
	Increase the proportion of facilities powered by low-carbon or renewable electricity, subject to local market availability, data maturity, and contractual arrangements.
	Reduce Scope 3 emissions over time, supported by improved visibility, supplier engagement, and more consistent data across the value chain.
	Work towards reducing waste to landfill across facilities, supported by improved waste data and local waste treatment solutions
	Strengthen responsible vessel waste management through improved reporting, segregation, and treatment practices.
	Prevent and minimise environmental incidents through robust controls, reporting and continuous improvement.
Empowering people	Recruit, retain, and develop a diverse workforce.
	Promote representation and inclusion across the workforce and wider business ecosystem.

The following section focuses on current environmental performance and disclosures, including greenhouse gas emissions and waste, based on best available data for the reporting period.

03 Preserving the planet

To provide an overview of Ocean Infinity's greenhouse gas emissions for the reporting period, the table below summarises Scope 1, Scope 2 and Scope 3 emissions reported in Sections 3.1–3.3 of this report. As described in the sections that follow, data availability, completeness and confidence vary by scope and category, and emissions should be interpreted in that context. Emissions should also be considered in the context of a growing fleet and increasing operational activity over the reporting period.

14,558.94	188.90	135,954.41
SCOPE 1 (tCO_2e)	**SCOPE 2 (tCO_2e)**	**SCOPE 3 (tCO_2e)**
Vessel fuel combustion	*Purchased electricity*	*Value chain (excl. travel platform bookings calculated in tCO_2)*

3.1 Our scope 1 emissions

In our 2024 sustainability report, we highlighted significant limitations in vessel fuel data that reduced confidence in our Scope 1 reporting. In 2025, we have some improved visibility of vessel fuel consumption across our operated fleet and are able to disclose updated vessel emissions based on fuel use.

However, we continue to face data-quality constraints across parts of the Armada fleet. In particular, operational reporting indicates that a material discrepancy remains in some fuel figures (approximately 56%) due to how high-speed engines are operated at low speeds. As a result, the 2025 figures should be read as best available estimates based on the systems currently in place, and we are prioritising improved measurement and assurance to strengthen accuracy over time.

3.1.1 Vessel fuel (mobile combustion)

For 2025, total vessel emissions from fuel were reported as:

14,558.94	7,155.12	47,773.31
TOTAL FLEET CO_2e	**TOTAL SO_x (Armada fleet)**	**TOTAL NO_x (Armada fleet)**
tonnes	*kilograms*	*kilograms*

For a detailed breakdown of emissions and air pollutants per vessel, please refer to Appendix 7.1.

3.1.2 Strengthening fuel data accuracy (2026 onwards)

Improving the accuracy and assurance of vessel fuel data remains a priority given that vessel operations represent the largest source of our Scope 1 emissions. Our focus is on shifting from reliance on manual reporting toward measured, sensor-driven fuel monitoring across the fleet, supported by consistent vessel-management reporting standards. As more monitoring is installed, commissioned, and embedded into routine operations, we expect both reporting confidence and operational decision-making to improve.

In parallel, we are exploring alternative fuels, including low-carbon and zero-emission options, as part of a longer-term decarbonisation roadmap.

3.2 Our scope 2 emissions

For Ocean Infinity, Scope 2 emissions arise primarily from purchased electricity. However, data completeness and consistency varies by location, reflecting differences in metering, landlord-managed utilities, and availability of energy source information. As such, the figures presented below represent our best available estimates for the reporting period, based on information currently accessible at site level.

For the 2025 reporting year, Scope 2 emissions from purchased electricity totalled:

188.90 **SCOPE 2 EMISSIONS** *tCO_2e total*	**1,223,839.57** **RENEWABLE ENERGY** *kWh consumed*
1,400.00 **NON-RENEWABLE ENERGY** *kWh consumed*	**4,313.78** **GRID ENERGY (UNSPECIFIED)** *kWh consumed*

These emissions arise from electricity consumption across offices, workshops, and operational sites.

Several facilities operate on electricity supplied from renewable sources, either fully or partially. Others draw on grid electricity where the renewable composition of supply cannot be confirmed.

For a detailed breakdown of Scope 2 emissions by facility, please refer to Appendix 7.2.

3.2.1 Supporting reductions in Scope 2 emissions

While Scope 2 emissions represent a smaller proportion of our overall emissions profile compared to vessel operations, we recognise the importance of reducing emissions associated with purchased energy over time.

Our approach is focused on:

- supporting increased use of renewable electricity where it is available,
- improving visibility of energy sources across all facilities,
- working with landlords and utility providers to better understand supply mixes, and
- strengthening internal energy-use awareness as our office and operational footprint evolves.

As data quality and contractual visibility improve, this will place us in a stronger position to assess further opportunities to reduce Scope 2 emissions in a structured and evidence-based way.

