CENTURION

Sustainability 2025

Equipment for Every Challenge™

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CENTURION
Equipment for Every Challenge™

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CENTURION

Centurion at a Glance

Centurion is a global leader in the supply of equipment and services to a range of critical end markets for complex, challenging and remote locations.

We combine the scale and breadth of offerings in five key regions: the US, Canada, UK & Europe, Middle East & North Africa, and Asia Pacific. With a strong and established global presence, Centurion delivers best-in-class, tailored equipment and service packages to meet customers' needs – no matter the size, scope, or location of their project.

Equipment for Every Challenge™

Welcome To Centurion's 2025 Sustainability Report

EUAN LEASK
Chief Executive Officer

"It's my pleasure to introduce Centurion's 2025 Sustainability Report.

This is the sixth edition of our annual Sustainability Report, and while our business has evolved substantially over the last six years, our commitment to responsible operations remains steadfast.

We continue to help customers operating in some of the world's most complex, challenging, and remote locations to work more efficiently and responsibly. By combining innovation with practical solutions, we help them achieve their commercial goals safely, efficiently, and sustainably.

Our rental model sits at the heart of our operations, and for our customers, the benefits are clear. We deploy, maintain, and store state-of-the-art equipment, allowing customers to avoid the burden of ownership, reduce costs, and minimize waste.

This commitment to responsible operations also extends to our design and manufacturing capability. We ensure our products are built to last by using high-quality materials, innovative engineering, and designs that maximize durability and lifecycle value.

We also continued to support our oil & gas customers to work more efficiently while increasing end market diversification, expanding the role we play across industries that support the energy transition, including mineral resources, onshore and offshore wind, geothermal energy, carbon capture, and more. In 2025 alone, we significantly strengthened our presence across these sectors.

Centurion's governance remains robust, with accountability and responsibility at the centre of everything we do. We hold ourselves to the highest industry standards to ensure we consistently operate with honesty and integrity. Good governance is good business, and it is embedded at every level of our organization.

We maintain a rigorous compliance and training framework, clear policies that define how we work, and strong oversight mechanisms that help ensure we meet our commitments to all our stakeholders.

We are also proud to support the communities in which we operate. Across our global regions, our teams go above and beyond to give back to local charities, not-for-profit organizations, and meaningful causes through volunteering, fundraising, sponsorship, and more. By supporting our communities, we help create a lasting legacy that we can all be proud of.

We know our progress is driven by the dedication and hard work of our people, and I'd like to thank every member of the Centurion team for their commitment to making a difference. As we keep growing and welcoming new acquisitions to the Group, Centurion remains in a strong financial position, and well placed to keep making a meaningful difference to the lives of our employees, customers and the communities in which we work.

We're grateful for your continued trust in Centurion, and look forward to progressing on this journey with you while making a lasting, positive impact."

2025 Highlights

Indicators from our main business lines:

12%

12% of energy used for our operations from renewable sources

0.13

Achieved Group Total Recordable Incident Rate (TRIR) of 0.13

170k+

Supported clients to remove 170,000+ tonnes of CO2e from the atmosphere

500m+

500+ million litres of water treated and discharged in Canada & Australia

CENTURION

Introduction

Equipment for Every Challenge™

About Us

HQ	2700+	40+	5	11	66	70+
Aberdeen	People	Nationalities	Regions	Countries	Countries Served	Facilities

AM	CL	PC	PE	SS	WW
Accomodation & Modular	Cranes & Lifting	Pressure Control	Power & Equipment	Subsea Services	Water & Wastewater

Markets We Serve

The world's toughest environments demand expertise.

At Centurion, we specialize in delivering solutions for our global customers across a range of industries operating in the most complex, challenging and remote locations.

Whether it's oil and gas, renewables, minerals, infrastructure, defense or government sectors – our expertise keeps industries moving in even the harshest conditions.

The demanding environments in which our customers operate present unique challenges – from extreme weather conditions and logistical constraints to the need for specialized equipment and skilled personnel.

These complex working environments call for innovative, adaptable, and reliable solutions. Our proven operational track-record means that our customers can trust Centurion to provide equipment and critical services to complete their complex projects safely and successfully.

- Oil & Gas
- Renewables
- Minerals
- Infrastructure
- Defense
- Government

Our Values

Our core values are fundamental to our corporate identity and guide us in how we interact with our stakeholders.

| Our Customers | Our People | Investors | Environment | Communities | Suppliers |

WE DO WHAT WE SAY

Centurion people are honest, supportive, responsive and easy to work with. We honor every commitment and expect the same from others. We listen. We respect differences. We deliver.

WE DO THE RIGHT THING

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

WE GO THE EXTRA MILE

Centurion people are hardworking, committed, and innovative. Always looking for new ways and new opportunities to improve, large and small. We drive change.

WE WORK TOGETHER

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

These values are embedded into everything we do, enabling us to uphold our stakeholder trust and deliver value, operate sustainably, set realistic targets, and address challenges.

About This Report

Scopes & Boundaries

This document comprises the Centurion 3 Limited ("Centurion", or "the Group") Sustainability Report for 2025. The report covers Centurion entities in countries across our five regions.

This document addresses Centurion's sustainability approach and performance from 1 January to 31 December 2025, across all activities over which we had operational control.

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

Reporting Standards

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards.

It focuses on material topics identified through our most recent materiality assessment, their associated impacts, and how we manage these topics.

This report highlights Centurion's long-term commitment to sustainability, and how it relates to our business and stakeholders. It also illustrates how we live up to our social license to operate in communities where our operations are based.

Transparency

We continue to maintain an up-to-date website that includes contact details for any information requests.

Company updates are provided by the CEO to our Board of Directors during all scheduled meetings and to management teams during quarterly business reviews.

This information is also shared with our employees via town hall sessions and our intranet site. In addition, the CEO also writes to both employees and shareholders annually to provide a business update.

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

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

CENTURION

Our Approach to Sustainability

At Centurion, sustainability goes beyond environmental impact; it includes the resilience of our business, the well-being and development of our people, and the positive impact we create in the communities where we operate.

