

Dolphin Drilling

# DELIVERING SAFE AND EFFICIENT DRILLING OPERATIONS



# Dolphin Drilling

## WHAT WE STAND FOR

### VISION

To be the most trusted drilling services team, delivering unmatched levels of customer service, innovation and performance.

### MISSION

We work hand in hand with our customers and continue to move the industry forward, delivering operational excellence by exploring new ways of working together. We will continue to champion innovative technologies that bring responsible solutions to the world's energy challenges.

### CORE VALUES



#### Trust

Our relationships are built on trust and honesty. We are relied upon to do the 'right' thing and to do what we say we will do.



#### Excellence

We are passionate about delivering excellence in all that we do. We are relentless in our pursuit to be the best and continuously improve.



#### Accountability

We own and take full responsibility for the work that we do. We have truly open and honest conversations to ensure we deliver the best results for our clients.



#### Momentum

We act at pace; always moving forward. We are energetic and resilient in the face of adversity and solve problems as a team.

# Content

Letter from the CEO	4
About this report	5
About Dolphin Drilling	6
Sustainability at Dolphin Drilling	6
Corporate governance	7
Stakeholders	7
Circular supply chain	9
Sustainable Development Goals	10
Materiality assessment	11
Material topics	12
Environment	13
• <i>Spill prevention</i>	13
• <i>Biodiversity</i>	14
• <i>Emissions</i>	14
• <i>Energy consumption</i>	15
People and safety	16
• <i>Health &amp; Safety</i>	16
• <i>People</i>	17
• <i>Diversity and equality</i>	19
Governance and ethics	20
• <i>Human rights and transparency</i>	20
• <i>Anti-corruption and anti-bribery</i>	21
• <i>Cyber Security</i>	21

# Letter from the CEO

2023 was a year of significant milestones and accomplishments for our Company. As we reflect on the past year, it is with immense pride and gratitude that we acknowledge the collective efforts of our dedicated team whose commitment and hard work have propelled us forward despite the challenges faced.

At Dolphin Drilling, we are committed to promoting sustainability and responsible practices that not only benefit our business but also support the communities where we operate. I am pleased to announce our second sustainability report, highlighting our initiatives in 2023. We will continue to report on material topics to Dolphin Drilling, and strongly believe in transparency and openness.

Our top priority is to ensure the well-being and protection of our personnel. We recognise that our people are our most valuable asset, hence why safety and security are at the forefront of our operations. We remain committed to achieving our goal of zero injuries and fatalities as we believe that all such incidents are preventable.

We have taken a structured approach to reduce our environmental impact and set targets to continuously improve our energy efficiency. Dolphin Drilling is committed to reduce its emissions and energy consumption through a variety of measures, such as optimising our production processes, and encouraging sustainable behaviour among our employees and customers.

Our values "TEAM" – Trust, Excellence, Accountability, and Momentum – continue to be deeply rooted in our organisation. The TEAM is what you meet when you meet people from Dolphin Drilling.

We know there is always room to improve, and we are committed to making continual improvements across all aspects of our business. Looking ahead to 2024, I am excited for another successful year at Dolphin Drilling.



I extend my appreciation to our amazing team, our supportive business partners and investors, and our loyal customers. Thank you to everyone who has played a role in shaping Dolphin Drilling into the success it is today. I cannot wait to see what the next year has in store for us.

Sincerely,

**Bjørnar Iversen**  
CEO, Dolphin Drilling



# About this report

This is Dolphin Drilling's second sustainability report and covers the reporting period from 1 January 2023 to 31 December 2023.

The report has been prepared in conjunction with the annual report. The report covers all projects where Dolphin Drilling has operational control.

The report is inspired by the 2021 Global Reporting Initiative (GRI) Standard and the Euronext guidelines for sustainability reporting.

For enquiries about the report and its content, please contact Investor Relations at Dolphin Drilling at [ir@dolphindrilling.com](mailto:ir@dolphindrilling.com)

The report has been reviewed and approved by Dolphin Drilling's board of directors. It has not been audited by an independent third party.



# About Dolphin Drilling

Dolphin Drilling is the oldest drilling contractor operating in the North Sea, founded in 1965. Our headquarters are in Stavanger, Norway, and we have offices in the UK, Norway and Nigeria. We are members of the Norwegian Shipowners Association (NSA) and the International Association of Drilling Contractors (IADC).

We deliver hyper-connected drilling services that can operate in harsh environment and mid-water markets, while bringing a new level of real-time information, cost efficiency, and low-carbon operations to support our customer ambition. The Company culture, carefully built through decades, enables rapid and flexible responses to customer needs, whilst maintaining safe and efficient operations.

Our fleet consists of three 5th and 6th generation-enhanced Aker H3 units: Borgland Dolphin, Blackford Dolphin, and Bideford Dolphin, operated by experienced teams with a strong operational track record. The rigs provide their robustness by having a high technical standard, broad operational track record, positive air gap, and a passive mooring system, giving best-in-class energy efficiency.

Dolphin Drilling AS is listed on Euronext Growth under the ticker DDRIL.

## Sustainability at Dolphin Drilling

For Dolphin Drilling, sustainability is an integral part of our long-term strategy. We provide safe and efficient operations, while using technology and new ways of operating, to lead the industry to a more sustainable future.

