



Appendix



External review of our ESG reporting

Verisk Maplecroft was commissioned by Harbour Energy plc to:

- Conduct an ESG materiality assessment to help inform the ESG content of Harbour Energy’s 2022 ESG Report (see below).
- Support the overall content development of Harbour Energy’s 2022 ESG Report, and its alignment to the GRI Standards and other applicable standards (see below).
- Ensure the accuracy of disclosures made against material ESG topics in Harbour Energy’s 2022 ESG Report.

This statement is made in our capacity as an ongoing service provider to Harbour Energy on this assignment. Verisk Maplecroft did not directly verify the data relating to the Environment, Safety, Social and Governance (ESSG) aspects of the report. We did, however, confirm the existence of Harbour Energy policy statements, the veracity of management systems and the rigour of internal reporting/review processes.

Methodology

Verisk Maplecroft’s review of Harbour Energy’s ESG performance involved the following activities between September 2022 and March 2023:

- Internal engagement: This included interviewing subject matter experts across key disciplines (including HSES, human resources, legal, audit and risk management, investor relations, and others) at both Group level and business unit level, to gather information for the 2022 ESG Report and to update scoring for the materiality assessment process.
- Standards and recommendations: This included supporting Harbour Energy with the alignment of its 2022 ESG Report to international best practice reporting standards and recommendations. These standards included (1) GRI Standards (including the latest GRI 11: Oil and Gas Sector 2021 Standard); (2) UN Global Compact Principles; (3) Task Force on Climate-related Financial Disclosures (TCFD); and (4) Sustainability Accounting Standards Board (SASB).
- In addition, our work involved engagement with Harbour Energy on the potential for further public reporting to meet the emerging expectations of external stakeholders.

- Materiality assessment process: Verisk Maplecroft assisted Harbour Energy with the scoring and outputs of its structured materiality assessment process to help identify its material ESG issues. This included engaging with internal and external stakeholders. The overall process is aligned with the requirements of the GRI Standards.
- Gap analysis: A high-level gap analysis was carried out to identify and, where feasible, address gaps in Harbour Energy’s existing reporting practices.
- Performance enhancement: The outcomes from the review of standards and gap analysis were used, where possible, to enhance Harbour Energy’s level of reporting.

Materiality and completeness

Verisk Maplecroft believes that the narrative and data presented in this report are an accurate representation of Harbour Energy’s material ESG issues. Verisk Maplecroft is also satisfied that Harbour Energy’s GRI Core ‘in-accordance’ claim is fairly stated. Harbour Energy has reported on its management approaches towards its material issues and on relevant disclosures.

James Allan

JAMES ALLAN
VP, HEAD OF CONSULTING

10 MARCH 2023
VERISK MAPLECROFT, 1 HENRY STREET,
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Independent assurance statement

ERM Certification & Verification Services Limited ('ERM CVS') was engaged by Harbour Energy Plc ('Harbour') to provide limited assurance in relation to the selected information set out below and presented in Harbour's ESG Report 2022 (the 'Report').

Engagement summary	
Scope of our assurance engagement	<div>Whether the following 2022 selected information are fairly presented in the Report, in all material respects, in accordance with the reporting criteria:</div> <div><ul style="list-style-type: none">11.1.2 (302-1 Energy consumption within the organisation)11.1.3 (302-2 Energy consumption outside of the organisation)11.1.4 (302-3 Energy intensity)11.1.5 (305-1 Direct (Scope 1) GHG emissions)11.1.6 (305-2 Energy indirect (Scope 2) GHG emissions)11.1.7 (305-3 Other indirect (Scope 3) GHG emissions – Category 1 (Purchased goods and services), Category 4 (Purchased Goods and Services), Category 5 (Waste), Category 6 (Business travel) and Category 15 (Investments) only.11.1.8 (305-4 GHG emissions intensity)11.3.1 (305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions)11.5.2 (306-1 Waste generation and significant waste-related impacts)11.5.3 (306-2 Management of significant waste-related impacts)11.5.4 (306-3 Waste generated)11.5.5 (306-4 Waste diverted from disposal)11.5.6 (306-5 Waste directed to disposal)11.6.4 (303-3 Water withdrawal)11.6.5 (303-4 Water discharge)11.6.6 (303-5 Water consumption)11.8.2 (306-3 Significant spills)11.8.3 (Tier 1 and Tier 2 process safety events)11.9.10 (403-9 Work-related injuries)</div> <div>Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.</div>
Reporting period	1st January 2022 – 31st December 2022
Reporting criteria	GRI 11: Oil and Gas Sector 2021 (including applicable GRI Topic Standards)
Assurance standard and level of assurance	<div>We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial issued by the International Auditing and Standards Board.</div> <div>The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</div>
Respective responsibilities	<div>Harbour is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the selected information.</div> <div>ERM CVS' responsibility is to provide conclusions to Harbour on the agreed scope based on our engagement terms with Harbour, the assurance activities performed and exercising our professional judgement. We accept no responsibility, and deny any liability, to any party other than Harbour for the conclusions we have reached.</div>