3.3 Our scope 3 emissions (value chain)

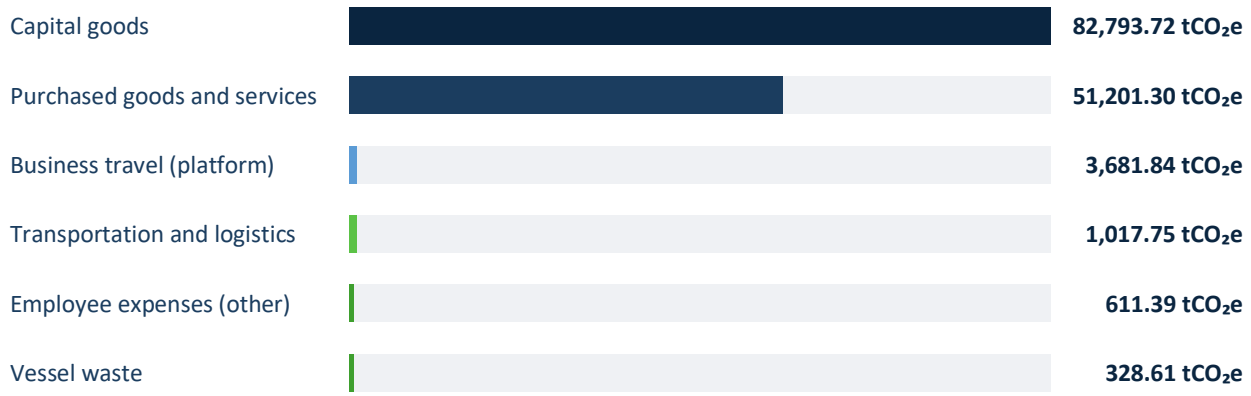
Scope 3 emissions represent indirect greenhouse gas emissions that occur across Ocean Infinity's value chain, including emissions associated with the goods and services we purchase, capital investments, logistics, waste generated in operations, and travel. The largest contributors to Scope 3 emissions for Ocean Infinity in 2025 are capital goods and chartered vessel activity, reflecting the scale of investment in long-life assets and the use of third-party vessels in supporting operations.

In 2025, however, our data completeness varies by category and by location. Some facilities and activities remain partially captured or not yet consistently measurable across the Group, and several datasets contain missing values. The figures disclosed below therefore represent our best available estimates for the reporting period, based on the information currently available.

Across the Scope 3 categories quantified to date, total emissions captured were approximately **135,954.41 t CO_2e** (excluding additional 3,681.84 tCO_2 emissions from travel bookings).

A detailed breakdown all Scope 3 emissions by category can be found in Appendix 7.3.

Scope 3 emissions breakdown by category



Water and facilities waste		**1.64 tCO_2e**

3.3.1 Water consumption (facilities)

We began capturing water consumption and associated emissions for certain facilities in 2025. Total recorded water consumption for OIGL sites was **2,018 m³**, with associated emissions of **1.08 t CO_2e**. Several facilities remain recorded as "missing", reflecting gaps in metering, landlord-provided information, or data availability for the reporting period.

Note: Water-related emissions are typically small in comparison to other Scope 3 categories, but improved coverage supports completeness and transparency.

3.3.2 Waste generated in operations

3.3.2.A Facilities waste

In 2025, we captured waste generation and associated emissions for several facilities, including mixed waste-to-energy streams and multiple recycling categories. Total recorded emissions from OIGL facilities waste were **0.56 t CO_2e**, based on reported waste handling and treatment routes.

As with water, some waste data for Solutions locations is currently missing, and completeness varies across sites. We are continuing to strengthen waste data capture and consistency across the Group.

3.3.3.B Vessel waste

Waste generated on board our vessels arises primarily from domestic activities (including food and packaging waste), operational activities (such as oily residues and maintenance related wastes), and specialist waste streams. Waste is segregated by category and treated through a combination of on board incineration, delivery to licensed shore-based facilities, and other permitted disposal routes in accordance with MARPOL and local regulatory requirements.

177.08	151.53	328.61
Armada fleet waste emissions *t CO_2e*	**Island Pride Vessel waste emissions** *t CO_2e*	**Total vessel waste emissions** *t CO_2e*

For the Armada fleet, food waste represented the largest source of vessel waste emissions (**77.31 t CO_2e**), while other notable contributions arose from domestic recyclable and combustible wastes (including glass, metals, paper and cardboard) and oily operational wastes.

For Island Pride, the vessel's operational profile resulted in a different emissions distribution compared to the wider fleet. Treated sewage (**128.45 t CO_2e**) accounted for the majority of the vessel's waste related GHG emissions, with additional contributions from oily operational wastes and selected domestic waste streams.

Full quantitative breakdowns by vessel, waste category and treatment route are provided in **Appendix 7.3.2.B**.

We continue to focus on improving waste segregation, reducing waste volumes at source, and increasing the proportion of waste delivered to licensed shore-based facilities. Data collection processes are being further refined to improve completeness and consistency across vessels in future reporting cycles.

> While absolute waste-related greenhouse gas emissions were slightly higher for the Armada fleet, this reflects the scale of operations across multiple vessels. Within the scope of reported waste streams, **average waste-related emissions per Armada vessel were materially lower than those of Island Pride**. This comparison is indicative only, as certain waste streams, including sewage, are reported separately and are not fully comparable across vessel types.

3.3.3 Purchased goods and services (spend-based)

Purchased goods and services remain a major source of Scope 3 emissions due to the breadth of services and operational inputs required to deliver marine projects. In 2025, emissions from purchased goods and services totalled **51,201.30 t CO_2e**.

The largest contributors in this dataset were:

- **Chartered vessels** (reflecting outsourced marine operations),
- **Project-related costs** (reflecting project delivery inputs),
- **Contractor and external personnel costs** (reflecting resourcing models),
- and other vessel and operational cost categories.

3.3.4 Transportation and logistics (spend-based)

Emissions associated with freight, postage, and shipping totalled **1,017.75 t CO_2e** in 2025. This category reflects the movement of goods and materials required to support operations and project delivery and is primarily driven by freight activity.

3.3.5 Capital goods (embodied emissions)

Capital goods were a significant source of Scope 3 emissions in 2025, totalling **82,793.72 t CO_2e**. The majority of emissions within this category were associated with major asset acquisition and build programmes, including fleet and subsea equipment. Capital goods emissions are typically highly material in years where substantial investment is made in long-life assets, and values are dependent on the availability and quality of embodied carbon factors and capital classification.

