

MAINTAINING A BETTER WORLD

2020 CORPORATE RESPONSIBILITY REPORT



A Fluor Company



ELECTRICITY USE

16.17 GWh

KILOMETERS DRIVEN

50 million

WATER USE

20,473 m3

HIGH POTENTIAL INCIDENT RATE

**0.10 per 200,000
hours**

SCOPE

Produced by Stork Technical Services Holding B. V. (referred to as Stork), this report covers all companies and subsidiaries, including joint ventures over which Stork has management control. This report has been reviewed and approved by our Stork Management Board for publication.

APPROACH

Stork have adopted and aligned with the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises and the UN 17 Sustainable Development Goals. Our approach, and our intent for the basis of future reporting, is guided by the Global Reporting Initiative (GRI) Standards. At present, the majority of content included in this report is subject to third party review. As we evolve and mature our reporting protocol, we will progress towards external verification of the content of future reports.

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ABOUT STORK

SUSTAINABLE DEVELOPMENT GOALS

The UN Sustainable Development Goals (SDGs) provide a roadmap for humanities progress and a clear call for businesses to contribute to a better world.

The COVID pandemic has posed a massive challenge to society and led to a reversal of progress on a number of the SDGs. For example the World Bank estimate over 100 million additional people have been pushed into extreme poverty and 1.6 billion children have missed school during the last year.

The pandemic has widened gender inequalities. We recognise that we can play our part to accelerate progress towards delivering the SDGs as society builds back from the pandemic. Stork is committed to playing our role and we believe we can increase the speed and scale of delivery across a wide range of SDGs through engaging our people, our clients, our communities, our suppliers and our partners.



Every day, everywhere we operate, we are working closely with all our stakeholders to create long-term mutual benefit that does not sacrifice the opportunity of future generations to thrive.

When establishing the UN SDGs, the United Nations described their objectives as being to 'end poverty, protect the planet and ensure all people enjoy peace and prosperity'. That aim is closely aligned with Stork's purpose of 'Maintaining a Better World'.

Following review of the UN SDGs, we identified that whilst Stork supports all 17, our direct ability to influence is greatest in the following:

- Goal 3** Good Health and Wellbeing
- Goal 5** Gender Equality
- Goal 7** Affordable & Clean Energy
- Goal 8** Decent Work and Economic Growth
- Goal 9** Industry, Innovation and Infrastructure
- Goal 12** Responsible Consumption and Production
- Goal 13** Climate Action

These areas are where we believe Stork can make a difference through our partnerships with our stakeholders.

As we work through 2021, we will be assessing how we can best align with the UN SDGs and challenging ourselves to define how the actions we take move society closer to achieving these goals. Our Stork purpose, our ambition and our core values are aligned with the intent of the SDGs and are what guides our actions every day, everywhere.

OUR JOURNEY

At Stork, Corporate Responsibility is part of our company DNA.

When the foundations of our company were laid in 1868, this included Stork's commitment to Corporate Responsibility (CR), the wellbeing of people and the belief in shared prosperity.

Now, over 150 years later, CR remains at the core of our purpose and our values at Stork. Stork today is a strong, global business.

We are part of Fluor and we operate as an independent brand in over 100 countries across 6 continents. We employ more than 19,000 people who in turn serve more than 4,000 clients. Our operations are organised regionally, and in each area we have many industry-reference examples of innovation and development. Our 'One Stork' philosophy is to increase coordination across our regional businesses, to maximise the impact of our best practices and be more globally aligned while being focused on the communities we work in and the clients we serve.

Since 2017, Stork's sustainability performance has been reported annually as part of the Fluor Sustainability Report. In 2017, we published our first Sustainability report for our Colombia operations and have published our detailed plans, progress, targets and performance every year for this part of our business since then.

During 2020, we reflected on our current CR position, the drivers that are influencing our business, our stakeholders needs and expectations and what our stakeholders know about what we do. As the world rapidly transitions to cleaner, more resilient and sustainable ways of living, we recognise those challenges as our own. We also recognised the need to be more transparent about our own behaviour, our areas of focus and the progress we are making.

We have also taken steps to better align and coordinate CR at Stork. We have appointed a global CR Officer and global CR leadership team, a framework for governance, shared existing best practices and updated CR plans for each area of our business. We have significant maturity and experience in CR within our parent company and our operations in Latin America. We are leveraging this to the advantage of our global business.

In this first Stork CR report, we address the need to be more transparent, to share some of the actions we are already taking and the headway we are making in addressing the impacts that we and society cares about.

Our approach to CR follows the internationally recognised 'triple bottom line' approach; focused on our social, environmental and economic impact. We refer to this as people, planet, clients and shareholder and this ensures we retain a

FLUOR SUSTAINABILITY REPORTS



COLOMBIA SUSTAINABILITY REPORTS



broad perspective of how we define value, beyond simply financial measures.

We aim to be as open as possible, by sharing a comprehensive report that builds on our existing frameworks. This report, and those we shall create in future years, will chart our progress and ambitions in Corporate Responsibility.

Throughout 2021 and looking towards 2022, we will continue to involve and empower our global workforce and leadership in maturing our CR culture.

Enabled by Stork's CR Committee and CR Global Task Force, this will be achieved by:

- Increasing alignment with global CR teams
- Sharing feedback from all stakeholders
- Identifying areas of materiality
- Presenting opportunities for action

From this we will develop our global and local governance program that is based on materiality, mutual long-term benefit and prioritisation of available resources.

In doing so, Stork shall support and align with the United Nations Sustainable Development Goals (SDGs). In addition to these, we embrace our obligations as a responsible business through the International Labour Organisation, UN Global Compact, UN Declaration of Human Rights OECD Guidelines and UN Working Group on Business and Human Rights.

In future reports, we shall begin to align content with the Global Reporting Initiative (GRI) structure, as we do currently for our annual Fluor and Stork Colombia reports. This 2020 CR report is a step on our continuing journey at Stork. It demonstrates our commitment to transparency and to keeping our stakeholders updated on our progress, now and in the future.

We hope you find this report informative. Your feedback is welcomed and we encourage you to share it with us at communications@stork.com or by completing a short feedback form via the QR code below. Thank you.



A MESSAGE FROM TACO DE HAAN



At Stork, Corporate Responsibility is part of our DNA and our commitment to Corporate Responsibility goes back to the time the foundations of our company were laid by our founding father C.T Stork in 1868.

The essence of Corporate Responsibility at Stork is that we are a multi-stakeholder company and that our attention must be balanced and deliver long-term value across all our stakeholders. In practice this means not only focusing on meeting the needs of our shareholder, but also on creating lasting value for our people, clients, and the planet.

Stork has always mobilized its technical expertise and craftsmanship to deploy solutions to improve the performance of our clients' assets. That is what we are passionate about at Stork.

I believe our new purpose statement, 'Maintaining a Better World', captures it nicely: Maintaining is what we do at Stork and a Better world is the long-term value we create for our employees, the communities and environment we work in, our clients and our shareholder.

Digitalization, sustainable development, the energy transition, and an increasingly competitive marketplace are some of the main global trends that influence our stakeholders and are reshaping our business environment.

We see the world around us changing and in 2020 the impacts of the pandemic have accelerated some of these changes. The way our employees around the world have dealt with the impacts, on both their personal and professional lives, really make me proud. Teams often had to go the extra mile to keep our client's assets running safely. This often led to new and better ways of working, speeding up some innovative solutions and bringing us new opportunities in areas such as remote collaboration, smart maintenance and remote inspections.



Also, the global push for faster decarbonisation and the ongoing energy transition present challenges and opportunities. To deliver real change requires real commitment and action and we want to play our part by driving an ambitious net zero carbon footprint agenda for our own operations at Stork.

As a company, we are also well placed to help our clients with their energy transition goals. Across our regions we see multiple examples of projects where Stork helps clients' assets become more sustainable or help introduce new energy solutions such as hydrogen.

We have committed to delivering progress on a wide range of corporate responsibility topics that impact our stakeholders and want to be transparent about this. Therefore, we have appointed a global Corporate Responsibility Officer and global Corporate Responsibility leadership team, with representatives from all our regions, to drive and monitor progress on our corporate responsibility objectives, consistently across the company.

It is very motivating for me to see our maintenance services helping create a better world for us all. Not only for our shareholder and our clients, but also for our employees, the communities we work in and the long-term benefit of our planet.

I hope you enjoy reading this first edition of our global Corporate Responsibility Report and that it gives you a good insight into how we are making progress in this important area.

Stay Safe,
Taco de Haan
 President & CEO

OUR PURPOSE

Maintaining a Better World

At Stork, we are passionate about providing fully integrated operations, maintenance and modification solutions to improve the performance of our clients' assets.

This is reinforced by 150 years of expertise in supporting our clients to operate their assets safely and efficiently.

Our purpose, Maintaining a Better World, stands for delivering added value to all our stakeholders which is, ultimately, our overall goal. This purpose is how we pay attention to all our stakeholders, using our passion to add value by addressing current and future needs – every day, everywhere.

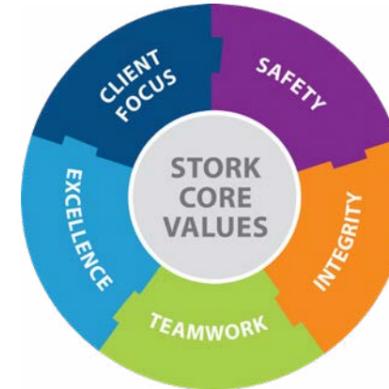
Maintaining is what we do every day and what we are good at, a **Better World** is the value we deliver now and in the future.

OUR AMBITION

To be the industry reference. Every day, everywhere.

By delivering fully-integrated, sustainable operations, maintenance, modifications and asset integrity solutions, we trust our current and future stakeholders will recognize Stork as the leading assets service company committed to new standards of excellence in various sectors.

WHAT WE STAND FOR



Stork's Core Values act as our behavioral compass. They guide our actions, advance our objectives and power our performance.

Today, that means formulating what we need to do - now and in the future – to continue delivering value to our clients' assets with passion and integrity, whilst caring for people, planet and stakeholders.



Safety

We promote a caring, preventive culture where no one gets hurt – through an uncompromising focus on safety in the workplace.



Integrity

We live by the highest ethical standards. Our actions are consistent with our values and principles.



Teamwork

As one Stork, we treat all people with dignity, respect each other's perspective and share knowledge and resources to achieve excellence, deliver value and grow individually and collectively.



Excellence

We strive to deliver quality fit-for-purpose solutions at unmatched value.



Client focus

We place our client at the centre of what we do. We are flexible, cost efficient, pro-active and provide smart solutions for now and the future. We continually challenge ourselves and improve our service delivery.

STAKEHOLDERS



At the highest level we group our stakeholders into People, Planet, Clients and Shareholder.



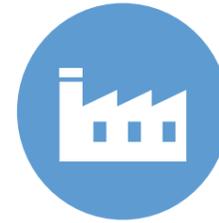
Our People

Our People are our employees and they are critical to the successful delivery of our strategy. It is essential they are engaged, high performing and thriving. Our people bring our purpose and values to life. They are, quite literally, who we are at Stork.



Our Planet

Our Planet includes our business footprint on the environment, our supply chain footprint and our footprint in the communities in which we operate. Our long term success depends on mutual benefit to communities and suppliers, and ensuring we do not operate in a manner today that compromises the ability of future generations to meet their needs.



Our Clients

Our Clients are a broad base of over 4,000 organisations across six continents and a wide range of sectors. Our solutions help our clients meet their decarbonisation, energy transition and emissions challenges throughout the asset lifecycle. We are focused on being a trusted partner and delivering long-term value.



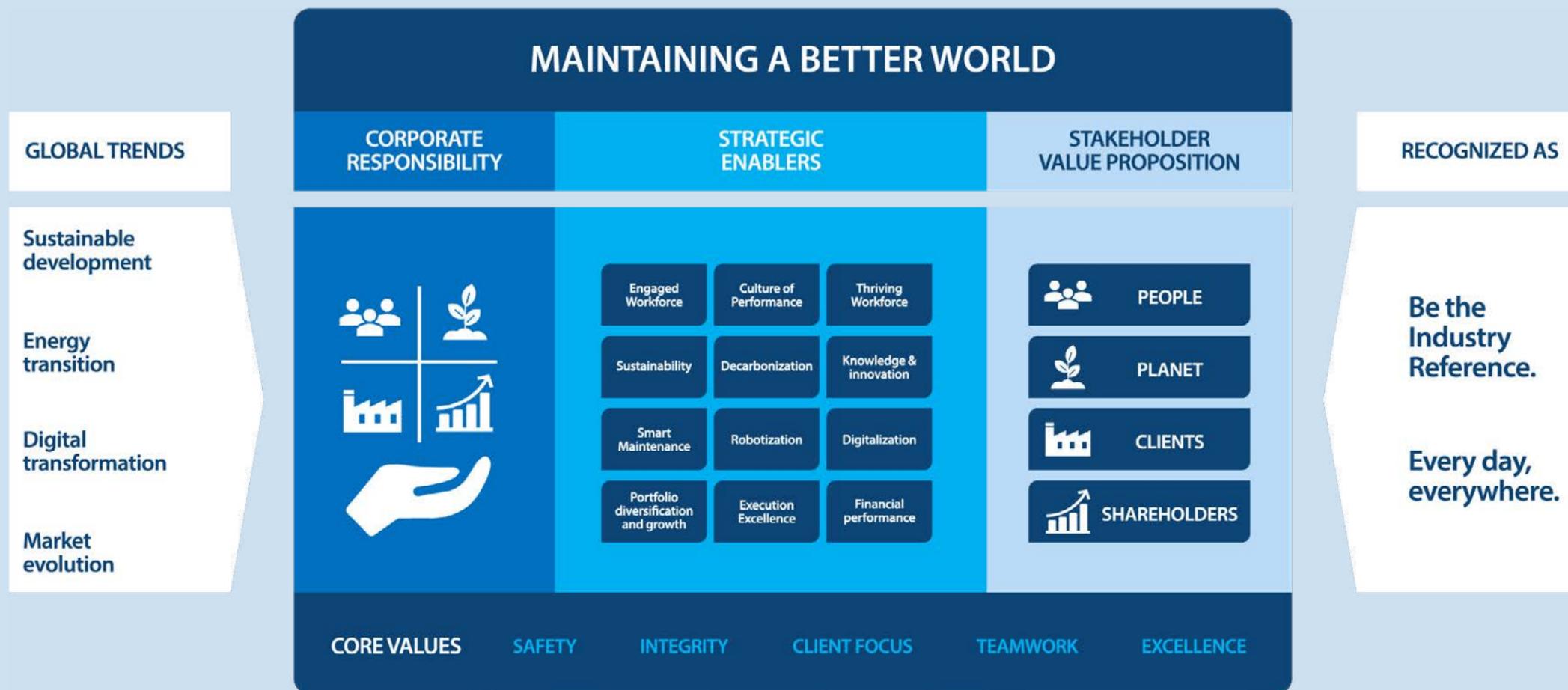
Our Shareholder

Our Shareholder receives a predictable, low risk and sustainable return on investment through the application of good Corporate Governance practices and effective risk management.