Independent assurance statement continued

Our conclusion

Based on our activities, as described below, nothing has come to our attention to indicate that the selected 2022 information listed under ‘Scope’ above are not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

Our assurance activities

Considering the level of assurance and our assessment of the risk of material misstatement of the selected information, a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Assessing the appropriateness of the reporting criteria for the selected performance data.
- Interviews with management representatives responsible for managing the selected issues.
- Interviews with relevant staff to understand and evaluate the relevant management systems and processes (including internal review and control processes) used for collecting and reporting the selected disclosures.
- A review at corporate level of a sample of qualitative and quantitative evidence supporting the reported information.
- An analytical review of the year-end data submitted by all locations included in the consolidated 2022 group data for the selected information which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary.
- Confirming conversion and emission factors and assumptions used.
- Reviewing the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

The limitations of our engagement

The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

Our independence, integrity and quality control

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of Parts A & B of the IESBA Code relating to assurance engagements.

The team that has undertaken this assurance engagement has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Harbour in any respect.

GARETH MANNING
PARTNER, CORPORATE ASSURANCE
LONDON, UNITED KINGDOM

7 MARCH 2023

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GRI: General disclosures

This document aims to provide a consolidated overview of Harbour Energy reporting against the Global Reporting Initiative (GRI), including the supplement for the Oil & Gas Industry. We have included a note to highlight whether a topic is material for Harbour Energy. Furthermore, each disclosure point has been marked using the following legends:

ORGANISATIONAL PROFILE		DISCLOSURE	ESG	APP	DATA	AR	WEB
102-1	Name of the organisation	●					LINK
102-2	Activities, brands, products and services	●					LINK
102-3	Location of headquarters	●				123	LINK
102-4	Location of operations	●				22–29	LINK
102-5	Ownership and legal form	●				186	LINK
102-6	Markets served	●					LINK
102-7	Scale of the organisation	●					LINK
102-8	Information on employees and other workers	●			Soc. Data		
102-9	Supply chain	●	51		Gov. Data		
102-10	Significant changes to the organisation and its supply chain	●				1–54	
102-11	Precautionary principle or approach	●		Notes below		1–54	
102-12	External initiatives	●		Notes below			
102-13	Membership of associations	●	52	Notes below			
NOTES	Harbour Energy is member of a number of industry associations, where we often sit on committees and other task forces. The membership of associations include: IOGP, Energy Institute, Oil & Gas UK, EETRTAG, FABIG, Step Change in Safety, DROPS, EPOL and BEIS (OPRED). We disclose total fees associated with membership of associations in our ESG Report. Examples of external initiatives include UN Global Compact and Global Reporting Initiative. 102-11: Refer to GRI 307.						