3.3.6 Business travel and employee-related emissions

Business travel forms part of Ocean Infinity's Scope 3 emissions and arises from travel undertaken by employees to support offshore operations, project delivery, and business coordination.

In 2025, business travel emissions were calculated using **activity-based reporting from our travel management platforms**, which apply recognised BEIS/DEFRA emission factors across air, rail, hotel and other travel modes. Using activity-based data allows emissions to be calculated based on actual journeys taken rather than estimated solely from financial spend.

For the 2025 reporting year, total emissions from business travel were:

- **Corporate Traveller: 682.43 t CO_2**
- **Egencia: 2,999.41 t CO_2**

This results in **total business travel emissions of 3,681.84 t CO_2** for the year.

Employee expense categories **not represented** within travel-platform emissions - such as meals, per diems, and other incidental travel costs - continue to be reported separately using spend-based estimation. In 2025, these non-overlapping employee expense categories contributed **611.39 t CO_2e**.

Air travel represents the largest share of business travel emissions, reflecting the global nature of Ocean Infinity's operations and the need to support international and offshore activities.

3.3.8 Future efforts to strengthen and reduce Scope 3 emissions

We recognise that Scope 3 emissions account for a material proportion of our total greenhouse gas footprint and that the ability to identify and evaluate potential reduction opportunities is currently constrained by data availability, consistency and methodological uncertainty across the value chain.

Future efforts in relation to Scope 3 emissions are therefore expected to **prioritise improved understanding and transparency**. As data quality and methodological alignment develop over time, we expect to gain greater visibility of potential levers within our value chain, including those linked to supplier activities, logistics, waste treatment and vessel-related services. The extent to which such insights may translate into defined reduction initiatives will depend on a range of factors, including data reliability, operational feasibility, commercial considerations and evolving regulatory and industry guidance.

04 Empowering people

Our people remain the foundation of our mission and success. In 2025, our focus has been on building organisational stability - aligning teams, clarifying roles, and putting in place the structures and processes that will allow our people to thrive as the business continues to mature. This has included continued investment in systems, policy development, and a sustained commitment to diversity, equity, and inclusion (DE&I).

4.1 Building a diverse, inclusive workforce

We are committed to fostering a diverse, equitable, and inclusive work environment. At the end of 2025, our **workforce consisted of 555 employees**. Our gender data this year is limited by a high proportion of unknown responses - **36.3% of our workforce identified as male and 12.8% as female**, with 50.1% not recorded. We recognise this is a data quality issue we need to address, and improving the completeness of our people data is a priority for 2026.

555	36.3%	12.8%	29%
TOTAL WORKFORCE	**MALE**	**FEMALE**	**WOMEN AT EXEC LEVEL**
employees end of 2025	*identified workforce*	*identified workforce*	*2 of 7 executives*

At executive level, where our data is more complete, 29% of roles are held by women; 2 out of 7 executives. While representation remains uneven, we are committed to improving gender balance at all levels over time.

We do not currently track gender pay gap data, though we recognise its value as a transparency measure. We are planning to begin this reporting in late 2026 as part of our broader commitment to improving people data quality and disclosure.

In recruitment, DEI remained a guiding principle, with all internal vacancies advertised widely and job descriptions reviewed to ensure neutral and unbiased language.

The Ocean Infinity Women's Network continued to provide mentoring, workshops, and external speaker sessions focused on confidence-building, leadership development, and navigating bias in the workplace.

4.2 Training and development

In 2025, our training activity reflected the continued growth of our workforce, with a focus on ensuring new joiners are properly onboarded and equipped with the foundational knowledge required to operate safely, ethically, and effectively.

Key training completions across our workforce included:

- Anti-Bribery and Corruption refresher - completed by 60.7% of employees, reflecting our ongoing commitment to ethical business conduct across the organisation
- Cybersecurity Awareness - completed by 27.9% of new hires, as part of our foundational onboarding programme
- Ocean Infinity Onboarding - completed by 26.8% of new hires, supporting the integration of colleagues joining during a period of continued growth

Completion rates reflect the scale of recruitment activity during the year rather than the overall training maturity of the business. Improving the breadth and completion of our learning programmes across the full workforce remains a priority for 2026, and to support this, we will be launching a new learning platform that will make training more accessible, trackable, and consistent across the organisation. While our current systems do not enable us to report on total training hours, the introduction of this new platform in late 2026 will, for the first time, allow us to track such data.

4.3 Health, safety, and well-being outcomes

At Ocean Infinity, health, safety and well-being are central to how we operate, particularly given the higher-risk nature of offshore work. Our approach focuses on preventing harm through clear expectations, competent supervision, and consistent reporting and learning when issues occur. We recognise that the risk profile differs across our workforce, and we manage safety accordingly - with a higher level of operational control and monitoring for offshore activity, and proportionate controls for office and workshop environments.

4.3.1 Offshore health and safety

For vessels under offshore management reporting, year-end 2025 performance showed **zero fatalities, zero lost time injuries (LTIs) and an LTIF of 0.00**. The same reporting indicates **one medical treatment case, seven first aid cases, and a TRCF of 2.78**. **One oil spill to sea** was recorded in the reporting year.

0	0	2.78	1
FATALITIES *offshore 2025*	**LOST TIME INJURIES** *LTIF 0.00*	**TRCF** *Total recordable case freq.*	**OIL SPILL** *to sea recorded*

These figures are included to provide transparency on our highest-risk operating environment and are supported by internal offshore reporting aligned to marine injury reporting guidance.

4.3.2 Onshore health, safety and wellbeing

For office and onshore environments, our focus is on maintaining safe workplaces, reducing routine hazards, and supporting employee wellbeing. As the business continues to mature, we are strengthening the consistency of how health, safety, and wellbeing information is captured and reported across locations to support clearer year-on-year disclosure.

