



ESVAGT INTEGRATED MANAGEMENT SYSTEM

Quality - Environment – ISM

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1.0 Introduction

ESVAGT is a leading provider of offshore safety and support at sea primarily within the offshore oil, gas and wind industry. Our fleet comprises modern offshore support vessels with high quality specifications and professional crews trained for operations in harsh weather conditions. ESVAGT is known and recognized as an attractive, reliable and responsible partner providing our customers with specialized offshore services including rescue, oil recovery, firefighting, crew transfer and multi field service.

ESVAGT A/S was founded in 1981 with the purpose of providing safety and support at sea. The purpose today remains the same. ESVAGT is heading toward being the preferred operator within Emergency Response & Rescue and Offshore Wind Service.

ESVAGT has developed rapidly over the last decade, with an innovation mindset and continuous improvements in vessels, boats and specialized services. ESVAGT has a fleet of more than 40 vessels and more than 900 employees on- and offshore.

ESVAGT is owned by 3i Infrastructure plc (50%) and AMP Capital (50%).

Date, 18 February 2019



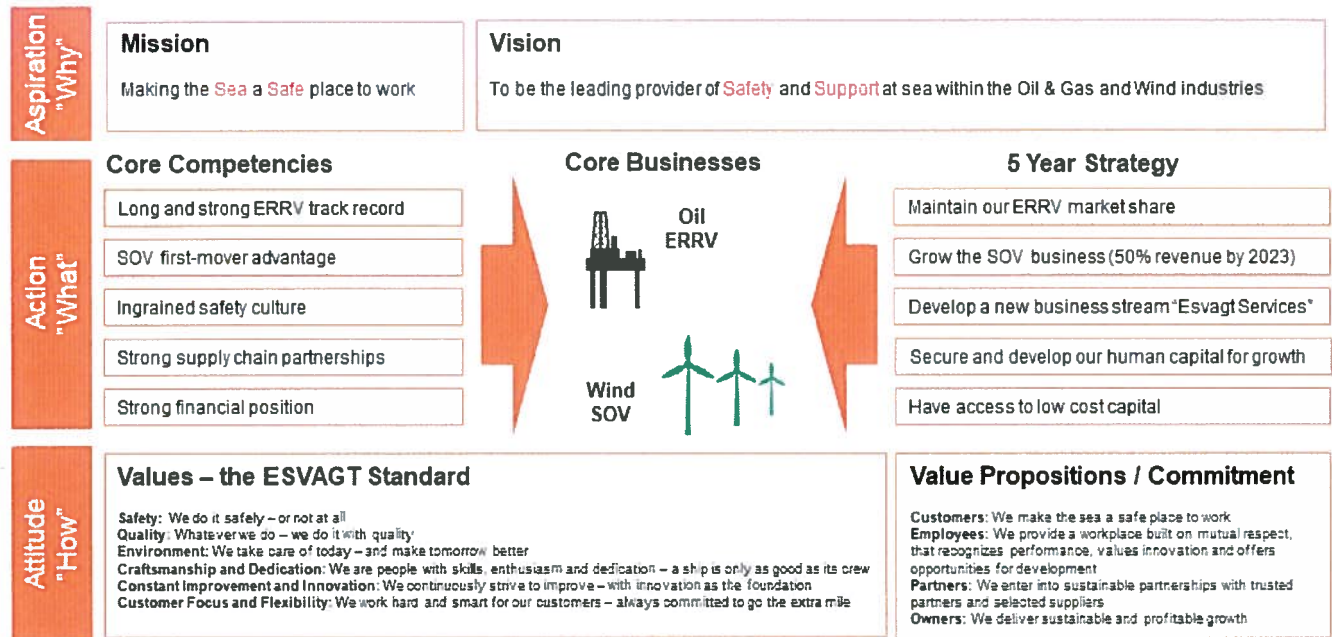
Peter Lytzen
CEO, ESVAGT A/S

2.0 ESVAGT Strategy

The management team has developed a comprehensive strategic framework for ESVAGT. The strategy is explained below, and indicates the consistency between ESVAGT's overall mission, vision and strategy built on ESVAGT core competencies and key values - the ESVAGT Standards. This strategy is communicated within the company and provides the basis for any future work.