Having a global footprint comes with responsibility, and we embrace it fully. Our commitment to ESG continues to strengthen as we create a clear roadmap for a for a better future, one that balances environmental, social, and economic priorities for lasting value.

Material Topics

Identifying and prioritizing the ESG topics most relevant to Centurion and our stakeholders is central to our ESG planning and reporting. This focus helps us stay ahead of emerging challenges and ensures transparency in our sustainability disclosures.

Our material topics are aligned with the GRI Standards and structured under the three pillars of ESG.

We recognize the importance of identifying metrics to measure our ESG performance and actively monitor key indicators, such as health and safety incident rates, employee turnover, emissions intensity, and more. This report provides a review of our performance across these areas.

Environment

We are committed to minimizing our environmental impact while simultaneously supporting our stakeholders in achieving their decarbonization targets.

Social

Our success is thanks to the hard work and talent of our people. We recognize the vital contributions our employees make to the business and are committed to maintaining a safe and rewarding work environment, and maintaining our excellent safety record.

Governance

We support all our activities with clear and consistent standards of principled behavior regulated by a rigorous governance and compliance framework.

United Nations Sustainable Development Goals

We have identified seven UN Sustainable Development Goals (SDGs) in which we believe we can make the most significant contribution through our operations, management practices, and performance.

UN Sustainable Development Goal

3 Ensure healthy lives and promote well-being

5 Achieve gender equality

6 Ensure availability and sustainable management of water and sanitation

7 Ensure access to affordable, reliable, sustainable, and modern energy

9 Build resilient infrastructure, promote inclusive and sustainable industrialization

12 Ensure sustainable consumption and production patterns

16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels

Centurion's Sustainability Approach

- Products & Services
- Governance
  - Leadership
  - Business Ethics & Conduct
- Environment
  - Waste & Circularity
  - Energy
  - Water & Effluent
  - Emissions
- Social
  - Supporting Our Communities
  - Health & Safety
  - Employee Development & Wellbeing
  - Diversity & Equal Opportunities

Climate-Related Risks & Opportunities

The Group has conducted a climate-related risk and opportunity assessment to guide our short- and long-term strategic direction on sustainability. This assessment was based on the Task Force on the Climate-Related Financial Disclosures framework, which assists with identifying issues of material importance in Centurion's overall approach to sustainability, and in turn, significant climate-related risks and opportunities.

Our Sustainability Strategy

The external operating environment, influenced by climate change and geopolitical shifts, is driving transformation across the industries we serve. These evolving conditions create valuable opportunities to accelerate innovation, bolster resilience, and lead positive change.

We are dedicated to minimizing the impact of our operations on the environment while helping our customers achieve their environmental objectives.

The Group has identified three strategic priorities to support the environment and sustainably drive the future growth of the business: Industry Diversification, Rental Services, and Carbon Reduction.

Industry Diversification

Across the Group, we have a wealth and breadth of experience in providing equipment and services to customers across a range of critical industries and end markets, including oil and gas, renewables, minerals, infrastructure, defense, and government sectors.

Acquisitions are central to Centurion's growth strategy, and we take a disciplined approach to targeting high-quality businesses that enhance our diversification efforts and reinforce our commitment to sustainability.

An example of this is our 2025 acquisition of WestWater in Australia, which strengthened Centurion's presence in water and wastewater service and created greater access to infrastructure and government markets while advancing disciplined diversification.

Rental Services

At Centurion, we believe that rental equipment plays a significant role in delivering sustainable value for our customers.

We continue to invest in high-quality equipment and carry out robust maintenance, refurbishment, and repairs to extend the lifespan of both our own assets, as well as our customers.

Centurion is proud to have made significant strides in expanding our global rental equipment fleet.

This includes our growing provision of modular accommodation, water and wastewater treatment solutions, cranes and lifting services, and other operationally critical support equipment on a wide variety of scopes for complex projects in the world's harshest, most remote locations.

Carbon Reduction

Carbon reduction is a central pillar of Centurion's commitment to supporting decarbonization efforts. We actively support our customers to find solutions that minimize their impact on the environment.

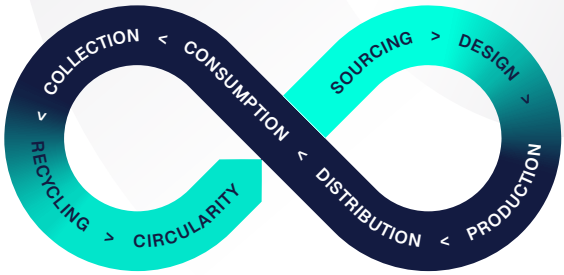
In 2025, Centurion delivered a new solar farm at the main accommodation site of a UAE-based gas field development, resulting in a drop in generator emissions even during peak loads.

We also invested to expand our ability to provide accommodation units and modular solutions for large offshore wind projects globally. In Canada, Centurion secured a multi-service contract to support a major Carbon Capture and Storage (CSS) trial project helping to support local decarbonization efforts.

Internally, we measure and monitor our emissions through a range of measures and are committed to continuously improving our environmental performance.

The Circular Economy

Our rental model supports the principles of the circular economy by encouraging the shared use of resources while minimizing waste, extending product life cycles, and reducing the environmental impacts of manufacturing and waste disposal.



With the rental model closely aligned with principles of the circular economy, our offerings provide customers with sustainable, efficient, and cost-effective options over asset ownership.

The sharing of equipment reduces demand for new production, conserving raw material and energy, with rigorous maintenance and repair further extending the lifespan of rental equipment to prevent premature disposal.

By providing well-maintained, safe, and efficient rental equipment, we reduce our customers' environmental impact and contribute to a more sustainable world.

Repair & Refurbishment

We prioritize regular maintenance and refurbishment.

Equipment Utilization

Rentals promote shared access over individual ownership, optimizing the use of each asset.

Customer

With extensive knowledge of our equipment and services, we can provide advice on the most sustainable options and support our customers to find innovative solutions.

Extended Life of Equipment

Well maintained parts can be dismantled, and equipment can be reused or sold to secondary markets rather than disposed of.

Responsible Design & Manufacturing

The use of sustainable design and manufacturing principles alongside specially selected raw materials to deliver high quality products minimizes environmental impact.