4.3.3 Learning and continuous improvement

We use incident reporting and investigation to identify root causes, implement corrective actions, and share learning. Alongside incident reporting, we encourage proactive safety observations and near-miss reporting as leading indicators of safety culture and risk awareness.

4.4 Workforce engagement and retention

Our **labour turnover rate for 2025 was 14.4%**, representing 159 leavers across our workforce. This is an improvement on the prior year and broadly in line with industry benchmarks, reflecting a degree of stabilisation as the business matures.

14.4%	2	Embark
LABOUR TURNOVER	**ENGAGEMENT SURVEYS**	**LEADERSHIP PROGRAMME**
2025 (159 leavers)	*Q1 and Q4 2025 pulse*	*launched in 2025*

To better understand the drivers of employee experience, we ran two employee engagement pulse surveys in 2025 - in Q1 and Q4. These identified three priority areas for improvement: communication, recognition, and career development. We have taken this feedback seriously and it is directly shaping our people priorities for 2026.

In 2025, we also launched Embark - a leadership development programme - representing a meaningful investment in building the capability of our people managers and senior leaders across the business.

4.5 Looking ahead

The feedback from our engagement surveys is informing a focused set of initiatives for 2026:

Communication	We are launching an improved company intranet and ramping up business-wide communications through more regular town halls, business forums, and manager briefings, to ensure our people feel informed and connected across a growing global organisation.
Recognition	We are introducing a dedicated recognition platform that will allow colleagues to acknowledge each other's contributions and redeem awards through recognition points. We are also introducing a birthday time off benefit as a small but meaningful gesture of appreciation.
Career Development	Our new learning platform will provide employees with more accessible, structured development opportunities, helping people to build the skills and pathways they need to grow within the business.

These initiatives reflect our commitment to listening to our people and taking tangible action in response - building a workplace where our employees feel valued, supported, and able to thrive.

05 Governance Performance

Our governance framework supports effective decision-making, risk management and accountability across the business. Overall responsibility for governance sits with senior leadership, with established processes covering operational oversight, risk management, compliance and performance monitoring.

Environmental, social and governance (ESG)-related matters, including sustainability- and climate-related topics, are addressed within this existing governance framework rather than through standalone structures.

5.1 Board and leadership oversight

Ocean Infinity's Board of Directors meets quarterly to provide strategic oversight and ensure the business is operating in line with its values, ethical standards, and long-term objectives. The board comprises one Executive Director and three Non-Executive Directors, with an average tenure of 7.3 years and a 100% attendance rate in 2025.

We recognise that board-level diversity remains limited, and that this is an area requiring attention as the business continues to grow and mature. We are committed to considering diversity as a factor in any future board appointments.

5.2 Ethical conduct, policies, and standards

Ocean Infinity maintains a suite of group-level policies and standards that set expectations for ethical conduct, workplace behaviour, and responsible business practice. Policy ownership sits with relevant functional leaders, with oversight through senior leadership and governance forums. Policies are intended to apply globally, with local implementation reflecting regional requirements where necessary.

5.2.1 Group level principal risks

- **Ethical misconduct and conflicts of interest** — There is a risk that unethical behaviour, conflicts of interest, or misuse of company resources could undermine trust, damage reputation, or lead to regulatory exposure. This is mitigated through policy expectations, leadership accountability, and mechanisms for raising concerns.
- **Bribery, corruption, and improper influence** — Operating across multiple jurisdictions and client environments brings inherent risks related to bribery, facilitation payments, or improper influence. This is mitigated through clear policy requirements, awareness activity, and proportionate controls aligned to risk.
- **Human rights and labour standards (direct operations and value chain)** — While Ocean Infinity's direct operations are primarily professional and operational roles, human rights risks may arise through the broader value chain - including contractors, service providers, and suppliers operating across different regions. We mitigate this risk through contractual expectations, standards of conduct, and escalation processes where concerns are identified.

5.2.2 Monitoring and oversight

Ethical expectations are supported through policy communications, training and awareness activity, and leadership reinforcement. Where concerns are raised, they are assessed and managed through established internal processes, with involvement from relevant functions depending on the nature of the issue (for example HR, Legal, HSEQ, Finance).

5.2.3 Escalation and response

Ocean Infinity maintains mechanisms for employees and third parties to raise concerns, including confidential reporting channels. Escalation is triggered where issues have potential legal, regulatory, reputational, financial, or people impacts. Matters may be escalated beyond functional leadership to senior management depending on severity and scope. Where substantiated breaches of policy occur, appropriate corrective action is taken, including disciplinary measures where relevant.

5.2.4 Significant issues

No ethical conduct issues, human rights violations, or red flags were identified during the 2025 reporting year.

5.3 Risk management, reporting, and compliance

Ocean Infinity manages enterprise risks through a combination of functional oversight and leadership review, covering legal and regulatory compliance, operational risk, and broader enterprise risks. Accountability for specific risks sits with relevant functional owners, with management oversight through senior leadership communications.

5.3.1 Group level principal risks

- **Regulatory and legal compliance risk** — Operating globally and delivering complex operational and technology services creates exposure to regulatory and legal compliance obligations. Risks include breaches of applicable laws, contractual requirements, or regulatory standards. Mitigation includes policy frameworks, functional oversight, and internal controls proportionate to risk.
- **Incident reporting and transparency risk** — A key governance risk is that incidents or concerns are not reported, not escalated, or not investigated consistently — leading to repeat issues and reduced organisational learning. This is mitigated through reporting systems, awareness activity, and leadership expectations around speaking up.
- **Operational risk escalation and assurance** — Complex operations require clear escalation pathways so that material issues are seen early and managed appropriately. Mitigation includes defined escalation triggers and periodic review of risks and incidents through leadership forums.

