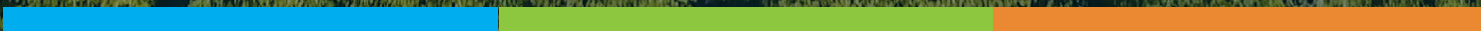


2022



# Airswift ESG Report





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# ESG in 2022: Transformation and continuity

Our second annual ESG report gives me a chance to reflect on the past year. The changes we have introduced and the measures we have strengthened – as well as the things that stay the same and provide us with continuity. Chief among these is our ethos of putting people first. At Airswift, it's all about finding strategic ways to empower people to build the lives, careers and communities they want.

Today, the office is buzzing. But there are quiet days too. Hybrid working, introduced during the pandemic, has remained in place. It has helped our people build the lives they want after a period of extreme turmoil – just part of the flexibility we continue to offer. Nonetheless, I am looking forward to more in-person gatherings over the next 12 months, as our regional teams get together to celebrate their achievements.

As CEO, some of the greatest pleasures of face-to-face work are the unplanned interactions with staff. Nothing makes me prouder than anecdotes about how our mentoring scheme has created value for both mentor and mentee, has enabled cross-cultural collaboration and led to profound personal development. In addition, it's the way we've worked together so that our cancer awareness schemes have increased screening levels after the COVID lull, and that our employee resource groups have been driving change in areas that matter to many of our colleagues.

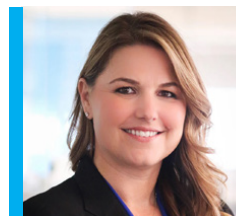
The return to physical interaction will, of course, need to be balanced with our environmental responsibilities. We continue to offset carbon emissions from corporate travel and this year we began offsetting the CO2 impact of our offices. 2021 was the year we introduced a tree-planting scheme with our partners at Our Forest. Every time we place someone in a new position, a tree

is planted. At Airswift, our vision is transforming lives through the world of work, and the 25,000+ trees we planted this year are a fitting symbol of the daily experiences of growth, renewal and transformation that we get to see through our work.

We have also spent time this year looking at ways to build awareness of environmental issues in the daily life of an office. Everyone can be responsible on a minute-by-minute basis. A different decision or a different action have impact. So, we'll carry on looking for ways to help everyone at Airswift make those decisions – from printing and paper use to waste management.

Of course, all this is possible because we adhere to the strictest governance standards. As a global operation, this is the bedrock of everything we do. I would like to pay tribute to everyone at Airswift and our wider family – the clients, investors, team leaders, managers, employees and contractors – who work so hard to make sure that everyone here understands and is able to meet their responsibilities for a healthy, safe and compliant workplace.

We still have work to do. We will always have work to do. Improving ESG processes is a cycle of continuous improvement and turning new initiatives into lasting change. But the progress made this year is something that everyone at Airswift can be proud of.



Janette Marx  
CEO

A stylized, handwritten signature of Janette Marx in white ink, set against a solid blue background.

# Applying the Airswift ethos to ESG

We run our business in accordance with four guiding principles that also inform our ESG policies.



**Safety:** The wellbeing of everyone we work with – both physical and psychological – drives the way we operate and the commitments we make. That means prioritizing health, safety and environmental policies so that our staff, candidates, contractors and clients can do their best work, be productive and enjoy their personal and professional lives.



**Excellence:** Tenacity and the tireless pursuit of doing better tomorrow are the hallmarks of excellence. It is a quality that is ingrained in the fiber of our company and the behaviors and attitudes we reward in our employees. We have written excellence into all our ESG policies to make sure they are both real and meaningful.



**Growth:** Our culture is all about evolving our company through the growth of our employees, their personal development and their career trajectories. Because we refuse to be satisfied with the status quo, we work to improve every day, take on new challenges, and set new goals – and we encourage our people to do the same.



**Integrity:** Safety, growth and excellence cannot be achieved without integrity. For us, integrity means acting with honesty, respect, empathy and an open mind. It is the foundation of everything we do. We are ethical, open and authentic – and we bring those qualities to every aspect of our work, including the development and documentation of ESG policies.

Our primary work connects people all over the world. We believe that network can carry our values far and wide and we strive to promote consistent ESG actions globally. However, we also recognize that each country has its own unique priorities and challenges, which our local teams adhere to. Our ethos therefore is ‘act locally, impact globally’.

# Aligning with the UN's Sustainable Development Goals

The United Nation's 17 Sustainable Development Goals (SDGs) seek to realize the human rights of all and balance the three dimensions of sustainable development: the economic, social and environmental. The goals and accompanying targets are designed to stimulate action in areas of critical importance for people and the planet.

