

# RESPONSIBILITY AND BEYOND REPORT



Edition 2025

# PRIORITISING POSITIVE CHANGE: OUR ESG GOALS, INITIATIVES AND ACTIONS

At Inchcape Shipping Services (ISS), we believe we have an obligation to use our global network to connect to a safer and more sustainable future.

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## 1. INTRODUCTION:

### A MESSAGE FROM OUR LEADERSHIP

Since publishing our inaugural Responsibility and Beyond Report, we have continued to take meaningful steps to embed our ESG strategy across Inchcape and strengthen how we operate as a responsible global partner.

As a business positioned at the centre of the maritime value chain, we recognise both the responsibility and the opportunity we have to influence positive change. Through our global network, we are working to support safer operations, reduce environmental impact, and uphold the highest standards of integrity across every port and partnership.

Over the past year, we have made clear progress across our three pillars of responsibility.

In People, we have continued to strengthen our safety culture through our StaySafe 360° programme, while investing in the development, well-being and engagement of our colleagues. Our performance reflects a strong and increasingly proactive safety culture, underpinned by greater reporting, learning and accountability.

In Environment, we have established a verified greenhouse gas emissions baseline aligned to recognised global standards, providing a clear and credible foundation for action. We have also set a defined pathway towards Net Zero by 2050 and are actively working with our customers, vendors and industry partners to support the transition to lower carbon operations.

In Business Conduct, we continue to reinforce a culture built on integrity, transparency and accountability. High

levels of engagement in our compliance programmes and a strong focus on ethical leadership reflect our commitment to doing business the right way, everywhere we operate.

Importantly, our approach goes beyond managing our own impact. We are focused on enabling our customers and partners to progress their own ESG ambitions. Whether through safer operations, more transparent data, or more sustainable supply chain solutions, we are helping to raise standards across the industry.

While we are proud of the progress made, we are clear that there is more to do. The maritime sector is evolving rapidly, and expectations around sustainability and responsibility continue to rise. Our focus now is on translating our strategy into sustained, measurable impact at scale.

This report reflects our commitment to accountability, transparency and continuous improvement. We remain focused on building a safer, more sustainable and more responsible future for our people, our customers and the wider maritime community.

**Philippe Maezelle,**  
**CEO Inchcape Shipping Services**



## 2. ESG STATISTICS

Our performance reflects our commitment to people, the planet and doing business the right way.



### PEOPLE

Creating a safe, inclusive and empowering workplace.

LOST TIME INCIDENT FREQUENCY

0.03



TOTAL RECORDABLE INCIDENT RATE (TRIR)

0.08



FATALITIES

Zero



EMPLOYEE NET PROMOTER SCORE (eNPS)

+19



### ENVIRONMENT

Managing our environmental impact and supporting a low-carbon future.

GREENHOUSE GAS EMISSIONS (Mtons CO<sub>2</sub>e)

SCOPE 1  
4,878



SCOPE 2  
1,172



SCOPE 3  
69,921



Scope 3 emissions include all other indirect emissions across our value chain.

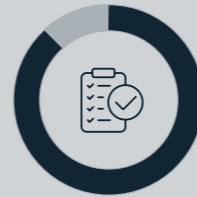


### BUSINESS CONDUCT

Upholding the highest standards of ethics, compliance and transparency.

COMPLIANCE RATE WITH MANDATORY TRAINING

92%



ENGAGEMENT RATE WITH ANNUAL COMPLIANCE WEEK

77%



WHISTLEBLOWER REPORTS

13



## 3. OUR RESPONSIBILITIES

### Our ESG Commitment - Responsible Action, Measurable Impact

Connecting to a safer and more sustainable future

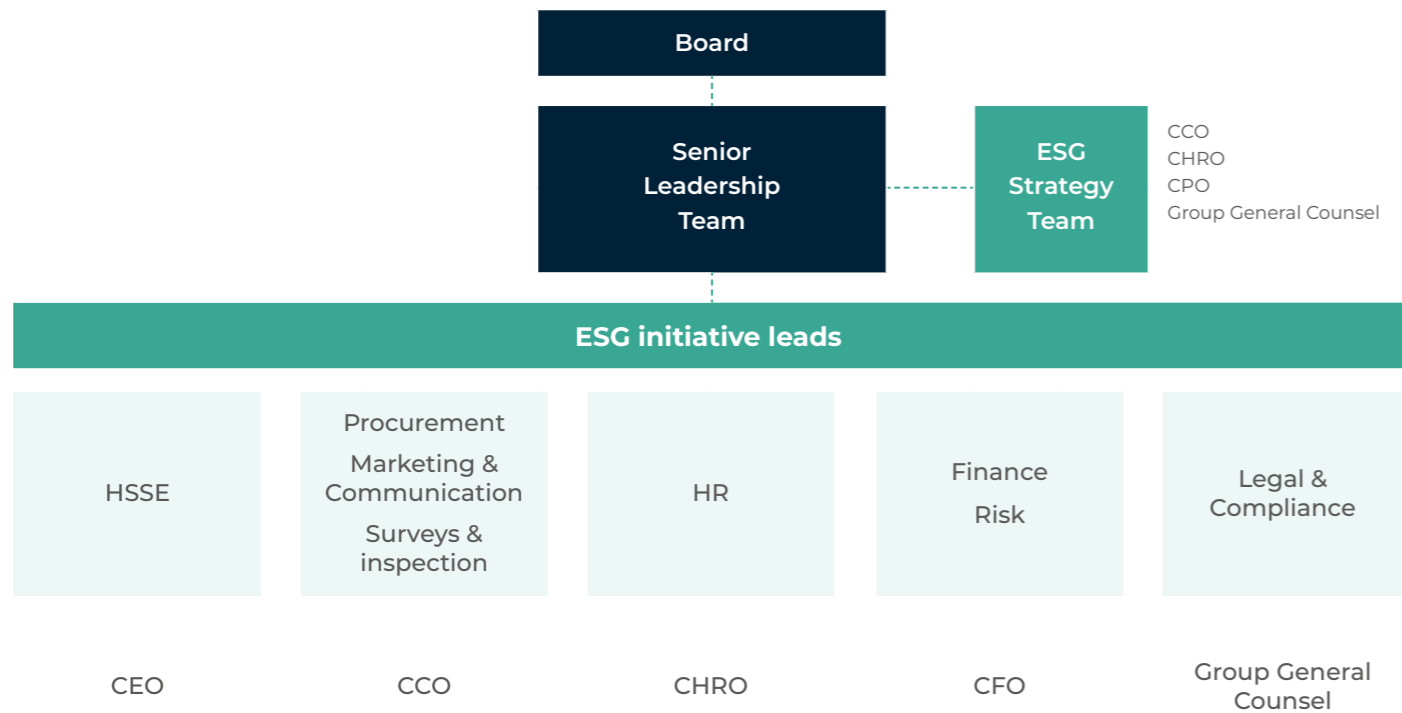
		INTERNAL FOCUS We run our business responsibly		EXTERNAL FOCUS We enable our customers to run their business responsibly	
PEOPLE	OBJECTIVES	<b>SAFETY</b> We ensure everyone goes home safely at the end of the day. We share lessons from incidents and empower employees to stop work for safety concerns.	<b>GREAT PLACE TO WORK AND GROW</b> We aspire to be a great place for people to contribute and develop new capabilities.	<b>HUMAN/LABOUR RIGHTS</b> We ensure that we comply with the law and endeavour to reduce human/labour rights issues in our industry.	<b>SAFETY</b> We work to ensure that customer and industry safety standards and requirements are delivered on the ground.
	INITIATIVES	<ul style="list-style-type: none"> <li>Create a step change in our safety culture via Stay Safe 360° programme.</li> <li>Conduct annual HSSE management reviews aligned with ISO 45001.</li> <li>Drive incident reporting to create a culture of learning.</li> </ul>	<ul style="list-style-type: none"> <li>Create equal opportunities for all our people.</li> <li>Collaborate to build future-ready skills.</li> <li>Improve local communities where we operate.</li> <li>Promote wellness to support work-life balance.</li> </ul>	<ul style="list-style-type: none"> <li>Modern Slavery Act compliance.</li> <li>Counterparty screening.</li> </ul>	<ul style="list-style-type: none"> <li>Engage high-risk vendors on PQQs and incident management, sharing of best practices.</li> </ul>
ENVIRONMENT	OBJECTIVES	<b>COMPLIANCE / REPORTING</b> We fulfil our legal obligations to ensure that all country-appropriate environmental laws and regulations are met.	<b>CLIMATE CHANGE</b> We support the transition to a lower carbon economy and will be net-carbon zero by 2050 or as soon as technically and economically practicable thereafter.	<b>CLIMATE CHANGE</b> We help our customers and vendors to become more sustainable by providing optionality and delivering a sustainable supply chain.	<b>POLLUTION &amp; BIODIVERSITY</b> We help customers to comply with pollution and biodiversity requirements and give them visibility on more sustainable options where available.
	INITIATIVES	<ul style="list-style-type: none"> <li>Fulfil ESG legal obligations.</li> </ul>	<ul style="list-style-type: none"> <li>Progress towards Net Zero by 2050.</li> </ul>	<ul style="list-style-type: none"> <li>Understand our industry and use external insights – participate in industry fora.</li> <li>Support our customers and vendors to become more sustainable.</li> </ul>	<ul style="list-style-type: none"> <li>Support customers, comply with regulations and provide options to reduce fuel consumption through use of our service.</li> </ul>
BUSINESS CONDUCT	OBJECTIVES	<b>ABC/TRADE/OTHERS</b> We ensure that not only do we comply with the law but go above and beyond to ensure our customers' standards are adhered to through stringent compliance checks and other controls.	<b>SPEAK UP</b> We encourage and recognise the need to speak up in any unsafe or un-compliant situation.	<b>SPEAK UP</b> We encourage and recognise the need to speak up in any unsafe or un-compliant situation.	<b>ABC/TRADE/OTHERS</b> We promote integrity in a complex industry and believe this is key to our success.
	INITIATIVES	<ul style="list-style-type: none"> <li>Compliance with Code of Conduct.</li> <li>Ensure compliance with standard policies, procedures and controls.</li> </ul>	<ul style="list-style-type: none"> <li>Provide a speak-up line for employees.</li> </ul>	<ul style="list-style-type: none"> <li>Provide a speak-up line for third parties.</li> </ul>	<ul style="list-style-type: none"> <li>Drive industry standards via partnership with the Maritime Anti-Corruption Network.</li> <li>Maintain a Code of Conduct for vendors.</li> </ul>