The demands of our stakeholders are continuously evolving.

We engage regularly, actively listen and balance expectations across these four groups. We have more progress to make in prioritising expectations, defining the measurable benefit to stakeholders and to Stork in both financial, and non-financial terms. We shall chart that progress through this Corporate Responsibility report, including the actions we commit to, timelines and progress we make.

We thus seek to maintain open, transparent and respectful stakeholder engagement to achieve long-term, mutually beneficial partnerships based on trust.





OUR PEOPLE

UN SDGs IN THIS SECTION





Our people are critical to the successful delivery of our Purpose and Values.

In order to support this objective, we have defined three strategic enablers which align, coordinate and shape our global People strategy across our regional business. These enablers are:

An Engaged Workforce

The health, safety and wellbeing of our people is not just a priority, it is a core value at Stork. It is our people who bring our products and services to life. In our open and trusting environment, transparency is the norm and people feel respected and included inside and outside their team. Our people are confident to speak up, knowing they are listened to, and have an understanding of the role they play in shaping Stork's future. They feel empowered, valued and recognized for their work. They are continuously encouraged to work as a team, have each others back and deliver the best results in every project.

A Culture of Performance

Clarity of expectations is the foundation for getting things done. Our people know what is expected from them and our leaders and employees set meaningful and stretched objectives and evaluate behavior alongside performance. As meaningfulness is a key source of motivation, ownership and accountability, our people know how their objectives tie into the overall direction and purpose of the company and the results we need to deliver. They know what their level of performance is, are challenged to continuously develop themselves, improve their performance and bring out the best in both themselves and their co-workers. We set a high bar for one another. This allows us to build capabilities, consistently achieve our goals, improve ourselves and deliver value for our clients. This not only helps our people to grow and prosper, it also drives our success.

A Thriving Workforce

At Stork, we ensure the growth of our people and our company by the continual targeted development of our employees through coaching, learning and challenging work opportunities. We believe every minute spent on developing our people, is a minute spent on improving our company's performance. We consider our employees' strengths and interests and provide them with development opportunities which allows them to prosper, be motivated and to go the extra mile. Most importantly, it shows them our appreciation and recognition for their hard work and dedication and it gives them a clear longer term goal to work towards, beyond the business objectives.

By achieving the intentions of these enablers we secure the overall success of our business for all our stakeholders.

During 2020 our over-riding focus has been on protecting our people from the impacts of the COVID pandemic.

Meeting the challenge of connecting a largely remote workforce, ensuring they remained safe, informed and engaged throughout a period of significant change and uncertainty has been at the core of our peoples' needs. Please see COVID-19 Response section on page 50 of this report for further reading.

The following articles in this section are a few practical examples from around our business that serve to demonstrate the progress we continued to make despite the challenges in 2020, the progress we are making in the development of our people, promoting diversity and inclusion and the level of engagement of our people.

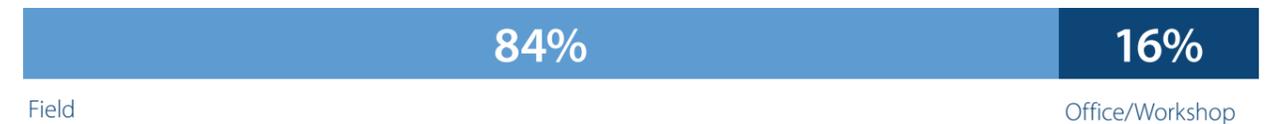
FEMALE EMPLOYEES

9.80%

HS TRAINING HOURS

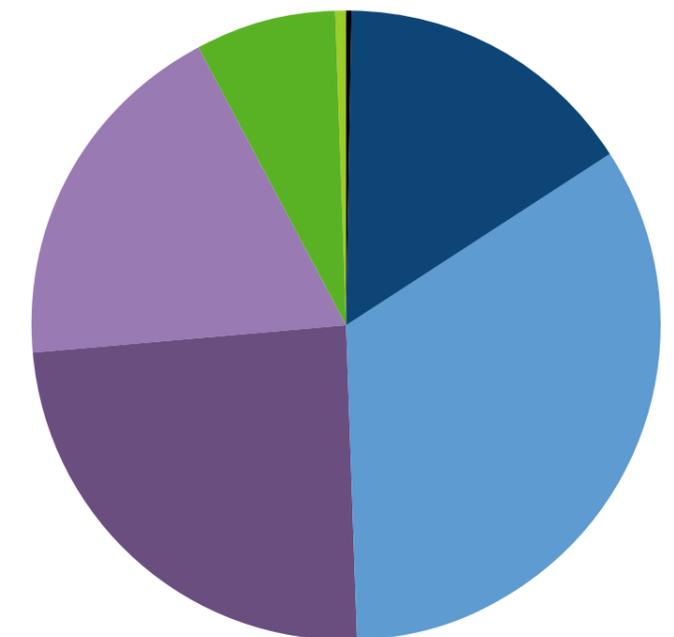
121,107

GLOBAL EMPLOYEES BY LOCATION



GLOBAL EMPLOYEES BY AGE GROUP

Age	%
<20	0.5%
20-29	15.4%
30-39	33.7%
40-49	24.2%
50-59	18.5%
60-69	7.4%
70+	0.3%



EMPLOYER OF CHOICE

STORK UK ACHIEVES PRESTIGIOUS IYP GOLD AWARD STATUS

Developed with the support of the Scottish Government, Investors in Young People (IYP) recognises organisations as an 'employer of choice', highlighting practices and pathways that have positive outcomes for young people and creating a talent pool for the future by reducing youth unemployment.

Stork adopted the IYP framework in 2018 as we recognised the importance of focusing on how young people are recruited, supported, developed and retained. Progressing through the IYP framework leads to an accreditation which proudly demonstrates an organisation's commitment to youth employment.

The 2020 assessment included all employees who are aged 24 and under in all Stork UK locations including office, site and for the first time offshore. Through online surveys and a

range of face-to-face interviews with our Investors in People Specialist, we were delighted to achieve the IYP Gold Award.

Stork was commended in the final report for the vast range of efforts made to tap into young people's fresh insights, new ideas and diversity of expectations to become dynamic and increasingly productive.



50 YEARS AS #STORKHEROES

A HUGE MILESTONE FOR OUR COLLEAGUES TON THEEUWEN & ANNE BOS WHO EACH CELEBRATED 50 YEARS WORKING AT STORK - CONGRATULATIONS!



TON THEEUWEN, ELSLOO (NL)

Ton started as a 15-year-old boy and was trained as a Rotating mechanic in the workshop. During his 50 years at Stork, Ton has developed into a Rotating Specialist, highly valued by colleagues and clients.



ANNE BOS, ALMERE (NL)

Anne started his Stork career in Gorredijk (Fr) progressing through various positions as a sheet metal worker, welder, mechanic and foreman. After a period in Groningen (NL), Anne moved to Turbo Services, Almere (NL) in 2007.



US STATE REGISTERED APPRENTICESHIP PROGRAMMES

Stork at Logan Aluminum in Kentucky and Rand Whitney in Connecticut each have introduced new State registered Apprenticeship programs both of which pull students from local technical high schools to offer education, training and hands-on work experience.

Selected students who successfully complete the Apprenticeship achieve Department of Labor certification along with invaluable experience.

Stork at IRG has been working with Rochester Community and Technical College for the last 15 years for their Building Utility Mechanic program to develop skilled resources. Approximately 75 percent of our workforce have gone through this program.



SETTING THE STANDARD WITH FIRST ABORIGINAL TRAINEESHIP PROGRAMME

STORK AUSTRALIA PROACTIVELY SUPPORTING INDIGENOUS POPULATIONS

Goal Indigenous Services and Stork launched an Aboriginal and Torres Strait Islander Non-Destructive Testing (NDT) Traineeship programme in Western Australia.

This welding programme is believed to be the first of its kind, leading the way in Indigenous involvement

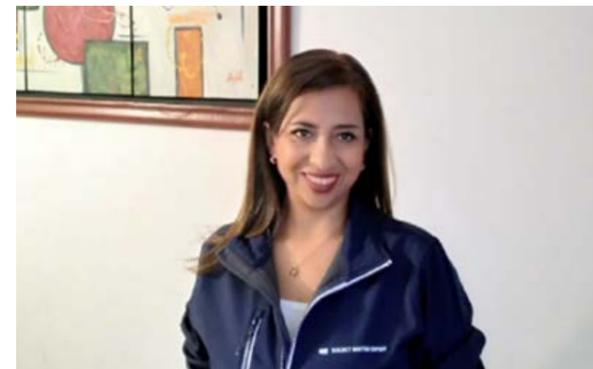
and development for the NDT industry. Goal Indigenous Services recruits, mentors and supports trainees, and Stork provides the technical expertise and mentorship, along with an environment to grow and develop individuals into NDT professionals.



STORK COLOMBIA IN THE WOMEN IN ENERGY (WIN) AWARDS 2020

THE WIN AWARDS WERE CREATED TO RECOGNIZE AND VALUE WOMEN'S WORK IN THE ENERGY SECTOR.

These women, who with their organization and ingenuity promote, lead, and contribute to industry development, are recognized for their work and participation in developing a more inclusive industry.



Olga Farfán, Continuous Improvement Leader
Winner in 'Leadership' category

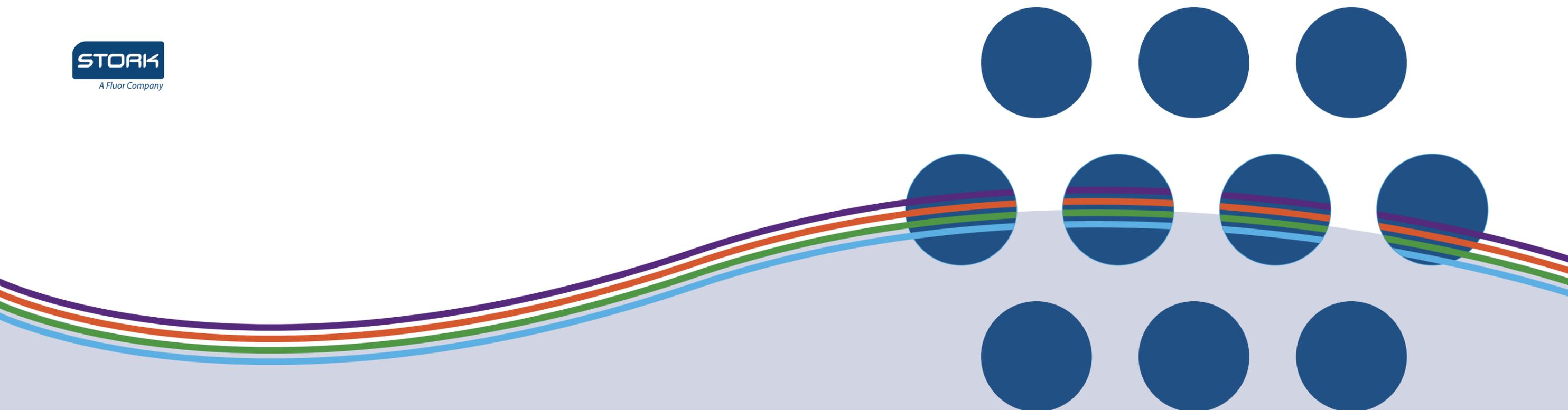
Olga was recognised for being an inspiration among her colleagues, a creative leader and excellent team worker. Throughout her career in the oil & gas industry, Olga is praised for leading projects, events, programmes and high impact operational teams.



Sustainability Team
Award for Excellence in Social Responsibility

Stork Colombia's Sustainability Team was recognized and praised for their efforts in the implementation of programmes that guarantee a better living condition for populations in vulnerable conditions, highlighting different programs and plans to support the country

Congratulations to Olga and the Sustainability Team!