5.3.2 Monitoring and oversight

Ocean Infinity maintains internal mechanisms for reporting and acting upon incidents of concern, supported by periodic management review. These processes are applied through regular leadership review forums and operational reporting, ensuring that issues are identified, assessed, and escalated in a timely manner.

An independent whistleblowing provider is available to support confidential reporting, and governance processes are intended to ensure that significant concerns are reviewed and acted upon appropriately.

5.3.3 Escalation and response

Escalation is triggered by potential impacts to business continuity, safety, legal and regulatory compliance, reputation, or significant financial exposure. Material issues may be escalated beyond the originating function to senior management for visibility and decision-making. Where compliance issues arise, they are investigated and addressed through established processes, with improvements implemented to reduce recurrence.

5.3.4 Significant issues

During the reporting period, no whistleblowing reports were escalated through the confidential reporting channels, and Ocean Infinity did not incur any material fines or regulatory sanctions.

No non-compliance findings were identified through internal and external health and safety audits and asset-specific reviews. These were addressed through corrective actions and have informed the prioritisation of further strengthening formal legal compliance and enterprise risk management arrangements.

5.4 Cybersecurity and digital resilience

Primary accountability for cybersecurity at Group level sits with our Cybersecurity team, with scope covering enterprise IT, operational technology, and data systems across the organisation. Cybersecurity governance applies globally.

5.4.1 Principal risks

We have identified three principal cybersecurity risks at Group level:

- **Disruption to critical systems** — a cyber attack or system compromise could result in temporary loss of operational capability, with potential impact on operations and clients. This is mitigated through layered security controls, segregation of environments, and monitored incident response processes
- **Unauthorised access to sensitive data** — could lead to data loss or regulatory exposure if personal or confidential information were affected. Mitigated through access controls, data classification, monitoring, and staff awareness activities
- **Third-party and supply chain risk** — a compromise of a supplier could indirectly affect our environment or services. Mitigated through supplier risk assessments, contractual controls, and ongoing oversight proportionate to risk

5.4.2 Monitoring and oversight

Primary accountability for supply chain governance sits within the Group procurement and supply chain function, which operates as part of the Group Finance organisation and is led by a dedicated Head of Supply Chain reporting to the Finance Director. The scope of supply chain governance includes procurement of goods and services, third-party contractors, chartered vessels, logistics providers, and other key suppliers engaged across Ocean Infinity's operations. Governance applies globally.

5.4.3 Significant incidents

No material cybersecurity incidents were recorded during the 2025 reporting year.

5.5 Supply chain risk and governance

Primary accountability for supply chain governance sits within the Group Procurement and Supply Chain team, which operates as part of the Group Finance function and is led by a dedicated Head of Supply Chain reporting

to the Finance Director. The scope of supply chain governance includes procurement of goods and services, third-party contractors, logistics providers, and other key suppliers engaged across Ocean Infinity's operations. Governance applies globally.

5.5.1 Principal risks

We have identified the following principal supply chain risks at Group level:

- **Reliance on third-party suppliers and contractors** — Ocean Infinity relies on a diverse network of third-party suppliers to support vessel operations, technology delivery, logistics, and project execution. Disruption or failure within the supply base could impact operational delivery, timelines, or cost control. This risk is managed through supplier selection processes, contractual controls, and ongoing supplier oversight proportionate to criticality.
- **Ethical, labour, and regulatory compliance risk within the supply chain** — There is a risk that suppliers do not operate in line with expected ethical, labour, or regulatory standards, which could expose the business to reputational, legal, or contractual risk. This is mitigated through contractual requirements, policy alignment, and targeted due diligence for higher-risk suppliers.
- **Supply chain resilience and continuity risk** — Global operations and complex logistics mean Ocean Infinity may be exposed to supply disruptions driven by geopolitical events, market volatility, or availability constraints. This risk is managed through supplier diversification, contingency planning, and central coordination of procurement and logistics activities.

5.5.2 Monitoring and oversight

Supply chain risks are monitored through established procurement and supplier management processes, supported by periodic management review. Supplier performance, risk, and dependency are considered as part of ongoing operational oversight, with escalation where issues could materially impact delivery, safety, compliance, or reputation.

Material supply chain risks are escalated through senior leadership forums where they have the potential to impact business continuity, safety, regulatory compliance, or strategic objectives. Responsibility for escalation is shared between procurement, operational leadership, and relevant functional owners, depending on the nature of the risk.

5.5.3 Significant issues

No material supply chain incidents or breaches were identified during the 2025 reporting year that required escalation beyond established management processes.

06 Conclusion and reflections

This sustainability and governance report reflects Ocean Infinity's continued progress in strengthening how environmental, social, and governance considerations are embedded across the business. In 2025, our focus has been on improving clarity of ownership, strengthening governance structures, and increasing transparency around where our impacts and risks are most material.

As a business operating at the intersection of advanced marine technology, offshore operations, and global project delivery, Ocean Infinity recognises that sustainability is closely linked to how we manage risk, people, and long-term value. This is particularly evident in areas such as offshore health and safety, environmental performance at sea, and the governance of complex supply chains and technology systems.

This reporting year represents a further step in the transition towards ESRS-aligned disclosure. While we have strengthened the structure and consistency of our reporting, we also recognise that data completeness and maturity varies across topics and geographies. In several areas, this report therefore focuses on governance mechanisms, risk oversight, and qualitative disclosure rather than comprehensive quantitative metrics. This approach reflects both the current state of our systems and a deliberate emphasis on accuracy and integrity over overstatement.