At Airswift, our aim is to align our operations with the UN's SDGs, specifically:



**Goal 3: Good health and wellbeing.**  
Ensure healthy lives and promote well-being for all at all ages



**Goal 5: Gender equality.** Achieve gender equality and empower all women and girls



**Goal 8: Decent work and economic growth.** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



**Goal 10: Reduce inequalities.** Reduce inequality within and among countries



**Goal 12: Responsible consumption and production.** Ensure sustainable consumption and production patterns



**Goal 13: Climate impact.** Take urgent action to combat climate change and its impacts

# Environment:

# People and planet

As a global organization, our business can have an adverse impact on the environment. We are committed to finding ways to reduce that impact. More than that, we have an influential role that can help create more sustainable communities in which we live and work.

We take that role seriously as a company, as leaders, as individuals, as partners, and as suppliers, using opportunities to encourage best practice and demonstrate commitment through our own choices. We also promote employee participation in environmental programs within our various business units – all based on the ethos that small actions repeated across our global organization can make a difference.

We also acknowledge that this will always be work in progress. As we continue to look for opportunities to apply a structured approach with a clear methodology that will lead to measurable commitments and results, we also encourage greater awareness and thoughtful actions among our people.



**Louise Bancroft**  
SVP People and Culture

## Goals



**SDG 12:** Responsible consumption and production



**SDG 13:** Climate impact

- 25,449 trees planted in 2022
- Carbon output reduced by 3,919 tons

## Management and responsibility

At a minimum, we operate all our offices around the world with the necessary permits, approvals and controls. To engage our employees and stakeholders in all our locations, we have several local and regional volunteer groups who take on responsibility for implementing, coordinating and empowering grass-roots initiatives. Regional sustainability ambassadors report to our SVP for People and Culture, who sits on the company operating board and reports directly to the CEO.



## Earth Week at Airswift

Coinciding with Earth Day, the annual Airswift Earth Week is a series of events that promote and support our commitment to sustainability. Our goals are to:

- Educate ourselves and our communities about local environmental issues and how climate change will impact their region, the country and the world
- Promote values and behaviors that address environmental degradation and climate change in an inclusive and participatory setting
- Empower ourselves and our communities with the skills necessary to take action to help fight climate change
- Maintain new habits and remember that even the smallest actions can have a major impact

Each Earth Week, Airswift pledges a donation of hours from the global working week towards educating and empowering ourselves and our local communities. Earth Week 2022 events included: recycling drives, a global Power Hour, meatless meal challenges, sustainability seminars, clothing swaps, tree-planting, litter picks, car-less commutes, nature walks, and guerrilla gardening among many others.

### RESULTS

- **Earth Week 2022:** we pledged to contribute 1,000 hours. **We donated 1,500**
- **Earth Week 2021:** we pledged to contribute 600 hours. **We donated 1,700**





## What we do

### CARBON OFFSETTING

- **NEW:** We offset the impact of the Scope 2 CO<sub>2</sub> emissions of our offices (859.29 tCO<sub>2</sub>e)
- We offset the Scope 3 carbon emissions from all Airswift corporate travel
- We plant a tree for every single person we place in a job, with tree-planting initiatives reflecting the footprint of our business as far as possible
- We partner with [Our Forest](#), who have planted 25,449 trees in 2022 on our behalf, reducing our overall carbon output by 3,919 tons

### TRAVEL

- Encourage alternative ways to get to and from work, such as cycling, car-pooling or public transport. Where public transport is a feasible option, we offer travel loans to employees
- Ensure that all business travel is pre-approved by management and is permitted only when there is a clear need
- Actively promote communication and collaboration technologies that help minimize travel needs
- Work with expert organizations to gather data on and offset the carbon emissions arising from our employees' travel

### WASTE

- We are compliant with all local and country regulations regarding waste disposal. Our e-waste disposal is certified to be correctly treated under Duty of Care WEEE Directive 2012/19/EU, RoHS and Data Protection Legislation
- We use licensed and appropriate organizations to dispose of waste from our serviced offices around the world
- We encourage recycling by providing access to recycling bins within the business and seeking opportunities to recycle and re-use equipment and consumables where possible

### PAPER REDUCTION

- **NEW:** We have implemented a 'Print/Hold' pilot in several of our offices to prevent unnecessary printing. We are looking to implement this in locations where equipment allows, and any new agreements for equipment must meet this requirement
- **NEW:** We have signed a global master service agreement with DocuSign, which will significantly reduce the printing associated with signing documents
- **NEW:** We have an information campaign on E-Signing documents to minimize any printing that is simply done to print and then scan