ESVAGT conduct business in an ethical, legal and socially responsible manner and strive to continually improve our overall environmental performance.

OUR 5 YEAR STRATEGY



Stakeholders

ESVAGT has many stakeholders who are interested in our performance within our scope of work. We understand that our performance is an important determinant of our relationship with stakeholders and we proactively engage with stakeholders to understand their needs and concerns, and in return we address these in our decision-making process.

At ESVAGT, we have many different stakeholder groups with whom we interact. These include customers, employees, owners, policy makers, suppliers and sub-suppliers, non-governmental organisations, local communities and the medias. We work with our stakeholders in a transparent and upright way to ensure a solid decision base for ESVAGT's risk and opportunities. Risk and opportunities are captured, maintained and updated in ESVAGT's Strategic Risk Register.

ESVAGT has categorized (and prioritized) stakeholders in an effort to rationalize and focus engagement effort. Our most important stakeholders are considered to be: Customers, Employees, Partners and Owners. Our commitment to the stakeholders is stipulated above

3.0 The ESVAGT Standard (values)

- What makes ESVAGT unique

Safety

“We do it safely - or not at all”

Quality

“Whatever we do – we do it with quality“

Environment

“We take care of today - and make tomorrow better”

Craftsmanship and dedication

“We are people with skills, enthusiasm, and dedication - a ship is only as good as its crew”

Constant improvement and innovation

“We continuously strive to improve – with innovation as the foundation”

Customer focus and flexibility

“We work hard and smart for our customers – always committed to go the extra mile”

4.0 ESVAGT policies

In ESVAGT we have to comply with a set of specific policies. By implementing the ESVAGT policies, we commit ourselves to act with constant improvement and innovation - meaning that we continuously strive to improve our performance in all of the policy areas and implement new state of the art solutions

The policies are documented, implemented and maintained in our integrated management system and communicated to all employees and others working under the control and management of the company. The policies are available to the public and they comply with the applicable legal requirements and other requirements.

They govern how we act and engage with our customers, colleagues, partners and the community. These policies are applicable to all employees and are subject to a yearly review carried out in connection with management review.

- HSE policy
- Quality policy
- HR policy
- Compliance policy

4.1 HSE policy

We strive to make the sea a safe place to work.

We make the sea a safe place to work – and support the green energy transition. We want to be world leader within our business areas, and to prevent harm to people, the environment and our assets.

Health

We care about the wellbeing of our employees. Healthy crew and working environment are a key priority for us. We aim at conducting activities in a manner protection the health of employees and to promote a culture where all employees share the commitment of a healthy working environment.

Safety

We do it safely - or not at all, and give safety the absolute priority. We strongly believe that incidents can be prevented and want to conduct activities in a manner protecting the safety of our employees. Promoting a culture where all employees share the commitment of a safe workplace is essential for us. We promote active use of Risk Management in all work phases and oblige all employees to stop the job if it is considered unsafe and stop colleagues taking unsafe actions. We base our operations on proactive behavior and promote individual and line management responsibility for our safety performance.

Environment

We take care of today - and make tomorrow better by conducting activities in a manner protection the environment. We will monitor all relevant environmental aspects of our operations and seek to minimize the impacts on the environment as well as manage our environmental performance and operational efficiency. We will aim at no uncontrolled spill of any substance to the environment.

This policy is supported by measurable objectives. These objectives are reviewed and evaluated regularly to ensure continuous improvement.

4.2 Quality policy

Whatever we do – we do it with quality.