As we face the pressing challenge of climate change, we recognise that we too need to move away from our reliance on fossil fuels and strive towards a net-zero society. In achieving the goal of net-zero, the oil and gas industry plays a vital role. This involves not only reducing emissions from oil and gas operations, but also using the industry's resources and expertise to take advantage of the opportunities presented by the green energy transition. As we embark on this quest, we

recognise the potential risks and benefits that it presents to our Company, and we take these into account in all our strategic processes and business management approaches. We aim to maximise our positive impacts and minimise the impacts that could negatively impact people, society and the environment.

Sustainability in Dolphin Drilling is anchored at the highest corporate level through our Board of Directors' (the Board) appointment of a designated Environment, Social and Governance (ESG) committee, mandated through a specific charter of terms and reporting directly to the Board. The core of the ESG committee's mandate is to review and support our ongoing commitment to matters relating to the environment, health and safety, corporate social responsibility, corporate governance, and sustainability. In addition, the ESG committee reviews other public policy matters, like our annual sustainability reporting which is based on chosen reporting standards, and applicable regulatory requirements for our industry.

Our ESG policy and initiatives are placed at a group level. Dolphin Drilling AS. All companies within the group should be considered to participate in and contribute to our ESG principles. This is further reinforced by a common management group and director pool. The main operating companies which are actively involved in sustainability reporting are:

- Dolphin Drilling AS
- Dolphin Drilling Offshore AS
- Dolphin Drilling Operations AS
- Dolphin Drilling Limited
- Dolphin Drilling Offshore Limited



## Corporate governance

Dolphin Drilling was admitted to trading on the Oslo Euronext Growth in 2022. We seek to comply with the applicable legal framework for companies listed on the Oslo Stock Exchange and endorse the Code of Practice for Corporate Governance issued by the Norwegian Corporate Governance Board.

Dolphin Drilling aims to achieve a high standard of Corporate Governance by ensuring the appropriate divisions of roles between shareholders, the Board and Executive Management, to ensure the interest of all stakeholders are being achieved. The Board has three appointed sub-committees with specific responsibilities concerning the areas of Audit, Executive Remuneration and ESG. Each committee has a charter defining roles and responsibilities.

## Stakeholders

Having an ongoing dialogue with stakeholders strengthens our relationship with the society we operate in, and allows us to detect, investigate and manage potential risks. Regular engagement with both our internal and external stakeholders helps us meet their expectations and to determine our sustainability priorities.

Communication and engagement with our stakeholders are also crucial for transparency, equal treatment and investor encouragement.

## The Board and senior management

The Board has the ultimate responsibility for Dolphin Drilling's sustainability strategy, priority, and approach. The senior management bears responsibility for Dolphin Drilling's development and day-to-day activities. The senior management presents its management review and reports to the Board quarterly.

## Shareholders

Our owners are a key stakeholder group who directly affect our priorities and strategies. We engage with our shareholders to ensure transparency of financial information and our operations and communicate through financial updates, regular calls, rig visits, and conferences.

## Employees

We are dependent on our employees' expertise, in addition to their understanding of sustainability, as well as the Company's objectives and targets. We strive to ensure regular employee communication and engagement through our intranet, committees, and manager updates.

## Government

Our Company is subject to the regulations and legislation set by governmental and local authorities, which directly influence our operations. We strive to ensure that all our processes and resources comply with these regulations.

## Customers

Our customers' expectations influence our sustainability priorities. We are expected to demonstrate sustainable environmental performance, safe operations, a competent workforce, and regulatory compliance. To meet these expectations, Dolphin Drilling has a comprehensive Health, Safety, Environment, Energy and Quality (HSEEQ) management system in place, invests in employee training and development, and adheres to regulatory requirements. We regularly conduct audits and report performance to interested parties in order to ensure that their needs are met.

## Suppliers and vendors

Our vendor registration processes drive our suppliers' awareness of modern slavery, human rights, and ethical business practices through our Code of Conduct. Our aim is to partner with suppliers who prioritise sustainability and offer sustainable products and services. We hold regular meetings with our most critical suppliers to ensure thorough two-way communication with shared learnings but ensuring they are maintaining our sustainability and ethical standards.

## Local communities and charities

Dolphin Drilling acknowledges that we have a responsibility for the effect our work has in the regions where we operate, and we strive to be a socially responsible business and give back to society in the areas where we can.

Learn more about:

### Abernecessities

Christmas is a wonderful time, and we believe that no child should go without believing in all the magic. However, more than 20% of the children across Aberdeen and Aberdeenshire are living in poverty which means that the magical feeling and hopeful anticipation of Christmas morning doesn't exist for them.

Dolphin Drilling's chosen charity for 2023 was Abernecessities, which provides disadvantaged families with the essentials and necessities that no child should go without. From maternity bundles for mother and baby to nappies, formula milk, clothing, toys and equipment for children aged 0-18 years, the charity recognises the importance of meeting the basic needs of a child in order to give them the best start possible. Last year, Dolphin Drilling became an Elf Helper Sponsor, meaning that the company funded 100 Christmas Eve Boxes, carefully personalised for each child that the charity supports, and full of cosy essentials and lovely surprises.