# Summary: 2022 results



**GOAL:** Planting 25,000 trees in environmentally challenged hotspots

**PROGRESS:** 25,449 trees planted

**NEXT STEPS:** Continue with Our Forest partnership



**GOAL:** Offset carbon emissions from all corporate travel

**PROGRESS:** Completed in 2023

**NEXT STEPS:** Continue minimising non-essential travel & offsetting all emissions from essential travel



**GOAL:** Finalize global e-waste policy

**PROGRESS:** Regional waste policies established

**NEXT STEPS:** Ensure offices in low-regulation locations meet same standards



**GOAL:** Reduce paper consumption by 10% each year

**PROGRESS:** Print/Hold pilot underway and E-signing as standard implemented

**NEXT STEPS:** Information campaigns for individual offices



**GOAL:** Investigate feasibility of including environmental credentials in supplier onboarding

**PROGRESS:** Supplier onboarding process is being actively evaluated

**NEXT STEPS:** Becomes a medium-term goal

## Future goals

### 2023

- We will identify a method and process to report on paper consumption across our offices worldwide. Once we have this baseline, we can look to set a reduction target for 2024
- We will introduce essential training for all employees on our environmental commitments and their responsibilities contributing to our progress
- We will actively investigate and plan a client/contractor carbon offset program to offer and encourage carbon offsetting for contractor travel to our clients

### Medium-term

- We will investigate feasibility of extending our robust supplier onboarding processes to encourage clients to consider their own waste management, sustainability and environmental protection practices

## Social:

# People and participation

Empowering people is one of our strategic priorities. Our company thrives when our people do, and we continue to put them first – our colleagues, our clients, contractors and candidates. We strive to build a company that gives them all a sense of purpose, recognizes the value they offer, and celebrates their achievements.

Our work to empower people and encourage their participation is divided into four key strands:

1. Building a representative workforce through DE&I
2. Supporting employee wellness at every stage of their careers
3. Developing ways for all our workforce to create meaningful careers
4. Empowering our people to engage with and positively impact local communities



**Louise Bancroft**  
SVP People and Culture

### Management and responsibility

The SVP of People and Culture is ultimately responsible for DE&I, wellness and people development at Airswift. She is supported by the People and Culture Manager.

The HR Team is supported by a DE&I committee, which is made up of representative employees from across the organization, who meet on a quarterly basis. It drives different campaigns in areas of awareness, provides feedback to the HR Team and plays a vital role in communicating measures throughout our organization.

Community engagement is encouraged and supported centrally, but is driven, planned and coordinated by regional representatives.



## Goals



### **SDG 3:** Good health and wellbeing

- 357 of hours of mental health training in 2022
- 11 additional Mental Health First Aiders (MHFA) trained in 2022
- 20% increase in Fit2Be Cancer initiative participation



### **SDG 5:** Gender equality

- 62% of employees are female
- 50% of managers are female
- 50% of our Operating Board are female



### **SDG 10:** Reduced inequalities

- 89% of employees participated in diversity, equity and inclusion (DE&I) training in 2022
- 179 internal promotions and moves
- 56 nationalities represented in our workforce

## CEO Action for Diversity and Inclusion

Airswift is a signatory to the CEO Action for Diversity and Inclusion scheme. We are committed to:

- Making our workplaces trusting spaces to have complex, and sometimes difficult, conversations about diversity and inclusion
- Implementing and expanding unconscious bias education
- Sharing best practices – as well as practices that have been less successful
- Creating and sharing strategic inclusion and diversity plans with our board of directors
- Empowering and educating our company leaders to embrace, foster, and create a diversity-friendly workplace for all

The CEO Action Pledge for Diversity and Inclusion is led by:

- Janette Marx, CEO
- Louise Bancroft, SVP People and Culture
- Jill Green, General Counsel



# Strengthening DE&I

We believe that DE&I are essential for building a better business. It helps us build high-performing teams that deliver excellent service to our clients and enables us to compete in current and future marketplaces. It is central to our ethos of growth, excellence, integrity and safety<sup>1</sup>.

Since Airswift signed the pledge on CEO Action for Diversity and Inclusion, this has been a major focus for our work. From the initial development of our plans and programs, we have continued to add structure and formalize our activity with effective means for monitoring and measurement to embed behavior change. We are now focusing on tracking equity and building transparency in every country that we operate in by meeting the needs of our local and regional teams while maintaining our own standards.

## What we do

### STRENGTHEN OUR BASELINE

- **NEW:** We share exit interview data with HR leaders and executive teams monthly to identify reasons for staff turnover and any trends of concern
- We issue an annual employee engagement survey, which has targeted questions on DE&I, to identify successes – as well as areas for improvement – and continually seek out ways to drive up participation

### DIVERSITY IN RECRUITMENT

- **NEW:** We provide DE&I training for recruitment leaders. In 2022, 92% said they learnt something useful they will apply to their work going forward
- **NEW:** We audit job postings, to understand where exclusionary language might occur and how it can be eliminated to promote applications from a diverse pool of candidates
- We issue an (optional) Equal Employment Opportunity survey to all applicants to track progress from application to interview to hire
- In the UK, we partner with Disability Confident, a consultancy that helps employers make the most of the talents that disabled individuals can bring to our workplace
- We continue to target diverse populations in our recruitment, including returners from parental or long-term sickness leave, veterans, people with disabilities, indigenous applicants among others
- We advertise all non-confidential job vacancies internally every week, so qualified internal candidates can see and compete for developmental opportunities
- We challenge our own job adverts to identify opportunities for flexible, shared, hybrid or part-time working to make them more accessible to more people

1. We recognize nine protected characteristics, which inform our approach to DE&I. They are: sex, age, disability, gender re-assignment, marriage and civil partnerships, race (including nationality, national and ethnic origins), religion or belief, pregnancy or maternity, and sexual orientation. Even where a country's equality laws do not recognize these protected characteristics, they apply to all Airswift employees in every country we operate.