Customer focus and flexibility is essential for us. We work hard and smart for our customers – always committed to go the extra mile. With focus on constant improvement and innovation we continuously strive to improve – with innovation as the foundation, and we are committed to develop and test new solutions and equipment to meet our customer's expectations.

We will promote a quality culture among our employees and maintain a well-functioning quality system to ensure continued improvements of systems and processes. Managing and controlling risks and opportunities systematically to achieve our quality objectives and by these actions strengthen our customers satisfaction, is essential for us.

We will comply with market-relevant standards and ensure that customer's as well as national and international demands from authorities are met.

This policy is supported by corporate rules available in the ESVAGT Integrated Management System and measurable objectives. These objectives are reviewed and evaluated regularly to ensure continuous improvement.

4.3 HR policy

We are people with skills, enthusiasm, and dedication – a ship is only as good as its crew.

We want to develop a strong and engaged organization and always have access to the human capital.

We want to provide a workplace built on mutual respect, that recognized performance, values innovation and offers opportunities for development. We want to create an attractive workplace where each employee can develop both personal and professional skills, and where the knowledge and attitude of each employee contribute to creating an inspiring work environment.

We want to attract and retain highly qualified employees within all positions and ensure a uniform competence level by continuous development of our recruitment strategy, HR rules and competence matrices. We measure commitment and job satisfaction in our regularly engagement surveys and strive to improve the working environment.

Through structured development of employee qualifications, we shall meet the requirements to knowledge, skills and qualifications set by the authorities, customers and other stakeholders. Competence gaps shall be identified and addressed on a regular basis by means of both class-room and on the job training, where needed.

We will not tolerate any alcohol or drugs within our premises or onboard our vessels.

It is our dedicated policy to limit smoking and we encourage our employees to stop smoking. We will not allow smoking outside the dedicated areas on our premises and onboard our vessels.

Bullying and harassment are not accepted, and we strive to create a work environment in which bullying, and harassment is not an issue. We expect our colleagues to treat each other with respect and dignity regardless of gender, skin colour, disability, ethnic background, belief, sexual orientation and other personal characteristics.

This policy is supported by additional corporate rules available in the ESVAGT Integrated Management System.

4.4 Compliance policy

Being a good corporate citizen, shall always be an integral part of the way we do business.

We are committed to work with our employees and stakeholders to promote responsible practices in general and throughout our supply chain around the world. Our aspiration is to ensure that all our employees and stakeholders are committed to conduct business in an ethical, legal and socially responsible manner. We strive to continually improve within the areas of human rights, labour standards, the environment, information security and to work against any form of corruption.

Our compliance policy will cover our expectations for employee and stakeholder behaviour and will focus on ensuring knowledge and compliance to corporate rules and procedures.

We will not accept any corruption or bribery and have a zero-tolerance approach should our policy be violated.

To support and strengthen the compliance policy, we shall operate a whistleblowing system open to submissions from both internal and external stakeholders. All stakeholders can report any major non-compliance with corporate policies and rules, Code of Conduct and applicable laws.

This policy is supported by additional corporate rules available in the ESVAGT Integrated Management System.

5.0 Integrated Management System

This integrated management system is designed and implemented in accordance with the requirements in:

- ISO 9001 - covering management of services related to safety and support at sea (onshore) Activities regarding onshore design and development of products and services (paragraph 8.3 in ISO 9001) are not included in the scope, as these activities are managed by external contractors according to signed contract.
- ISO 14001 – covering technical management of ships (onshore and selected vessels)
- ISM Code – covering safe management and operation of ships and pollution prevention (onshore and all vessels)

5.1 Objective

The objectives of the management system are:

- That all activities are performed safely
- To support improvements of the working environment and the importance of safe operations
- To create awareness of the fact that all events/incidents can be prevented
- That all activities are carried out according to contractual requirements accepted by ESVAGT
- To support quality improvements, efficiency and cost consciousness in all activities
- To reduce the environmental impact of all activities to a minimum
- To secure that employee see ESVAGT as an attractive work place that provides the opportunity for development and performance advancement
- To ensure that working environment and safety at ESVAGT meet statutory requirements and own policies and objectives
- To identify and determine risks and opportunities