Learn more about:

### The Garioch Run

We enjoy giving back to our local community and a group of our dedicated staff signed up to the Garioch Run in aid of the Abernecessities Charity. Our staff worked hard to improve their fitness levels, with regular training sessions during their lunch hours to help them reach their personal best. The race involved a team completing both 5km and 10km runs. Our employee's commitment to this charitable event demonstrates the essence of the Dolphin Drilling culture, reinforcing our sense of shared purpose and community spirit.





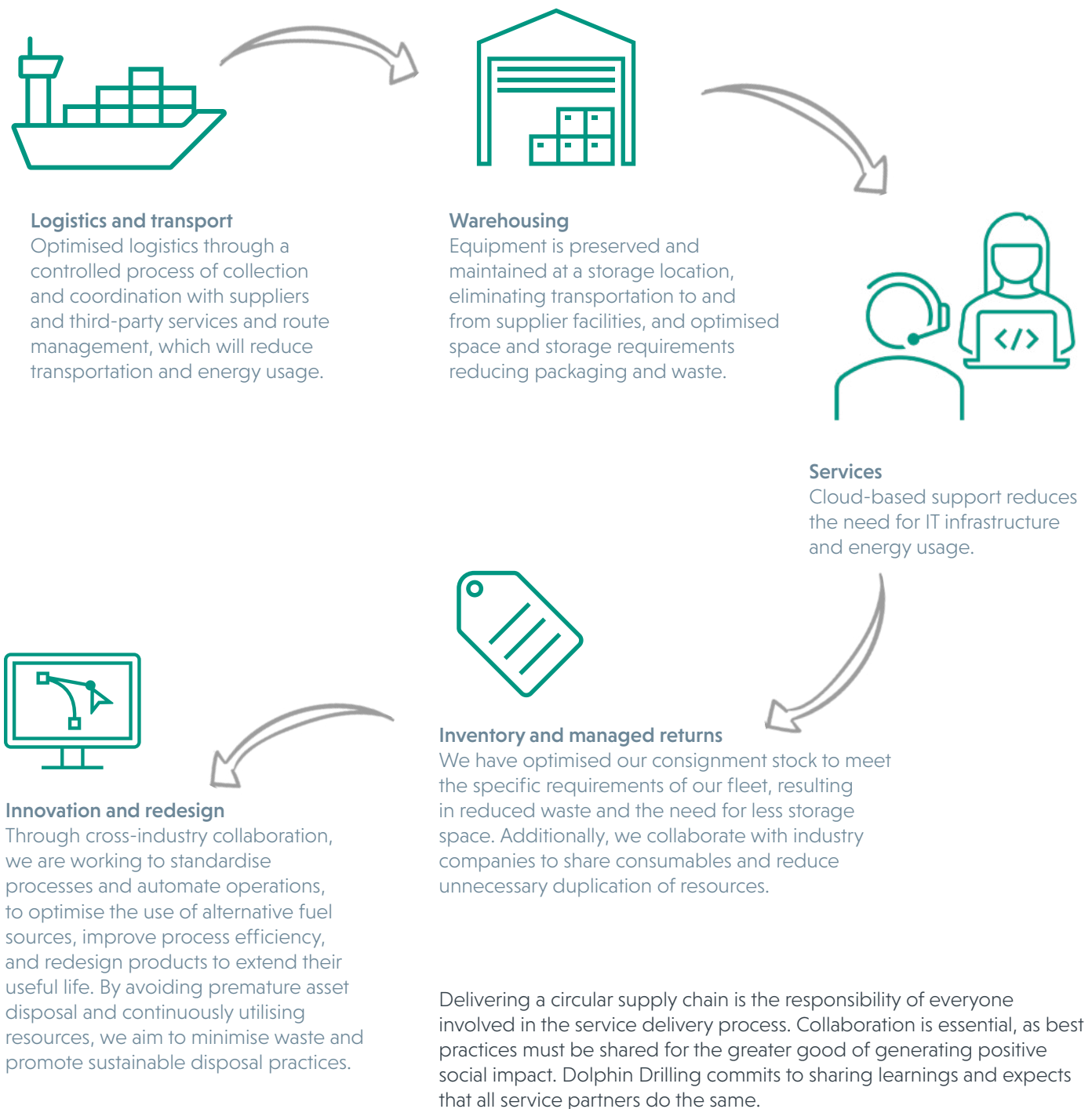
## Circular supply chain

Dolphin Drilling aims to deliver an optimised, timed, and controlled flow of materials to and from rig operations, all with the highest level of safety and lowest operational risk, cost, and carbon footprint. To achieve this, our circular supply chain approach focuses on keeping products and materials in use at the highest possible value and regenerating natural systems.

In strategic collaboration with our innovative logistics partner, we are gearing up for a transformative venture

in 2024. Our proactive approach involves joining forces with our esteemed freight agent to integrate their digital technology, specifically tailored to champion the principles of a circular supply chain. This initiative is not just about tracking freight movement; it's a commitment to improving our sustainable practices and transforming the way we navigate and oversee multiple aspects of our supply chain.

This is done by focusing on the following key areas:



# Sustainable Development Goals

Dolphin Drilling has initiated a program aimed at maximising our efforts by setting ambitious and time-bound sustainability goals, which support several of the UN Sustainable Development Goals.