STRATEGY		DISCLOSURE	ESG	APP	DATA	AR	WEB
102-14	Statement from senior decision-maker	●	5			2–3	
102-15	Key impacts, risks and opportunities	●				54–59	
NOTES							

ETHICS AND INTEGRITY		DISCLOSURE	ESG	APP	DATA	AR	WEB
102-16	Values, principles, standards and norms of behaviour	●				4	
102-17	Mechanisms for advice and concerns about ethics	●	47				
NOTES							

LEVEL OF DISCLOSURE:

● Full

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GRI: General disclosures continued

GOVERNANCE		DISCLOSURE	ESG	APP	DATA	AR	WEB
102-18	Governance structure	●				60–127	LINK
102-19	Delegating authority	●				60–127	
102-20	Executive-level responsibility for economic, environmental, and social topics	●				60–127	
102-21	Consulting stakeholders on economic, environmental, and social topics	●				60–127	
102-22	Composition of the highest governance body and its committees	●				60–127	
102-23	Chair of the highest governance body	●				60–127	
102-24	Nominating and selecting the highest governance body	●				60–127	
102-25	Conflicts of interest	●				60–127	
102-26	Role of highest governance body in setting purpose, values, and strategy	●				60–127	
102-27	Collective knowledge of highest governance body	●				60–127	
102-28	Evaluating the highest governance body’s performance	●				60–127	
102-29	Identifying and managing economic, environmental, and social impacts	●				60–127	
102-30	Effectiveness of risk management processes	●				60–127	
102-31	Review of economic, environmental, and social topics	●				60–127	
102-32	Highest governance body’s role in sustainability reporting	●		Notes below			
102-33	Communicating critical concerns	●	46–47				
102-34	Nature and total number of critical concerns	●	46–47				
102-35	Remuneration policies	●				78–99	
102-36	Process for determining remuneration	●				78–99	
102-37	Stakeholders’ involvement in remuneration	●		Notes below			
102-38	Annual total compensation ratio	●		Notes below		78–99	
102-39	Annual total compensation ratio	●		Notes below		78–99	
NOTES	102-34: Partly reported as we do not disclose the nature of critical concerns that were communicated to the highest governance body for confidentiality reasons. 102-37: We engage our major shareholders when designing our remuneration policies, but not our broader stakeholder group. 102-38 and 102-39: Partly reported. We provide the ratio of the CEO’s pay to the lower quartile, median, and upper quartile pay in our Annual Remuneration Report for the last three years, but we do not report data on highest-paid individual in each country of significant operations to the median annual total compensation for all employees, nor the percentage increase. The Board of Directors approves the ESG Report.						

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GRI: General disclosures continued

STAKEHOLDER ENGAGEMENT		DISCLOSURE	ESG	APP	DATA	AR	WEB
102-40	List of stakeholder groups	●	10			14–17	
102-41	Collective bargaining agreements	●	40		Soc. Data	14–17	
102-42	Identifying and selecting stakeholders	●	10	Notes below		14–17	
102-43	Approach to stakeholder engagement	●	10	Notes below		14–17	
102-44	Key topics and concerns raised	●				14–17	
NOTES	Our stakeholders are selected for engagement on the basis of: a) Their actual and/or potential impact on Harbour, and the achievement of our business objectives, and b) our actual and/or potential impact, both positive and negative, on them. We have identified a number of key stakeholder groups, and these include: shareholders and lenders, JV partners, our workforce (incl. contractors), government and regulators, suppliers and customers. Approach: engagement with stakeholders takes place at different levels: Corporate level (i.e. for strategic issues) and Business unit level (i.e. for both strategic and operational issues). Furthermore, the frequency of our engagements (daily, weekly or monthly), and the mechanism by which we engage (direct engagement, virtual meetings, annual reports etc), depends on who we are engaging with.						

REPORTING PRACTICE		DISCLOSURE	ESG	APP	DATA	AR	WEB
102-45	Entities included in the consolidated financial statements	●				108–175	
102-46	Defining report content and topic boundaries	●	2			108–175	
102-47	List of material topics	●	7				
102-48	Restatements of information	●				108–175	
102-49	Changes in reporting	●				108–175	
102-50	Reporting period	●	2			108–175	
102-51	Date of most recent report	●	2			108–175	LINK
102-52	Reporting cycle	●	2			108–175	
102-53	Contact point for questions regarding the report	●				204	
102-54	Claims of reporting in accordance with the GRI Standards	●	6				
102-55	GRI content index	●		Notes below			
102-56	External assurance	●	55–56			108–175	
NOTES	102-55: This GRI Table is our GRI content index.						