## MANAGE WITH A DE&I MINDSET

- **NEW:** We have formalized our policies regarding DE&I, communicated them throughout the organization, and included these in our onboarding sessions for new recruits
- **NEW:** To increase awareness and understanding of DE&I in the workplace, we have put in place an inclusivity calendar which highlights key awareness dates and celebrations from around the world
- **NEW:** We hold induction sessions for new hires as part of our Virtual Onboarding Calendar. This is hosted and delivered by our DE&I Committee and covers DE&I at Airswift and our expectations for employee behavior and compliance with our standards of inclusion
- **NEW:** We offer a suite of DE&I training courses in our learning management system, which are available on demand and cover subjects such as stress, menopause, disability and allyship
- **NEW:** Our HR Team conducts or facilitates training each quarter. In 2022, these were:
  - Global Collaboration: cultural awareness and working with people from different backgrounds, delivered by our DE&I committee
  - Allyship at work: how to champion people from marginalized groups to be included in the workplace, delivered by our DE&I committee
  - Pride Celebrations: multi-regional Pride celebrations with external speakers in Brazil discussing the experiences of trans people, hosted by our DE&I committee
  - Inclusive Recruitment: how to transfer our internal standards for inclusive recruitment to our interactions and workings with clients and contractors, delivered by an external expert

## EXTERNAL IMPACT

We want our clients to recognize us as an organization committed to DE&I, and to continually improve our employer value proposition as an inclusive employer. To those ends, we are committed to ongoing learning and development of best practice at Airswift. We ensure we are an ideal employment example and are also passionate about exemplary DE&I standards being upheld with our broader community of contractors and client employees. We partner with our clients locally to create diverse candidate shortlists. We are proactive in our outreach to diverse candidates, sharing new roles to diverse talent platforms and varied candidate pools and attending various networking events to identify and build relationships with diverse talent.





## Airswift and ISNetworld®

Airswift is an active member of ISNetworld®, the supplier information management platform operated by ISN. ISNetworld is as a world-class forum for sharing industry best practice and benchmarking performance, as well as providing data insights to its members. It helps our clients obtain safety materials needed to continue business with us, including occupational safety and health administration (OSHA) stats, safety programs, certificates, ESG Assure sustainability reporting and more. Our compliance data and reporting processes are streamlined within ISNetworld to make it easier for our clients to prequalify with us and have the reassurance they are working with a provider who is ethically and sustainably compliant.

The following information is available to our clients, online, 24 hours a day:

- Health, safety, and environmental questionnaire
- Insurance certificates
- OSHA forms
- Experience modification rate (EMR) letters
- Written health, safety, and environmental programs
- Training information
- Monthly reports of hours and incidents
- ESG Assure reporting

We also maintain accounts with two other global resources, Avetta and Veriforce, that connect energy businesses with safe contractors. Airswift has an “A” average with all clients.



# Supporting wellness

Every individual working with and for Airswift should feel safe in their workplace. Some of our contractors work in extremely hazardous environments, and we take every step to protect their physical wellbeing.

We believe that mental wellbeing is just as important, particularly for the many employees and contractors who work away from home and loved ones. Our mental wellbeing programs are now firmly embedded in our operations, and we are building out means to measure and monitor our activities and ensure they continue to meet our peoples' needs.

## What we do

### HSE POLICIES

- We make sure that all employees are given appropriate information, instruction, training and supervision needed to work safely and efficiently
- Our global health, safety and environment (HSE) management system describes our various policies on subjects that include among others:
  - Fit for duty
  - Job hazard analysis
  - Stop work authority
  - Incident investigation
  - Personal protective equipment (PPE) requirements
- We issue a full health and safety policy to all new starters at Airswift, as part of the induction and onboarding process. That policy is also available online, and we notify all staff of any updates
- Every Airswift contractor is paired with a service consultant who acts as their 24/7 support throughout their assignment. In addition, every Airswift employee and contractor has access to medical advice and support teams, as and when they are needed

### MENTAL HEALTH FIRST AID PROGRAM

- To enhance the safe and supportive at-work environment, every Airswift employee has access to mental health first aid in addition to a standard Employee Assistance program. Mental wellbeing and safety are also included in all sickness policies
- We have team of volunteer Mental Health First Aiders to bring greater understanding of mental health issues to the workplace. They have been trained to:
  - Spot the triggers and early warning signs of potential mental distress
  - Provide a confidential sounding board for colleagues
  - Direct individuals to other resources, including professional help, if needed
- The Mental Health First Aid program complements quarterly training sessions, delivered by our People and Culture Manager:
  - For new starters: mental health awareness and tips for staying safe and well
  - For managers: How best to support and help individuals in your team and the wellbeing of your team as a whole
- **NEW:** We monitor and measure the impact of our mental health awareness campaigns and ensure everyone has ready access to support
- **NEW:** We have added a new question in our annual engagement survey regarding mental health to better understand need and impact of our programs

# Developing our people

We want our people to have careers with us that are rewarding and meaningful. We have a role to play not just in providing opportunities for our staff, but in encouraging, enabling, and supporting them to achieve their goals. We recognize that everyone's needs are slightly different, so we work hard to promote a day-to-day environment that can respond to those needs and allow people to play to their strengths.