Category	SDG	Target	Material topics	Ambitions	Status from 2023	Goals/Objectives for 2024
Environment and climate		13.2	Spill Prevention Emissions Energy Consumption	Every year, we will be the market leader in low emissions	Dolphin Drilling had a reduction of 13,4% in overall energy consumption in 2023 compared to 2022	Reduction in energy consumption by 3-5% for each individual operational rig for the period 2024 to 2025
		9.4	Emissions	Procurement of energy-efficient products and services to improve energy performance	Dolphin Drilling had a reduction of 6.4% in overall Scope 1 and 2 emissions in 2023 compared to 2022	Reduction in CO <sub>2</sub> e from Scope 1 and 2 emissions by 5% for each individual operational rig for the period 2024 to 2025
People and safety		3.9	Health and Safety	The safety, health and wellbeing of our people is a top priority for Dolphin Drilling	Two personnel injuries that required medical treatment on the Blackford Dolphin during 2023. Both incidents were investigated and actions were addressed.	Zero harm to personnel
		8.7 8.8	Human rights and transparency	Create a working environment that promotes dignity and respect for all	All personnel were trained in anti-corruption and business ethics during 2023, and a due diligence process is established for all supply chains.	Ensure all personnel are trained in anti-corruption and business ethics and have a thorough due diligence process in place for our supply chain
Governance and ethics		5.1 5.5	Diversity and equality	Promotes a culture of respect and equal opportunity in which individual success solely depends on competence, experience and performance	Grievance processes and an independent hotline and process for whistleblowing are in place	Ensure that all recruitment processes are fair and transparent and effective mechanisms are in place for reporting discrimination.
		12.5 12.6	Emission Energy consumption	Evaluate and define scope 3 emissions	No reporting tools to evaluate and define Scope 3 emissions were implemented in 2023	Implement reporting tools to support the ambition
		14.1 14.2	Spill prevention	We commit ourselves to proactive management in the elimination of harm to the environment	No spills to sea were reported during 2023	Zero spills to sea

# Materiality assessment

Based on an internal materiality assessment conducted in the second half of 2022, we have defined the following topics as the most material:



Spill prevention



Emissions



Health and safety



Diversity and equality



Anti-corruption

Energy consumption, biodiversity and our people are other important topics to us. Human rights and transparency are of the utmost importance to us, and we are committed to implementing and enforcing effective systems and controls to ensure that modern slavery is not taking place anywhere in our business or supply chain.

The topics reflect the most material issues relevant to Dolphin Drilling's operations, as identified and assessed by relevant levels of our organisation, including the operational level, the executive management, and the Board.

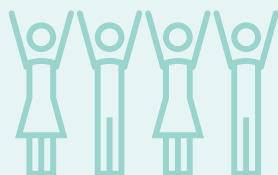
As reported last year, we planned on conducting a stakeholder dialogue and updating the materiality assessment in 2023. Due to unforeseen events throughout the year, this was not carried out. However, our goal for the next year is to ensure systematic and relevant reporting on our chosen material topics inspired by the GRI Standard.

# Material topics



## Environment

- Spill prevention
- Biodiversity
- Emissions
- Energy consumption



## People and safety

- Health & Safety
- People
- Diversity and equality



## Governance and ethics

- Human rights and transparency
- Anti-corruption and anti-bribery
- Cyber Security



# Environment

Reducing emissions is a top priority for Dolphin Drilling, given the energy-intensive nature of our offshore operations. We recognise the importance of improving our energy performance and minimising our environmental impact.

Through adopting best practices, exploring new technologies, and collaborating with partners, we are committed to reducing our emissions, achieving cost savings, and enhancing our operational efficiency. Our efforts reflect our commitment to being a responsible corporate citizen and contributing to a sustainable future for all.

## Spill prevention

Prevention of spills at sea and land is of the utmost importance for us to prevent damage and protect the environment. Therefore, the high-level goal of our HSEE policy states that we will have **no spills into sea or groundwater**. The HSEE Policy is readily available to all interested parties through various means.

We follow the requirements of the International Convention for the Prevention of Pollution from Ships (MARPOL), and personnel are encouraged to report any potential sources of spills or releases to the environment.

In order to prevent the spread of invasive species, proper management of ballast water is essential. This is achieved through the implementation of ballast water management plans and the use of ballast water treatment systems, which ensure that the water is treated before it is discharged, in accordance with the regulations outlined in the Ballast Water Management Convention.

No spills occurred in 2023, a year in which we undertook operations in Nigeria. During the year, Dolphin Drilling worked on several drilling campaigns.

Dolphin Drilling have in place an Environmental Management System that is certified to ISO 14001:2015 and the International Safety Management Code (ISM Code). This ensures that there are robust systems and processes in place to prevent spills to the environment and effective response methods for environmental incidents. The system is regularly audited, both internally and externally, and is subject to rig visits from the regulatory authorities to ensure compliance with local legislation and requirements.

As part of our commitment to digitalisation and embracing new technology, we have in place an integrated management system. This system provides us with enhanced capabilities to manage our operations effectively. Additionally, we are looking into utilising modern technology to monitor energy consumption on our rigs in real-time, allowing us to identify areas where we can optimise energy usage efficiently. Through our Class-approved maintenance system that is integrated into our business management system, we ensure that all spill prevention maintenance is carried out according to the highest standards. These efforts demonstrate our commitments to utilising innovative technology to reduce our environmental impact while maintaining the highest operational standards.