OUR PEOPLE

HEALTH & SAFETY

HEALTH & SAFETY

At Stork, Safety is one of our core values. We promote a caring, preventive culture where no-one gets hurt through an uncompromising focus on safety in the workplace.

Our workforce, clients and peers, recognise Stork's industry reference approach to Health and Safety. Through solid teamwork, we continuously strive to do better by building our culture, expectations, behaviours and tools to ensure we all go home safely at the end of each day. If we cannot work safely, we do not work.

During 2020 we took the next evolutionary step in our Health and Safety journey with the launch of Safer Together. Safer Together is built on strong foundations and embodies our culture of caring, supporting and protecting each other from harm at Stork. It is more than a brand or a programme; it is our Health and Safety identity.

Our Safety Value and Safer Together identity are at the core of our approach to Health and Safety.

Supporting this is our global Health and Safety policy and our global Health, Safety and Environment Expectations which has 13 elements describing the HSE goals to be achieved by our leadership wherever we operate. In turn, these are supported by global HSE Operating Standards and a professional HSE function that ensures risks are effectively identified, assessed and controlled.

Safety starts with the right behaviours and attitudes, and our hiring decisions include the attitude and values prospective employees place on both their own and their colleagues safety. We support our employees, supervisors, management and senior leadership through our Safer Together behaviours. These define the positive behaviours we expect from all levels of the organisation in order to guide us all to be the best safety leaders we can be. The Safer Together Behaviours are explained more in the following pages.

At the start of 2020 we replaced our existing workplace safety rules with the Life Saving Rules (LSRs) developed as a global best practice by the International Association of Oil and Gas Producers (IOGP). These ten observable and behaviour based rules are our global mandatory expectations to prevent loss of life and serious injury at Stork.

The LSRs apply to everyone working for Stork and the choice not to follow one of these rules is a choice not to work for Stork. We train and continually reinforce these rules wherever we work.

As we chart our performance through our safety Key Performance Indicators, we are making significant improvements in reducing events which may have

DRIVING

50 million km

LIFE-ALTERING INJURIES

1

LEADERSHIP VISITS

6,082

a high potential for serious injury. We track this through our High Potential Incident Rate (HPIR). Every one of these events is investigated with the same application of resource as if it were an actual serious injury. Each is reviewed by a team including the Stork President, Business Line Director & senior leadership and the Global HSE Director to ensure lessons are captured and preventive action is taken. Our lagging accident rates for Lost Time Injuries (LTI), Restricted Workday Cases (RWC) and Medical Treatment Cases (MTC) are all showing sustained reduction.

Despite this continuous improvement, we did report one incident in 2020 that resulted in injury that we class as a 'Life Altering Injury'. This is an injury from which complete recovery is not possible and some degree of alteration to a person's life will result, however minor. In this event, our colleague's hand was drawn into a trapping point by a chain block being used to mechanically lift some equipment causing injury which resulted later in the surgical amputation of the injured index finger of his left hand. Our colleague was given immediate care and support.

DRIVING ALL ACCIDENT RATE

0.80 per million km

REPORTED UNSAFE ACTS/CONDITIONS

22,809

HSE AUDITS

25,908

The event was fully investigated by a team including the Stork President, Business Line Vice President and Global Director HSE. Our lessons learned from the event have been implemented and the event shared across our worksites to promote awareness. This event reminds us that however far we improve we cannot be complacent.

Our focus on employee health and wellbeing has always been strong, but during 2020 this received additional resource and support. In addition to the work required to support our management through the pandemic in a COVID safe manner, we have responded globally, locally and regularly to ensure our employees wellbeing remains in focus. Supporting those dealing with the uncertainties and change created by the pandemic, those isolated from their support networks and work colleagues, and the stress and anxieties we were all faced with has been at the forefront of our minds.

2020 really underlined the need for us all to care for, support and protect each other.



We care
 We support
 We protect

We are Safer Together.
Every day, everywhere.

Whatever priorities we have each day, taking care of each other, supporting each other and protecting each other is central to how we do things.

Stork's REACH initiative was created with the aim of 'Improving HSEQ Together'. As our global organisation grew and diversified, so too did REACH. In 2020, we took the next evolutionary step in our HSE journey:

- To build on the successes already achieved
- To (re)emphasise our intended HSE behaviour
- To re-state our clear ambitions for HSE at Stork, and
- To take a step further in engaging everyone
 – workforce, clients, communities and partners

We call this evolution: Safer Together.

Safer Together is more than a brand or a programme — it's our identity. Employee-owned and leadership-enabled, Safer Together is how we think, communicate and act at Stork.

Everyone connected with Stork is part of one global family. We believe that safety is a team effort and that by working together as a team, we are Safer Together. Through open communication channels, trust and respect, Stork's exemplary HSE culture and attitude is demonstrated by our Safer Together Behaviours.

Visit www.stork.com/safertgether to find out more.



SAFER TOGETHER BEHAVIOURS

At Stork we expect Our People to work safely; every day, everywhere.

Our workforce are given the tools, the processes, the procedures to work safely and we trust that they will do the right thing, but we also expect them to behave safely.

'Behaving Safely' may mean different things to different people and it is important that our workforce understand what is expected when asked to work and behave safely.

We developed the Safer Together Behaviours to do exactly that. A set of behaviours that are easy to understand, ties into our HR I-LEAD Leadership Transformation Journey and guides our workforce in their day-to-day work environment.

There are five behaviours:

- We look out for ourselves and each other
- We speak up and we listen
- We work without cutting corners and never compromise on HSE
- We are accountable for our actions and in-actions and responsible for the outcomes
- We learn from adverse events and celebrate success

These are further broken down to Workforce, Supervisor, Manager and Leader so that everyone understands their own and their colleagues' responsibilities and expectations.

Everyone owns these behaviours no matter where they work or what their job is, from frontline staff at the face of our operations to our global leadership teams.

Find out more at stork.com.



AT STORK, WE
WORK SAFELY OR
WE DON'T WORK.



	WORKFORCE	SUPERVISOR	MANAGER	LEADERSHIP
WE LOOK OUT FOR OURSELVES AND EACH OTHER	<ul style="list-style-type: none"> - I ensure I am fit and healthy to perform my role - I always keep an eye out for my workmates - I report any unsafe act or condition - I follow the Life Saving Rules 	<ul style="list-style-type: none"> - I look out for my team and make sure they are ok - I visit the worksite to make sure it's safe for my team - I ensure the Life Saving Rules are known, understood and followed 	<ul style="list-style-type: none"> - I support my team to do the job right - I visit the worksite and talk to the teams - I ensure we have trained and competent people - I investigate non-conformance with the Life Saving Rules 	<ul style="list-style-type: none"> - I enable my managers and supervisors to do the right thing - I ensure I am visible to the workforce - I fully participate in Leadership Site Visits - I have visibility of non-conformance with the Life Saving Rules
WE SPEAK UP AND WE LISTEN	<ul style="list-style-type: none"> - I share my concerns with my workmates and supervisor - I actively listen to my colleagues when they talk to me - I fully participate in Toolbox Talks - I stop the job when I feel something is not right 	<ul style="list-style-type: none"> - I ensure I regularly communicate with my team in an effective manner - I listen to any concerns from my team, no matter how small and act upon them where appropriate - I ensure participation in Toolbox Talks - I support my team when they stop the job 	<ul style="list-style-type: none"> - I ensure I listen to concerns and act upon them in a timely manner - I ensure supervisors have the right training to effectively communicate - I use face to face communication wherever possible - I actively encourage the workforce to speak up and stop the job 	<ul style="list-style-type: none"> - I listen to all levels of the organisation - I act upon relevant concerns - I am clear on my expectations, encouraging the workforce to speak up
WE WORK WITHOUT CUTTING CORNERS AND NEVER COMPROMISE ON HSE	<ul style="list-style-type: none"> - I ensure I understand the procedures and suggest improvements - I understand the task and what my role is during it - I identify the hazards and risks and take action - I continuously review the task and the environment its being performed in 	<ul style="list-style-type: none"> - I ensure procedures are relevant and easy to understand - I ensure my team have time to fully understand the task and what is required of them - I ensure the team understand the hazards and risks associated with the task - I ensure the worksite is safe for the work to commence 	<ul style="list-style-type: none"> - I ensure the procedures are available and up to date - I ensure the task is planned correctly - I ensure the team have the right tools to effectively execute the task - I ensure the team are working in a safe and sustainable environment 	<ul style="list-style-type: none"> - I ensure that everyone understands that Safety is our first Core Value - I ensure my decisions do not compromise HSE - I work with all areas of the business to ensure HSE is included in the life cycle of a contract / project
WE ARE ACCOUNTABLE FOR OUR ACTIONS AND IN-ACTIONS AND RESPONSIBLE FOR THE OUTCOMES	<ul style="list-style-type: none"> - I ensure I act in a responsible manner - I take full responsibility for my actions - I never ignore something that looks/ feels wrong 	<ul style="list-style-type: none"> - I ensure my team act responsibly - I am fully accountable for my team - I am aware of the impact of my decisions 	<ul style="list-style-type: none"> - I am fully accountable for my team, the job and the outcome - I am accountable for the decisions I make - I take responsibility for anything I may have missed 	<ul style="list-style-type: none"> - I am fully accountable for the actions taken within the organisation - I accept responsibility for anything I may have missed - I ensure I am aware of the actions my team take
WE LEARN FROM ADVERSE EVENTS AND CELEBRATE SUCCESS	<ul style="list-style-type: none"> - I celebrate a job well done - I take the time to read and understand lessons learned, safety alerts/ashes - I incorporate those learnings into tasks - I contribute fully in incident investigations and complete any actions in a timely manner 	<ul style="list-style-type: none"> - I set up the team for success - I acknowledge the team when they have completed a good job - I ensure I share lessons learned, safety alerts and ashes - I look for ways of incorporating these into relevant tasks - I ensure thorough incident investigations are carried out and findings actioned promptly 	<ul style="list-style-type: none"> - I ensure the supervisor is supported and teams are set up for success - I share the team's success within the organisation - I ensure relevant learnings are incorporated - I have oversight of any adverse events and act accordingly 	<ul style="list-style-type: none"> - I always praise a job well done - I share our successes with peers, clients and industry - I acknowledge good practices - I ensure lessons are learned and incorporated - I react in an appropriate manner to adverse events - I communicate adverse events to the Company



Our Life-Saving Rules apply to anyone working for Stork, directly or as a (sub)contractor.

When we intend to make Health & Safety changes that will affect our entire workforce, early engagement with our stakeholders is crucial.

Prior to updating our existing Life-Saving Rules (LSRs), we took the initiative to look for best practice, what our clients were using and what was needed at Stork across our global organisation. Discussions with our key clients helped us understand their requirements, whilst providing the opportunity to share Stork's transition plan.

The International Association of Oil and Gas Producers (IOGP) LSRs were identified as best practice, could be applied to Stork globally and aligned with many of our clients. Engagement sessions with each business line were held to share the proposed transition to IOGP's LSRs and a subsequent workgroup, with individuals from each business line, was set up to ensure effective implementation and to capture learning and understanding.

Stork's LSR training is mandatory. To support this, establishing a training tool-kit and roll-out plan that would work for the whole business was essential. Our operations stretch from the jungles of Colombia to the offshore assets in the North Sea; connectivity can be challenging, diverse multi-cultural teams come together and many different languages are spoken.

The training materials were utilised with a flexible approach that worked best for each business line. Our colleagues in the Middle East conducted in-person group sessions (COVID-19 guidelines adhered to), Europe adopted a QR code approach, the UK delivered training virtually.

It is our duty, as a responsible employer, to ensure that all mandatory training is clearly understood by our workforce. This was captured via a question set, purposely designed to encourage discussions and feedback of LSR transitional training across the organization.

Implementation began strong in Q4 2020, with delivery incorporated into inductions, pre-job planning, toolbox talks, incident investigation analysis...to name just a few. Target set is 100% global implementation by end of 2021.

LIFE-SAVING RULES



Bypassing Safety Controls



Confined Space



Driving



Energy Isolation



Hot Work



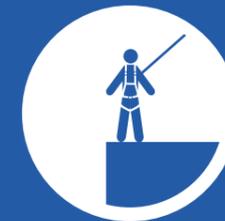
Line of Fire



Safe Mechanical Lifting



Work Authorisation



Working at Height



Excavation

The Life-Saving Rules are actions that **must be taken** to prevent you and those you work with from suffering a life-threatening injury.

All 10 rules are applicable to anyone working for Stork, directly or as a (sub)contractor.