As a global port agency serving more than 2,100 customers through our network of 250+ offices worldwide, we occupy a critical position in the maritime value chain and are uniquely positioned to drive meaningful industry-wide progress. Our company vision is clear –

**A connected world, in which our customers trade successfully and make better decisions in every port, everywhere**

Our ESG Strategy has been designed to support this vision and role in the supply chain, establishing clear internal priorities to strengthen our performance as a responsible and sustainable partner, while also enabling our customers to advance their own ESG ambitions and transition journeys.

## 4. ESG GOVERNANCE STRUCTURE



The board has overall responsibility for the ESG Strategy. It has assigned the execution and management of the objectives to the ESG Strategy Team, which includes several members of the Senior Leadership Team. ESG Objectives are embedded in the business functions' strategies, and progress against the objectives is reviewed quarterly by the ESG Strategy Team and shared with the board.



## 5. THREE PILLARS OF RESPONSIBILITY

### PILLAR 1 - PEOPLE

Inchcape operates across 61 countries through a network of more than 250 offices and is supported by over 3,100 dedicated employees. Our people are central to our success, and we remain committed to fostering a safe, inclusive, and empowering workplace where employees are supported in developing, growing, and thriving.

#### INITIATIVES

##### Safety

- Create a step change in our safety culture via the StaySafe 360° programme.

Our success is fundamentally linked to the health, safety, and well-being of our employees, customers, and vendors. We remain committed to ensuring everyone returns home safely each day. Our StaySafe360 safety culture programme reflects this commitment and reinforces our focus on embedding world-class health and safety practices throughout our operations.

Feedback from employees and customers in recent years has consistently highlighted the need to further strengthen our safety culture and reduce high-potential (HiPo) incidents. In response to evolving workplace risks, we continue to embed safety into everyday behaviours, decision-making, and operational processes, recognising that a strong safety culture is a shared responsibility across the organisation.

In 2025, we delivered a series of quarterly global safety campaigns focused on key operational risks and behavioural safety outcomes.

The **Quarter 1** campaign centred on incident reporting, promoting a culture of transparency, learning, and behavioural transformation across the workplace.

**Quarter 2** focused on safe driving and travel safety, recognising that travel-related incidents remain one of the Group's highest operational risks. Employees across all levels of the organisation, from senior leadership to frontline teams, participated in a Safe Travel Pledge, reinforcing accountability and empowering individuals to challenge unsafe travel practices. As a result, driving and travel-related incidents decreased by 25% globally compared with the same period in 2024.

In **Quarter 3**, the focus shifted to launch safety, with a campaign aimed at eliminating preventable incidents during launch operations through enhanced awareness, accountability, and proactive safety behaviours. The campaign delivered several positive outcomes, including zero high-risk incidents reported during the campaign period, strengthened vendor oversight to ensure compliance with ISS safety standards, and improved inspection and hazard-awareness processes before launch operations. Importantly, the campaign also contributed to a visible cultural shift, with life jackets and personal protective equipment increasingly embraced as integral to operational discipline rather than merely compliance requirements. Core principles reinforced throughout the campaign, including pre-use inspections, PPE compliance, and Stop Work Authority (SWA), have since been embedded into daily operational routines.

The **Quarter 4** campaign focused on strengthening Stop Work Authority across the organisation and supply chain, successfully transforming SWA from a compliance requirement into a deeply embedded cultural value. Employees demonstrated increased confidence in intervening in unsafe situations, supported by the "Define Your Why" initiative, which encouraged individuals to connect safety behaviours to personal motivations and responsibilities. Leadership teams further reinforced this culture by actively recognising and celebrating proactive safety interventions.

A notable demonstration of SWA effectiveness occurred in Angra dos Reis, Brazil, when a launch boat vendor exercised Stop Work Authority and declined a service request due to severe weather and hazardous tidal conditions. The decision reflected the growing maturity of our "No Blame" culture and demonstrated that safety-first decision-making is now firmly embedded across our supply chain. Customers and principals have also recognised the value of this approach during reviews, audits, and tender processes, acknowledging that our strong safety culture helps protect not only our people, but also their assets and reputation.



## SHOWCASE

### The Dry Bag Story

One of the stand out innovations of this campaign was the introduction of the StaySafe360 Dry Bag. This simple yet powerful safety tool has quickly become a symbol of preparedness across our network.

The Dry Bags reduce unnecessary risk and ensure critical equipment and documentation remain safe and dry during launch transfers. The initiative has not only improved operational resilience but also showcased our commitment to practical, people-centred safety solutions.



- Conduct annual HSSE management reviews aligned with ISO 45001.

The review provided a comprehensive and structured assessment of HSSE performance, strategic objectives, operational risks, and improvement opportunities across the organisation.

Key focus areas included:

- HSSE objectives and performance targets
- Performance and behavioural impact of the StaySafe360 programme
- Leadership visibility, engagement, and accountability
- HSSE audits, compliance performance, and corrective actions
- Employee training, competency development, and awareness initiatives
- Recognition and reward programmes supporting positive safety behaviours
- Incident trends, learnings, and preventative measures
- Operational risk priorities, including road, Fatigue and launch safety

The review reinforced leadership accountability and further embedded HSSE considerations into operational decision-making and business planning processes across the organisation.

A key outcome of the review was the reaffirmation of expectations surrounding visible leadership, proactive risk management, and employee empowerment through initiatives such as the Safety Pause, Stop Work Authority (SWA) and StaySafe360.

The process also supported improved prioritisation of resources toward higher-risk operational activities and contributed to the ongoing strengthening of ISS's global safety culture.

- Drive incident reporting to create a culture of learning

### Building a Stronger Learning Culture Through Incident Reporting

At Inchcape, we continue to strengthen a proactive reporting culture in which incidents, near misses, hazards, and safety observations are recognised as valuable opportunities for learning, prevention, and continuous improvement.

Our Salesforce-based digital reporting platform enables employees to report incidents and observations more efficiently, consistently, and transparently across all regions.

As a result, we have seen a positive increase in incident and near-miss reporting, hazard identification, safety engagement, operational learning discussions, and corrective action accountability.

This growth reflects increasing employee trust in the reporting process and stronger participation in risk management activities across our operations.

Insights generated through reported events have informed targeted risk reduction initiatives in key focus areas, including:

- Road transport and commuting safety
- Launch and vessel transfer safety
- Fatigue management
- Operational communication and human performance risks

Our StaySafe360 global awareness campaigns continue to reinforce reporting awareness and promote meaningful safety conversations across operational teams, further embedding a culture of shared responsibility and learning.

Enhanced data visibility and trend analysis capabilities have enabled:

- Faster escalation of high-risk events
- More effective corrective action management
- Stronger leadership oversight
- Greater cross-regional operational learning

Importantly, these capabilities support our ongoing transition from reactive incident management to a more proactive and preventive approach to safety performance.

We continue to encourage all employees to report hazards, unsafe conditions, near misses, environmental concerns, and security-related issues, helping us identify emerging risks early and strengthen our collective commitment to maintaining a safe, secure, and sustainable workplace.

Every report contributes to protecting people, strengthening operations, and preventing future incidents.