Looking ahead, our priority is to continue strengthening the foundations that support robust sustainability reporting and informed decision-making. This includes improving the consistency of data capture across operations, further embedding risk-based governance approaches, and continuing to integrate sustainability considerations into business planning and operational delivery.

We remain committed to being transparent about both progress and challenges. As our systems, processes, and governance continue to mature, future reports will build on this foundation to provide greater depth, comparability, and insight into our environmental and social impacts and our approach to long-term resilience.

07 Appendix

7.1 Breakdown of Scope 1 emissions (mobile combustion from fuel)

Vessel name	CO_2 (t CO_2)	SO_x (kg)	NO_x (kg)	N_2O (kg)	CH_4 (kg)
Island Pride	9876.00	6200.00	Missing Value	600.00 kg	200.00 kg
Armada 78 01	483.84	60.37	5951.69	Missing Value	Missing Value
Armada 78 02	572.26	107.10	6023.78	Missing Value	Missing Value
Armada 78 03	186.78	58.26	1927.41	Missing Value	Missing Value
Armada 78 04	153.89	81.98	1507.26	Missing Value	Missing Value
Armada 78 05	288.15	93.47	2767.32	Missing Value	Missing Value
Armada 78 06	415.86	233.48	4623.96	Missing Value	Missing Value
Armada 78 07	396.59	6.43	5442.94	Missing Value	Missing Value
Armada 78 08	155.15	67.75	2129.31	Missing Value	Missing Value
Armada 86 01	277.90	136.96	3689.29 k	Missing Value	Missing Value
Armada 86 02	462.92	28.88	3760.63	Missing Value	Missing Value
Armada 86 03	281.37	17.55	2714.83	Missing Value	Missing Value
Armada 86 04	146.27	9.12	734.70	Missing Value	Missing Value
Armada 86 05	725.42	45.25	4636.32	Missing Value	Missing Value
Armada 86 06	136.54	8.52	1863.87	Missing Value	Missing Value

- Total CO2 emissions of vessels due to fuel : 14558.94 t CO_2e
- Total SOx emissions : 7155.12 kg
- Total NOx emissions : 47773.31 kg *(with missing values for Island Pride)*
- Total N2O emissions : 600.00 kg *(reported for Island Pride only)*
- Total CH4 emissions : 200.00 kg *(reported for Island Pride only)*

Note: CO_2e is presented as provided by the source data. NO_x and SO_x are air pollutants reported separately from greenhouse gases. Where values are shown as "missing", these were not available from the underlying reporting system for 2025.

7.1.1 Data confidence (2025)

We continue to classify vessel fuel data based on the method of collection, as this has a direct impact on reliability:

Higher confidence:

- Island Pride - automated fuel tracking via MARESS (consistent with prior year approach)
- Armada 7802 - fuel monitoring sensors installed and commissioned (most reliable Armada dataset in 2025)

Moderate confidence / requires improvement:

- Most other Armada vessels - fuel data collected via manual daily input into the vessel management system, sourced from the vessel IAS. While this improves visibility, it remains susceptible to operational and measurement inconsistencies, including the discrepancy noted above.

7.2 Breakdown of Scope 2 emissions and energy consumption by facility

Facility	Renewable energy	Non-renewable energy	Grid energy	GHG emissions
Woolston, UK	739508.65 kWh	Missing Value	Missing Value	**144.00 t CO_2e**
Hamilton, UK	96811.40 kWh	Missing Value	Missing Value	18.90 t CO_2e
Warwick, UK	Missing Value	1400.00 kWh	Missing Value	0.30 t CO_2e
Gothenburg, SWE	248914.52 kWh	Missing Value	Missing Value	2.00 t CO_2e
Porto, PORT	33185.00 kWh	Missing Value	Missing Value	3.10 t CO_2e
Singapore	Missing Value	Missing Value	3987.38 kWh	1.60 t CO_2e
Canada	96245.00 kWh	Missing Value	326.40 kWh	17.20 t CO_2e
White Collar, UK	Missing Value	Missing Value	Missing Value	Missing Value
Hobart, AUS	9175.00 kWh	Missing Value	Missing Value	1.80 t CO_2e
Tauranga, NZ	Missing Value	Missing Value	Missing Value	Missing Value

Total renewable energy consumption: 1,223,839.57 kWh

Total non-renewable energy consumption - OIGL : 1400.00 kWh

Total grid energy consumption - OIGL : 4313.78 kWh

Total GHG emissions: 188.90 t CO_2e

Note: *Where "missing" values are shown at facility level, this reflects limitations in metered data or landlord-provided information rather than zero consumption.*

7.3 Breakdown of Scope 3 emissions

Scope	Main sources included	Emissions (tCO_2e)	Notes
Scope 1	Vessel fuel combustion	14,558.94	Best available estimate for 2025
Scope 2	Purchased electricity	188.90	Market-based where available
Scope 3	Business travel, waste, water consumption, selected supply chain categories	**135,954.41**	Partial coverage – does not include 3,681.42 tCO_2 emissions from travel platform bookings

7.3.1 Water

Facility	Water consumption	GHG emissions
Woolston, UK	Missing Value	0.24 t CO_2e
Hamilton, UK	4.00 m^3	0.00 t CO_2e
Warwick, UK	Missing Value	Missing Value
White Collar, UK	10.00 m^3	0.00 t CO_2e
Gothenburg, SWE	Missing Value	Missing Value
Porto, PORT	2004.00 m^3	0.84 t CO_2e
Singapore	Missing Value	Missing Value
Canada	Missing Value	Missing Value
Hobart, AUS	Missing Value	Missing Value
Tauranga, NZ	Missing Value	Missing Value