We care
We support
We protect

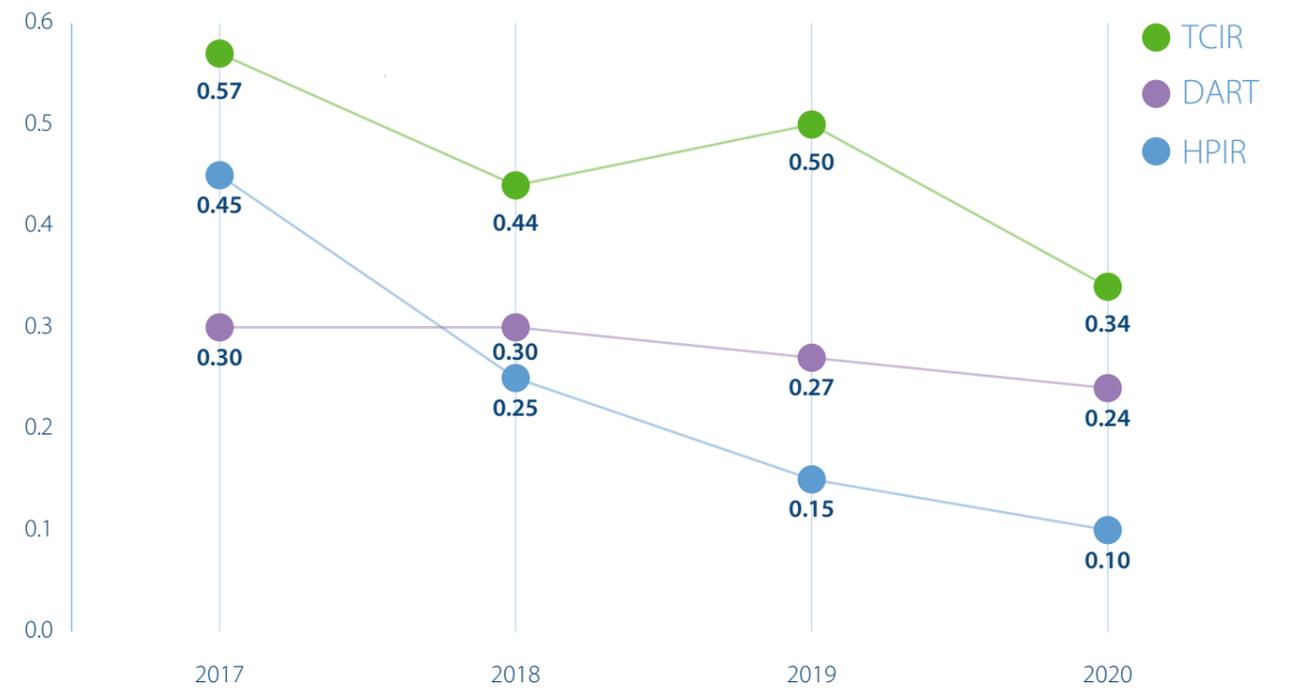


HSE PERFORMANCE: 4 YEAR OVERVIEW

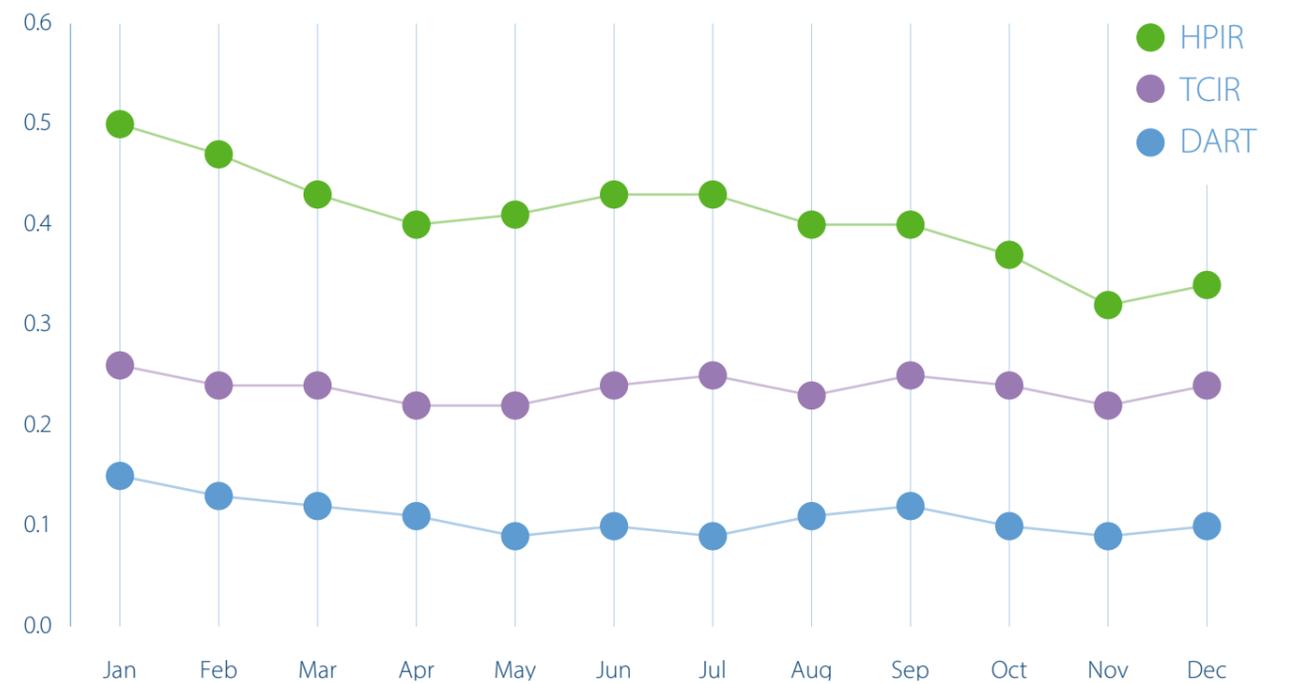
	2017	2018	2019	2020
FATALITIES	0	0	0	0
LOST TIME INCIDENTS	25	45	27	19
RECORDABLE WORKDAY CASES	45	36	35	24
MEDICAL TREATMENT CASES	61	38	55	18
DART	0.30	0.30	0.27	0.24
TOTAL CASE INCIDENT RATE*	0.57	0.44	0.50	0.34
HIGH POTENTIAL INCIDENT RATE*	0.45	0.25	0.15	0.10

*PER 200,000 HRS WORKED

4 YEAR SAFETY PERFORMANCE



12 MONTH SAFETY PERFORMANCE



HEALTH & WELLBEING

As a global organisation, we work hard to ensure our 18,000 strong workforce are fit and healthy to execute their tasks safely and enjoy life at work and at home.

We recognise that there is no separation between physical and mental health. Both aspects are intertwined and equally important for us to support each other with. Through initiatives such as World Health Day and WeCare Health & Wellbeing Training, we raise awareness of key topics by sharing tools and resources to help each of us to better understand how we can look after ourselves and those around us.

Supporting everyone dealing with the uncertainties and changes brought by a global pandemic has been at the forefront of our minds during 2020. We took the steps that were necessary to ensure our #StorkHeroes wherever they were, and whatever situation they were dealing with, were not dealing with it alone.

As well as internal support directly from our colleagues and our own Occupational Health Teams, Stork's regional Employee Assistance Programmes offer a wealth of guidance, knowledge, experience and advice in areas such as:

- Finance
- Retirement
- Disabilities
- Parenting & Childcare
- Caring for the Elderly
- Addiction & Recovery
- Legal advice
- Health & Wellbeing

365 days a year, 24 hours per day Our People are cared for, supported and protected.

OUR PEOPLE

RECOGNITION



RECOGNITION

Recognising achievements and successes is at the heart of Safer Together.

At Stork we have two formal initiatives for outstanding HSE contribution. Anyone working for Stork is eligible for nomination.

RECOGNITION AWARDS

Stork's Recognition Awards recognise excellent HSE performance and outstanding efforts to improve Stork's HSE culture, behaviours and working practices.



BRONZE

Excellent HSE behaviour or action

- Demonstrating Stork's Safer Together behaviours and core values
- Consistently demonstrating good HSE behaviour
- Consistently demonstrating good HSE performance
- Challenging and/or intervening in unsafe acts or conditions
- Discussing HSE incidents, interventions and improvements openly with colleagues and management
- Taking ownership for HSE and accepting responsibility for own actions
- Accepting intervention openly and with a positive attitude



SILVER

Consistent demonstration of exceptional HSE behaviours or actions

- Being accepted amongst colleagues and peers as an acknowledged leader in HSE
- Being accepted amongst colleagues and peers as a source of guidance and advice relating to HSE
- Consistently demonstrating individual and team development in HSE
- Delivering exceptional HSE performance to agreed targets and schedules
- Making significant improvements to Stork's HSE culture and working practices
- Demonstrating positive HSE intervention that has had a notable impact on operational conditions
- Intervening to prevent a significant incident and/or injury from occurring



GOLD

Outstanding contribution to HSE @ Stork

- Best-in-class HSE performance, contribution or delivery
- Implementing a major innovation or improvement to our HSE practices which benefit either/both Stork and client

ANNUAL AWARDS

Stork's Annual Awards were launched to:

- Honour individuals and teams who bring our 'Safety' value to life
- Present an opportunity to share HSE success stories and best practices with our colleagues, clients and industry peers
- Celebrate HSE Excellence together

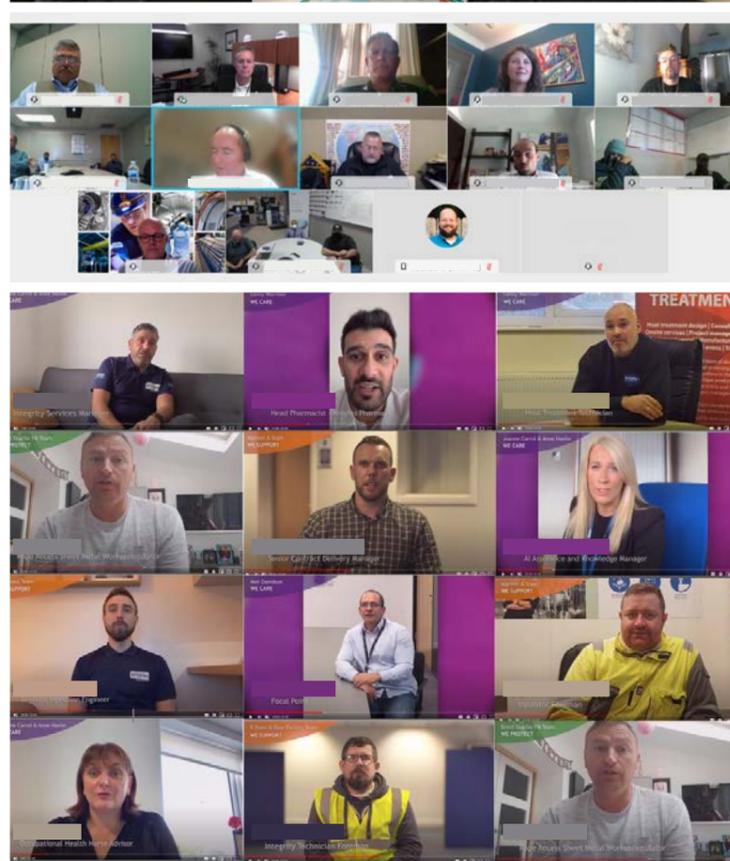
This initiative has grown into an iconic global event held on the same day in each region across the entire Stork globe!

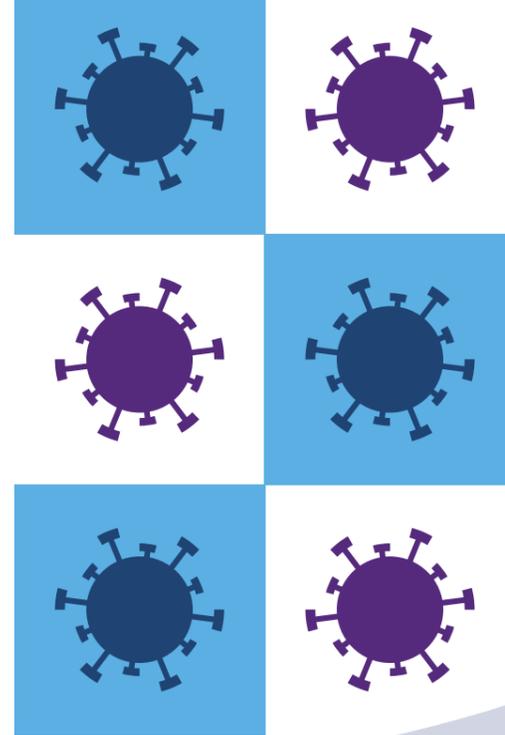
2020 marked a whole decade of Stork Annual Award recognition and celebrations. It also was the year that changed everything. When a little distance made us Safer Together by caring, supporting and protecting.

We built on 10 successful years by doing some things a little differently. 2020 introduced the Safer Together 'Virtual' Annual Awards.

*Note: Australia/New Zealand regulations in November 2020 permitted a small in person gathering.







OUR PEOPLE

COVID-19 RESPONSE

A MESSAGE FROM JIM MCQUEENIE



2020 will remain in my mind as 'the year of the pandemic' and this 2020 report would not be complete without acknowledging its impact.

The virus has severely affected families, communities and economies around the world. Many of us have been impacted personally and we take comfort in our loss from the support of family, friends and colleagues.

I first became aware of the emerging pandemic in January 2020. At first it seemed a highly localised 'travel risk' affecting our work in China, from there it then spread through Asia. This further escalated and by March we had stepped up our global Business Continuity and Crisis Management teams to help us understand, and steer our way through, a rapidly developing pandemic situation.

Ensuring the health and welfare of our employees and their families was, as always, our immediate priority followed closely by ensuring we were able to support our clients to maintain and operate their critical infrastructure in a COVID secure manner. With such a broad client base across power generation, pharmaceuticals, manufacturing (and many others) it was essential for us to find solutions for our clients to keep their assets running. By doing so, critical industries that society relied on kept functioning through the worst of the pandemic.

Socially, every one of our communities has been affected and we have reached out into those communities, ensured we played our part to support our neighbours and are coming through this pandemic together.