5.2 Scope

ESVAGT provide a wide variety of services, all related to offshore activities – in general terms “Safety and Support at Sea”. The scope includes:

- Standby / ERRV (Emergency Response and Rescue Vessel) duties
- Oil spill response and surveillance
- Tanker Assist / Rig Moves / Supply Duties
- Firefighting
- Offshore Wind service support

5.3 Distribution

The integrated management system is available electronically through the ESVAGT system. All employees have access to the integrated management system and the system is designed in a way that facilitates search for the required documents. Printout of the integrated management system e.g. any procedures, instructions etc. may be given to customer and other interested parties. Printed documents are non-controlled copies. The QA and HSE department is responsible for update and maintenance of the integrated management system and the procedure; Control of documents/records describes the valid and relevant process/procedure.

5.4 Consistency between the integrated management system and required documents

In order to document consistency between the ESVAGT integrated management system and the requirements in respectively the ISO 9001, the ISO 14001 and the ISM Code a cross matrix has been prepared and placed in the integrated management system.

5.5 Compliance with applicable legal requirements and other requirements

An overview of any relevant legal requirements and guidelines is available in the ESVAGT integrated management system. Any changes that will have any effect on ESVAGT will be communicated to all employees and other relevant stakeholders. Legal requirements and guidelines have been taken into account during the design and implementation of the management system and will off course also be considered by subsequent changes.

6.0 Structure and Definitions

The document structure of the integrated management system has four levels. Overall, it has been decided that all level 1 and level 2 documents will be formulated only in English. Level 3 and level 4 documents will be formulated in both Danish and English. Where translations exist, the English version will always be the one in force.

Level 1 – Policies and rules (why)

Policies and rules represent principles or mandates issued by the top management with the purpose of influencing the way employees think and act regardless of process, activity or task. Policies and rules are valid for the entire ESVAGT.

Level 2 – Procedures / process maps (who, when and where)

A procedure describes a specified way of carrying out an activity or a process. Procedures may be documented or not. A process map is a set of interacting activities, which transforms inputs into outputs. Procedures act as the framework/outline for handling a given process.

Level 3 – Instructions and Manuals (Plans) (how to)

Instructions indicate how an activity or task is performed, thus gives a clear definition focused toward the necessary details required to perform the activity or task correctly. Instructions exist as formal documents typically with reference to a procedure or a process map. Manuals (Plans) describe a specific set of instructions and information to be followed.

Level 4 – Guidelines / Checklists / Templates / Appendixes (how to)

Guidelines, checklists, templates, Appendixes etc. are revision-controlled documents that serve to ensure a uniform/effective approach to a given activity/task. Guidelines are directly linked to a given task/system and act solely as a helping document. A checklist / template act as a frame for a given task and may include e.g. tables and calculations. Guides and manuals are directly linked to a given task/system and acts solely as a helping document. An appendix is a supplementary document with additional information.

7.0 Review of the Integrated Management System

To ensure that the integrated management system is always implemented, works efficiently and expediently, internal audits are carried out on a regular basis by ESVAGT internal audit team. Internal audits are carried out according to a predetermined audit plan and the audit plan is approved by senior management at the management review.