Type of fluid	Metric	2020	2021	2022	2023
Fuel Oil	Litres	2	0	0	0
Base Oil	Litres	50	1	0	0
Hydraulic Oil	Litres	1	100	0	0
Crude Oil	Litres	0	50	0	0
Brine	Litres	0	90	0	0
<b>Total</b>	Litres	<b>53</b>	<b>241</b>	<b>0</b>	<b>0</b>

Table 1: Spills from operations



## Biodiversity

The decline in biodiversity in recent decades, threatens to bring disastrous consequences to the environment and people. Our rigs are required to have environmental permits in place and to be approved by national regulators before operations can commence. Currently, we have no rigs located in protected areas or areas of high biodiversity value. By identifying where our activities pose a threat to endangered plants and animal species, we can initiate appropriate steps to avoid harm and to prevent the extinction of species.

Physical or chemical impacts	Biological impacts	Socio-economic impacts	Corporate impacts
Noise	Benthic communities	Fishing	Compliance
Visual impact	Fish	Shipping	Cost
Seabed	Sea mammals	Neighbours	Reputation
Land contamination	Sea birds	Employment and Economic Opportunities	Carbon Footprint
Landfill	Harm to Marine Organisms	Community Infrastructure Development	
Loss of containment to sea	Introduce non-native species, pathogens and harmful algae blooms	Population and Demographic Changes	
Water quality		Social Conflicts and Disruptions	
Air quality		Revenue Generation	
Ozone depletion			
Resource depletion			
Vibration			

Table 2: Direct and indirect impacts on biodiversity from Dolphin Drilling’s operating rigs

## Emissions

Dolphin Drilling places high priority on reducing emissions from our energy-intensive offshore operations. Through adopting best practices, exploring new technologies, and collaborating with partners, we are committed to improving our energy performance and minimising our environmental footprint.

To accurately measure and report our greenhouse gas (GHG) emissions, Dolphin Drilling uses industry-standard methodologies. For emissions from fuel consumption on each rig, we follow section 8.3 of the EEMS Atmospheric Emissions Calculations document, which is widely used in our industry. For office-based emissions from electricity and natural gas, we use the UK Government’s GHG Conversion Factors for Company Reporting worksheet, based on total energy consumption.

Our GHG emissions intensity ratio is calculated based on hours worked, and we strive to reduce emissions every year. Our scope 1 emissions include fuel oil burned

on our rigs and natural gas used in office premises - essentially any fuel burned on-site. In 2023, our scope 1 emissions were 11,042 tons CO<sub>2</sub>e, representing a decrease from 2022 due to less operational time throughout the year. We also monitor and measure refrigerant emissions (F-gas) and electricity consumed from our onshore locations to determine emissions. Scope 2 emissions include the electricity used in our office premises.

In future reporting, we also plan to include Scope 3 emissions, which cover indirect emissions that occur in our value chain which will help us identify energy efficiency opportunities in our supply chain and work with our suppliers on solutions to reduce emissions. In general, we are committed to transparent reporting and continual improvement in our sustainability performance.

Measuring and reporting methods are constantly being reviewed to ensure that we improve our understanding, and that the information is correct as per current industry guidelines.

Emissions	Metric	2020	2021	2022	2023
Scope 1 Direct GHG Emissions	Tons CO <sub>2</sub> e	14,305	27,729	11,692	10,591
CO <sub>2</sub>	Tons	15,971	88,733	37,414	33,891
CH <sub>4</sub>	Tons	0.898	1.745	0.754	0.656
N <sub>2</sub> O	Tons	1.098	2.133	0.921	1
Other Air Emissions					
N <sub>0</sub> x	Tons	-	576	249	217
S <sub>0</sub> 2	Tons	296	38	17	15
VOC	Tons	20	19	8	7
Scope 2 Indirect GHG Emissions	Tons CO <sub>2</sub> e	10	85	99	451
F-Gas (Refrigerant)	Tons CO <sub>2</sub> e	12.07	-	30.30	49.67
Intensity Metric – Work Hours	MtCO <sub>2</sub> e/ 1k work hours	30.62	30.63	16.72	32.77

Table 3: Estimated emissions for Dolphin Drilling

## Energy consumption

Dolphin Drilling is committed to minimising the climate footprint of our industry by combining our experience in energy-efficient operations with the latest technology. We prioritise energy efficiency through digital planning, customised operations and smart energy management, recognising that efficient energy use is crucial for combating climate change and reducing our environmental impact.

To support our energy management initiatives, we have implemented an energy management dashboard (Rig Analytic Hub) that gives an overview of total energy used on our rigs. Our "Rig Analytic Hub" monitors fuel usage in six different modes, allowing us to measure fuel consumption by operational activity and to identify opportunities for improvement.

Our Aberdeen and Stavanger offices now have an electricity supply that is generated from 100% renewable energy.

Energy Consumption	Metric	2020	2021	2022	2023
Total CO <sub>2</sub> e	Tons	11,813	27,814	11,792	11,042
Total Fuel Consumed (Marine Gas Oil)	Tons	4,991	9,695	4,188	3,646
Fuel from renewable sources	Tons/(%)	N/A	N/A	N/A	0.57%

Table 4: Estimated energy consumption for Dolphin Drilling





# People and safety

**We are committed to ensuring the health, safety, and wellbeing of our employees. We recognise that our people are our most important asset, and we strive to ensure a safe and healthy work environment.**

We prioritise the safety of our employees in everything we do, from designing processes or making technical improvements, to operating our rigs with robust safety procedures and protocols. Moreover, we provide all employees with relevant training and coaching to ensure a safe working environment.