### Moving Forward

As ISS continues to expand its global footprint, we remain focused on strengthening a resilient, people-centred, and learning-oriented HSSE culture where every individual is empowered and accountable for safeguarding the health, safety, security, and well-being of colleagues, contractors, customers, and the communities in which we operate.

By fostering strong leadership engagement, advancing operational learning, leveraging digital innovation, and embedding a culture of continuous improvement, we are enhancing our ability to anticipate risks, strengthen resilience, and drive sustainable HSSE performance across our global operations.

Through these efforts, we continue to build safer, smarter, and more sustainable operations, supporting long-term value creation for our people, customers, and stakeholders.

## STAY SAFE 360° PROGRAMME OBJECTIVES

### Take care of our customers

Ensure we meet the needs and expectations of our customers by aligning our HSSE standards with theirs:

- Safe transits for your crew.
- Track and investigate our incidents using digital technology ensuring we learn from our mistakes.
- Compliance to contract.
- HSSE policy commitment.

### Take care of our people

To minimise potential harm to people and the environment, and to ensure employees embed a positive safety culture in their day-to-day work activities:

- Occupational health and employees wellbeing.
- HSSE management system.
- Risk and incident management.
- Visible felt leadership tours.

### Safety-minded vendors

Enhance the HSSE standards of our vendors and subagents through proactive HSSE assurance prequalification processes:

- Vendor HSSE management.
- HSSE Assurance – prequalification.
- HSSE Launch assessment.
- Quarterly vendor and subagent workshops.

### Strengthening Our HSSE Culture Through Leadership, Learning, and Digital Transformation

We continued to strengthen our Health, Safety, Security, and Environment (HSSE) culture through a sustained focus on leadership accountability, employee engagement, operational learning, and continuous improvement aligned with internationally recognised best practices, including the principles of ISO 45001.

### HSSE Management Reviews Driving Continuous Improvement

In 2025, we completed our annual HSSE Management Review in alignment with ISO 45001 requirements.

## A great place to work and grow

Creating a great place to work and grow is fundamental to our long-term success. We are committed to fostering an inclusive, safe, and high-performing workplace where employees feel valued, supported, and empowered to reach their full potential. Through investments in learning and development, employee wellbeing, diversity and inclusion, and leadership capability, we aim to build a culture that attracts and retains talented people while enabling innovation, collaboration, and sustainable growth. By listening to our employees and evolving with their needs, we continue to strengthen an environment where individuals and teams can thrive together.

Our 2025 Global Employee Engagement Survey demonstrated meaningful progress against the priorities established in 2024, highlighting several key strengths across the organisation:

- **Supportive culture & teamwork:** Employees continue to value the strong teamwork, professionalism, and spirit of collaboration across the business.
- **Approachable leadership:** Feedback reflected confidence in managers and leaders who actively listen, communicate openly, and take meaningful action.
- **Career development:** Employees recognised the breadth of opportunities available for learning, professional development, and internal mobility.
- **Values & integrity:** Our culture continues to be shaped by a commitment to ethics, inclusion, respect, and safety.
- **Flexibility:** Employees appreciated the flexibility provided through hybrid and remote working arrangements, supporting work-life balance and overall well-being.



• Create equal opportunities for all our people

- **Inclusive Recruitment Practices:** In 2025, we have undertaken a comprehensive review and enhancement of our Talent Acquisition principles, policies, and procedures. Our refreshed approach places a strong emphasis on transparency, fairness, and inclusivity at every stage of the recruitment process. We have introduced clearer guidelines to ensure consistent and unbiased candidate evaluation, updated our policies to promote equal opportunities, and established robust procedures for feedback and continuous improvement. These changes are designed to attract a diverse pool of talent, support our organisational values, and ensure that all applicants experience a professional and equitable recruitment journey.
- **Employee Resource Groups:** This year, we have explored the introduction of Employee Resource Groups (ERGs) to support our various communities within the organisation. Following this review, we plan to establish these groups in 2026 in areas where they can have a positive impact on our employees. By creating dedicated spaces for colleagues with shared interests, backgrounds, or experiences, ERGs will help foster a greater sense of belonging, encourage open dialogue, and contribute to a more inclusive and supportive workplace culture.
- **Training and Development:** Over the past year, we have invested significantly in expanding our training and development offerings to ensure our employees are equipped with the necessary skills to support business growth. This includes customer communications programmes designed to enhance both the confidence and effectiveness of our frontline teams when engaging with clients and stakeholders. Our refreshed online learning portfolio covers a range of topics, from core port agency knowledge, digital proficiency and interpersonal skills to advanced customer service techniques, enabling staff to deliver a consistently high standard of service. These initiatives underscore our commitment to professional growth and support the development of both individual and organisational capabilities.
- **Employee Wellness Programs:** Throughout the year, our employees were actively encouraged to participate in fitness and wellness events as part of our Employee Wellness programme to foster a healthier and more active lifestyle.

## SHOWCASE

**Dubai Marathon**  
Participation in the event was open to all employees, regardless of fitness level. The event included a 4km fun race, a 10km and a 42km, so seasoned runners and first-timers had an opportunity to participate. Showcased our commitment to practical, people-centred safety solutions.



## SHOWCASE

**Health Camp**  
The team in Chennai participated in a health camp that offered basic health check-ups, personalised guidance and a great opportunity for everyone to pause, reflect and prioritise their health.

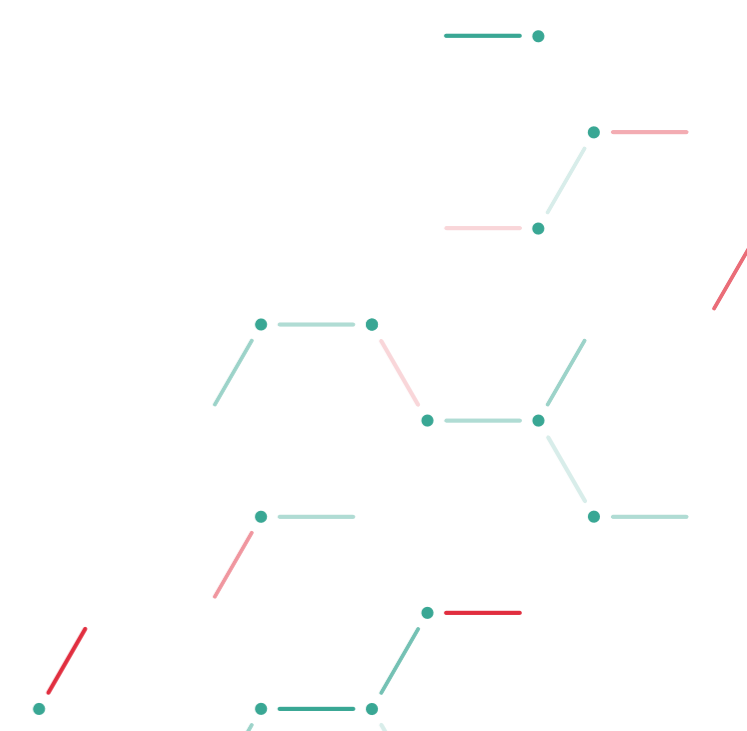


• Collaborate to build future-ready skills

As part of our commitment to equipping our workforce with future-ready skills, we are identifying the capabilities that will be essential as we transform our business model. This involves analysing new systems and processes alongside broader industry trends, ensuring our employees remain agile and well-prepared for change. We are actively engaging with educational institutions and training providers to access innovative programmes tailored to these identified needs. By fostering close relationships with universities, technical colleges, and learning partners, we can offer our staff access to courses, workshops, and certification pathways.

• Improve local communities where we operate

Supporting the communities in which we operate is an important part of our responsibility as a global port agency partner. Across our network, we work to create a positive social and economic impact by building strong local relationships, supporting employment opportunities, engaging local suppliers, and contributing to community initiatives that reflect regional needs and priorities. Through collaboration with customers, port authorities, charities, and industry partners, we aim to strengthen the resilience and sustainability of the communities connected to our operations. By acting responsibly, investing locally, and encouraging employee participation in community engagement activities, we seek to create long-term value beyond our business operations while reinforcing our commitment to responsible and sustainable growth.



## SHOWCASE

### Micro Forest Creation – Chennai

Our team in Chennai planted saplings in collaboration with CommunitREE.



## SHOWCASE

### Charity Campaign - Yemen

Staff in our Yemen office conducted a charity campaign to support local people who continue to face challenging humanitarian conditions.



## ALIGNMENT WITH UNSDGS

Our efforts align with:

- **UNSDG 4 (Quality Education):** Ensuring inclusive and equitable quality education and lifelong learning opportunities.
- **UNSDG 5 (Gender Equality):** Achieving gender equality and empowering all women and girls.
- **UNSDG 8 (Decent work and economic growth):** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- **UNSDG 10 (Reduced Inequalities):** Reducing inequality within and among countries.