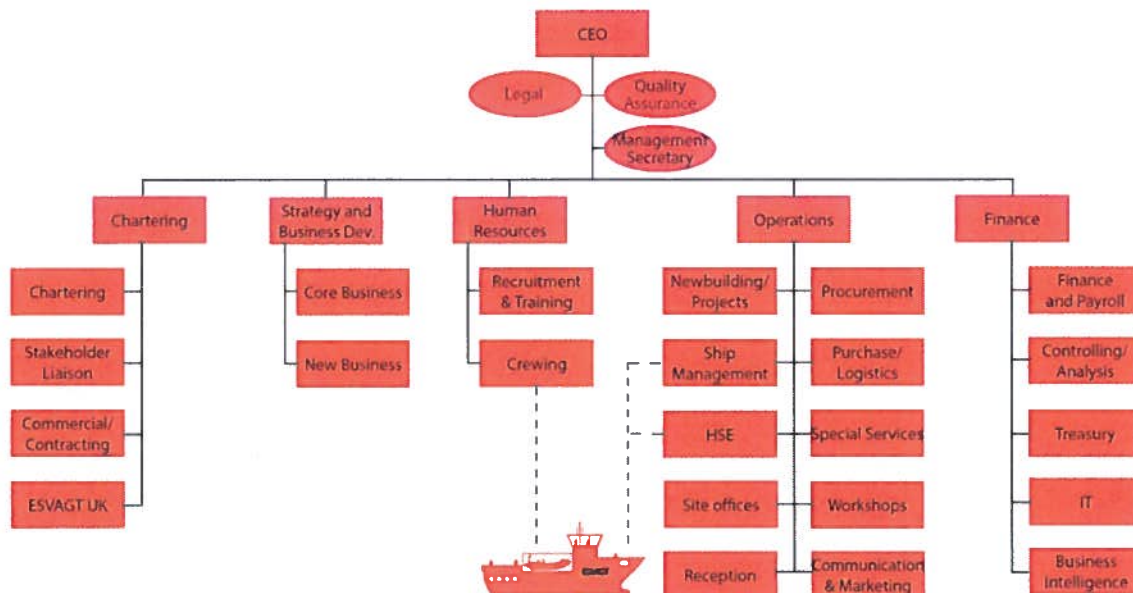
The frequency of internal audits is adjusted for each area according to need, but the main emphasis is on safety, quality, environment and working environment. All employees with any ISO/ISM Code management responsibility as well as all departments/vessels shall be subject to internal audits on a regular basis. Internal audit will be carried out according to the ESVAGT document overview and cross matrix to ensure that all processes/procedures as well as ISO/ISM are observed and complied with.

At least once a year a management review is carried out, during which the integrated management system is reviewed by senior management (CEO, COO, CCO, CFO, CHRO, Head of HSE & QA Manager & CSR Compliance Officer with the aim of developing the system and implement changes, if any. As for the HSE & QA Board, where meetings are held quarterly, the agenda has more focus on the operational activities and has a different agenda.

Actions necessary to achieve the objectives and policies of ESVAGT are identified at the review meetings.

8.0 Organisation and Responsibility

A principle sketch of the ESVAGT organization is seen from below figure. The company is divided into five functions: Chartering, Strategy & Business Development, Human Resources, Operations, Finance.



Current overview of managers and employees in each function is available on ESVAGT website: www.esvagt.com/contact/personnel-info

All employees are responsible for:

- Compliance with the integrated management system, knowledge to and compliance with actual job description as well as objectives for own department.
- Pointing out if the integrated management system is incomprehensible or difficult to follow.

Managers onshore and on vessels are responsible for:

- Ensuring that procedures/instructions owned by actual department is updated and complied with
- Ensuring follow-up with non-conformities, ambitions, the HSE & QA program and other action plans

Senior management is responsible for:

- Management and development of responsibility, including providing adequate financial and physical resources.
- Allocation of responsibilities and competences between the employees, including update of job descriptions
- Development and maintenance of process maps and continuous follow-up of compliance in everyday life
- Identification of need for, as well as preparation and management of the necessary work instruction
- Identification of need for employee education/training and follow-up that planned activities are implemented and evaluated
- Identification of need for, and implementation of continuous improvements
- Evaluate the applicability and effectivity of the integrated management system
- Evaluate customer satisfaction in relation to policies and objectives
- Evaluate risk and opportunities to ensure conformity of products and services