CENTURION

Governance

Strong governance is fundamental to Centurion and is enabled by our culture, policies and processes.

A robust governance framework is vital in delivering our sustainability strategy, and we are thorough in applying our governance standards throughout the Group. Responsible and sustainable growth is a priority for our business, underpinned by our relentless commitment to our people, our environment, and our communities. Over the years, Centurion has fostered a culture of transparency and created an environment where all our employees can thrive and take pride in being part of the Group. We conduct our business activities with clear and consistent standards of principled behavior regulated by a rigorous governance and compliance framework.

Leadership

Our commitment to effective governance is directed by the Group Board and implemented by our Senior Leadership Team, who lead by example and drive our strategy forward.

The key aspects and responsibilities of the Group Board and Senior Management Team are:

- To set the Group's strategy and ensure the necessary resources and capabilities are in place to deliver our strategic aims and objectives.
- To drive mergers and acquisitions in a responsible, sustainable way, whilst identifying any risks.
- To ensure that all stakeholders are considered in any decision-making.

The Group Board and Senior Management Team of the Corporate function maintain regular contact with the regional senior management teams by:

- Visiting teams across Centurion's five regions to discuss strategic objectives, receive feedback on local markets, and discuss progress against annual targets and plans.
- Performing Quarterly Business Reviews – strategic goals and Group quarterly performance are shared. Regional leadership teams present their quarterly performance, including safety and people statistics, financial results, and operational performance.
- Multi-day Senior Management Team meetings – presentations highlighting annual operational performance, key achievements, and future objectives are delivered by attendees, and global strategy updates are presented. These meetings are key and allow our regional leadership teams to work together to drive our strategy, align goals and make business decisions.

Business Ethics & Conduct

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

Through clear policies and robust governance, we strive to maintain trust with our stakeholders and create long-term value.

Our Business Ethics and Conduct Policy sets out the principles that shape our conduct when engaging with customers, suppliers, competitors, shareholders, government bodies, and the wider public.

It covers essential areas such as Anti-Bribery and Corruption, Conflicts of Interest, Competition, Human Rights and Modern Slavery, and Diversity and Equal Opportunities. Implementation of the policy requirements is overseen by our compliance function, ensuring consistent application across the organization. The policy is accessible internally through our intranet and available to external stakeholders via our website.

As a member of TRACE International, a globally recognized non-profit organization focused on anti-bribery, compliance, and good governance, we take a zero-tolerance approach to any breach of our Business Ethics and Conduct Policy. Working with the TRACE Learning Management System, we continue to monitor the effectiveness of our suite of online training modules, with completion statistics reported to the Centurion Board on a quarterly basis.

We also deliver training seminars on various governance-related topics to ensure employees have the opportunity to ask questions relevant to their roles and share challenges that they have encountered in the area of compliance.

92%
Sanctions
Training Completion Rate

92%
Export Controls
Training Completion Rate

95%
Anti-Bribery & Corruption
Training Completion Rate

92%
Conflicts of Interest
Training Completion Rate

98%
Criminal Finance
Training Completion Rate

Competition

Competition laws are complex and apply to everyone working within our business. Centurion is committed to complying with all competition-related legislation and winning work through fair and open competition.

Anti-Bribery & Corruption

Centurion prohibits bribery and corruption in any form. We never offer or accept bribes, nor do we allow third parties to do so on our behalf. In particular, we have zero tolerance for bribery or illicit payments of any kind.

Anti-bribery laws in some countries differentiate between bribing individuals and government officials, while others apply only to government officials.

Our compliance procedures cover both and are applied consistently across Centurion, ensuring that the right partners are selected and decisions are made objectively.

Third parties and commercial intermediaries play an important role in helping us conduct our business globally. However, we recognize that these relationships can potentially pose a serious risk to Centurion. Our Policy also applies to these parties, and all high-risk third-party service providers are subject to a rigorous diligence process.

For Centurion, a zero-tolerance to bribery is not just the lawful thing to do, it's the right thing to do. We compete for business fairly, and work with honesty and integrity.

We never offer, promise, give, or accept money or anything of value, to or from third parties, in exchange for an improper business advantage. We ensure the same levels of integrity from those we engage to act on our behalf.

Human Rights & Modern Slavery

Treating people with dignity and respect is at the core of our values and culture.

We respect the rights of every individual and comply with all employment laws in the countries where we operate, while treating the communities in which we work in with respect and fairness.

We support the principles established under the United Nations Universal Declaration of Human Rights and strive to ensure we do not conduct business, directly or indirectly, with individuals or companies participating in the exploitation of slavery, human trafficking, child labor, or any form of forced labor in our supply chain or any area of our operations.

Sanctions & Export Control

Centurion moves equipment, services, technology, and information across borders every day.

We therefore comply with applicable trade, sanctions, and export control regulations.

Centurion maintains a Sanctions and Export Control Policy and associated procedures which are supported by a strict approval process and online training program for employees.

Centurion uses a comprehensive, embedded risk intelligence platform to conduct diligence on all parties we do business and associated end users, allowing, allowing for the proactive identification of potential risks and red flags.

Whistleblowing

Centurion encourages all employees to report any concerns related to the direct activities, or the supply chains of the organization.

Our independent Whistleblowing hotline is supported by our Whistleblowing Policy.

Reports can be made anonymously, making it simple for personnel to make disclosures without fear of retaliation or reprisal. We ensure all reports are fully investigated and that risks are mitigated.

CENTURION

Environment

At Centurion, we are committed to operating sustainably within the complex, challenging, and remote locations where we work to better serve our stakeholders and create a lasting positive impact.

Our global teams are required to comply with all relevant environmental legislation and conduct operations with the highest regard for the quality of the environment – including water, air, and general land use. Our Environmental Policy Statement outlines the responsibilities of all employees in relation to the environment and the requirement for all regions to align with ISO 14001:2015 standards. This ensures a systematic approach to environmental management that fosters a strong environmental culture, enables effective monitoring and compliance with regulatory requirements, and drives continuous improvement in our environmental performance.

Greenhouse Gas Emissions

We measure and monitor our emissions using comprehensive, global emissions management software.