## OUR ACTIONS

### Safety

	What we will do	How we will measure it
Safety	Safety Management Data Analytics & Digitalisation	<ul style="list-style-type: none"> <li>• Decrease Total Recordable Incident Rate (TRIR) by 10% year-on-year</li> <li>• Decrease Lost Time Incident Frequency (LTIF) by 10% year-on-year</li> <li>• Decrease Total Recordable Incident Rate (TRIR) by 10% year-on-year</li> <li>• Decrease Lost Time Incident Frequency (LTIF) by 10% year-on-year</li> </ul>
	Benchmarking HSSE Excellence	<ul style="list-style-type: none"> <li>• Maintain consistency and remain below benchmark levels against industry's best practices.</li> </ul>
	StaySafe 360 Culture Programme and Capability Building	<ul style="list-style-type: none"> <li>• Increase number of Near Miss Reporting (T1, 2 &amp; 3)</li> <li>• Increase number of HSSE observations by 5% every quarter</li> </ul>
	HSSE Targeted Risk Interventions	<ul style="list-style-type: none"> <li>• Achieve a 70% closure rate for corrective and preventive actions within agreed time lines across the region.</li> </ul>

In 2026, our initiatives under the Great Place to Work and Grow objective will evolve to further strengthen employee engagement, development, and well-being, reinforcing our commitment to fostering an inclusive and high-performing workplace.

### A great place to work and grow

<b>Strengthen manager capability as a driver of engagement, fairness and retention</b>	Deploy a global minimum standard for people management capability, focused on operational leaders.	>50% of people managers trained against core people management standards
<b>Embed flexibility and wellbeing practices where operationally feasible</b>	Maintain and refine flexible working and wellbeing programmes, with local accountability for adoption.	>70% positive employee feedback on engagement wellbeing and work-life balance
<b>Expand access to development and internal mobility opportunities</b>	Deliver targeted development and internship programs aligned to future capability needs.	Delivery of at least 2 future ready capability programs by end 2026
<b>Support employee participation in community and volunteering activities</b>	Implement a consistent policy to enable volunteering and community engagement	2 volunteering events per year in participating locations



## PILLAR 2 - ENVIRONMENT

As a port agent we are seeing the maritime industry coming under more pressure to improve both climate change practices and biodiversity performance, driven by tighter regulation, investor expectations, customer demands, and growing scrutiny of environmental impacts across the global supply chain.

Our Environmental Pillar objectives have been developed to ensure we respond proactively to these challenges and demonstrate our commitment to reducing the environmental impacts generated by our operations and throughout the wider supply chain.



## INITIATIVES

### Compliance / Reporting

- Fulfil ESG Legal obligations

Our employees, sub-agents, and vendors are required to fulfil all applicable legal obligations to ensure compliance with relevant environmental laws and regulations in every country where we operate.

At a group level, Inchcape is taking a forward-looking approach to ensure we are prepared to meet current and future UK climate-related disclosure requirements as applicable thresholds are reached. In 2025, we completed a climate risk scenario analysis aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This assessment provided valuable insight into our physical and transitional climate risks and highlighted the actions required to strengthen the resilience and future-proof the business. It also identified opportunities to enhance our reporting processes and data management capabilities, helping ensure we remain aligned with the evolving sustainability and climate reporting landscape.

Risk	Risk	Risk Definition	Mitigations
Transition Risk	Market Reputation	<p>Market shift</p> <p>Asset fabrication involves creating necessary equipment and structures to extract oil and gas. Types of fabricated assets include pipelines, rigs and pressure vessels.</p> <p>The market shifting away from offshore fabrication is material to Inchcape due to the reduction in logistical support needed to customers.</p>	<p>For asset fabrication, it is recommended that Inchcape reduce the oil and gas revenue mix for Offshore Agency and ISS Palumbo by identifying new revenue sources and working with downstream asset fabrication clients to understand their transition plans and develop relevant services to suit their time line.</p>
	Policy & legal	<p>Carbon Price</p> <p>Carbon pricing via taxes or via emissions trading systems will affect the shipping industry leading to increased costs for fossil fuel emissions and additional incentive towards decarbonisation.</p> <p>Carbon pricing and taxes will indirectly affect Inchcape via its customers. This may cause a decrease in demand for ISS's services to carbon intensive customers.</p>	<p>For carbon pricing, it is recommended that the Port Agency is not overly reliant in terms of services and revenue based on oil and gas-related tankers. Inchcape could work with customers to understand transition plans and develop services to cater to their needs. Also, Inchcape can engage with "climate ambitious" market players to develop forward-looking services suitable for 'Optimal Decarbonisation' and 'Delayed Decarbonisation' climate transition scenarios.</p>

Risk	Risk	Risk Definition	Mitigations	
Physical Risk	Chronic	Temperature Increases	Site analysed is projected to experience significant increase in the number of days with a heat index above 35 degrees Celsius by 2050 and poses a medium level of risk to Inchcape's staff and operations.	<ul style="list-style-type: none"> <li>• Review the appropriateness of safe operating procedures and other mitigation measures for ensuring that port operations can be performed during days with a heat index above 35°C.</li> <li>• Draft a climate adaptation plan based on ISO 14090:2019 guidance.</li> </ul>
		Sea level rise	Extreme precipitation and sea level rise medium mitigated risk to Inchcape's operations.	
	Acute	Storm Winds	Sites analysed have medium level of mitigated risks for storm winds and sandstorms. It was found that no further actions were necessary due to a suitable Emergency Response & Business Continuity Plan in place.	<ul style="list-style-type: none"> <li>• Establish an emergency response procedure for the location which covers credible extreme weather events.</li> <li>• Implementing an improved emergency communication and alert system.</li> </ul>
Floods	Flooding and storm surges pose medium mitigated risk to Inchcape's operations.			

## ESG RISK MANAGEMENT

Inchcape has entered a new agreement with Achilles, a leading supply chain risk management provider, becoming the first supplier-turned-buyer in the Achilles maritime network. This partnership is a strategic step aligned with the maritime industry's evolving ESG (Environmental, Social, and Governance) expectations.

The initial phase of this partnership involved Inchcape joining as a supplier and undergoing a comprehensive risk management audit of its ESG policies and procedures. The independent evaluation resulted in a 4-star rating and identified key areas for further improvement.

The second phase of the partnership will begin in 2026, when we focus on onboarding our supply chain to move away from generic oversight toward a targeted, qualitative risk management approach.

**Achilles**

**Sustainability Certificate**

Your Sustainability Rating: ★★★★★

Your Sustainability Score: 70

Achilles ID: 00212887  
 Supplier Company Name: Inchcape Shipping Services  
 Start date of membership: 8 October 2025  
 Expiration date: 8 October 2026

Craig Rodgeron  
 Interim Chief Executive Officer  
 Achilles

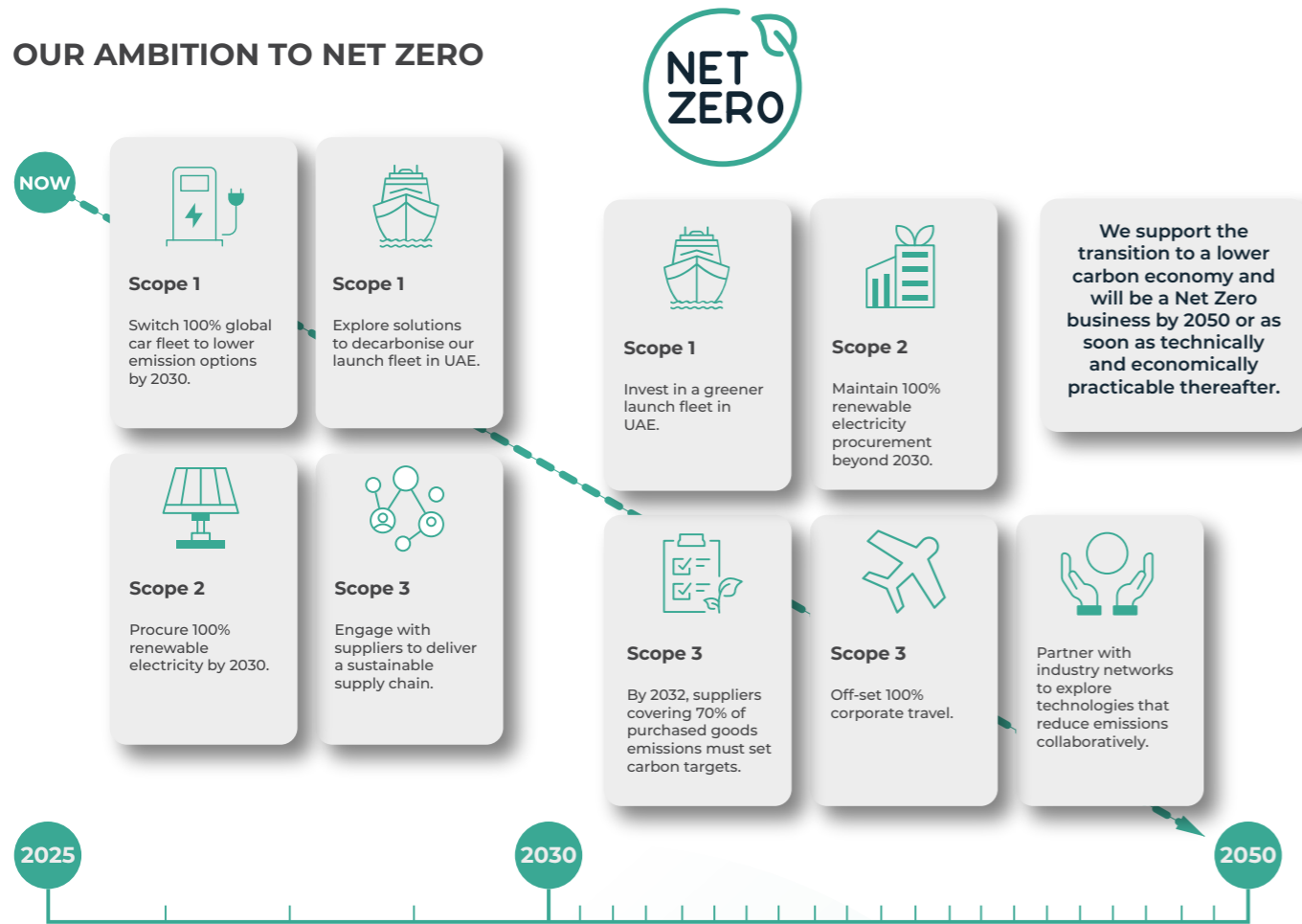
Environment 56 | Social 86 | Governance 87 | Financial 50