We also understand the importance of promoting diversity and equality in the workplace. We are committed to fostering a culture of inclusion where everyone feels valued, respected, and supported. We believe that promoting diversity and equality not only benefits our employees, but also contributes to our overall success as a Company.

## Health & Safety

Maintaining a safe and healthy working environment is critical to Dolphin Drilling and our stakeholders. Safe operations are at the core of our overall approach, and we continuously work to ensure that employees are safe at work.

To achieve these goals, Dolphin Drilling has established an integrated HSEEQ Management System, as a means of ensuring that all services provided meet specified health, safety, environmental, quality requirements and energy. It covers all employees in the Company and is translated into different languages. Management system documentation is held electronically within the system database and is available to all Dolphin Drilling employees on the Company intranet.

We continuously review the documents in the management system, which include experienced learnings, regulatory and code updates. The system is audited on an annual basis by DNV, an independent expert provider of assurance and risk management, to maintain our certificates. These are as follows:

- ISO 9001:2015 – Quality Management System
- ISO 14001:2015 – Environmental Management System
- ISO 50001:2018 – Energy Management System
- ISM – International Safety Management (ISM) Code
- ISPS Code – International Ship and Port Facility Security (ISPS) Code

Dolphin Drilling's operations adhere to the International Safety Management Code (the "ISM Code"), and the International Ship and Port Facility Security Code (the "ISPS Code"), both created by the International Maritime Organisation (IMO). The codes provide an international standard for the safe management and operation of ships and pollution prevention, and the detection and deterrence of security threats within an international framework.

Dolphin Drilling Management System is audited by external parties on an annual basis. External audits:

- IADC Competency Assurance Audit
- Annual Periodic ISO 9001/14001/50001 & ISM audit (Performed by DNV)
- Harbour (Client) Management System Audit
- KPMG annual audit (accounting and tax)
- Biannual FPAL Verify Audit
- Client Management System Audit

All the findings from the audits are registered, monitored and followed up via our reporting database Synergi. No major findings were revealed from any of these audits in 2023.

The daily activities that are undertaken on our rigs are subject to specific controls to prevent harm to personnel and the environment. Dolphin Drilling follow a 'Zero Philosophy' approach with a high level goal 'Nobody Gets Hurt' as stated in the Company HSEE Policy. To accomplish this, Dolphin Drilling use a number of risk management tools in order to eliminate or reduce risk to a level 'As Low As Reasonably Practicable' (ALARP). These include:

- Work Permit
- Isolations
- Safe Job Analysis (SJA)
- TaTo Risk Assessment
- Observation Cards
- Time Out for Safety (TOFS)
- Chemical Management
- Toolbox Talk and Drills

Personnel are trained in how to use these tools and also to foresee potential hazards that contributes to incident free operations.

Dolphin Drilling have a 'behavioural based safety system' in place that is used as a means to highlight any safe or unsafe acts or conditions that may be observed. Observation Cards are used to report and document work-related hazards and hazardous situations and all personnel are encouraged to participate in the system so improvements can be made to the task or operation, and to the overall management system.

There were two personnel injuries resulting in Lost Time Incidents (LTI) during operations in 2023. These incidents happened during work on the drill floor and both were investigated in order to prevent similar incidents. Safety stands were held on the rig with all crew to ensure transfer of learnings and prevent recurrence. Independent investigations were carried out and underlying causes were discussed and agreed in order to initiate effective actions and prevent recurrence.

## Training and Competence

Dolphin Drilling has a robust training and competence programme. Our goal is to ensure we always have suitably qualified, trained and competent personnel to ensure our operations are carried out in a safe and efficient manner.

Our training programme covers a wide range of topics and involves a combination of:

- **Safety critical training:** Ranging from emergency and spill response, fire and helicopter safety, survival skills, as well as complex drilling and well control.
- **Skill training:** Ensures that our staff are familiar with specific work-related hazards, risk assessment, permit to work and Company processes.
- **Equipment training:** For rig-specific equipment and the processes to be followed when handling equipment.
- **Company specific training:** Training on procedures and processes ranging from ISO, ISM, our management system, anti-bribery and business ethics and cyber security.

Our Competence Assurance Management System (DD-CAMS) is certified by both OPITO and IADC. DD-CAMS supports the training programme, by demonstrating the crew competence in relation to their safety critical work tasks.



All personnel travelling to our rigs are required to complete formal training and a Company induction prior to mobilising offshore. The induction course covers a range of topics related to health, safety and the environment, and are designed to ensure all personnel are aware of the risks and hazards when working offshore. Moreover, all personnel must complete the Dolphin Drilling Travelling and Living onboard course. This course provides information on what to expect prior to travelling offshore including the logistical arrangements, pre-travel expectations and the living conditions and standards offshore.

Once onboard the rig, all personnel will undertake a safety induction and familiarisation process, which includes a tour of the unit, information on security, incident reporting, safety routines and Company policies.

## People

People are at the heart of everything we do, and we are committed to having a good working environment and a high level of employee engagement.