In particular, we encourage a 'family friendly' environment for all staff, with hybrid models of working becoming the norm. We take pride in meeting all our obligations under local legislation, including maternity, paternity, adoption, parental and dependents' leave. We also encourage our people to return and continue their careers with us after any extended leave and keep in touch with them during periods of absence.

## What we do

### INTERNAL PROGRESSION

- We have strong processes to encourage internal progression and to ensure that everyone has the opportunity to apply for relevant positions
- **NEW:** We have increased our Learning and Development Team by four times for greater focus on employee development including the Airswift coaching program that forms part of our InteGREAT Management Experience, and interactive training sessions
- **NEW:** We have doubled our Talent Acquisition Team, with the resources to coach and support managers with filling vacancies and developing career paths for staff
- **NEW:** We have added details on our promotion process to our pay review policy to ensure parity and competitive incentives for internal progression at Airswift

### MYPATH

- The MyPath program proactively offers increased training, exposure and career development opportunities to each employee, and gives them control over their own career path
- Employees can voice their preferences to direct supervisors and to wider leadership by building, accessing and updating their personal development plan as they progress their career with Airswift
- Employees can provide personal statements, career history, education and qualifications, language capabilities, team memberships, and professional strengths, as well as development needs and the departments and locations that would interest them



## INTEGRATE

- **NEW:** Initiated by our global leadership and learning and development teams, inteGREAT enables employees to create their own peer-learning groups with colleagues throughout our organization to enhance skills exchange, cross-cultural experiences, leadership capabilities and more

## GLOBAL LEADERSHIP TEAM (GLT)

- The GLT creates management opportunities and paths to promotion for mid- and senior-level individuals. Former members have subsequently been promoted to the operating board
- The GLT operates on an annual rotation. Application is encouraged from employees in any function and any location, and members are selected by the CEO and SVP of People and Culture
- Members also receive the opportunity to attend two annual leadership summits that are focused around their own personal growth

## COACHING PROGRAM

- Our coaching program supports career development, particularly among women and other under-represented groups at management level. Members of the HR Team partner employees with others who have already been through our coaching program to build up our management pipeline and individual connections across the business

## HIGH-FLYERS

- Our high-flyers program recognizes the top-performing employees from every department around the world, who are examples of our culture of excellence
- After a COVID hiatus, in 2022 we reintroduced our annual event to celebrate their success



## PULSE CHECKS

- In addition to our annual engagement survey, we issue a short questionnaire three times per year to give us a snapshot of company sentiment and success, and to ensure that our people continue to feel valued in the workplace

## OPEN FEEDBACK

- To address issues as they arise, we have an anonymous inbox that our people can email in confidence to raise any problems they feel cannot wait until the next formal survey

## COMPLIANCE CERTIFICATION

- All employees take part in the Airswift Essentials Annual Compliance Certification curriculum, which includes courses on Anti-bribery & Corruption, Anti-Bullying & Harassment, and GDPR

# Community engagement

As a company, Airswift exists to provide employment opportunities for our staff and contractors, exemplary services for our clients, and a positive return to our shareholders. We also make positive contributions to the wider society. Our aim is to create and build positive impact within the local communities in which we operate.

Our engagement programs support various organizations and charitable causes worldwide. Whether providing education in the areas in which we operate or setting aside time to give back to local communities each year (see Earth Week above), supporting these initiatives is embedded in who we are as a company. All programs are encouraged by central leadership but are initiated and managed by local teams. The following are just a current selection of the work that local teams do in these areas.



## What we do

### CANCER AWARENESS

Fighting cancer is a cause that matters to many of our people whose lives have been affected. Our goal is to promote cancer research and education, and to raise funds for various cancer societies around the world.