## Climate Change

- Progress towards Net Zero 2050

Inchcape is committed to achieving Net Zero by 2050 across Scope 1, 2, and 3 emissions. Our Net Zero Roadmap has been developed in alignment with science-based targets. It will be reviewed periodically to ensure it continues to evolve in response to climate-related challenges, technological advancements, and changing business requirements.

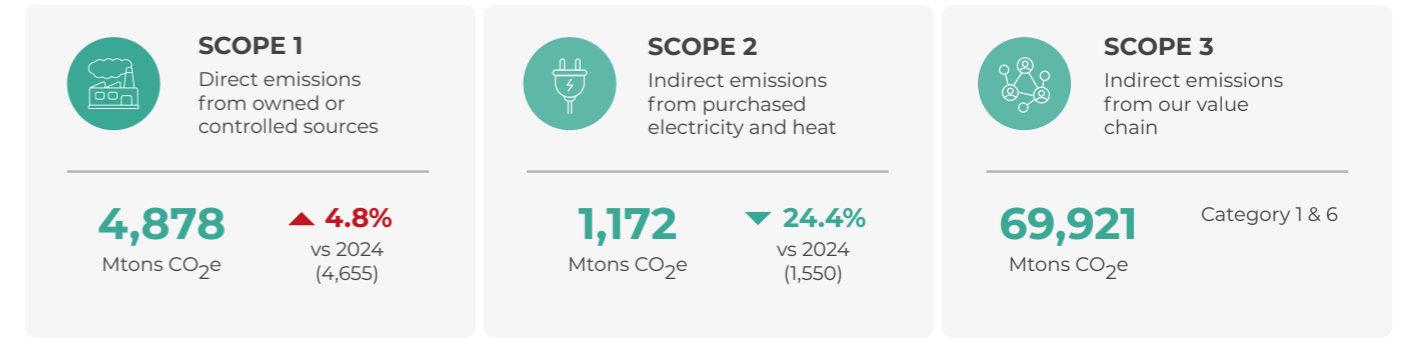
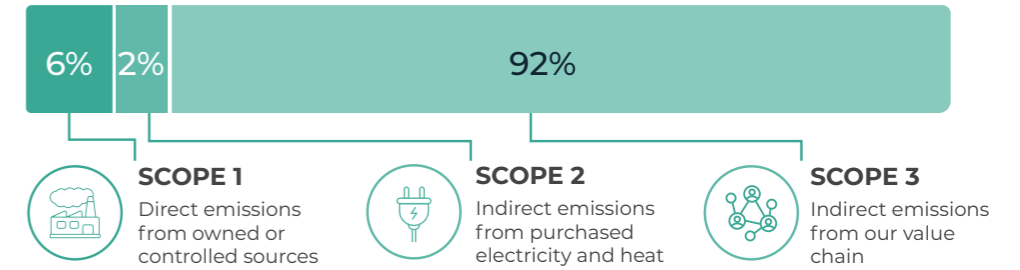
## OUR AMBITION TO NET ZERO



## GHG EMISSIONS

We are focused on reducing emissions across our operations and value chain

**75,971** Mtons CO<sub>2</sub>e TOTAL GHG EMISSIONS (2025)



**Scope 1 (direct)** – emissions generated from the companies' owned or controlled sources.

**Scope 2 (indirect)** – emissions generated from purchased energy (electricity and heat)

**Scope 3 (indirect)** – emissions generated in the value chain of the reporting company, including both upstream and downstream

In 2025, our greenhouse gas (GHG) emissions baseline was established in accordance with the Greenhouse Gas Protocol global standards. This baseline was independently verified by a third party, assuring the accuracy and reliability of the reported data. The assessment included emissions from owned and leased vehicles, office electricity consumption, and selected upstream Scope 3 activities such as chartered vehicles, crew travel, and accommodation.



Date: 24.02.2026  
Ref: 5641362  
Company name: Inchcape Shipping Services / ISS GROUP HOLDINGS LIMITED  
Company address: Inchcape Shipping Services, Ground Floor, Pegasus Square, Innovation Way, Europarc, Grimsby, DN37 9TT, United Kingdom

Statement of Limited Level Assurance to the Greenhouse Gas Emissions quantity of Inchcape Shipping Services for the year 2024

American Bureau of Shipping (ABS) undertook an independent verification of the company's Greenhouse Gas Emissions (GHG) quantification for the period from January 1 to December 31, 2024, that includes the direct emissions and indirect emissions from the following assets and activities in the countries where the company operates.

Scope 1 emissions - Owned vehicles and launch fleet  
Scope 2 emissions - Office premises  
Scope 3 emissions - Chartered vehicles, Taxi for vessels' crew change, Launch service for crew change, Hotel stay for the crew. This database calculates emissions from 3 service categories which fall under the GHG Protocol Upstream Scope 3 Emissions Category 1, Purchased Goods & Services.

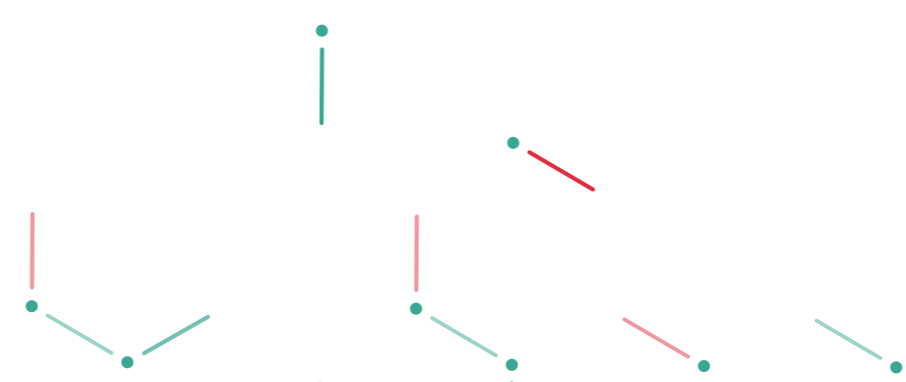
Emission quantification from the above-mentioned sources were verified by ABS in accordance with GHG Protocol Guides.

ABS has verified the data provided by the company as per representative sample documents as per the verification contract, representing different countries of operation, purchase of energy and services over the year; and the calculation for emission quantification. Based on the verification and findings, ABS's opinion is that the estimated greenhouse gas emission quantity has no material discrepancy.

Following are the observations:

The materiality of discrepancy between the company's calculated total emission quantity and the emission quantity calculated by ABS is furnished below, which is considered to be not significant.