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GRI 200: Economic

GRI 201: ECONOMIC PERFORMANCE (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●				1	
201-1	Direct economic value generated and distributed	●			Gov. Data		
201-2	Financial implications and other risks and opportunities due to climate change	●	22–27	Notes below		1–54	
201-3	Defined benefit plan obligations and other retirement plans	●				134	
201-4	Financial assistance received from government	●			Gov. Data		
NOTES	We provide a wide range of data and supportive narrative concerning risks and opportunities related to climate change in both the Annual and ESG Reports. However, we do not report on 201-2 a – v.						

GRI 202: MARKET PRESENCE (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●					
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	●		Notes below			
202-2	Proportion of senior management hired from the local community	●			Soc. Data		
NOTES	202: Not applicable. Our employees receive salaries that are significantly higher than applicable local minimum wage levels. This is due to the nature of employee roles at Harbour Energy, which are generally office-based administrative roles or highly skilled technical roles. Entry grade salary levels in our international operations are significantly higher than the applicable local minimum wage. 202-2: We provide data for nationals (locals) in senior management (including grade applied) in the Data Sheets (although not broken down by location).						

GRI 203: INDIRECT ECONOMIC IMPACTS (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	35–36				
203-1	Infrastructure investments and services supported	●	35–36	Notes below			
203-2	Significant indirect economic impacts	●	35–36	Notes below			
NOTES	203-1 (a), (b) and (c): Partially reported. 203-2 (a) and (b): Partially reported. Impacts through value generation and distribution are reported in a general context and not on a project basis or in context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.						

GRI 204: PROCUREMENT PRACTICES (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	51				
204-1	Proportion of spending on local suppliers	●	51		Gov. Data		
NOTES							

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GRI 200: Economic continued

GRI 205: ANTI-CORRUPTION		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	47				LINK
205-1	Operations assessed for risks related to corruption	●	47				
205-2	Communication and training about anti-corruption policies and procedures	●	47				
205-3	Confirmed incidents of corruption and actions taken	●	47				
NOTES							

GRI 206: ANTI-COMPETITIVE BEHAVIOUR (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	47				
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	●	47	Notes below			
NOTES	No legal actions for anti-competitive behaviour, anti-trust, and monopoly practices were brought against Harbour Energy in 2022.						

GRI 207: TAX (2019)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	48	Notes below			LINK
207-1	Approach to tax	●		Notes below			LINK
207-2	Tax governance, control and risk management	●		Notes below			LINK
207-3	Stakeholder engagement and management concerns related to tax	●	48	Notes below			LINK
207-4	Country-by-country reporting	●		Notes below		178–179	
NOTES	We provide a wide range of tax related data throughout our Annual Report. Tax is audited every year by an independent external auditor as part of the annual audit for the financial statements. For more information regarding approach, governance, control and risk management related to taxation, please refer to our Tax Policy and Annual Report.						

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● Full

● Partial

● Omitted

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GRI 300: Environmental

GRI 301: MATERIALS (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●		Notes below			
301-1	Materials used by weight or volume	●		Notes below			
301-2	Recycled input materials used	●		Notes below			
301-3	Reclaimed products and their packaging materials	●		Notes below			
NOTES	Energy is the dominant input and output of our operations, therefore the value of reporting total materials by weight or volume for our sector is limited.						

GRI 302: ENERGY (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	31				
302-1	Energy consumption within the organisation	●	31		Env. Tab		
302-2	Energy consumption outside of the organisation	●		Notes below			
302-3	Energy intensity	●	31		Env. Tab		
302-4	Reduction of energy consumption	●	31				
302-5	Reduction in energy requirements of products and services	●		Notes below			
NOTES	302-2: Energy consumption outside of the organisation is currently not reported. We do not report reduction of energy consumption broken down by types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam. 302-5: Reduction in energy requirements of products and services is not applicable to our operations.						