I cannot overstate how proud I am of the individual and collective resilience, humanity and determination to succeed through this challenge my colleagues across Stork have shown.

Some examples are included in this report, many more go unmentioned but they know who they are and every one is a 'Stork Hero'.

The strain of this last year has also underlined the importance of welfare and mental health of ourselves and our work mates. Mental health is just another dimension of health, it affects us all and it is a sign of strength to ask for or to offer support. We use the words 'care, support, protect' to describe how we look after each other's health and welfare at Stork. Our response to the pandemic showed these are not just words, they define who we are and how we look after each other every day, everywhere.

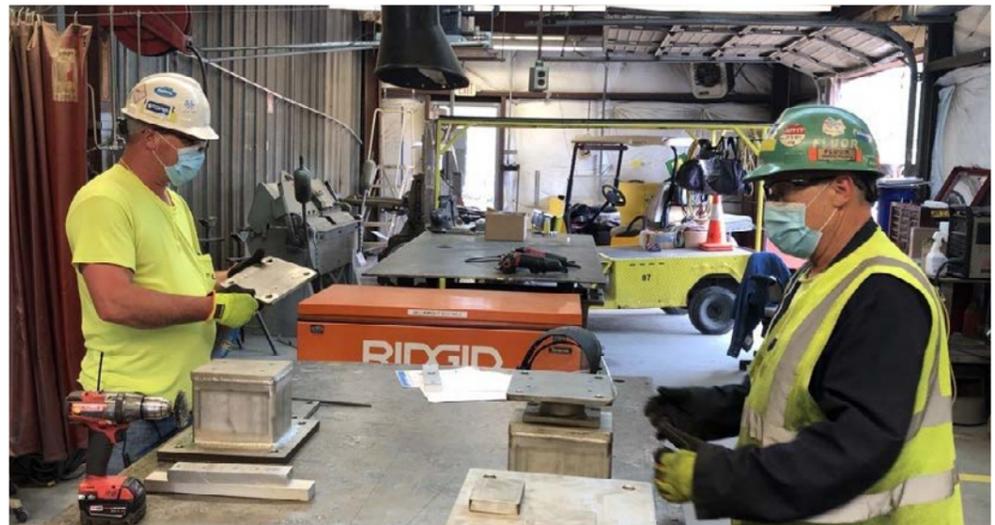
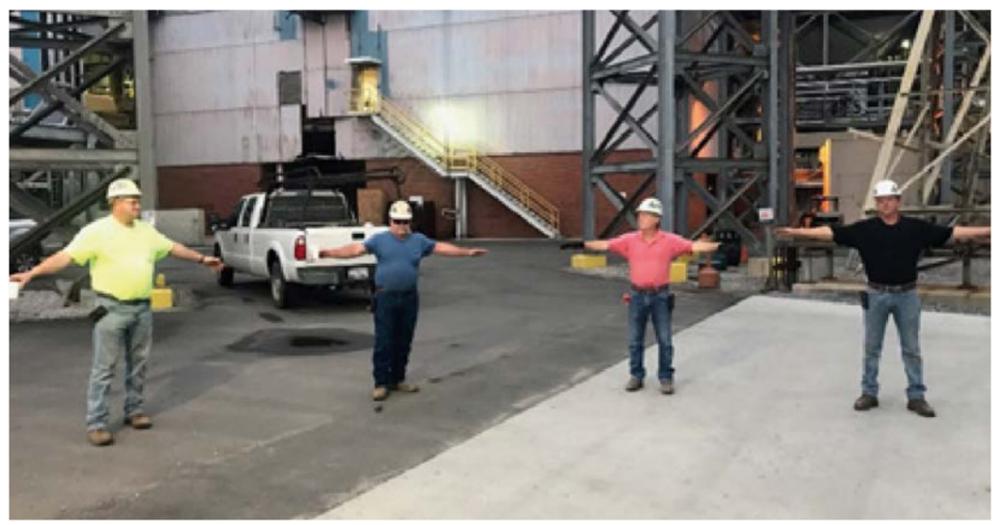
At the end of 2020 our offices remained largely closed, those who can work remotely do so and those who cannot, including all those working in our workshops and client sites, continue to do so in a COVID safe manner.

It will be some time before our entire business is operating in the new-normal, but the Stork spirit and determination to succeed together through this pandemic continues to carry us through the storm.

Jim McQueenie,
Global Director HSE



Watch Jim McQueenie's
Webinar on Utilizing
Stork's Secret Weapons
During COVID-19



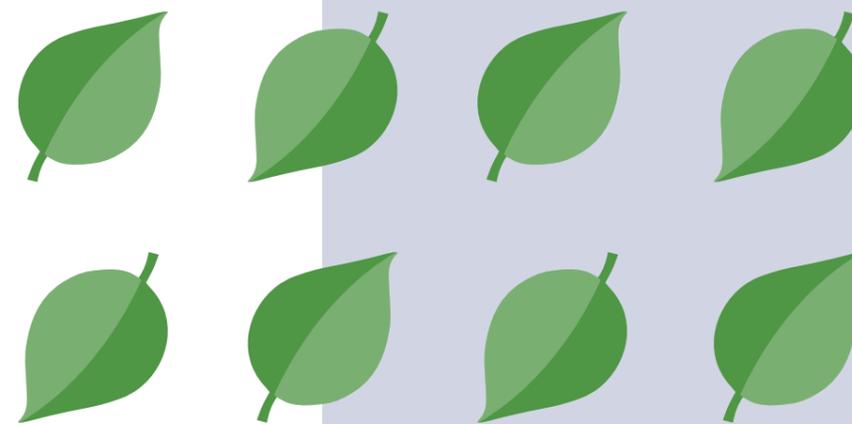
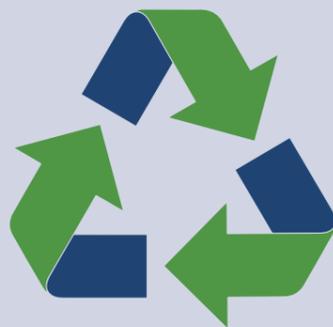


WE ARE EXTREMELY
PROUD OF OUR
COLLEAGUES
ACROSS STORK



WE PLAY OUR PART
TO CARE, SUPPORT,
PROTECT AND
COME THROUGH
THE PANDEMIC
TOGETHER





OUR PLANET

UN SDGs IN THIS SECTION





5 JUNE 2020



WORLD ENVIRONMENT DAY

#ForNature

We care
We support
We protect



NATURE IS SENDING US A MESSAGE



Biodiversity is the variety of all life on Earth



There are millions of different **species** on Earth.



Together, they form our **ecosystems**

But we are losing species at an alarming rate - which impacts our ecosystems

Thriving ecosystems are crucial to human life...

for clean air
to regulate climate

for purified water
to manage natural hazards

for nutritious food
to control pests and diseases

"TO CARE FOR OURSELVES, WE MUST CARE FOR NATURE"

It's time to wake up.
It's time to take notice.
www.worldenvironmentday.global

We care
We support
We protect



We understand the world around us is changing rapidly.

At Stork we recognise the need to play our part to actively manage our own environmental impacts, resource usage, and assist our clients to manage theirs. We work closely with our clients, partners and suppliers to understand and meet all applicable environmental laws and regulations, but our ambition goes far beyond simple compliance.

Through careful prioritisation and management we minimise impacts, maximise efficiency and conserve the use of natural resources for today's and tomorrow's generations. Sustainability is a cornerstone in our strategic framework, enabling us to achieve our ambition of being recognised as the industry reference.

Managing our own environmental footprint is at the heart of our environmental management framework. Across our global operations we ensure our footprint on the planet is minimised through the management of energy consumption, material usage, water consumption, waste generation, recycling, energy recovery and greenhouse gas emissions. This includes our own offices, our workshop facilities, our travel and our field operations.



ELECTRICITY CONSUMPTION

16.17 GWh



WATER USE

20,470 m3

We state in this report our electricity consumption, water use and kilometres driven amongst other data points but recognise that we still have work to do to meet our stakeholders expectations on reporting data on our global footprint.

We commit to resolving this by the end of 2021 and to report our global metrics for our direct impacts in our next Corporate Responsibility Report.

- At the same time, we are challenging ourselves with some ambitious targets for renewable electricity use, waste reduction, carbon footprint reduction and 'net-zero'
- We aim to buy 100% of our electricity globally from renewable sources and to reuse, resell or recycle 100% of our office and workshop waste
- We aim to eliminate all carbon emissions ('net-zero') from our own activities and from energy we purchase and use (Scope 1 and 2*)
- We aim to halve carbon emissions from our carbon footprint (against a 2021 baseline) including joint ventures where we have operational control, all supply chain purchases, the use of products we have supplied and business travel (Scope 3*)
- We aim to eliminate Scope 3 emissions* completely to reach 'net-zero' across our full carbon footprint
- Timescales and values for our targets against a baseline of 2021 data shall be included in our next Corporate Responsibility report

* Emission scopes 1, 2 & 3 as defined by the Greenhouse Gas (GHG) Protocol

We are already taking a broad range of actions.

For example to decarbonize travel we have switched some of our fleet to fully electric, and we have hydrogen powered vehicles on trial. To reduce waste and energy use from rework we have focused on training and skills development to get the job done right-first-time, eliminating the need for follow up work at site. To reduce the number of people required to travel to site we are focused on multi-skilling operators and connecting field technicians to remote expertise virtually, this increases our range of field capability without increasing our footprint.

Where practical we consider the use of rope access as an alternative to traditional scaffolding in order to reduce material cost, time and resource use. When not practical we use lightweight, system based scaffold solutions and industry leading design software to minimise our footprint. Stork are leading the use of drone technology, crawlers, repair robotics, production robotics, 3-D scanning and printing technology.

We are making intelligent choices in our own facilities to reduce our own footprint. Where practical, we are replacing instrument air and generator-driven tooling with battery operated tools. Battery technology is not yet a solution for high powered tooling, but we are monitoring technology development and in the interim are transitioning from oil-based hydraulic to air powered pneumatic tools. We have transitioned gas powered forklift trucks to fully electric units.

All of our major operating locations have environmental management systems that are independently audited and certified to ISO14001. We are pleased to also be a leader in our sector in achieving ISO 50,001 certification for our Energy Management Systems, a key element in reducing our energy use and our carbon footprint. Key steps we have made across our facilities have been: upgrading heating, cooling and insulation systems to increase efficiency and reduce energy use; upgrading lighting to more energy efficient LED units; replacing large inefficient heating boilers and compressors with smaller units to increase energy efficiency; and installing solar panels on our new facilities.

Stork are at the forefront in energy transition, and in the hydrogen sector we have been playing a leading role in California with the Lancaster Hydrogen project and in the Netherlands to support government, communities, universities and industry to work together to bring hydrogen based energy solutions to life, both of these feature in 'Our Client' section on [page 72](#).

With our partners in our supply chain we are constantly researching opportunities to reduce, reuse or recycle the materials we use.

Where possible we select partners who can deliver circular-economy solutions and buy local to reduce transportation needs, not only at first purchase but also through the products life cycle. This includes waste elimination, reduction, recycling and reuse for office wastes such as paper, cardboard, cans, plastics, print cartridges, electronic equipment and food waste. In our workshop facilities we have waste management plans for metal, wood, the limited quantities of hazardous wastes that we generate and scrap hoses. Metal from scaffold waste is recycled, and timber from scaffold that is end of life is cleaned and repurposed for wood crafts through local charities.

Whilst our primary focus is on our own footprint, Stork has developed industry leading solutions to support our clients and eliminate or minimise client impacts on the environment. Technologies such as on-line desanding, caisson repair tools and on line leak-sealing all help our clients to minimise environmental impact through eliminating waste at source, preventing emissions and maximising process uptime.

Our impact on the planet is not limited to the work we do alone. As a good neighbour, Stork teams around the world reach into their local communities in order to identify areas where our capabilities and community needs align. This has, for a number of years, included partnerships with schools and community education in order to share knowledge and build skills in the UK, Europe and USA. We are directly involved in community education in Colombia, Peru and Trinidad.

During 2020 this has of course resulted in many examples, some of them referenced in this report, of community outreach and support with the response to the COVID pandemic. Providing our available protective equipment to local health care facilities to protect their workers and clients when they were running out. Providing direct food aid for communities suffering hardship due to the economic impact of the pandemic and impact on local government capacity. Or simply helping those in greatest need to access urgently needed medicines and supplies by providing a transport link between pharmacy and community.

Whether minimising the impact of our own environmental footprint or maximising the positive impact we can make for our clients and communities, we aim to do all we can to **Maintain a Better World.**

BRIGHT IDEAS USING LED LIGHTING

Stork North America

Global Foundries site in Vermont researched practical lighting upgrades to LED technology. Car parks and interior lighting were upgraded with a total of 295 lights replaced.

In the Chemical Distribution Plant, 66 high pressure sodium lamps were replaced with LED. This reduced energy consumption from 100 watts per fixture down to 22 watts. In addition, the lifespan of the lamps has increased from 20,000 hours to 50,000.

A direct replacement LED lamp was sourced that will work with the original fluorescent fixtures used for

electronic ballast. Energy consumption was improved from 34 watts to 18 watts per lamp. To date approx 10,000 lamps have been replaced across the entire site.

Stork UK - Aberdeen Office

50% LED lighting upgrade throughout Aberdeen office facility.