Scope	Sources of emission	Reported value		Verified value		Discrepancy ton CO <sub>2</sub> e	Materiality of discrepancy %
		ton CO <sub>2</sub> e	Total ton CO <sub>2</sub> e	ton CO <sub>2</sub> e	Total ton CO <sub>2</sub> e		
Scope 1	Owned fleet	2509.38	2509.38	2509.38	2509.38	0	0.00%
	Owned vehicles	2145.24	4654.62	2151.99	4661.37	6.75	0.15%
Scope 2	Electricity office premises	155	155	155.42	155.42	0.42	0.27%
Scope 3	Chartered vehicles	821.88	821.88	821.88	821.88	0	0.00%
	Taxi for crew change	12.89	28912.36	12.89	28912.36	0	0.00%
	Hotel stay for the crew	2169.59	2169.59	2169.59	2169.59	0	0.00%
	Launch service for crew change	25908	25908	25908	25908	0	0.00%

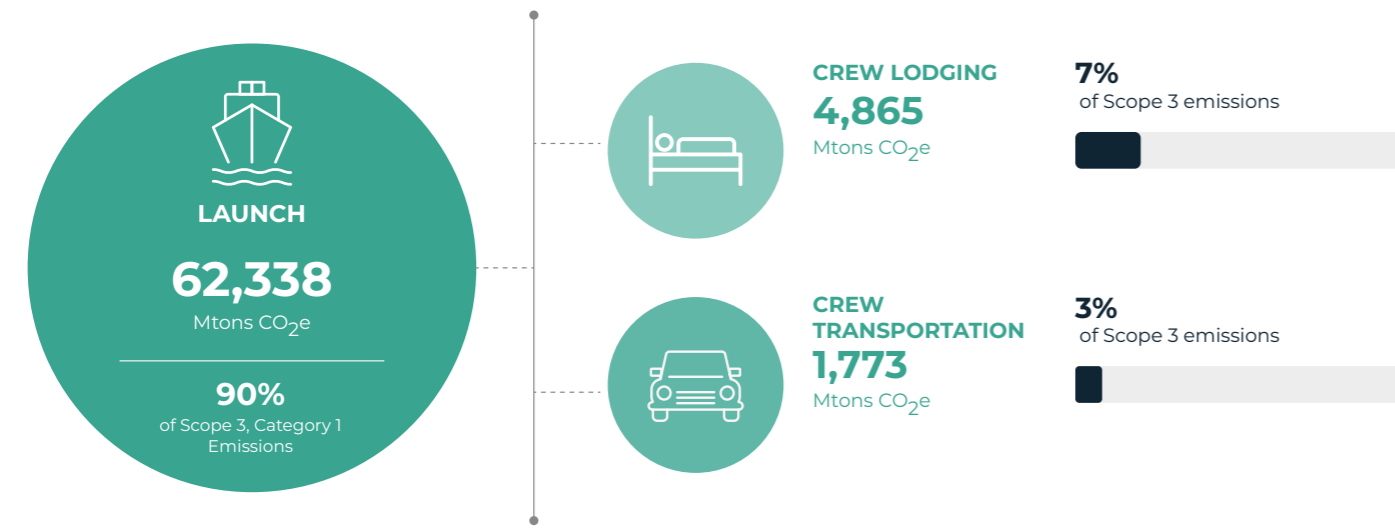


**Scope 1** – Emissions produced directly by Inchcape

Scope 1 emissions are primarily generated by our company vehicle fleet, launch boats operating in the Middle East, and machinery used at our container storage facility in Kenya. Emissions increased by 18% between 2024 and 2025, driven principally by higher port movement activity required to support increased customer vessel operations.

**Scope 2** – Emissions produced indirectly through purchased energy

Our scope 2 emissions are generated by our 260 offices in more than 60 countries across the globe and by our warehouses in key ports. 2025 saw a 6% decrease in emissions.



**SCOPE 3 EMISSIONS (2025)**  
**68,976** Mtons CO<sub>2</sub>e

Launch activities represent the majority of our Scope 3 - Category 1 – Purchased Goods & Services emissions, primarily driven by vessel operations

• Category 6: Business Travel

Scope 3 emissions decreased by 35% in 2025, primarily driven by a reduction in employee travel undertaken using personal vehicles.



**Scope 3** – Emissions produced indirectly across the value chain

Our current value chain emissions calculations include the following categories:

- Category 1: Purchased Goods and Services Currently limited to launch, taxi, and hotel-related activities. In 2025, greenhouse gas (GHG) calculations were expanded from the top 50 ports to all ports where customer services are provided, significantly enhancing emissions coverage and data accuracy.

A comprehensive value chain mapping exercise is scheduled for 2026 to broaden reporting coverage and improve visibility into emissions across the supply chain.

- Understand our industry and use external insights – participate in industry fora

**World of Ports – CO<sub>2</sub> calculator**

The Inchcape Shipping Services, World of Ports CO<sub>2</sub> Emissions Calculator is a voyage emissions estimation tool developed to support shipping companies, operators, traders, and other maritime stakeholders in assessing the estimated carbon footprint of vessel voyages.

Using vessel operational data, voyage intelligence, and port information, the platform provides estimated CO<sub>2</sub> emissions for port-to-port movements, enabling users to make more informed operational and sustainability-related decisions. The tool enhances visibility into the environmental impact of maritime operations while supporting data-driven voyage planning and performance analysis.

Key capabilities include:

- Estimation of voyage-related CO<sub>2</sub> emissions across global trade routes
- Integration of vessel movement tracking and port intelligence data
- Comparative analysis across voyage scenarios
- Support for sustainability, ESG, and decarbonisation reporting initiatives
- Enhanced operational visibility for commercial and voyage planning teams

The platform has been designed to improve emissions transparency across maritime operations while supporting broader industry objectives in operational

efficiency, environmental responsibility, and the transition to lower-carbon shipping practices.

**FORUM AND MEMBERSHIPS**

**Co2 Emission**

**8.194 tons**

Co2 emission is calculated based on fuel consumption & type of fuel

**VOYAGE ESTIMATOR (Beta)**

No	Port Name	Country	Speed (n.m.)/Hr	Seca Avoidance % (0-100)	ASL Compliance % (0-100)	Fuel Consumption (MT/G)	Distance (n.m.)	Seca (n.m.)	Non-Seca (n.m.)	Path Type	Voyage	Port Stay (hrs)	Arrival	Departure	Action	Fuel Type	
1	SGSIN - SING	SINGAPORE								Rhumbline	43	27/05/2026 10:36 am	29/05/2026 05:36 am		Non-Seca Fuel		
2	AEF3R - FUJ	UNITED AR	15	0	0	80	3323	0	3323	Rhumbline	9d 5h 32m	20	07/06/2026 11:07 am	08/06/2026 07:07 am		Heavy Fuel Oil (HFO)	
3	NLR1M - RO	NETHERLA	15	0	0	80	6145	2373	3772	Rhumbline	17d 1h 39m	74	25/06/2026 08:46 am	28/06/2026 10:46 am		Seca Fuel	
												26d 7h 11m					

Vessel: 9534781 - Umm Al Aish | Vessel Type: Tanker | GRT: 162625 | Vessel Size: VLCC

Co2 Emission: 8.194 tons

Price Estimate: Fuel Cost: 4420800 USD, Port Cost: 493850 USD, Total: 4914650 USD

## SHOWCASE

### Greener Launch Operations

Inchcape has been actively engaged in industry fora to reaffirm our commitment to helping our customers and vendors become more sustainable by providing optionality and delivering a sustainable supply chain.

In 2025, Inchcape signed a Letter of Intent to support the Coastal Sustainability Alliance’s trial of its first fully electric PXO tug (e-tug) and supply boat (e-supply boat) in Singapore. The work the alliance is doing marks a significant milestone in the collective industry effort to accelerate coastal decarbonisation, transition to a circular economy, and strengthen marine supply chains.



## SHOWCASE

### IMPA

Inchcape actively contributes to the development of the IMPA project portfolio through its role as a council member, supporting initiatives that strengthen capability and standards across the maritime supply chain. As part of this commitment, Inchcape’s Chief Procurement Officer, Simon Potter, served on the Core Working Group responsible for developing the industry’s first entry-level online marine purchasing education programme, which went live in 2025 — the IMPA Foundation Course for Marine Purchasing and Supply.

The programme was created to build foundational industry knowledge and enhance professional capability across the sector, covering key aspects of the maritime industry, supply chain operations, procurement and logistics practices, as well as emerging technologies and sustainability developments.



## Pollution & Biodiversity

- We help our customers comply with pollution and biodiversity requirements and give them visibility on more sustainable options where available.

Our Survey & Inspection services play a critical role in advancing environmental stewardship across the maritime sector by supporting clients in identifying, managing, and mitigating environmental risks associated with vessel operations, cargo transportation, and port activities.

Through independent inspections, bunker quantity surveys, cargo surveys, condition assessments, and casualty investigations, we help stakeholders maintain regulatory compliance, enhance operational integrity, and reduce the likelihood of pollution incidents that could impact marine and coastal ecosystems. These services contribute to the prevention of oil spills, cargo contamination, hazardous material releases, and other environmental events that may adversely affect water quality and biodiversity.