The use of this software has streamlined our data collection and reporting processes while providing deeper insight into the sources of our emissions, allowing us to identify areas for improvement and implement emission-efficient practices where required.

Our Greenhouse Gas (GHG) emissions are calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, using the latest emissions factors from the countries we operate in. Our Scope 2 emissions are calculated using the market-based method to reflect specific electricity procurement choices.

Our Scope 1 emissions from fuel combustion in vehicles and facilities, and our Scope 2 emissions from purchased electricity are reported below:

FY'25 Measured CO2e Emissions by Scope	tCO2e
Scope 1	8,080.34
Scope 2	3,246.46

As a growing business, we acknowledge that our absolute GHG emissions are likely to rise in line with the increasing scale of our operations. To ensure we continue to reduce our emissions, we monitor and evaluate our emissions intensity factors. This allows us to make comparisons across our locations and evaluate which parts of the business generate the type of low emissions growth we aim for.

GHG emissions and intensities are reported to the Centurion Board every quarter. The wider Group is informed on our emissions performance in Town Halls and during Quarterly Business Reviews.

Case Study

Centurion's Power & Equipment business line in Canada reduced emissions by modernizing its track hoe fleet with advanced emissions controls, real-time performance monitoring, and automated idle shut-off. The system switches engines off after 30 minutes of inactivity, significantly reducing unnecessary fuel use and CO_2 emissions.

Combined with improved engine efficiency and data-driven maintenance, this initiative lowers environmental impact while enhancing reliability, productivity, and cost efficiency across operations - supporting our commitment to responsible asset management and decarbonization.

Energy

Our processes and operations are reliant on energy usage. The main sources of energy used across Centurion's operations are from fuel for our fleet, equipment and facilities, and purchased electricity.

We actively measure and monitor energy use across our facilities to understand our consumption patterns and identify areas for improvement.

We apply energy management practices across our facilities and continue to explore options to improve our operational efficiency, increase the sourcing of renewable energy and self-generated electricity.

In 2025 12% of electricity purchased came from 100% renewable electricity sources.

% Energy Use

Source Category	Gigajoule	%
Diesel Combustion	98,779.96	64%
Other Combustion	22,296.90	15%
Purchased & Used Electricity	32,449.42	21%
Total	**153,526.28**	**100%**

Case Study

Our MENA region delivered a new solar farm in the UAE as part of a wider full-scope camp management contract.

The installation has significantly reduced reliance on diesel fuel, with solar serving as the primary power source and generators providing backup power when needed. Early performance data indicated measurable carbon reductions, supporting Centurion's commitment to delivering sustainable, turnkey remote site solutions.

Waste

We understand that effective waste management plays an essential part in minimizing the environmental impact of our activities.

Centurion's regional teams are responsible for managing their waste and ensuring compliance with all applicable legislation.

The waste hierarchy is followed in our facilities, and we measure and monitor waste quantities, types, and disposal methods through our emissions management software.

This allows us to analyze waste streams, identify areas for improvement, and contribute to our Scope 3 emissions calculations.

In our manufacturing facilities, we aim to optimize the use of raw materials without compromising on product functionality or safety. This approach enables us to deliver high-performing, reliable products while minimizing our environmental impact.

Case Study

Refurbishment extends asset life while reducing waste and impact in 2025.

Centurion's UKE region refurbished and recertified a client's logging unit, extending its lifespan and avoiding replacement. By repairing corrosion, upgrading components, and restoring compliance, the project prevented unnecessary disposal. This refurbishment approach reduced material waste, lowered environmental impact, and improved efficiency, demonstrating a practical commitment to circular economy principles by maximizing asset use rather than replacing equipment.

Water & Effluent

Centurion's water usage arises from various essential activities, including domestic use, cooling and washing of equipment, manufacturing processes, and testing within our facilities.

Our range of specialist products and services for water and wastewater treatment systems supports our clients to reduce water waste and improve operational efficiency.

With our turnkey water treatment solutions improving water quality to a potable level, we enable the reuse of sparsely available water in remote locations.

Our products and services contribute to sustainable water management by ensuring that:

- Water can be kept in circulation for longer.
- When we dispose of water, it is done in an environmentally friendly manner.

We measure and monitor both water consumption and waste discharge volumes. This allows us to identify where efficiencies can be made, and sustainable practices implemented.

Case Study

Delivering sustainable water reuse solutions that reduce freshwater demand and waste.

Centurion's Water & Wastewater Solutions business line in Australia supported a local Council in upgrading an airport's wastewater treatment plant, reinforcing our core focus on cleaning water and keeping it in circulation. The system enables reuse for gardens, toilets, and other non-potable applications, reducing demand on scarce freshwater resources in the region. Through design, delivery, and ongoing support, Centurion ensures reliable long-term water reuse and sustainable operations.

CENTURION

Social

Centurion's success is thanks to the hard work and commitment of our talented people.

We recognize the vital contributions our employees make to the business, and are committed to maintaining our excellent safety record and rewarding our people.

Working with a range of critical industries across more than 60 countries, it is the expertise of our people that sets Centurion apart from our competitors. As such, we continue to invest in training and development opportunities for our people, recognizing the value their skills bring to our customers.

Occupational Health & Safety

The safety of our people is crucial to our business philosophy, successful performance, and maintaining a positive reputation with our stakeholders.

Occupational Health and Safety (OHS) remains a top priority for Centurion.

Ensuring a safe environment is not just essential, but integral to our operations. Through our OHS Policy, we hold ourselves to the highest standards and are dedicated to continually improving our performance. We strongly believe in continuous improvement and actively seek feedback to enhance our health and safety practices. Lessons learned are shared throughout our organization, and HSEQ-related information is reported to the Centurion Board quarterly. Health and safety statistics are regularly published and discussed with management teams and employees worldwide.

While Centurion's CEO has ultimate accountability for HSEQ results, the day-to-day responsibility lies with regional management who are supported by their dedicated HSEQ teams. Strong leadership commitment plays a fundamental role in strengthening our health and safety performance.

Our leadership teams uphold this commitment by fostering a culture where employees are empowered to speak up and take responsibility for their own safety, as well as the safety of others.

Health and safety awareness is built into the training of all personnel, including contractors, with training tailored to individual roles based on associated risks and job responsibilities.