Total water consumption: 2018.00 m^3

Total GHG emissions from OIGL water consumption: 1.08 t CO_2e

7.3.2 Waste generated in operations

7.3.2.A Facilities

Facility	Waste generated	GHG emissions
Woolston - Mixed (Waste-to-energy)	3751.00 kg	0.08 t CO_2e
Woolston - Mixed (Recycling)	1130.00 kg	0.02 t CO_2e

Facility	Waste generated	GHG emissions
Woolston - Wood (Recycling)	4580.00 kg	0.00 t CO_2e
Hamilton - Mixed (Waste-to-energy)	1322.00 kg	0.03 t CO_2e
Hamilton - Mixed (Recycling)	244.00 kg	0.01 t CO_2e
White Collar	Missing value	Missing value
Warwick	Missing value	Missing value
Gothenburg - Mixed (Waste-to-energy)	1647.00 kg	0.04 t CO_2e
Gothenburg - Paper/Cartons/Cardboard (Recycling)	472.00 kg	0.01 t CO_2e
Gothenburg - Plastic (Recycling)	164.00 kg	0.01 t CO_2e
Gothenburg - Glass (Recycling)	2.00 kg	0.00 t CO_2e
Gothenburg - Metal (Recycling)	31.00 kg	0.00 t CO_2e
Porto - Organic (Landfill)	416.00 kg	0.24 t CO_2e
Porto - Paper (Recycling)	127.00 kg	0.00 t CO_2e
Porto - Mixed (Plastics/Metal) (Recycling)	64.00 kg	0.00 t CO_2e
Porto - Glass (Recycling)	570.00 kg	0.01 t CO_2e
Canada - Mixed	3280.00 kg	0.07 t CO_2e
Canada - Cardboard	2495.00 kg	0.05 t CO_2e
Singapore - General (Incineration)	34.00 kg	0.00 t CO_2e
Singapore - Mixed (Recycling)	2.00 kg	0.00 t CO_2e
Hobart	Missing value	Missing value
Tauranga	Missing value	Missing value

Total GHG emissions from waste: 0.56 t CO_2e

7.3.2.B Vessel Waste

Waste Across the Armada Fleet

Waste category	A78-01	A78-02	A78-03	A78-04	A78-05	A78-06	A78-07	A78-08	A86-01	A86-02	A86-03	A86-04	A86-05	A86-06	CO_2e (t)
A. Plastics	35.70	31.60	33.70	15.14	25.50	37.55	10.10	67.82	54.19	15.06	11.82	23.10	8.10	—	8.63
B. Food waste	11.85	29.73	12.40	4.92	10.11	20.52	7.64	62.61	20.22	5.25	38.10	103.20	4.55	—	**77.31**
C. Domestic (food contam. burnable)	0.60	0.50	2.70	2.24	1.40	0.28	—	2.00	3.10	0.18	0.60	3.00	0.20	—	1.96
C. Domestic (glass/metal)	39.50	16.60	66.60	17.62	34.40	16.20	23.30	131.39	35.95	11.78	12.05	80.50	3.60	—	34.29
C. Domestic (paper/cardboard)	45.40	39.95	17.80	18.58	9.78	48.55	33.70	15.00	35.95	11.29	20.55	23.50	16.20	—	15.70
D. Cooking oil	0.03	20.40	0.00	0.09	0.10	—	0.14	0.08	0.22	0.06	—	0.01	0.05	—	8.90
F. Operational (chemicals/paint)	—	2.50	1.10	—	—	0.68	2.10	1.00	—	0.13	—	—	—	—	0.70
F. Operational (medical)	—	0.01	—	0.01	0.02	—	0.01	—	—	—	—	—	—	—	0.00
F. Operational (metal)	1.80	—	1.00	0.10	0.80	0.35	0.04	—	0.10	0.41	0.35	—	2.00	—	1.30
F. Operational (oily wastes)	7.34	5.25	2.80	1.53	4.20	1.54	1.72	4.44	3.41	0.51	10.80	—	0.30	—	19.45
F. Operational (other)	3.50	7.50	0.75	0.75	3.30	0.30	1.30	2.00	5.90	6.20	4.50	1.30	30.20	—	4.73
F. Operational (pressurized cans)	—	—	0.11	—	—	—	—	—	—	—	—	—	—	—	0.01
F. Operational (wooden packaging)	8.20	2.40	10.90	—	0.95	0.70	1.00	4.30	0.40	5.94	4.95	5.50	—	—	3.17
I. E-waste	0.10	0.83	0.01	0.52	0.80	0.33	0.40	—	0.01	3.58	0.06	—	—	—	0.93

Total GHG emissions from waste (Vessel) : 177.08 t CO_2e

Island Pride Waste

Category	Volume (m^3)	GHG emissions (t CO_2e)
A. Plastics — Delivery to shorebased facility	10.10 m^3	0.24 t CO_2e
B. Food waste — Incinerated	5.00 m^3	2.65 t CO_2e
B. Food waste — Delivery to shorebased facility	3.90 m^3	0.91 t CO_2e
B. Food waste — Discharged to sea	12.00 m^3	0.00 t CO_2e
C. Domestic (glass/metal) — Delivery to shorebased facility	1.60 m^3	0.19 t CO_2e
C. Domestic (paper/cardboard) — Delivery to shorebased facility	10.00 m^3	0.47 t CO_2e
C. Domestic (paper/cardboard) — Incinerated	6.50 m^3	0.69 t CO_2e
C. Domestic (food contaminated burnable) — Delivery to shorebased facility	11.90 m^3	0.83 t CO_2e
C. Domestic (food contaminated burnable) — Incinerated	3.50 m^3	0.56 t CO_2e
D. Cooking oil — Incinerated	0.00 m^3	0.00 t CO_2e
E. Operational (chemicals/paint) — Delivery to shorebased facility	0.10 m^3	0.01 t CO_2e
E. Operational (oily wastes) — Delivery to shorebased facility	29.90 m^3	13.27 t CO_2e
E. Operational (oily wastes) — Incinerated	0.50 m^3	0.50 t CO_2e
E. Operational (wooden packaging) — Delivery to shorebased facility	26.10 m^3	1.83 t CO_2e
F. E-waste — Delivery to shorebased facility	1.67 m^3	0.23 t CO_2e
G. Sewage — Treated	241.00 m^3	**128.45 t CO_2e**
G. Sewage — Sludge	0.10 m^3	0.06 t CO_2e
H. Incinerator ash — Delivery to shorebased facility	2.00 m^3	0.65 t CO_2e