We also provide specialised services that directly support marine environmental protection. Our hull inspection and cleaning oversight services assist vessel operators in managing biofouling, a recognised pathway

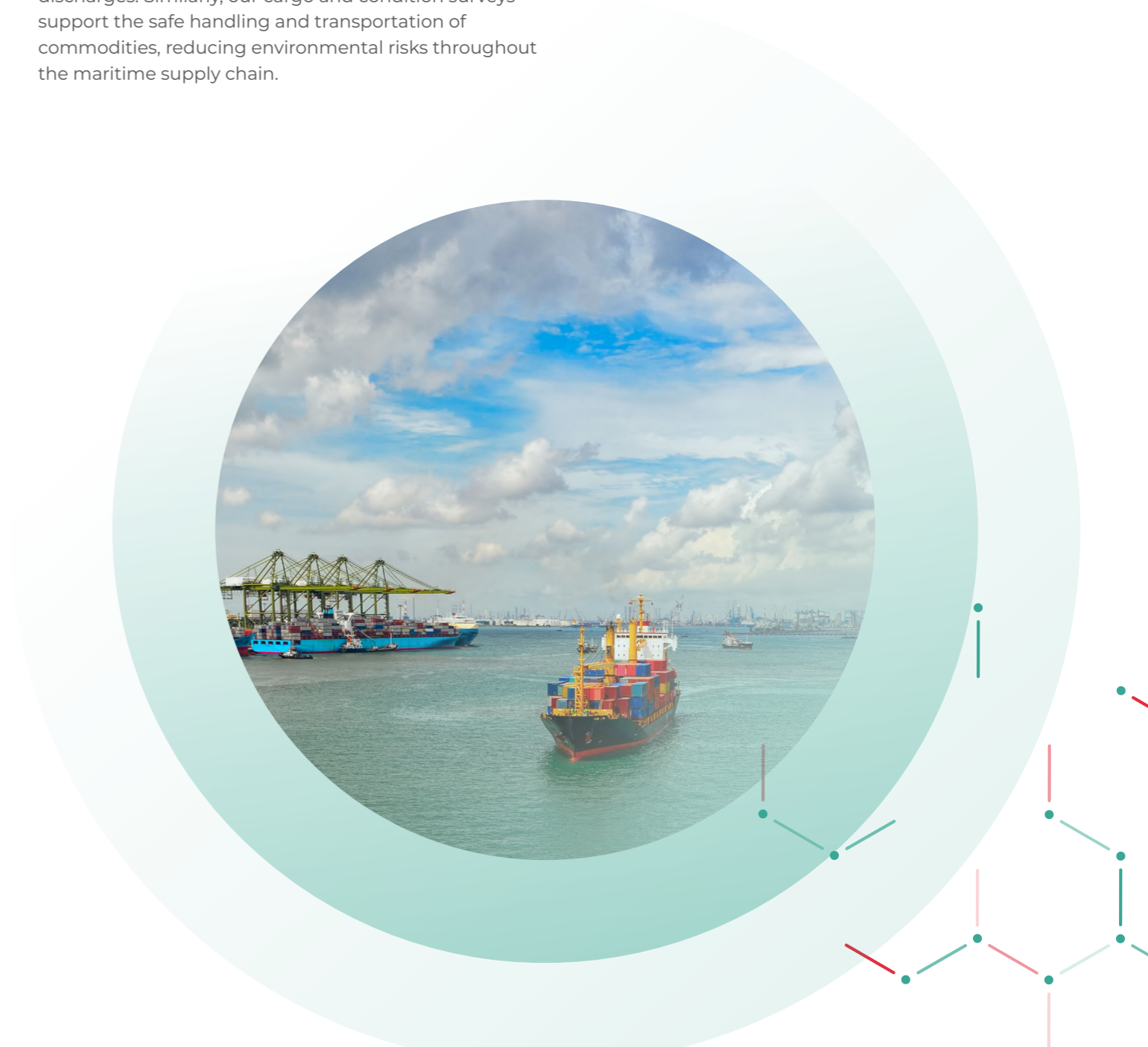
for the introduction of invasive aquatic species. Effective biofouling management enhances vessel efficiency, supports reduced fuel consumption and associated greenhouse gas emissions, and helps protect native marine biodiversity by limiting the spread of non-indigenous species.

In addition, our ballast water sampling and testing services support compliance with international ballast water management regulations and the effective operation of ballast water treatment systems. By helping vessel operators meet regulatory requirements, we contribute to safeguarding marine ecosystems, fisheries, and coastal habitats from ecological disruption caused by the transfer of invasive organisms.

Our bunker quantity survey services promote transparency, accountability, and operational control during fuel transfer activities, helping to minimise fuel losses, discrepancies, and the risk of accidental discharges. Similarly, our cargo and condition surveys support the safe handling and transportation of commodities, reducing environmental risks throughout the maritime supply chain.

When marine casualties or environmental incidents occur, our rapid-response capabilities enable timely assessments, evidence collection, and stakeholder coordination, supporting effective mitigation measures and minimising potential environmental impacts.

Through these activities, we support shipowners, charterers, insurers, ports, terminals, and cargo interests in maintaining high environmental standards and advancing responsible maritime operations. Our services contribute to protecting marine biodiversity, coastal habitats, and sensitive ecosystems while supporting global efforts to prevent pollution, reduce environmental impacts, and promote sustainable shipping practices.



## OUR ACTIONS

2025 was a year of laying the foundations to ensure our actions on climate change were responsible and measurable. We now have a clear direction for the actions needed in 2026 to make progress.

### Compliance and Reporting

	What we will do	How we will measure it
Fulfil ESG Legal Obligations	Ensure a strong understanding of and compliance with legal requirements for our global footprint.	<ul style="list-style-type: none"> <li>Quarterly Environmental Regulatory Horizon Scans.</li> <li>Implementation of voluntary reporting under a globally recognised framework.</li> </ul>

### Climate Change

Progress toward Net Zero 2050	<ul style="list-style-type: none"> <li>Improve GHG calculations based on 3rd party validation report on 2024 data.</li> <li>Design and implement near and long-term GHG reduction plans, prioritising the highest-emitting locations.</li> <li>Work with vendors who can help us meet our Scope 3 target by 2032.</li> <li>Switch company vehicles to lower emission options where feasible for leases ending in 2026.</li> </ul>	<ul style="list-style-type: none"> <li>2026 GHG calculations based on activity data.</li> <li>5 localised GHG reduction plans designed.</li> <li>Minimum of 5 vendors in each region identified and engaged.</li> <li>Number of vendor strategies prepared.</li> <li>Increase in % of hybrid and electric vehicles in the fleet compared with 2025.</li> <li>Improved scoring under environmental pillar of Achilles certification.</li> </ul>
Understand our industry and use external insights – participate in industry fora	<ul style="list-style-type: none"> <li>Understand our industry position and use external insights to update areas of focus.</li> </ul>	<ul style="list-style-type: none"> <li>Progress towards ISO14001</li> </ul>
Support our customers and vendors to become more sustainable	<ul style="list-style-type: none"> <li>Support our customers and vendors to become more sustainable through use of our data and products.</li> </ul>	<ul style="list-style-type: none"> <li>Rollout Sustainability Procurement Policy.</li> <li>Integrate sustainability clauses in new and renewed vendor contracts.</li> <li>Screen our vendors through Achilles Supplier Risk Management platform.</li> <li>Host the 1st Annual Supplier Sustainability Webinar to communicate our visions, goals and shared responsibilities.</li> </ul>
Support customers comply with regulations and provide options to reduce fuel consumption through use of our service.	<ul style="list-style-type: none"> <li>Develop customer waste disposal and biodiversity (anti-fouling/hull cleaning) services.</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a global waste disposal, biodiversity and alternative fuels advisory.</li> </ul>

## PILLAR 3 - BUSINESS CONDUCT

At Inchcape, integrity defines how we do business. Our Business Conduct framework is not just about compliance – it’s about character. It ensures that our operations worldwide are guided by fairness, transparency, and respect for people, communities, and the environment.

### INITIATIVES

#### ACB/Trade/Others

- Compliance with Code of Conduct
- Ensure compliance with standard policies, procedures and controls

Our commitment to ethical business practices is reinforced through a robust Code of Conduct framework that applies to all employees, agents, and business partners across our global operations.

Our Code of Conduct covers:

- Raising concerns
- Anti-bribery & Corruption
- Commitment to our customers (exceeding our customers’ standards / higher level of compliance / transparency / enforcing compliance for third parties)
- Commitment to our employees – equality, training, access to easy reporting for compliance concerns, a safe work environment and good management
- Third-party interactions, due diligence, protecting information, ethical business relationships, fair competition and avoiding conflicts of interest.

We maintain compliance with applicable laws, industry regulations, and internal governance standards through clearly defined policies, procedures, and controls that are regularly reviewed and updated.

Policies Include:

- Code of Conduct
- Anti-Fraud
- Bribery, Corruption, Kickbacks and Facilitation Payments
- Conflicts of Interest
- Corporate Criminal Office
- Gifts & Entertaining
- Internal Investigations
- Doing Business with Government Customers
- Whistleblower & Retaliation

Mandatory training programmes and risk-based audits help ensure consistent understanding and adherence throughout the organisation. In addition, established reporting channels and investigation protocols support transparency, accountability, and the timely resolution of any potential breaches, strengthening our culture of integrity and responsible business conduct.