Our Integrated Management Systems (IMS) further embed health and safety considerations into our core business processes and align with international standards, such as ISO45001:2015.

HSEQ DATA 2025

Total hours worked	**5,930,769**	Lost Time Incidents (LTI)	1
Total KMs driven	**18,562,357**	Serious Car Events (SCE)	0

Health & Safety Initiatives

Centurion's global teams are actively engaged in health and safety initiatives aimed at promoting a culture of safety and incident prevention.

Key Safety Initiatives in 2025:

- Our US, Canada, and APAC regions have reduced exposure to driving-related risks by implementing driver behavior systems and actively monitoring driver performance.
- Our MENA region achieved over 9.2 million man-hours worked without an LTI overall as of 31 December 2025.
- Centurion's US pressure control team received an industry award from a major client recognizing our exceptional efforts and innovative approach in health and safety.
- Our APAC region implemented remote-controlled HPU and winch system enhancing lifting safety by enabling safer distancing, improved visibility, reduced exposure, and supporting efficient operations.

Hazard Identification & Risk Management

We conduct risk assessments for our operations to protect our workers from harm.

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

Risk assessments can range from those related to specific actions, such as manual handling and lifting operations, to driving and journey management. We also conduct risk assessments for bigger projects, such as operating in an unfamiliar country.

Training & Development

We provide training and development opportunities to help our people grow and succeed.

We recognize that Centurion's success is driven by the hard work of our people. We seek to actively engage our people in Centurion's vision to deliver long-term value to our stakeholders.

The training, competency, and development of our people are critical to achieving our ambitions. Investing in our people drives organizational success and equips our leaders with knowledge and skills to lead effectively and guide their teams towards achieving the Group's ambitions.

Training & Development in Action:

- We continued our series of management training equipping future leaders with essential skills in communication, decision-making, risk awareness, and team performance to drive safe, effective operations.
- Our Canada region hosted its 2025 Spring Leadership Meetings, engaging an external provider to deliver leadership training focused on DISC-based personality insights to strengthen communication, collaboration, and leadership effectiveness.
- APAC strengthened training and development through apprenticeship expansion, building technical and leadership capability, supporting project growth, and building future workforce resilience.

Health & Wellbeing

Centurion is committed to providing a healthy and safe working environment.

We strive to protect our employees and anyone working on our sites or under our care. We are determined to go further to create positive working conditions that support the overall wellbeing of our people and for the communities we work in.

Health in Action:

- Global employees participated in the third installment of Centurion's Group Wide Fitness Challenge, a health and wellbeing initiative that saw employees go head-to-head in a competition to encourage healthy habits and put their fitness first. A cumulative ~60 million steps were taken by challenge participants.
- Centurion's MENA region hosted a breakfast to promote wellbeing, recognize achievements, strengthen engagement, and support a positive workplace culture and employee health.
- Centurion's Water & Wastewater Solutions business line in Australia donated a portion of its November sales to a charity supporting mental health in remote and regional communities.

Diversity & Equal Opportunities

At Centurion, we value our people as our greatest asset. Their knowledge and experience are essential in understanding and addressing the challenges within the communities we serve.

We take pride in being a culturally diverse business committed to providing equal opportunities to all employees and prospective employees.

Our approach to diversity and equal opportunity is embedded in our recruitment, selection, training, development, remuneration, and benefits processes. We continuously monitor our compliance with global HR policies on human rights, equal opportunities, inclusion and diversity, anti-slavery, and human trafficking.

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

IMAGE CREDIT - Northern Lights College

Case Study

Supporting Indigenous Career Pathways in Canada

Northern Lights College and Centurion's Canada region are invested in supporting brighter futures by connecting Indigenous youth with employment and training opportunities. Centurion's Canada region sponsored and participated in Pathways: Indigenous Futures, an Indigenous community-led careers event held at the Northern Lights College in Fort St. John, British Columbia. Through engagement with students, educators, and industry leaders, the Centurion team highlighted career pathways within our company for Indigenous youth further demonstrating our commitment to workforce inclusivity and meaningful Indigenous community partnerships.

Supporting Our Communities

At Centurion, we understand that we play an integral role in the societies and communities in which we operate, and we are committed to contributing positively.

Our values of building trust and respect with our local partners are integral to our culture and supported through the many engagement activities we carry out across the globe.

We actively empower and encourage our employees to engage with our communities.

As we expand our global footprint and continue to diversify our portfolio, 2026 will be another year in which we strive to make a positive impact in the communities where we operate.

Case Studies

- **Centurion's US region** supported local communities by sponsoring and volunteering at a back-to-school event, providing essential supplies and support to foster children, promoting wellbeing, education readiness, and community engagement.
- **Centurion's Canada team** volunteered with a local school, preparing and serving more than 200 breakfasts to students while also making a monetary donation to support the school's breakfast program - helping promote student wellbeing and strengthen community support.
- **Centurion's UK & Europe employees** supported communities by participating in charity events, raising key funds for Voluntary Service Aberdeen (VSA) to fund mental health, education, and care services for vulnerable people across Aberdeen and North-East Scotland.
- **Centurion's Asia Pacific region** donated 30 mattresses to Orana Support Services in Dubbo, Australia, supporting individuals and families experiencing hardship while demonstrating the value of practical, community-focused support.