#### Fit2Be Cancer wellness initiative

- We contribute to cancer education internally, by promoting screening and the importance of early detection. After COVID kept people away from healthcare services and clinics, our screening rate has increased – as have early detection and positive outcomes

#### Relay For Life

- Every year, Relay For Life (the world's largest fundraising event to save lives from cancer) brings our offices together through a variety of events to raise funds and awareness for cancer care. Airswift's people have now raised more than \$300,000
- Airswift was the first company to undertake a virtual Relay For Life, which was featured in the American Cancer Society's national newsletter as an example for other international businesses to follow

#### Houston Hope Lodge

- Airswift has raised nearly \$50,000 for the American Cancer Society Hope Lodge Houston, which offers 64 guest rooms near the Texas Medical Center. This facility, specifically designed for cancer patients and their caregivers, provides a free home and community for those who live more than 40 miles away from their cancer treatment center



## BUILDING HOMES, BUILDING LIVES

- Following the opening of our office in Batam, Indonesia in 2018, Airswift staff committed to fundraising and providing support for Batam Women Build and Habitat for Humanity. Since 2004, Batam Women Build has built homes for 14 families in Kabil, Batam. Our Indonesian Team's next goal is to raise enough funds to build their next home
- This year, following our 2021 fund raising activities, our Team in Batam alongside Total Energies presented Agape Orphanage with building materials as part of our joint community charity commitment. This funding was enough to fix the Orphanage's roof and kitchen facilities

## STEM OUTREACH

- In partnership with charity TeenTech, Airswift established its first school STEM outreach event this year at Manchester Moorside school in the UK. Two hundred pupils participated with many students eager to take their projects and ideas forward to the national TeenTech competition. Airswift is now evaluating options for an ongoing partnership with TeenTech including replicating this event in Houston
- Similarly, we have worked with Junior Achievement in Houston, volunteering at high schools and working with the students on relevant case challenges



# Summary:

## 2022 results



**GOAL:** 20% increase in employees participating in the Fit2Be Cancer Free wellness initiative by end 2022

**PROGRESS:** 23% increase in 2022

**NEXT STEPS:** Continue to participate in 2023



**GOAL:** Support managers in actively identifying individuals for specific roles

**PROGRESS:**

- An improved employee referral scheme was launched – successful referrals have increased by 400% since 2021
- A boomerang strategy was developed as way of keeping in touch with Airswift alumni and encouraging returners. 2022 Boomerang Employees are 188% up since 2021
- A module on Recruitment & Selection has been added to our InteGREAT training program
- The internal Talent Acquisition team has received investment in headcount to support managers. The Team has doubled in size since 2021
- Training has been provided to managers on how to use the internal recruitment platform and user adoption has increased by 40% since 2021
- Aptitude tests have been introduced as part of the recruitment strategy for technical positions to support managers to make better hiring decisions



**GOAL:** Monitor and measure the impact of mental health awareness campaigns

**PROGRESS:** New question on MH added into 2022 engagement survey “I have access to resources that support my mental health and wellbeing” = 74%



**GOAL:** Strengthen existing processes to encourage internal progression

**PROGRESS:**

- Employee completion of MyPath (internal CV/Resume has increased by 20%)
- Finance Focus groups have been established to identify high potential employees from our finance teams



**GOAL:** Formalize, communicate and measure all DE&I policies

**PROGRESS:**

- Each new hire now attends a DE&I onboarding event explaining our commitments to inclusion.
- Every employee handbook and policy has been evaluated to ensure inclusivity



**GOAL:** 100% of non-confidential job vacancies to be advertised internally

**PROGRESS:**

- 349 positions advertised internally in 2022



## Summary: 2022 results continued



**GOAL:** Audit 10% of all recruitment ads each quarter to be 100% free from bias

**PROGRESS:** Adverts continue to be audited and proactive training has been provided to hiring managers



**GOAL:** EO monitoring to reach 80%

**PROGRESS:** 14% year-on-year increase

**NEXT STEPS:** Continue until 80% goal achieved



**GOAL:** Challenge job adverts to identify possibilities for flexible, shared or part-time working for greater accessibility

**PROGRESS:**

- Flexible working post-COVID has been implemented in each office around the group
- We have hired 28 part-time employees in 2022 and nine employees who are permanently home based/remote



**GOAL:** Explore options for partnering with US veterans' networks to attract talent among service leavers

**PROGRESS:** Militaryrecruit identified as potential partner

**NEXT STEPS:** Set scope of work with Militaryrecruit for candidate database



**GOAL:** In the UK: build on the relationship with Disability Confident

**PROGRESS:** Successfully completed



**GOAL:** Develop a yearly inclusivity calendar and make it accessible to all

**PROGRESS:** Successfully implemented



**GOAL:** Expand annual events to maximize participation and impact

**PROGRESS:** Successfully completed



**GOAL:** Highlight activity appropriately through channels such as People News

**PROGRESS:** Issued company wide



**GOAL:** Develop referral schemes with historically black colleges and universities (HBCUs)

**PROGRESS:** Focus shifted to internships rather than referrals

**NEXT STEPS:** Develop intern programs in IT, marketing and HR at Houston and Atlanta sites



**GOAL:** Expand our training programs amongst employees in client-facing roles on DE&I best practice

**PROGRESS:** Successfully completed

**NEXT STEPS:** We provided DE&I training for recruitment leaders. In 2022, 92% said they learnt something useful they will apply to their work going forward