Total GHG emissions from waste (Island Pride) : 151.53 t CO_2e

7.3.3 Purchased goods and services (spend-based)

Spend category	GHG emissions
Personnel COGS - Contractors	5733.41 t CO_2e
Chartered Vessels	**17532.25 t CO_2e**
External Crew, Consultants & Other Crew Related Costs	2090.59 t CO_2e

Spend category	GHG emissions
Victualling	725.73 t CO_2e
Rental and Other Equipment Expense	193.62 t CO_2e
VSAT and Communications	1045.79 t CO_2e
Port Call/Agency Dues	545.10 t CO_2e
Project Related Costs	**11730.20 t CO_2e**
Equipment Maintenance and Repair	942.70 t CO_2e
Spare Consumables	1621.04 t CO_2e
Other Vessel Costs	3448.06 t CO_2e
Contractors & Temporary Personnel	531.05 t CO_2e
Recruitment Fees	135.75 t CO_2e
Safety Supplies & Employee Training	206.50 t CO_2e
Payroll Fees	6.32 t CO_2e
Marketing Expenses	259.77 t CO_2e
Accounting & Tax Fees	178.77 t CO_2e
Legal Fees	133.74 t CO_2e
Consulting	1775.75 t CO_2e
Office Communications	121.58 t CO_2e
Insurance	242.13 t CO_2e
Office Equipment & Supplies	310.99 t CO_2e
Security Services	52.27 t CO_2e
Membership & Dues	31.64 t CO_2e
Software License & Services	1595.68 t CO_2e
Cloud Storage	10.86 t CO_2e

Total GHG emissions - purchased goods and services : 51201.30 t CO_2e

7.3.4 Transportation and logistics (spend-based)

Spend category	GHG emissions
Freight	868.44 t CO_2e
Postage & Shipping	149.30 t CO_2e

Total GHG emissions from transportation : 1017.75 t CO_2e

7.3.5 Capital goods (embodied emissions)

Spend Category	GHG emissions
Improvements	Missing Value
Vehicles	26.91 t CO_2e
AUV/ROV/USV	8630.72 t CO_2e
Equipment Spares	0.00 t CO_2e
Equipment Improvements	3.42 t CO_2e
Payloads and Other Equipment	422.97 t CO_2e
IT Equipment	0.00 t CO_2e
Office Furniture & Fixtures	102.64 t CO_2e
Armada	**73607.05 t CO_2e**

Total GHG emissions from capital goods : 82793.72 t CO_2e

7.3.6 Business travel and employee-related emissions

7.3.6.A Spend-based emissions

Spend category	GHG emissions
T&E COGS - Transportation	(overlapping expense – not included in category total) 1458.45 t CO_2e
T&E COGS - Lodging	(overlapping expense – not included in category total) 448.08 t CO_2e
T&E COGS - Meals (inc per diem)	74.62 t CO_2e
T&E COGS - Travel Other	347.89 t CO_2e
T&E OPEX - Transportation	(overlapping expense – not included in category total) 380.84 t CO_2e

Spend category	GHG emissions
T&E OPEX - Lodging	(overlapping expense – not included in category total) 146.72 t CO_2e
T&E OPEX - Meals (inc per diem)	77.50 t CO_2e
T&E OPEX - Travel Other	111.38 t CO_2e

Total GHG emissions from employee expenses (excl overlapping expenses): 611.39 t CO_2e

7.3.7.B Travel platform emissions

Travel platform	CO_2 emissions
Corporate Traveller	682.43 t CO_2
Egencia	2999.41 t CO_2

Total CO2 emissions from travel : 3681.84 t CO_2

7.3.6.C Methodology note

To avoid double counting, where business travel emissions are captured through travel-platform reporting, overlapping employee expense categories relating to transportation and lodging are excluded from Scope 3 totals. These categories primarily relate to flights, rail, car hire and hotels, which are already reflected in the activity-based travel data.

7.4 Methodology and assumptions (summary)

- **Organisational boundary** - Emissions data covers Ocean Infinity and its subsidiaries. Joint ventures and third-party operated assets are included where operational control and data availability allow; this varies by emissions category.
- **Emissions factors** - Greenhouse gas calculations use recognised emissions factors from internationally accepted sources (e.g. UK Government/DEFRA, IEA, supplier-provided factors), applied consistently across reporting periods where possible.
- **Scope-specific notes**
  - **Scope 1:** Based on reported vessel fuel consumption data; data completeness and accuracy vary by vessel and period.
  - **Scope 2:** Calculated using electricity consumption data, applying market-based factors where available.
  - **Scope 3:** Includes selected categories such as business travel, waste, and key supply-chain activities where data is available. Certain categories (e.g. capital goods, full upstream logistics) are not yet comprehensively captured.
- **Limitations** - This report prioritises accuracy and transparency over completeness. As such, some emissions sources are excluded or partially reported where data quality or consistency is insufficient.