CENTURION

Appendix

GRI Context Index 2025

ESG Data: Environment, Social & Governance

Equipment for Every Challenge™

GRI Context Index 2025

DESCRIPTION		RESPONSE
GRI 2	**General Disclosures 2021**	
2-1	Organizational details	Legal Name: Centurion Group Limited
		Ownership and legal form: Centurion Group is a private equity backed company
		Location of headquarters: Unit 6, Kirkhill Commercial Park, Dyce Avenue, Aberdeen AB21 0LQ
		Countries of operation: Detailed on page 8
2-2	Entities included in the organization's sustainability reporting	64
2-3	Reporting period, frequency and contact point	Sustainability reporting period: 1 January 2025 to 31 December 2025
		Reporting frequency: Annually
		Financial reporting period: 1 January 2025 to 31 December 2025
		Report publication date: TBC
		Contact for questions about the report: https://centuriongroup.co.uk/contact
2-4	Restatements of information	Does not apply.
2-5	External assurance	External assurance not yet been sought.
2-6	Activities, value chain and other business relationships	Detailed on page 9.
2-7	Employees	Appendix 2 (Social) - ESG Data 2025
2-9	Governance structure and composition	Page 19 and https://centuriongroup.co.uk/board
2-15	Conflicts of Interest	Our approach to Conflicts of Interest is set out in our Conflicts of Interest Policy, available at: https://centuriongroup.co.uk/policies
2-22	Statement on sustainable development strategy	Page 5
2-23	Policy commitments	Our policy commitments for responsible business conduct are set out in our Business Ethics and Conduct Policy, available at: https://centuriongroup.co.uk/policies
2-24	Embedding policy commitments	Policy commitments are approved and endorsed by senior management and communicated to all workers.
2-26	Mechanisms for seeking advice and raising concerns	Page 23
2-27	Compliance with laws and regulations	In 2025 there were no significant instances of non-compliance with laws and regulations.
2-29	Approach to stakeholder engagement	We have identified five key stakeholder groups: Our Customers, Our People, Our Investors, Our Suppliers, Our Communities. We engage with our stakeholders through multiple channels including regular meetings, town halls and customer feedback surveys. These engagements help us align our sustainability efforts with stakeholder priorities and continuously improve our ESG performance.
2-30	Collective bargaining agreements	Centurion employees have the right to join or form trade unions of their own choosing and to bargain collectively.
GRI 3	**Material Topics 2021**	
3-1	Process to determine material topics	The materiality assessment is a crucial part of Centurion's ESG planning and reporting, as it enables us to track our progress and review the topics most material to both our internal and external stakeholders. Material topics have been reviewed to ensure continued relevance as business and stakeholder expectations evolve.
3-2	List of material topics	Matrial topics are included in the report and have been listed below.
3-3	Management of material topics	Information in relation to each material topic is reported within the contents of the report and in the Appendix.

DESCRIPTION		RESPONSE
GRI 201	**Economic Performance 2016**	
	Subject materiality justification	The materiality assessment is a crucial part of Centurion's ESG planning and reporting, as it enables us to track our progress and review the topics most material to both our internal and external stakeholders. Material topics have been reviewed to ensure continued relevance as business and stakeholder expectations evolve.
201-2	Financial implications and other risks and opportunities due to climate change	Risks and opportunites related to climate change are regularly reviewed and addressed through the Group Risk Register and Climate-Related Financial Disclosures, reported in the Annual Report.
GRI 205	**Anti-corruption**	
	Subject materiality justification	Centurion prohibits bribery and corruption in any form. Our Business Ethics and Conduct Policy, which can be viewed on our website - https://www.centuriongroup.co.uk/sustainability#OurGovernance - details our zero-tolerance approach to bribery, ensuring we compete for business fairly and work with honesty and integrity. See page 21 for further information.
205-1	Operations assessed for risks related to corruption	Completed as part of risk planning for entry to new markets.
205-2	Communication and training about anti-corruption policies and procedures	Page 20
205-3	Confirmed incidents of corruption and actions taken	Appendix 2 - ESG Data 2025
GRI 206	**Anti-competitive behavior 2016**	
	Subject materiality justification	Centurion is committed to complying with all competition related legislation. See our Business Ethics and Conduct Policy - https://www.centuriongroup.co.uk/sustainability#OurGovernance
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Appendix 2 - ESG Data 2025
GRI 302	**Energy 2016**	
	Subject materiality justification	Topic considered material as our processes and operations rely on energy. See page 13 for further information.
302-1	Energy consumption within the organisation	Appendix 2 - ESG Data 2025
302-2	Energy consumption outside the organisation	Energy consumption from Scope 3 emissions categories 3, 5 and 6 are included in emissions reporting.
302-3	Energy Intensity	Currently not calculated.
GRI 303	**Water and Effluents 2018**	
	Subject materiality justification	Responsible water management is essential for mitigating environmental risk, preserving natural resources and safeguarding the local communities we operate in. See page 28. or further information.
303-1	Interactions with water as a shared resource	Water usage in our operations arises from activities including domestic use, cooling and washing of equipment, manufacturing and testing.
303-2	Management of water discharge-related impacts	Not currently measured.
303-3	Water withdrawl	Not currently measured.
303-4	Water discharge	Not currently measured in all regions.
303-5	Water consumption	Appendix 2 - ESG Data 2025
GRI 305	**GHG Emissions 2016**	
	Subject materiality justification	With increasing regulatory requirements on carbon emissions and demand for low-emission solutions, managing our emissions is vital to ensure we meet compliance requirements and improve efficiency.
305-1	Direct (Scope 1) GHG Emissions	Scope 1 GHG emissions are detailed on page 25 and in Appendix 2 - ESG Data 2025.