## Summary: 2022 results continued



**GOAL:** Develop support programs for clients looking for targeted diverse hires

**PROGRESS:** We continue to be proactive in our outreach to diverse candidates, sharing new roles to diverse talent platforms and varied candidate pools and attending various networking events to identify and build relationships with diverse talent

**NEXT STEPS:** Goal extended to medium term



**GOAL:** Extend learning management system modules on sexual harassment and DE&I to external employees

**PROGRESS:** Content has been developed ready to launch when LMS platform is enabled for client employees

**NEXT STEPS:** Goal extended to medium term



**GOAL:** Bolster the MHFA program with external counselling

**PROGRESS:** Suppliers have been shortlisted ready for implementation in 2023

**NEXT STEPS:** Added to goals for 2023



**GOAL:** 90% completion rate on the Airswift Essentials learning plan that's administered via the learning management system (LMS)

**PROGRESS:** Completion rate for 2022 is 94% of employees

## Future goals

### 2023

- Create a structured wellbeing strategy and ensure that at least 80% of employees can say they have access to resources that support their mental health and wellbeing
- Bolster the MHFA program with external counselling

### Medium-term

- Develop support programs for clients looking for targeted diverse hires
- Extend learning management system modules on sexual harassment and DE&I to external employees



# Governance:

# People and policy

All business activities must be performed in full respect of the law. That is the absolute minimum that any business should aspire to, and a mission on which Airswift will not compromise. We operate in fair competition, with honesty, integrity and good faith, and with due respect for the legitimate interests of our employees, shareholders, commercial and financial partners – and crucially, of the communities in which we are present.

Governance is therefore extremely important to everyone at Airswift. It enables us to commit to:

- Remaining compliant in every country where we operate
  - Continuing with rigorous compliance with all anti-bribery and corruption laws and guidelines
  - Maintaining the health, safety and wellbeing of our colleagues and contractors
  - Sustaining our position as a sound business that our shareholders, bondholders and customers can count on
  - Upholding our reputation for quality in every aspect of our operations
- Developing the leadership teams that can build a sustainable business for the future
  - Continuing to work with respected external partners for all governance matters, ensuring bespoke compliancy and to remain abreast of evolving legal requirements

## Management and responsibility

The board is responsible for setting the objectives, identifying key risks and establishing the agenda for all aspects of our governance program. The board plays an active role in the oversight of the company financial performance, long and short-term strategy, enterprise risk and various environmental, social, and other sustainability factors. The board receives regular updates from senior management on the company's progress on the overall performance related to the matters mentioned above.



**James Allen**

Chief Operations Director  
and SVP EMEA & CIS

## Management and responsibility

continued

The board is comprised of very experienced and diverse senior business leaders with significant knowledge and contribution around ESG areas, such as sustainable business strategies and chairing sustainability committees in public companies.

We have also established a compliance and risk steering committee as a subgroup appointed by the board and tasked with identifying, reviewing and mitigating risks for the business.

The committee meets quarterly to look at all elements of risk across the business, as part of the ISO 9001 program. Each quarter the committee reviews, heatmaps, analyzes, and discusses business operations to identify important external and internal risk factors and ensures the correct resources, initiatives and strategies are implemented across the business to mitigate them.

All employees take part in the Airswift Essentials Annual Compliance Certification curriculum, which includes courses on anti-bribery & corruption (ABC), anti-bullying & harassment, data security and general data privacy and protection. Current completion rate is 94%.

## Goals



### **SDG 3:** Good health and wellbeing

- Total Recordable Incident Rate (TRIR) for full-time and contract workers is 0.6 for 2022



### **SDG 8:** Decent work and economic growth

- 100% participation in anti-bribery & corruption (ABC), anti-bullying and GDPR training
- 94% completion of ABC, anti-bullying and GDPR training



## What we do

### BUSINESS ETHICS

We have an established Code of Business Ethics as the central point of reference for anyone associated with our business and to which every person working with Airswift must adhere.

It is a standard that we have set for ourselves to ensure that no matter where we are in the world, everyone associated with Airswift will be morally just in their actions. It is of paramount importance for the good functioning, reliability and reputation of our business, all of which are crucial factors for our success. It is designed to help our employees comply with all laws and regulations governing our business, and outlines steps to prevent, detect and report any misconduct that may occur.

In addition to establishing what we expect from all personnel working for or on behalf of Airswift in all operations under our control, the Code of Business Ethics sets out how we approach the following issues:

- Avoiding conflicts of interest
- The consequences of being a global business
- Health, safety and environment
- Transparency in financial transactions
- IT security and data protection
- Treating coworkers fairly
- Doing the right thing – a guide for employees

We send annual statements to our clients, contractors, and employees every year reasserting our Code of Business Ethics and have a dedicated Business Ethics Officer as part of the Executive Board.

### ANTI-BRIBERY & CORRUPTION (ABC)

As a global business, we take anti-bribery & corruption policies very seriously and have a zero-tolerance approach to any breaches by any party we interact or transact with.