Stork Germany - Essen Facility

Smart negotiations with landlord resulted in 50% energy reduction simply by replacing old lighting with LED lights.

ENERGY MANAGEMENT SYSTEMS

STORK UK ACHIEVE ISO 50001

Energy management is in the global spotlight due to the pressing need to save energy and reduce greenhouse gas emissions worldwide but energy-saving technologies and facilities are only part of the ways we can improve energy efficiency.

A practical and systematic approach to improve energy performance sustainability is to establish and implement a standardised energy management structure. The ISO 50001 Energy Management System (EnMS) standard is a globally accepted framework for managing energy, providing technical and management strategies for businesses to increase energy efficiency, reduce costs and improve environmental performance.

Stork UK proudly achieved ISO 5001 certification. By following this standard, we have created a viable method for establishing a policy, a program, and a culture of energy and asset management that is accurate, repeatable, timely, and most importantly, cost effective – both financially and environmentally.

ISO 50001 certification is particularly relevant, in demonstrating compliance with the Energy Saving Opportunity Scheme (ESOS).



ISO 50001
ENERGY MANAGEMENT



STORK LATIN AMERICA (LATAM) LISTED AS GREEN COMPANY

Goal: Identify the sources of CO2 emissions from the activities and services that we execute in Colombia and Peru to manage and establish alternatives.

Decarbonisation initiatives included:

- Review of 36 projects in Colombia and 12 projects in Peru
- Identifying all sources of Greenhouse Gas (GHG) emissions
- Offset Neiva and Bogota headquarters 2019 emissions through purchase of carbon credits
- Developed and implemented carbon footprint dashboard
- 2021 review planned for Dina and Tello Generation Centres (which represent 90% of Stork Colombia's emissions to identify reduction emissions alternatives)

WORK EXPERIENCE WHILST HELPING DAYCARE CENTRE

Our Turbo Machinery location in Essen (Germany) has been supporting a childcare centre for disabled children for the past three years. Our colleagues repair broken go-karts and other toys for the children as needed.

Plant manager Andreas Latzel said, "We started this initiative when the childcare centre asked companies for financial support. These organisations are struggling and badly need support from society. Together with Ditmarr Pieper (who is responsible for training in Essen), we offered the childcare centre our technical craft expertise and they were very happy to accept. Since then, every month, we repair about three go-karts and various other toys."



PROTECT, RE-PROCESS, RE-PURPOSE

STORK NETHERLANDS INTRODUCE 100% RECYCLING OF PPE

Clothing

In partnership with Vendrig (laundry specialist), all end of life or damaged workwear is collected, washed and transformed into a re-purposed usable item such as a sports bag.

Safety Shoes

By collecting, breaking down and recycling used safety shoes and boots, we ensure that as many raw materials are recycled or reused as possible.

Hardhats, face shields, safety glasses...

Nothing goes to waste! Any items can be processed and recycled into reusable basic materials such as plastic pallets for manufacturing new products.

Collection Points

Multiple collection boxes are located across local sites. The PPE is sent from a local point to the central collection area for sorting before heading to our partner recycling agent GAIA.



SOWING THE FUTURE

STORK COLOMBIA 'I VOLUNTEER' PROGRAMME

Among the objectives set in Stork Latin America, the improvement of environmental conditions and the construction of a culture associated with the care and protection of the environment is pivotal.

Within the framework of the I VOLUNTEER Corporate Volunteering program, we developed the Environmental Day of planting trees in the municipality of Orito (Putumayo, Colombia).

The successful activity had support of more than 52 of the community's leaders and inhabitants, who planted 70 trees in total.

Stork deployed its Social Responsibility and HSE team and guaranteed our support in the personal protection and biosafety measures of all participants.

With this activity, Stork contributes to the reduction of carbon footprint, through the voluntary planting of trees, and strengthens our relationship with the different interest groups, creating synergies that in the long term contribute to the sustainable development of the region.

ONE DAY FOR THOSE WHO NEED IT

STORK COLOMBIA SALARY DONATION INITIATIVE

At Stork we work every day to bring value to the communities where we are present through teamwork, integrity and the highest sense of solidarity. During the month of April 2020, we developed the campaign "A DAY FOR THOSE WHO NEED IT" to ease the social crisis triggered by the COVID-19 pandemic. Stork colleagues donated one day of their salary to support those most in-need.

Stork supported the initiative by doubling the amount contributed by our employees in order to benefit the largest number of the population.

More than 500 colleagues selflessly participated, raising the grand sum of 200m Colombian Pesos (Euros 44,250 approx) - a figure that allowed us to reach more than 4,400 families in more than 30 impacted communities.



STORK NETHERLANDS CONTINUE TO CLIMB THE CO2 LADDER

CO2 PERFORMANCE LADDER: CUT EMISSIONS, SAVE COSTS AND WIN BUSINESS

Reducing your company's CO2 emissions is not optional, especially if you operate in the European Union (EU).

The CO2 Performance Ladder is a management system that encourages companies to cut their own CO2 emissions. A company can reach the next level through incremental improvements in its existing process, and through innovations in technologies and methods. The position of a company on the CO2 Performance Ladder is determined by the highest level on which the company meets all requirements.

The ladder has five levels:

- Levels 1, 2 & 3 focuses predominantly on the company's direct emissions, within the organisation and associated projects
- Levels 4 & 5 aims to reduce CO2 emissions from the business chain and sector

Nearly half of the Stork Netherland entities are now certified at Level 5, with the remaining 50% certified at Level 3.

A great thing about the CO2 Performance Ladder is that a company will gain financial benefits from procuring bodies who use the ladder for awarding tenders. The higher the level of the company on the CO2-Performance Ladder (as in, the more it works towards CO2-reductions), the higher the award advantage. Being sustainable is also profitable.

Find out more about CO2 Performance Ladder [here](#).



TORNADO CLEAR UP

THE TRUE SPIRIT OF COMPASSION AND COLLABORATION

The US Southeast had a slew of tornadoes in the spring of 2020, with Seneca in South Carolina being ground zero. One of our own team members, Gary King, suffered damage to his home as well as his son's and mother's home in the same neighborhood.

The Stork team along with our Client partner, BMW, spent several days on the site of Gary's house to help with

cleanup and repairs to his home. A recent Stork retiree and former team member, Rich Oref, worked tirelessly for seven days helping Gary and his family recover from the immense damage that occurred during this disaster.

The community of friends and co-workers responding to one of our own team members symbolizes the Stork family.

STORK UK DELIVER ESSENTIALS TO LOCAL COMMUNITIES

WE ARE EXTREMELY PROUD TO SHINE A SPOTLIGHT ON OUR VOLUNTEERS

Stork's Corporate Social Responsibility (CSR) Group based in our Aberdeen office were extremely proud to donate personal protective equipment (PPE) to the staff of Fergus House Care Home based in Dyce, Aberdeen. Waste disposal bags, gloves, goggles and masks were all delivered to the pandemic to keep staff and residents safe during a period

of supply chain shortages nationally due to the pandemic..

Housing up to 43 residents at any one time, Fergus House provides a safe and happy home for all who live there and the PPE Stork donated helped to ensure everyone remained as safe as possible.



Our Cooperheat team based in Southport, were extremely proud to donate and deliver personal protective equipment (PPE) face shields to 12 locations in the local community.

From care homes housing elderly residents, to health facilities treating patients of all ages, donating face shields helps to ensure residents, patients and staff remain as safe as possible.

Giving back to our communities is so important, especially during such challenging times. We are delighted that our contributions helped care homes, health centres, as well as those who were unable to leave their homes.



FOOD DRIVES

SUPPORTING LOCAL COMMUNITIES IN NORTH & LATIN AMERICA

Stork Logan Aluminum site (North America) participated in the annual Christmas non-perishable food drive. Approximately 100 lbs of canned goods and non-perishable items were raised and distributed to families in the Logan county.



75 colleagues from Stork US CSP Group (North America) volunteered at Brother Joe's Annual Breakfast community event where all food is donated and 100% of the proceeds go to in-need families.

One staff member participated in the main Brother Joe's event where local army volunteers from Fort Campbell 101st cooked breakfast for the local communities.



Our colleagues in Latin America united to provide and deliver food and supplies across Peru and Colombia during the COVID pandemic.

Click on the video QR code above to watch their fantastic efforts in reaching some of the countries' most isolated and remote communities (language: Spanish).



SOLAR CAR CHALLENGE

SOLAR CAR PRODUCTION BY SOLAR TEAM TWENTE AT STORK THERMEQ

Despite the cancellation of the Bridgestone World Solar Challenge in Australia this year, Solar Team Twente is passionately working on achieving their version of the most efficient solar car in the world.

One part of the car's production, the heating and curing of the moulds in a specially designed temporary oven, is being done at the workshop at Stork Thermeq.

Thomas Jansink of Solar Team Twente: "During my mechanical engineering studies, I did an internship at Stork Thermeq. When we were talking as a team about

temporary ovens for curing our moulds, it instantly clicked. I knew from my internship that Thermeq also works with temporary ovens and has a terrific and spacious hall.

Our request to do part of the construction work at Stork was received very positively and now we are busy working hard in Hengelo. We are still very motivated to finish our car, even though it came as a major blow to us that the race could not be held in Australia, as planned. We are hopeful that an alternative location will be found, so that we can still compete and show how great our car is."



OUR CLIENTS

UN SDGs IN THIS SECTION

3 GOOD HEALTH AND WELL-BEING

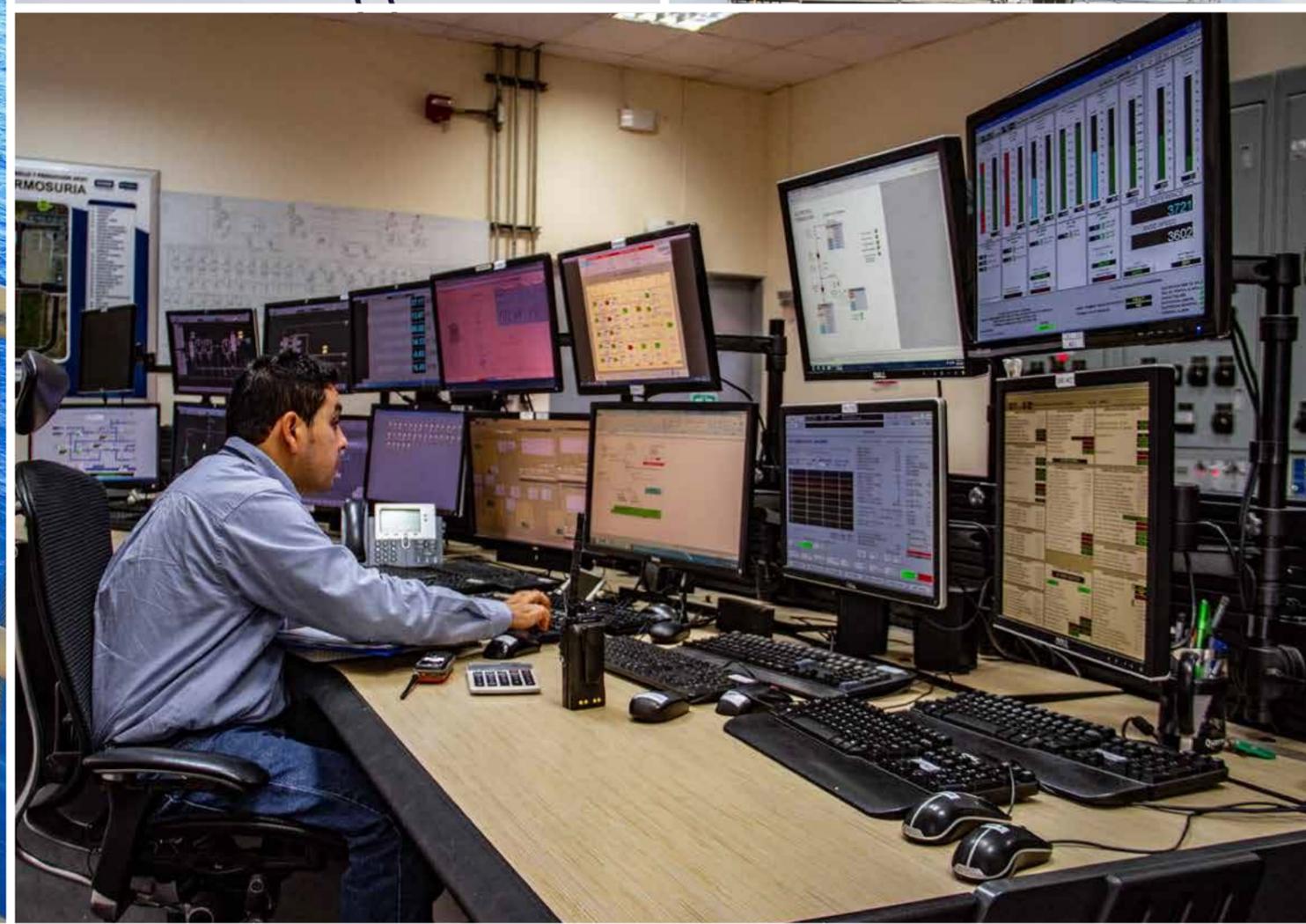
7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION



The world around us is changing. In 2020 the impacts of the pandemic have accelerated some of these changes for our clients.

Digitalization, decarbonisation, sustainable development, the energy transition and an increasingly competitive marketplace are some of the main global trends that also influence our clients. To support our clients in a changing world, Stork actively help reduce the client footprint of existing assets through their lifecycle by providing decarbonisation advice and solutions, managing environmental projects and executing environmental projects.