DESCRIPTION		RESPONSE
305-2	Energy Indirect (Scope 2) GHG Emissions	Scope 2 GHG emissions are reported using the market-based method. Details on page 25 and in Appendix 2 - ESG Data 2025.
305-3	Other indirect (Scope 3) GHG Emissions	Scope 3 GHG emissions are detailed in Appendix 2 - ESG Data.
305-4	GHG emissions intensity	Reported in Annual Report.
305-5	Reduction of GHG emissions	Targets not yet set.
305-6	Emissions of ozone-delpeting substances	Fugitive emissions from refrigerant gases are included in Scope 1 emissions.
GRI 306	**Waste 2020**	
	Subject materiality justification	Waste generation and management can have significant environmental implications. We understand that effective waste management is essential to minimize the impact of our activities on the environment.
306-1	Waste generation and significant waste-related impacts	Waste generated is recorded in our global emissions management software as part of our Scope 3 emissions. Reporting currently includes estimated data in some locations due to limited granular data available.
306-2	Management of significant waste-related impacts	Centurion manages its waste streams following the waste management hierarchy with the elimination of the stream as the top priority and disposal without any beneficial use as the bottom priority. Waste generated is disposed of by third parties in accordance with local legal and regulatory requirements.
306-3	Waste generated	Appendix 2 - ESG Data 2025
306-4	Waste diverted from disposal	Appendix 2 - ESG Data 2025
306-5	Waste directed to disposal	Appendix 2 - ESG Data 2025
GRI 401	**Employment 2016**	
	Subject materiality justification	**Our people contribute directly to our success. We are committed to fostering a postive working environment and ensure compliance with legislation in the countries we work in.**
401-1	New employee hires and employee turnover	Appendix 2 - ESG Data 2025
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Managed at regional level, global report not currently available.
401-3	Parental Leave	Not measured.
	Minimum notice periods regarding operational changes	We strive to have open communication and provide the maximum possible notice to affected employees. Local employment law is followed.
GRI 403	**Occupational Health and Safety 2018**	
	Subject materiality justification	Occupational health and safety is a top priority for Centurion. Our Health, Safety, Environment and Quality (HSEQ) Policy supports our commitment to continual improvement. Details of our efforts are shared in this report. https://www.centuriongroup.co.uk/sustainability#OurGovernance
403-1	Occupational health and safety management system	Our Integrated Management Systems have been developed following relevant international standards such as ISO 45001. They cover direct activities occurring in our facilities and within our operational control. Refer to page 30 for further details.
403-2	Hazard identification, risk assessment, and incident investigation	Page 31
403-3	Occupational health services	Report pages 30-32
403-4	Worker participation, consultation, and communication on occupational health and safety	Report pages 30-32
403-5	Worker training on occupational health and safety	Reporting conducted at regional level, global report not currently available.
403-6	Promotion of worker health	Centurion is committed to ensuring we provide a healthy and safe working environment. We strive to protect our employees and anyone working on our sites or under our care. Refer to page 30 for further details.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Report page 31

DESCRIPTION		RESPONSE
403-8	Workers covered by an occupational health and safety management system	Report page 30
403-9	Work-related injuries	Appendix 2 - ESG Data 2025
403-10	Work-related ill health	Appendix 2 - ESG Data 2025
GRI 404	**Training and Education 2016**	
	Subject materiality justification	The training, competency and development of our people is critical to achieving our ambitions. For more information see page 31.
404-1	Average hours of training per year per employee	Reporting conducted at regional level, global report not currently available.
404-2	Programs for upgrading employee skills and transition assistance programs	Page 31
GRI 405	**Diversity and Equal Opportunity 2016**	
3-3	Management of material topics	We continue to promote diversity across our workforce, social data is reported on a quarterly basis to senior management. See report page 33 for further information.
405-1	Diversity of governance bodies and employees	Diversity is closely monitored and reported to senior management on a quarterly basis.
405-2	Ratio of basic salary and remuneration of women to men	Not currently measured.
GRI 406	**Non-discrimination 2016**	
	Subject materiality justification	We promote a culturaly diverse workforce and are committed to providing equal opportunities to employees and prospective employees. Our approach to Diversity & Equal opportunities is detailed in our Business Ethics and Conduct Policy.
406-1	Incidents of discrimination and corrective actions taken	Appendix 2 - ESG Data 2025
GRI 407	**Freedom of Association and Collective Bargaining 2016**	
3-3	Management of material topics	Centurion employees have the right to join or form trade unions of their own choosing and to bargain collectively.
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Where applicable, local legislation is followed.
GRI 409	**Forced or Compulsory Labour 2016**	
	Subject materiality justification	Treating people with dignity and respect is at the core of our values and culture. Our approach to this topic is set out in the Centurion Group Modern Slavery and Human Trafficking Statement - https://www.centuriongroup.co.uk/sustainability#OurGovernance
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Centurion takes reasonable measures in line with the risk of forced and compulsory labour in our industry. As part of our supplier onboarding process, our suppliers are required to sign our Modern Slavery and Human Trafficking Statement as well as the Group Business Ethics & Conduct Policy which also addresses the company's stance on human rights. Additionally, in 2024 Centurion implemented Diligent Risk Intelligence Data Solution, a third party software enhancing our supplier and customer onboarding. All Centurion suppliers and customers are being continually monitored against global government sanctions, embargos, watch lists, human rights and ESG risk lists, meaning any new or emerging risks are flagged in real time.
GRI 413	**Local Communities 2016**	
	Subject materiality justification	We are committed to playing a positive role in the local communities we operate in, through employment, local procurement and engagement. We demonstrate engagement through our various community involvement activites across the globe. See page 34.
413-1	Operations with local community engagement, impact assessments, and development programs	Not measured.
413-2	Operations with significant actual and potential negative impacts on local communities	Actual and potential negative impacts are assessed at regional level.

ESG Data: Social

DISCLOSURE	PERFORMANCE INDICATORS	UNIT	2023	2024	2025
	People				
	Man-hours				
	Total worked man-hours	No.	5,305,350	5,954,970	5,930,769
GRI 403	**Accident Prevention and Safety**				
	Total Recordable Injuries (TRI)	**No.**	**4**	**4**	**3**
	Total Recordable Injury Rate (TRIR) (Total recordable injuries per 200,000 hours worked)	Ratio	0.15	0.13	0.1
	Lost Time Injuries (LTI)	**No.**	**3**	**0**	**1**
	Lost Time Injury Frequency (LTIF) (Lost time injuries per 200,000 hours worked)	Ratio	0.11	0	0.03
	No. of fatalities	No.	0	0	0
	Restricted Work Day Cases (RWDC)	No.	1	4	2
	Medical Treatment Cases (MTC)	No.	1	7	8
GRI 2-7	**Employees**				
	Total no. of staff employees	**No.**	**1,635**	**1,687**	**1,876**
	Male/Female	No.	1417/218	1458/229	1622/254
	No. of employees by region and gender				
	APAC	**No.**	**115**	**149**	**211**
	» Male/Female	No.	100/15	123/26	165/46
	CRS	**No.**	**216**	**204**	**211**
	» Male/Female	No.	187/29	180/24	183/28
	MENA	**No.**	**489**	**571**	**799**
	» Male/Female	No.	459/30	525/46	736/63
	UKE	**No.**	**391**	**384**	**326**
	» Male/Female	No.	309/82	306/78	256/70
	US	**No.**	**424**	**379**	**329**
	» Male/Female	No.	362/62	324/55	282/47
405-1	**Total employees by age group (%)**				
	16-19	%	1%	1%	1%
	20-24	%	7%	6%	7%
	25-34	%	24%	25%	28%
	35-44	%	34%	33%	32%
	45-54	%	23%	23%	21%
	55-64	%	9%	10%	10%
	65+	%	2%	2%	2%