Our digital employee engagement survey, called "The Dolphin Voice" saw the highest participation levels to date with 88% of the workforce completing the survey in 2023. The insights provide a more objective view of what we are doing well as a Company, and where we have room for improvement. Moreover, feedback is gathered on our Company Core Values, Trust, Excellence, Accountability and Momentum to ensure that all our values are aligned.

The tool is available in a number of languages and our launch included surveys in English, Norwegian and Spanish. The survey allows us to gain regular feedback on conditions that can influence the employee's health, safety and welfare and other issues that are relevant to the Company. The feedback is then used to ensure that we continue to improve as a business and address any areas that require attention.

We ensure our recruitment processes are fair and transparent. In addition to regular employee surveys, Dolphin Drilling have effective reporting mechanisms in place which include our grievance procedures and an independent whistleblowing line.

During 2023, our direct employees offshore were 100% comprised of men, however, our offshore medical and catering teams, which are outsourced roles, also included women.



Category	No. of men	No. of women	Total
Full-time employees (onshore)	38	17	55
Full-time employees (offshore)	73 (100%)	0	73
Part-time employees (onshore)	0	5 (100%)	5
Temporary employees (onshore)	0	0	0
Involuntary part-time employees	0	0	0
Parental leave	0	0	0
Organisation total (excluding the Board)	111(83.5%)	22 (16.5%)	133 (100%)

Table 5: Breakdown of employees and parental leave in 2023

Category	Ratio of basic salary and remuneration of women to men (based on average numbers) <sup>1</sup>	No. of men	No. of women	Total
The Board	N/A	4 (100%)	0	4
Executive team <sup>2</sup>	N/A	5 (100%)	0	5
Management team <sup>3</sup>	104.4%	5 (62.5%)	3 (37.5%)	8
Management level 2 <sup>4</sup>	93.82%	22 (78.6%)	6 (21.4%)	28
Advisory <sup>5</sup>	107.7%	6 (31.6%)	13 (68.4%)	19
Offshore	N/A	73 (100%)	0	73

Table 6: Payroll and breakdown of employees and members of the Board by gender

1. For the purpose of the overview, all payrolls are converted to USD, hence the numbers are affected by exchange rate fluctuations.
2. Chief Executive Operator, Chief Operating Officer, Chief Financial Officer, Chief Technical Officer and the Chief Strategy Officer.
3. The Management team has a higher number of men compared to women and consists of the department managers, excluding the executive team..
4. All managers and senior personnel. This category has a much higher percentage of men compared to women. The majority are within our technical and operations departments, with the women being assigned to HR, Finance, HSE&E.
5. This category consists of all advisory and administration employees. This category has a higher percentage of women compared to men.

Learn more about:

## People

In 2023, we announced the addition of 2 further semi submersible drilling rigs to the Dolphin Drilling Fleet with the purchase of the Paul B Loyd, Jr and the soon to be called Dolphin Leader.

A priority for us as a Company was to ensure that the employees transferring to Dolphin Drilling were welcomed, engaged and familiarised with the Company systems and processes from an early stage. To achieve this, we hosted a number of integration workshops for the offshore employees, where we focussed on our management system, our key processes and most importantly some team building to help us get to know our new employees.

The workshops were a great success and will ensure a smooth transition of all personnel to the Dolphin Drilling family in 2024.





## Diversity and equality












In Dolphin Drilling, we are committed to encouraging equality, diversity, and inclusion among our workforce, and eliminating unlawful discrimination. We always strive towards a working environment that provides equality, fairness and respect for all individuals engaged by the Company.

Dolphin Drilling has a zero-tolerance policy towards discrimination. We have policies in place that prohibit discrimination and clear processes for addressing and reporting discrimination. We provide training to all employees and ensure all personnel read and understand our Code of Conduct.

Our guidelines on equality and discrimination are covered in our HR Policy, Code of Conduct, and Modern Slavery Policy Statement, and are published in our management system.

Dolphin Drilling employs a diverse range of nationalities and encourages local crew content for all locations where we operate.

Within our Company the following nationalities are represented:

-  Canada
-  Croatia
-  Denmark
-  Ireland
-  Malta
-  Mexico
-  Norway
-  Portugal
-  UK
-  Nigeria
-  France



During 2023, we had operations in Nigeria and employed a large percentage of Nigerian personnel through our local partner onboard the Blackford Dolphin.

The Nigerian recruitment campaign involved working closely with the Nigerian Content and Development Monitoring Board (NCDMB) to ensure that local personnel were considered for all positions working onboard Blackford Dolphin, and that a programme for training and development was in place.

Our Employee Survey, "Dolphin Voice", measures employee perceptions on the Company's efforts to maintain a diverse workforce and create an environment where every individual feels included.

Dolphin Drilling has implemented several mechanisms to detect risks, obstacles, causes, and actions in relation to equality and discrimination. Human rights are identified as potentially high risk within our Risk Management System, particularly the engagement of personnel in international locations.



# Governance and ethics

At Dolphin Drilling, we believe that conducting our business with integrity, respect for human rights, and transparency is essential for achieving long-term success and sustainability.

As a responsible corporate entity, we are committed to upholding the highest ethical standards in all our operations, including preventing bribery and corruption, respecting human rights, and promoting transparency.