All Airswift personnel in every office are expected to work in accordance with our ABC policies; each staff member takes a training module upon joining the company and is required to take a refresher course every year. The board receives a report on ABC each quarter.

All Airswift staff are empowered to act with impunity to report any concerns they may have around ABC compliance and can utilize Airswift's confidential reporting hotline to report any matters directly to the Business Ethics Officer and in full confidence.

### QUALITY MANAGEMENT

We have established quality objectives for our entire business, as set out in our Quality Policy. These ensure that the needs of our business and our customers continue to be met. These objectives are reviewed on a regular basis, to monitor and measure performance.

We have secured BS ISO 9001:2015 accreditation for our Quality Management System in our global headquarters in the UK, the US and Singapore. All our policies are audited on a bi-annual rolling schedule for continual monitoring and improvement. We have processes in place to secure feedback from employees, customers and contractors. The board receives regular reports on quality management, and every region and every department has set quality objectives, metrics and performance targets. Compliance with the ISO 9001 standard also means we are audited by ISO three times a year.

As part of our commitment to quality control, we continuously look for opportunities to deploy technology and automation systems to improve performance and reduce manual errors. To this end each region has dedicated resources in place to ensure quality standards and objectives are met and that our target of “Continuous Improvement” can be realized in our day-to-day operations and interactions.

## HUMAN RIGHTS

We conduct our business in a manner that respects the human rights and dignity of all people. Our Human Rights Policy is guided by internationally recognized human rights, as set out in the International Bill of Human Rights and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work.

Our Human Rights Policy outlines our commitments with regards to:

- Governance
- Ethical recruitment
- Employment contracts
- Working conditions
- Non-discrimination
- Modern slavery and human trafficking
- Safe working environments
- Child labor and young workers
- Freedom of association and collective bargaining
- Grievance mechanisms and disciplinary procedures

Our anti-slavery policy is embedded into our compliance program to make sure we continue to work ethically and avoid introducing human trafficking and slavery into any part of our supply chain or network.

## IT SECURITY AND DATA PROTECTION

Airswift has more than 60 policies in place regarding the use of our IT systems, risk management and data protection. We fully comply with all data privacy regulations in all the jurisdictions in which we work; we have adopted GDPR standards as our global baseline because it is internationally recognized as the most robust data privacy and security regulation in the world.

Staff are also required to take a variety of cyber security courses through our learning management system to minimize Airswift’s exposure to cyber-fraud, malware and data privacy breaches.

We also implement a cloud-first approach for our systems, which allows us to make sure we have overarching governance and compliance with all of our systems, we use a combination of the following:

- Office 365
- Azure
- SAAS
- PAAS

As an organization to ensure data security best practice, we also implement E5 licenses across the board, which enables the running of an enhanced Microsoft security suite and its features across all our IT and data management operations.

In addition, by using the Microsoft 365/Azure stack we have also been able to implement the Microsoft Emissions Impact Dashboard, this enables us to track and reduce our carbon emissions related to Microsoft cloud services usage.

Our systems are audited annually, to establish opportunities for improvement or sharing good practice which are reported to the board. Our hubs in Houston, Manchester and Singapore passed their 2022 audit with flying colors.



## INVESTOR RELATIONS

Our CEO and CFO meet quarterly with our bond holders to present the company's performance and confirm compliance with the bond requirements. In the meetings, the bond holders are free to ask open questions and are encouraged to engage in discussions with management.

Having a listed Bond on Euronext Oslo also means we must adhere to MAR (market abuse) requirements including strict treatment of insider information as well as the Oslo Bors rule book, the specific Bond terms and additional laws and regulations in Norway, which requires a high level of quality and integrity in how we operate.

We also have additional reporting requirements in our annual accounts related to CSR and our accounts go through added scrutiny such as a technical review by our auditor ensuring our accounts have the highest level of quality before being signed by the Board of Directors. The Norwegian financial supervisory authority (Finanstilsynet) is a world class institution ensuring all companies with listed tradable securities in Norway satisfies all these requirements.

Fulfilling these requirements and building trust with our stakeholders is of the upmost importance for Airswift and we go through great length to maintain this trust.

# Summary: 2022 results



**GOAL:** Secure ISO 37001:2016 accreditation for our anti-bribery and corruption program

**PROGRESS:**

In Exploration stage

**NEXT STEPS:**

Mid-term goal for 2023



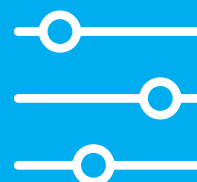
**GOAL:** Start exploration of requirements for ISO14001 accreditation of environmental management systems

**PROGRESS:**

In Beginning stage

**NEXT STEPS:**

Mid-term goal for 2023



**GOAL:** Secure ISO 27001 accreditation for our information management systems

**PROGRESS:** Pre-assessment completed

**NEXT STEPS:**

Goal set for 2024