DISCLOSURE	PERFORMANCE INDICATORS	UNIT	2023	2024	2025
405-1	**Total managerial employees and gender breakdown**				
	Male	No. / %	14/70%	14/70%	17/81%
	Female	No. / %	6/30%	6/30%	4/19%
401-1	**Total new hires - regional breakdown**				
	Total new hires	**No.**	**627**	**529**	**495**
	» APAC	%	7%	11%	12%
	» CRS	%	23%	23%	14%
	» MENA	%	15%	13%	56%
	» UKE	%	22%	25%	10%
	» US	%	33%	28%	8%
	Total new hires - gender breakdown				
	Male/Female	%	84%/16%	84%/16%	87%/13%
	Turnover rate by region				
	» APAC	%	37%	35%	33%
	» CRS	%	55%	29%	28%
	» UKE	%	27%	28%	18%
	» MENA	%	8%	8%	10%
	» US	%	46%	35%	13%
	Total Security Incidents				
	Centurion Group total				
	» APAC	No.	0	0	0
	» CRS	No.	0	0	0
	» UKE	No.	0	0	0
	» MENA	No.	0	0	0
	» US	No.	0	0	0
	Charitable Giving				
	Centurion Group total	**US $**	**215,991**	**169,530**	**175,294**
	» APAC	US $	5,354	3,856	6,485
	» CRS	US $	56,570	23,890	12,579
	» UKE	US $	52,966	31,759	86,130
	» MENA	US $	0	0	3,727
	» US	US $	101,103	110,025	66,373
	Total incidents of discrimination and corrective actions taken	**No.**	**0**	**0**	**0**

ESG Data: Governance

PERFORMANCE INDICATORS/DISCLOSURE	UNIT	2023	2024	2025
Ethical Business Practice				
Anti-Corruption				
Total employees leadership team members trained in Centurion's anti-corruption policies and procedures				
Leadership team	%	100%	100%	100%
Employees	%	98%	98%	94%
Employees trained in Centurions's anti-corruption policies and procedures by region				
Regions				
» APAC	%	72%	93%	95%
» CRS	%	95%	100%	98%
» MENA	%	90%	95%	91%
» UKE	%	99%	98%	97%
» US	%	87%	100%	96%
Confirmed incidents of corruption and actions taken	**No.**	**0**	**0**	**0**
Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	**No.**	**0**	**0**	**0**

ESG Data: Environment

PERFORMANCE INDICATORS/ DISCLOSURE	UNIT	2023	2024	2025
GHG Emissions				
Total Scope 1 Emissions (direct from owned or controlled sources)	tCO2e	7,226.88	7,364.11	8,080.34
Total Scope 2 Emissions (indirect from purchased energy) Market Based Emissions Factors	tCO2e	3,445.96	3,491.04	3,246.46
Total Scope 3 Emissions (business travel, waste and water - not supply chain)	tCO2e	4,810.26	4,713.80	5,116.87
Total biogenic emissions	tCO2e	18.49	20.85	20.51
Total outside of scopes	tCO2e	479.08	32.30	n/a
Total GHG Emissions	**tCO2e**	**15,980.67**	**15,622.10**	**16,464.18**
Intensity (Scope 1 and 2)	**tCO2e** per $'000 revenue	**0.0207**	**0.0215**	**0.0210**
Energy Use				
Total direct and indirect energy consumption				
Direct/Fuel	GJ	103,711.72	119,803.18	121,076.86
Indirect/Electricity	GJ	30,954.19	31,506.45	32,449.42

PERFORMANCE INDICATORS/ DISCLOSURE	UNIT	2023	2024	2025
Self Generated Electricity	GJ	132.86	146.8	144.55
Direct energy (fuel) by primary source/ Fuel Consumption from non-renewable sources				
» Natural gas	GJ	11,540.17	12,886.79	16,947.70
» Liquified petroleum gas	GJ	n/a	n/a	6.24
» Kerosene	GJ	558.91	701.12	639.76
» Petrol/Gasoline	GJ	3,378.24	5,770.73	3,783.89
» Diesel	GJ	86,449.53	98,813.79	98,779.96
» Heating oil	GJ	760.42	927.18	826.76
» Propane	GJ	1,024.45	703.57	92.55
Total electricity consumption (renewable / non-renewable)				
» Electricity consumption - non-renewable	GJ	26,728.05	27,565.25	28,490.52
» Electricity consumption - renewable	GJ	4,226.14	3,941.20	3,947.63
» Energy used by electric vehicle				11.27
Electricity from renewable sources (percentage of total purchased)	%	14%	13%	12%
Self generated electricity	GJ	132.86	146.8	144.55
Waste				
Total hazardous and non-hazardous waste generated				
» Hazardous	Tonnes	94.56	99.14	109.48
» Non-hazardous	Tonnes	4,138.60	3,431.75	4,324.15
Total regulated hazardous waste quantities by disposal method				
» Incineration or used as fuel	Tonnes	7.53	14.24	22.38
» Recycling	Tonnes	74.73	77.38	87.10
» Landfill	Tonnes	12.30	7.52	0
Total regulated non-hazardous waste quantities by disposal method				
» Incineration or used as fuel	Tonnes	79.58	112.16	128.71
» Recycling	Tonnes	650.02	520.42	594.52
» Landfill	Tonnes	3,408.75	2,798.88	3,614.05
» Composting	Tonnes	0.25	0.27	4.87
Total recycled waste				
Total recycled	Tonnes	724.74	597.8	681.63
% recycled	%	17%	17%	15%
Water				
Total water consumption	m3	50,504	42,349	107,749
Environmental Compliance				
Non-compliance with environmental laws and regulations				
Incidents	No.	0	0	0
Non-monetry sanctions (number)	No.	0	0	0
Monetary value of significant fines (£ pounds sterling)	No.	0	0	0

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