We also stay focused on the bigger picture, specifically the energy transition challenge that the world faces, and to this end we are directly involved in delivering solutions through next generation technology such as green hydrogen as well as developing lower cost and higher reliability renewable and carbonless energy opportunities in order to benefit our clients.

We do all this through providing our knowledge, expertise and hands-on O&M services. This includes working with our clients to assess their existing facilities, discussing their aspirations, identifying a range of emission reduction opportunities, development of business cases and then implementing solutions. We provide a wide range of technical capabilities including emissions quantification, monitoring and emissions reduction. These services directly contribute to our clients decarbonisation, emissions reduction and energy transition goals.

Stork provide efficiency enhancement for rotating equipment control systems, turbine re-blading, burner optimisation, pre-heating, retrofits and insulation services. These are just some of the ways we can improve asset efficiency, reduce emissions and asset operational costs.

We also help our clients to reduce energy loss and increase efficiency through waste heat recovery. This can be done through simply integrating process heat back into the process, for pre-heat for example, or by manufacturing and maintaining waste heat boilers to convert waste heat to steam power.

We help our clients solve both decarbonisation and energy transition challenges through electrification projects. For example, we may convert diesel drives to electrical drives or manufacture and install electric boilers for steam generation.

Process leaks, often termed fugitive emissions, and particularly methane emissions are bad for the environment and a key emissions reductions target for many of our clients. Our capabilities in detection and monitoring combined with flange management, leak sealing and professional maintenance programs for valves,

pumps, compressors, turbines, tanks and so on are effective solutions provided to many of our clients.

For planned or unavoidable emissions such as flue gas, we have solutions for carbon capture of carbon dioxide and are a manufacturer and installer of equipment to remove oxides of nitrogen from flues. An often overlooked source of emissions, waste, inefficiency and cost for our clients' assets are unplanned outages or plant down-time.

Using plant sensors Stork can determine the health of each critical asset, predict maintenance needs and optimise maintenance support to minimise down-time. This in turn reduces associated activity such as flaring, waste product and rework. Our specialist online leak-sealing services allow leaks to be fixed whilst the process stays on-line, removing the need for plant shut-down, line blow down, loss of product and waste generation.

Sometimes our clients have a more unique environmental problem to be addressed, such as the impact of a pump on aquatic life. Stork again relish such challenges – and you can read more about that in our feature on the 'fish friendly pump turbine'.

The broader issue of the energy transition that faces the world is another driver that influences our clients as much as it does our own footprint. In the features that follow, you will see that Stork are well positioned in the developing hydrogen industry through our partnerships in California and the Netherlands. We are at the forefront of maintaining hydrogen filling stations in Europe, municipal hydrogen distribution projects and in the development of hydrogen burners for industry.

Stork operate and maintain solar farms, two of which that we operate and maintain in the USA have been recognised as among the most efficient in the country. We deliver predictive maintenance and drone inspection services to windfarms. Provide turbines for geothermal energy and hydro power projects. We support the nuclear power industry in construction, maintenance and decommissioning projects in the USA, Europe and UK.

Some of the greatest opportunities we have grasped to really bring to life our purpose of 'maintaining a better world' have been in partnership with our clients. Decarbonisation, emissions reduction, resource use efficiency and energy transition are challenges we must all work together to solve.

In the following pages we would like to share with you some of the solutions we have delivered for our clients.

STORK NETHERLANDS LEADS THE WAY WITH HYDROGEN

MANY OF OUR COLLEAGUES IN NL ARE INVOLVED IN VARIOUS HYDROGEN INITIATIVES



EnTranCe

Back in 2017, Stork and the Energy Transition Center (EnTranCe) part of Hanze University Groningen started a discussion about why hydrogen was always proposed, however concrete ideas for projects were missing. We called this the "From Idea to Action" approach. Stork initiated a boat trip for the top 20 representatives from industry, government, and knowledge institutions. This session aimed at working together in a non-competitive collaboration.

Since then, there has been no stopping our Dutch colleagues getting involved and leading the way in various hydrogen related initiatives!



H2BOAT RACE

Stork is a steering group member in the H2Boat Race, bringing technical knowledge and hydrogen network connections. This is a new energy category in the boat race, comparable to the legacy solar category for students. The 2021 event starts in Groningen, NL.

HYDROGREENN

Hydrogreenn (HYDROGen Green Regional Energy Economy Network Northern Netherlands) includes more than 400 members and 150 organizations, chaired by one of our very own Stork colleagues. Stork have fully organized the network for many years and our involvement has been pivotal to securing Non-Governmental Organisation (NGO) status to secure research funding. The funds have been donated to subject matter expert hydrogen research companies.

Further afield Hydrogreenn also reaches the Southern Catalonia Hydrogen Valley in Spain. Stork's involvement has helped shape the organisation's supply chain development and provide links between Spanish Catalan University and the Dutch EnTranCe University.

HYDROGEN HORIZON AUTOMOTIVE CHALLENGE



Stork sponsored the TT-Assen student team at the Hydrogen Horizon Automotive Challenge to actively get young people into contact with hydrogen technology.



STORK'S FIRST HYDROGEN- POWERED VEHICLE

Our colleague Willem Hazenberg, who is heavily active and involved in many of Stork's hydrogen initiatives, began driving our very first hydrogen-powered car late 2020. We look forward to bringing more information and updates on this exciting research in our 2021 CR Report.

HOOGEVEEN IS A CONCEPTUAL HYDROGEN RESIDENTIAL DISTRICT IN NETHERLANDS

Stork is responsible for project management and is Secretary to the consortium of 22 partners. The first of its kind, the project was showcased by Stork Project Manager Willem Hazenberg, to the King of the Netherlands.

Due to the broad project scope, students have benefited from experience and exposure in subjects such as landscape adaptations, energy legislation, sustainable communication, finance and control, mechanical engineering, operational research, to name a few.

Stork has made a financial contribution to the project's hydrogen booster, as well as making technical, economic and market specialists available. Stork sits on the Board of the Green Hydrogen Booster.

In preparation for future Technical Experts, Stork has collaborated with GAS 2.0 to develop hydrogen training courses in areas including mobility, the build environment and industry. Stork provides content, knowledge,

experience and practical cases to the courses, as well as Train-the-Trainer sessions.

A total of 2 million person-hours has been contributed to date, the district is planned to be fully built by 2022.



BARRANCABERMEJA REFINERY 3D

A SMART APPROACH TO TURNAROUNDS

We understand the impact that turnarounds can have for our clients. One closed week every two years, for example, represents around 1% of the production capacity of a platform. Therefore, we strive to reduce any downtime through strategic projects and resource planning, and the deployment of multidisciplinary teams using innovative technologies.

Stork Colombia's O&M team has successfully developed an integrated data-driven approach to achieve smart change: offering maximum predictability in cost, planning, safety and quality, thus minimizing the shutdown time and achieving earlier goals in the process. In addition to all operational processes, a communication and collaboration method is generated to ensure effective teamwork.

The use of 3D plant modelling has become an essential planning tool. Our teams can generate a specific and detailed

plan that facilitates the planning of the turnarounds, resulting in optimization and increased production. With our unique combination of strategic project, resource planning and innovative technologies we increase the efficiency and service we deliver to our clients.





NEW ROTOR FOR TURBINE RUNNING ON RENEWABLE ENERGY

STORK TURBO, NETHERLANDS JOINTLY DEPLOY YEARS OF EXPERTISE

Teams from Stork Turbo Blading in Sneek and Turbo Services in Almere are working on two projects to inspect and repair steam turbines running on renewable energy. A new rotor was jointly engineered and manufactured for a geothermal steam turbine located on a remote, tropical island. The turbine belongs to Geothermal Energy, a company that develops and operates geothermal power plants worldwide with the goal of harnessing the earth's energy to generate power.

The turbine blades and rotor were scanned on site using a 3D scanner several years ago. Stork Turbo Blading converted the data scan into drawings to manufacture new blades, and the rotor was partially assembled and inspected at Turbo Services.

Dirk Kuperus: "We wanted to start assembling the rotor ourselves on site for the customer, but that of course was not possible due to travel restrictions."

Roelof Reen: "You often see geothermal turbines being deployed in remote locations where power is needed but there is no fixed supply route for materials. For example in the past, we completed assignments and supplied components for geothermal turbines in the Philippines. In view of the energy transition, in addition to our work for gas & coal fired power plants, we are consciously and actively looking for opportunities to apply our expertise to turbines operating on natural heat sources. This is very possible, since turbines operate on roughly the same principle regardless of the heat source. For this reason, installations that operate on renewable energy are a logical target group for our business line."

WORLD'S LARGEST GREEN HYDROGEN PROJECT

STORK TO OPERATE & MAINTAIN 'GREENER THAN GREEN' PLANT FACILITY

In July 2020, Stork signed a Memorandum of Understanding with SGH2 Energy Services to provide O&M design input, commissioning and start-up services, as well as 20 year O&M services on their first five green hydrogen production plants.

The first plant facility will be in the city of Lancaster in California. This facility features a pioneering technology which uses recycled mixed paper waste to produce 'greener than green' hydrogen that reduces carbon emissions by two to three times more than green hydrogen produced using electrolysis and renewable energy. It is currently five to seven times cheaper.

Producing up to 11,000 kgs of green hydrogen per day and 3.8 million kgs per year – nearly three times more than any other green hydrogen facility (built or under construction) anywhere in the world. The facility will process 42,000 tonnes of recycled waste annually – from plastic to paper and from tyres to textiles – to make hydrogen.

The benefits for society are significant, on multiple fronts. Waste is a global problem, clogging waterways, contaminating oceans, packing landfills and polluting skies.

SGH2 Energy Services are working in partnership with The City of Lancaster guaranteeing feedstock supply whilst California's largest owners and operators of hydrogen refuelling stations are in negotiation to purchase the plant's output ensuring long term commercial viability.

"Stork is a global leader in providing clients with operations and maintenance solutions throughout the entire plant life cycle," said Taco de Haan, President & CEO. "As part of the design team we look forward to assisting in the optimization of plant design with reliability-based maintenance principles followed by delivering the actual plant operations and maintenance services. We are proud to be a part of this partnership as its objectives are so well aligned with Stork's sustainability agenda and our commitment to the global energy transition."

Construction work on the project is expected to begin in 2021 with fully operations by early 2023.



FISH FRIENDLY PUMP TURBINE

STORK PUMPS DESIGNS & INSTALLS INNOVATIVE SUSTAINABLE PUMP TURBINE

Colleagues at Stork Pumps have designed a new pump for the Krimpenerwaard pumping station that generates energy as soon as water is introduced.

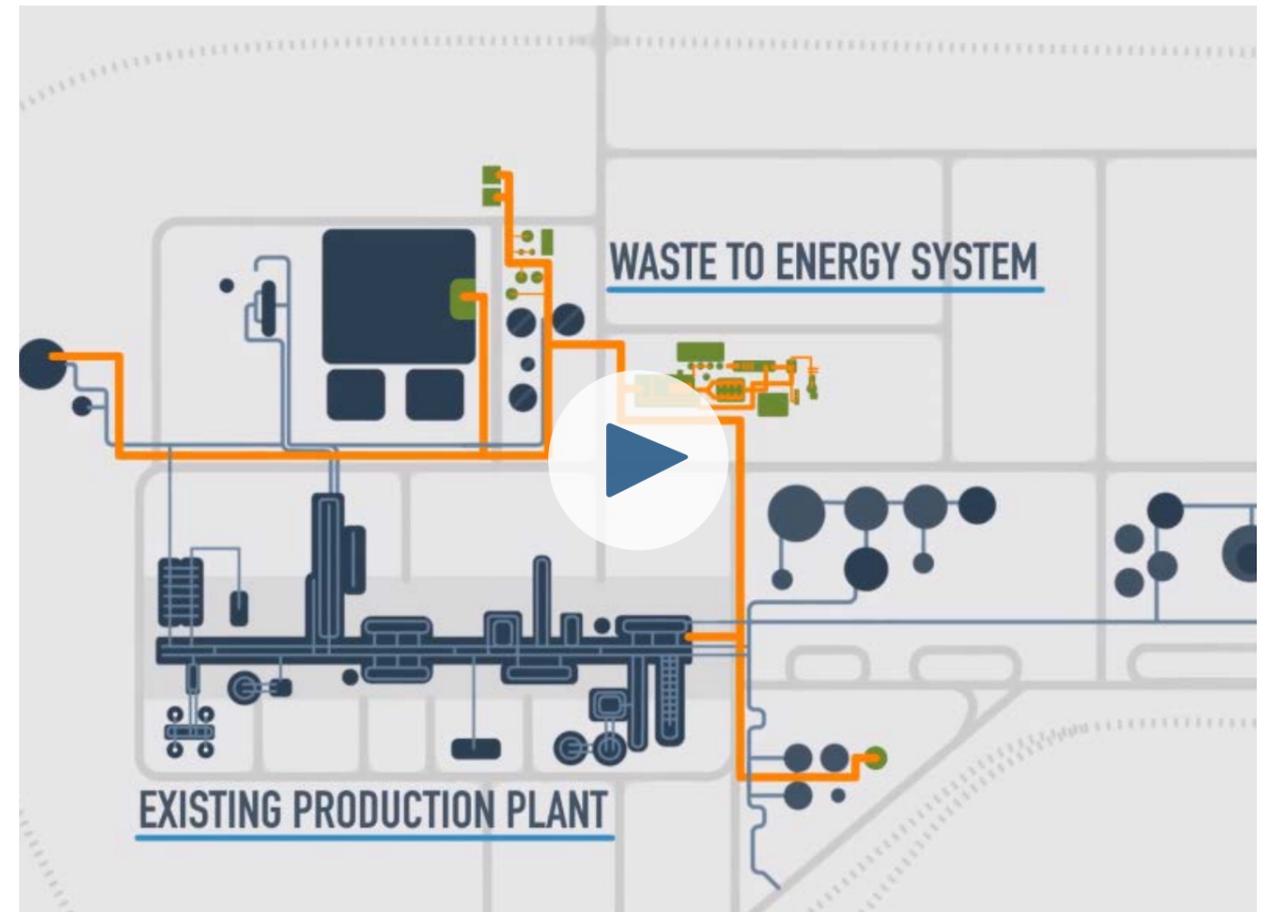
The pump is also fish-friendly, meaning that fish can swim through it unimpeded. This is an innovative, sustainable solution and a first according to the customer, the regional water authority Hoogheemraadschap van Schieland en de Krimpenerwaard (HHSK).