## Human rights and transparency

Dolphin Drilling recognises that modern slavery is a crime and a violation of fundamental human rights. It can take various forms, including slavery, servitude, forced labour and human trafficking. Consistent with the UK Modern Slavery Act and the Norwegian Transparency Act, Dolphin Drilling has a zero-tolerance approach to modern slavery and other basic human rights violations and is committed to acting ethically and with integrity in our business dealings and relationships. We are committed to implementing and enforcing effective systems and controls to ensure that modern slavery is not taking place anywhere in our business or supply chain and that we ensure decent working conditions for all.

To ensure decent working conditions and to prevent modern slavery and violation of fundamental human rights, Dolphin Drilling has taken several measures, including the following:

- Implementing Company procedures such as the Code of Conduct, a third-party due diligence procedure, and a whistleblowing procedure
- Conducting a robust vendor registration and due diligence process for all vendors before accepting them onto the approved vendors' list

- Conducting risk assessments to stop and limit the risk of negative consequences, which can increase depending on geographical location and the type of supplier
- Requiring all business partners to comply with our Code of Conduct
- Providing all employees with annual training on anti-corruption and business ethics
- Establishing an independent whistleblowing line to report any concerns
- Perform quarterly business reviews with critical suppliers to monitor the implementation of procedures

Dolphin Drilling encourages all employees, vendors and partners to raise any concerns or suspicions of modern slavery or violation of human rights in any part of the business or supply chain. Our measures are reviewed annually to ensure their effectiveness in preventing modern slavery. Our Modern Slavery Policy and a statement on the Norwegian Transparency Act can be found on our [website](#).

## Anti-corruption and anti-bribery

Dolphin Drilling is committed to promoting ethical behaviour and maintaining a zero-tolerance policy against bribery and corruption. To ensure this, all employees and third-party personnel are required to complete our annual e-learning on anti-corruption and business ethics course, in addition to following the Code of Conduct. Anti-bribery and corruption are integral to our Code of Conduct, which is designed to promote ethical behaviour and provide guidance for all employees. The Code of Conduct is shared with external parties upon request as part of our commitment to transparency. This provides everyone with a clear understanding of our expectations for ethical behaviour.

As a part of our commitment to sustainability, we maintain a comprehensive risk register that evaluates any risks that could impact people, operations, or the fleet. The register considers risks beyond corruption, including financial loss due to cyber-attacks or online fraud, asset misappropriation fraud, non-compliance with governing models, and counterparty and supplier financial risk.

We have implemented vendor management policies to ensure that all third-party relationships are conducted in an ethical and responsible manner. This includes conducting a third-party integrity risk assessment to determine the extent of diligence required before establishing an operating relationship. This assessment includes a review of the Corruption Perception Index, the nature of the goods and services being offered, the compensation structure, and the type of vehicle involved.

During the year, we conducted two comprehensive audits specifically targeting our critical suppliers in Nigeria. These audits were meticulously designed to not only align with our contractual obligations but also to rigorously assess and ensure adherence to the highest standard of ethics, compliance and sustainable practices.

Dolphin Drilling also promotes reporting of any misconduct. Employees and third parties can report through several channels including a confidential whistleblowing hotline. In addition, employees are encouraged to report any critical concerns to the Vice President of Human Resources or to the Chief Financial Officer. The methods for reporting are described in our Company Code of Conduct and in our dedicated Whistleblowing Procedure, which provides details on independent and confidential process for raising concern related to business conduct. This ensures that everyone has access to safe and secure reporting channels.

No incidents of corruption have been reported in 2023, and no legal cases relating to corruption were brought against the Company or employees during the same period.

## Cyber Security

The current geo-political situation in Europe is still keeping the Cyber threat towards our sector high on the agenda, as Dolphin Drilling recognises the importance of maintaining effective cyber security barriers.

We are continuously improving our cyber security barriers in line with new enhancements in technology.

Supported by the 24/7 Security Operations Centre (SOC) and Incident Response Team (IRT), advanced technologies are applied to detect any anomalies in user behaviour and to protect our critical assets. In addition, our Information Security Management System (ISMS) is an integrated part of our management system and is in compliance with the security measures required by IMO for the maritime sector and NOG104 for Oil and Gas. A major barrier against any cyber incident is awareness amongst our employees. All employees and contractors are required to complete cyber security e-learning courses, and we conduct regular phishing exercises.

Dolphin Drilling meets regularly in the joint Information Security Network chaired by Norwegian Ship Owners Association to drive common industry efforts and align on initiatives. As a member of Norma Cyber and associated member of InfraCERT, we receive regular cyber intel towards the Maritime and Energy sector.



To be the most trusted drilling services team,  
delivering unmatched levels of customer  
service, innovation and performance.



**NORWAY**

Dolphin Drilling AS  
Vestre Svanholmen 12  
N-4313 Sandnes, Norway  
Haakon Viis gt 2  
0161 Oslo, Norway  
Phone: +4751694300

**UK**

Dolphin Drilling Ltd.  
1 Harvest Avenue  
D2 Business Park  
Dyce Drive, Aberdeen  
AB21 0BQ Scotland  
Phone: +441224411411

**BRAZIL**

Dolphin Drilling Brasil Ltda.  
Rua do Passeio, nº 42 /  
11. floor – Centro  
20021-290 Rio de Janeiro, Brazil  
Phone: + 55213344-2205  
Fax: +55213233-4804