## COMPLIANCE TRAINING

At Inchcape, all employees are required to complete annual mandatory compliance training, with each module subject to a minimum passing score to ensure a consistent understanding of our compliance standards and expectations.

Modules:

- Anti-bribery and corruption
- Conflicts of interest
- Gifts and Entertainment
- Modern Slavery

Mandatory compliance training continued to be delivered through global learning platforms, achieving a 92% completion rate in 2025. Supporting a consistent understanding of core policies, procedures and ethical standards across the organisation.

Targeted compliance training programmes were delivered across key locations in 2025 to strengthen ethical awareness and reinforce our Code of Conduct.

### In Person Training

Training	Location	Participants
Compliance and Ethics Awareness Training Session	Cambodia	17
Fraud Awareness Training	Malaysia	143
Compliance and Ethics Awareness Training Session	Singapore	16
Compliance & Ethics Awareness Conference (ISS Leaders)	Mumbai	43

**In Person Training - Continued**

Training	Location	Participants
Compliance and Ethics Awareness Training Session	Mumbai	21
Government Services Compliance Training Session	Dubai	28

**Targeted Training Initiatives 2025**

Additional focused training sessions were delivered to support key compliance priorities across specific employee groups.

Training	Location	Participants
Conflict of Interest (COI) Training	Indonesia	3
Maritime Anti-Corruption Network (MACN) Training	Kochi	30
Maritime Anti-Corruption Network (MACN) Training	Chennai	25
New Joinee Compliance Training	Mumbai	27
Online Compliance Refresher Training	Dubai	9



**SHOWCASE**

**Compliance Week 2025**

Each year, Inchcape reinforces its commitment to ethical business conduct through a global Compliance Week, bringing colleagues together to promote integrity, accountability and ethical decision-making across the organisation.

The theme for 2025, "Ethics in Action: Live It and Lead It!", highlighted the importance of translating ethical principles into everyday behaviours. The campaign encouraged employees at all levels, regardless of role, location or seniority, to demonstrate our values through their actions and lead by example.

The week featured a range of engaging activities designed to encourage dialogue, learning and reflection, including:

- Integrity Pledge – Employees reaffirmed their personal commitment to ethical conduct and responsible decision-making.
- Ethical Leadership Talk Series – Colleagues from across the business shared insights and experiences on leading with integrity.
- Compliance Quiz and Interactive Games – Participants tested their knowledge of compliance topics while engaging in friendly competition.
- Poster and Skit Competitions – Teams showcased their interpretation of ethical behaviour through creative and collaborative initiatives.
- Integrity Awards – Recognition of employees who consistently demonstrate and champion ethical leadership in their daily work.

The 2025 Compliance Week included 109 events and attracted 2,463 participants globally. Beyond participation levels, these results demonstrate strong leadership engagement, foster open dialogue and contribute to strengthening our Speak Up culture across the organisation.



**SHOWCASE**

**Integrity Awards 2025**

Employees who demonstrated strong ethical leadership and a commitment to integrity were recognised through the Integrity Awards.

Winners:

- Ahmad Abdulrazzak, Head of Service Delivery, based in Dubai
- Harry Jegan, Finance Manager, based in Papua New Guinea
- Luis Martinez, Regional Finance Manager, based in the USA



• Digital Trust, Data Privacy & Cybersecurity

Secure IT operations, sustainable asset management, and unyielding data privacy are the bedrock of Inchcape's commitment to responsible corporate governance. As we scale our digital ecosystem through our global transformation programme (Accelerate) and deepen digital integration with our customers, safeguarding the confidentiality, integrity, and availability of our data assets is paramount.

Inchcape deploys a best-of-breed, defence-in-depth cybersecurity architecture. Our posture is continuously validated through independent security consultants and elite third-party benchmarking services, ensuring our defence matches global industry leaders. This technical infrastructure is directly aligned with our corporate commitment to ethical data stewardship, underpinning a robust control framework that is globally certified to ISO27001:2022 and fully compliant with the General Data Protection Regulation (GDPR) and regional privacy mandates.

While no organisation can offer absolute guarantees against evolving systemic cyber threats, Inchcape invests heavily in proactive risk mitigation to ensure our customers', partners', and stakeholders' data remains in safe hands. We continuously mature our resilience by benchmarking our framework against international standards, utilising specialised predictive monitoring tools, executing multi-tiered vulnerability exercises, and maintaining dedicated, round-the-clock security operations.

Our strategic security and privacy controls are categorised across ten core domains of digital responsibility:

- Governance, Risk & Corporate Compliance
- Data Protection & Privacy Governance
- Identity, Access & Trust Architecture
- Enterprise Endpoint & Data Security
- Resilient Network Infrastructure
- Secure Communications & Brand Protection
- Vulnerability Management & Threat Intel
- Secure Development & Digital Innovation (DevSecOps)
- Security Operations & Incident Resilience
- Business Continuity & Environmental Lifecycle Management
- Security Culture & Human Capital Resilience

- Drive industry standards via partnership with the Maritime Anti-Corruption Network

Inchcape is an active member of the Maritime Anti-Corruption Network (MACN), the membership supports our commitment to strong corporate governance and ethical business practices. Through engagement with industry peers and stakeholders, we contribute to collective efforts to mitigate corruption risks, enhance transparency and promote high standards of compliance across the maritime sector. This collaboration strengthens our governance framework and underpins our commitment to conducting business with integrity and accountability.

- Maintain a Code of Conduct for Vendors and Partner Agents

Effective supply chain governance is a critical component of our responsible business strategy. With more than 25,000 third-party suppliers and service providers supporting our operations and customer deliveries, maintaining a robust, consistent approach to supplier oversight is essential.

All suppliers and third-party service providers are required to adhere to our Supplier Code of Conduct, which sets clear expectations across key areas including business integrity, anti-bribery and corruption, human rights, labour standards, environmental stewardship, and regulatory compliance. These requirements are reinforced through a risk-based due diligence framework and ongoing supplier management processes designed to identify, assess and mitigate potential risks throughout the supply chain. By holding our suppliers to the same high standards that govern our own operations, we strengthen resilience, enhance accountability and maintain the trust of our stakeholders.

To support effective risk management, suppliers are classified into three risk tiers—High, Medium and Low—based on the nature of the services provided and associated risk exposure. As part of the onboarding process, suppliers are required to provide evidence demonstrating compliance with our legal, regulatory, safety and performance requirements.

In 2026, we will further strengthen our supplier risk management capabilities by becoming the first supplier-turned-buyer within the Achilles global risk management network. This strategic partnership will enhance our ability to move beyond standard

compliance monitoring towards a more targeted and qualitative approach to supplier risk assessment. Through structured evaluations, we will gain deeper insight into supplier performance across critical areas, including:

- Health, Safety and Environment (HSE)
- Ethical Business Practices, Diversity and Inclusion
- Financial Stability and Carbon Management
- Business Continuity and Resilience Planning

This enhanced approach will support greater transparency across our supply chain, enabling more informed decision-making and helping to drive continuous improvement in supplier performance and sustainability outcomes.

### Speak Up

- Provide a speak up line for employees and third parties

We are committed to fostering a culture of integrity, transparency and accountability, where employees and third parties feel empowered to raise concerns about suspected misconduct without fear of retaliation. We encourage the prompt reporting of any actual or suspected illegal, unethical or non-compliant behaviour, including bribery, corruption and other breaches of our policies and standards.

Inchcape maintains a zero-tolerance approach to retaliation against individuals who raise concerns in good faith. Any form of retaliation is treated as a serious breach of our values and policies and may result in disciplinary action, up to and including termination of employment or business relationships. By promoting a safe and trusted speak-up culture, we strengthen our ability to identify and address risks early, uphold ethical business practices and maintain the confidence of our employees, partners and stakeholders.

Employees and external stakeholders may raise compliance concerns through an independently managed ethics hotline, which provides both telephone and web-based reporting channels and allows reports to be submitted anonymously. Concerns may also be reported directly to the Compliance Department via email.

Inchcape is committed to ensuring that all company-initiated investigations are conducted in a fair, impartial, thorough, and professional manner, and in compliance with all applicable international and local laws. Investigations are conducted by qualified, independent personnel under oversight from relevant governance functions. Findings are reviewed, corrective actions are implemented where necessary, and lessons learned are incorporated into our policies, controls and training programmes to support continuous improvement and risk mitigation.

## OUR ACTIONS

### ABC/Trade/Others

What we will do	How we will measure it
Compliance with Code of Conduct.	• 100% compliance rate by year end for mandatory compliance training
Ensure compliance with standard policies, procedures and controls.	

### Speak Up

Annual Compliance Campaign	• Track engagement and participation
Extend Annual Compliance Campaign to vendors	





For more information on our services and global network, visit [iss-shipping.com](http://iss-shipping.com)