During wet periods, the pumping station pumps water from the locks in Krimpenerwaard to the river Lek. And during dry months when more water is needed in the polder, the exact opposite happens. "This means that the pump is making an important contribution to keeping feet dry and providing sufficient water for more than 50,000 people in the area," the regional water authority said.

Project Manager Janneke Fraterman of HHSK said, "We primarily use the energy generated to run the equipment in the pumping station. In the dry months, the pumping station is rarely used and requires very little energy. The energy that remains is delivered back to the grid. Storing it ourselves would be too costly. On balance we think we can meet about one-third of our own needs."

"It was quite a challenge to create the right balance between the efficiency of the pump on the one hand and fish-friendliness and efficiency of the turbine on the other," explained colleague Erik Dilling, Project Manager at Stork Pumps. "These 3 things are all interrelated, meaning that, for example, increasing the turbine efficiency would usually have a negative effect on pump efficiency and fish-friendliness."

In addition, the pump turbine had to fit into the existing configuration of the pumping station. The old pump was removed and the accompanying concrete pumphouse was cut out from the existing pumping station. The new pump and pumphouse had to fit precisely back in. We managed to create a pump turbine that fits well and that meets the customer's ambitious requirements for all three elements."



CIRCULAR STEAM PROJECT - FROM WASTE TO ENERGY

JOINT VENTURE TO PRODUCE PROPYLENE OXIDE AND STYRENE MONOMER

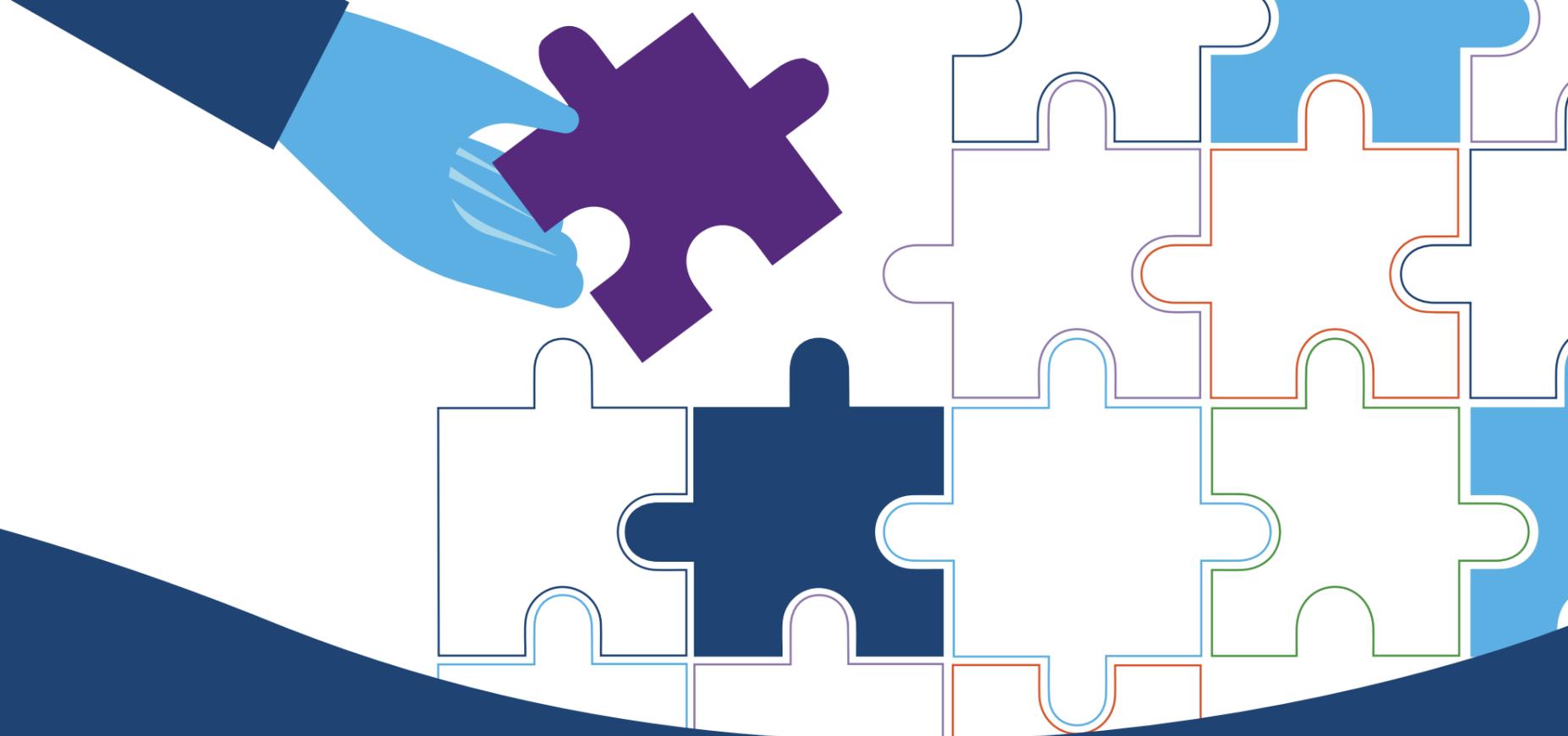
Propylene oxide and styrene monomer are used in cars, paints and packaging. Production of these materials generates a wastewater stream containing some chemicals. This joint venture project will build a facility that treats the wastewater stream to produce steam, which is returned to the production process.

About 40% of the wastewater stream goes to a modified water treatment plant where bacteria converts the stream into water and biogas. The remaining wastewater is burned in an incinerator where salt particles are segregated and steam is produced.

The incinerator is about 50 meters high, with more than 500 pieces of equipment.

Stork began supporting Lyondell-Basell with construction management early 2020, this progressed with a request to provide engineering support. A small engineering group of 6 colleagues quickly grew to a team of more than 25 across several disciplines such as construction, process, piping, mechanical, cost control and planning, electrical & control system, loop test coordination as well as Stork Thermeq Boiler / Burner knowledge.

The main challenge is to implement engineering, design and construction solutions before the anticipated mechanical completion date.



OUR SHAREHOLDER

UN SDGs IN THIS SECTION

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



13 CLIMATE ACTION



Stork's business is largely driven by ongoing operating budgets and is to a large degree sheltered from the impacts of cyclical markets and commodity prices.

We build long-term relationships with our clients, we are continuously present on many client locations, and as a result we are a core, trusted partner.

We provide our Shareholder, Fluor, with predictable, low risk and sustainable Earnings Before Interest and Tax (EBIT). We achieve this through the consistent application of good Corporate Governance practices.

We manage uncertainty through the effective management of risk using well-established risk management frameworks including identification, assessment, mitigation, allocation, treatment, monitoring and managing the impacts of retained risk.

Our business lines are where our income is generated and where we apply strong governance through well-established financial control cycles. This includes a 5-year strategic plan, annual operating plans and monthly monitoring of performance against the operating plan. To ensure our sustainability and maintain our financial health we steer each Business Line to focus on: strengthening the backlog in combination with revenue growth; Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) in absolute and percentage improvement terms; and operating net cash flow.

During 2020 we increased our focus on cash across the organisation, including all Business Lines and Support Functions in order to enhance and strengthen cash returns in future to our shareholder. There were four key areas prioritised in order to maximise our impact on cash.

Firstly, we maximised our EBITDA whilst maintaining our strategic direction in line with our 5 year plan. In addition to top-line growth, we kept our focus on improving our Gross Profit percentage and maintaining stable overhead costs. Overhead cost effectiveness was addressed through a Value Enhancement Plan implemented through each of our Support Functions.

Secondly, we exercised a high degree of prudence in the decisions we made regarding Capital Expenditure. First and foremost, we ensured that we always maintained our high standards for Health, Safety and Environment and that we could maintain our license to operate. With that assured, we turned our attention to the earn-back periods for proposed investments when allocating our finite resources.

Thirdly, we set ourselves stringent targets and closely monitored progress for Net Operating Working Capital percentage. This helped us to ensure that we had level customer payment terms versus margin, wherever it was commercially possible to do so, with a close control of overdue payments. Our accruals of Work In Progress and Vendor payment terms also received our attention.

Finally, as a complex global business, it was important for us to maintain our focus on tax requirements to ensure we had clarity and certainty.

2020 was a year that had significant challenge for us. We were able to weather the storm through application of good Corporate Governance and ensure we delivered on our promise to Our Shareholder, to provide predictable, low risk and sustainable EBIT.



CR GOVERNANCE

During 2020, our senior leadership reviewed progress with CR across Stork, identifying areas of best practice and determining how we could bring the benefit of such best practice to the wider business.

From this initial review, a series of work programmes were initiated to assess our current approach and propose how we could build further. This led to a CR working group developing a refreshed and aligned approach to People, Planet, Client and Shareholder issues, this being presented to our Senior Management Team and their endorsing of the strategy and direction for a harmonised, global approach to CR.

Building on this review and the endorsed approach, we have defined a framework for CR governance under the leadership of the Stork President and appointed a CR Officer with specific responsibility to ensure CR issues are effectively managed across our global business. A global CR Leadership Group comprising of representatives from our global Business Lines help set the strategy, plans and engage our local teams across the world. These teams are accountable to the senior management of each business line and have generated a high level of energy and engagement in CR issues within their teams.

The Stork President formally reviews CR progress on a planned basis quarterly during executive leadership meetings. Such reviews include all executive directors and leaders of all business lines and support functions. The CR Officer is accountable for preparing progress updates for review by the President and senior leadership and implementing any actions arising. This process remains effective and will be reviewed and updated if the need for further levels of governance are identified.

Whilst this is our first Global Stork CR report, we have publicly reported our performance as part of Fluor within the Fluor Sustainability Report since 2017 and for our Colombia Stork business since 2017 also. The current Fluor Sustainability report is available [here](#) and Colombia Sustainability report [here](#). Fluor follows standards from the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) to report metrics relevant to business operations and measurables in 2020.

In compiling this Stork report for 2020, we have defined areas where we see an opportunity to more reliably and consistently gather data on a global basis. We remain confident in the accuracy of all data provided, but recognise the need to be able to provide a broader range of metrics to communicate our progress.



EXTERNAL CERTIFICATION

Stork operate in accordance with international management standards for Safety, Environment, Energy and Quality Management. These systems are audited and certified by independent third party certification bodies and cover the following areas of our operations:



KEY

- Quality ISO 9001:2015
- Environment ISO 14001:2015
- Health and Safety ISO 45001:2018
- Health and Safety OHSAS 18001:2007
- Health and Safety VCA-P
- Energy ISO 50001:2018



ETHICS & CONDUCT

At Stork we strive to move beyond compliance with laws and regulations in the countries we operate in. Our core value of integrity is the foundation upon which our leadership and all our employees base their everyday behaviours.

We ensure our employees understand the importance of integrity and provide formal training in our Code of Business Conduct and Ethics and our Anti Bribery and Corruption Policy to support them.

Our commitment is simple, to do the right thing. Our leadership continuously reinforces the critically important role that ethical conduct plays in the success of every employee, our clients and suppliers, our shareholder and indeed all our stakeholders. We cascade this expectation through our supply chain to all our suppliers and partners.

We encourage all employees to speak up if they have any concerns without fear of any negative consequence. Our leadership receive training to help them respond to any questions and concerns. Our employees are our first line of defence against any unethical, illegal or dangerous behaviour and we actively encourage an open-door, speak-up culture. In addition, all employees, clients, suppliers and other third parties can ask questions about our ethics and compliance policies or report any suspected misconduct involving Stork or Stork's employees through our Compliance and Ethics Hotline, available 24 hours a day, 7 days a week.

Ethics and compliance concerns are investigated in a timely and thorough manner in order to maintain trust and integrity. Whether concerns are raised through management or the hotline, all issues raised undergo a consistent, unbiased investigation process. We follow established investigation guidelines to ensure that issues brought to our attention through speaking up or through the hotline are treated in a consistent, fair, unbiased and ethical manner.



OUR COMMITMENT
IS SIMPLE, TO DO
THE RIGHT THING.



We hope you found this Corporate Responsibility Report of interest.

We would welcome your feedback on this report.

You can share your thoughts via a short form accessed by scanning the below QR code on your smartphone or tablet.

Thank you.