GRI 303: WATER AND EFFLUENTS (2018)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●					
303-1	Interactions with water as a shared resource	●		Notes below			
303-2	Management of water discharge-related impacts	●		Notes below			
303-3	Water withdrawal	●		Notes below	Env. Tab		
303-4	Water discharge	●		Notes below	Env. Tab		
303-5	Water consumption	●		Notes below	Env. Tab		
NOTES	Our materiality assessment has shown that water is a less material topic for Harbour Energy. All of our operated assets are offshore and we have a limited impact on local water availability. We do not operate in regions with high or extremely high baseline water stress, where access to water may cause operational disruptions and/or conflicts with local communities over scarce resources. Nor do we operate in areas where there is a risk of aquifer contamination. We monitor water produced alongside our offshore operations and treat it to reduce the concentration of oil in water to permitted levels, before discharging it to the marine environment. Globally, we do not extract any water directly from freshwater sources (e.g. springs, streams, rivers, freshwater lakes etc.). Most of the water we use is seawater as all our operations are located offshore. We disclose several Effluents and Waste KPIs in our Data Sheets. 303-3: We do not break down total water withdrawal from each of the sources listed in Disclosures 303-3-a and 303-3-b in megalitres by category nor by the unit of metric: ≤1,000 mg/L Total Dissolved Solids. GRI 303-4: We do not disclose water discharge to all areas in megalitres, and a breakdown of this by points i. ii. iii. iv.						

LEVEL OF DISCLOSURE:

● Full	● Partial	● Omitted	ESG ESG Report	APP Appendix	DATA ESG Data Sheets	AR Annual Report	WEB Website
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GRI 300: Environmental continued

GRI 304: BIODIVERSITY (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●		Notes below			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	●		Notes below			
304-2	Significant impacts of activities, products, and services on biodiversity	●		Notes below			
304-3	Habitats protected or restored	●		Notes below			
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	●		Notes below			
NOTES	Harbour Energy takes consideration of biodiversity risks within our decision-making and the systems and controls when undertaking activities within protective or sensitive areas (all our operating sites undergo biodiversity risk assessments as part of the EIA process). We have no operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. We have therefore limited impact on areas of high biodiversity value. 304-3 and 304-4 not reported as these are not applicable.						

GRI 305: EMISSIONS (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	19–30		Env. Tab	32–39	
305-1	Direct (Scope 1) GHG emissions	●	19–30		Env. Tab		
305-2	Energy indirect (Scope 2) GHG emissions	●	19–30		Env. Tab		
305-3	Other indirect (Scope 3) GHG emissions	●	19–30	Notes below	Env. Tab		
305-4	GHG emissions intensity	●	19–30		Env. Tab		
305-5	Reduction of GHG emissions	●	19–30				
305-6	Emissions of ozone-depleting substances (ODS)	●	19–30		Env. Tab		
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	●		Notes below	Env. Tab		
NOTES	The vast majority of our GHG emissions are emitted in our UK operations. We are obliged under the UK Government's Energy Savings Opportunity Scheme (ESOS) to calculate our total energy consumption in the UK, identify areas of significant energy consumption in the UK, and provide this information to the UK Environment Agency. Efficient energy use helps us reduce our GHG emissions and lower operating costs. 305-3 Partly reported: Harbour Energy discloses Scope 3 GHG emissions data purchased good and services (Cat 1), upstream transportation and distribution (Cat 4), waste generated in operations (Cat 5), business travel (Cat 6) and investments (Cat 15). Disclosure of other Scope 3 related emissions throughout our value chain is currently under consideration. 305-7 Partly reported. Air quality (air emissions) has been considered non-material given that, as an offshore operator, we have limited impact on nearby communities. However, we do provide a wide range of air emissions data. Nitrogen oxides (NOx), sulphur oxides (SOx) and PM are currently not disclosed. Disclosure of additional air emissions data is under consideration.						

GRI 306: WASTE (2020)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	32				
306-1	Waste generation and significant waste-related impacts	●	32				
306-2	Management of significant waste-related impacts	●	32				
306-3	Waste generated	●	32		Env. Tab		
306-4	Waste diverted from disposal	●	32		Env. Tab		
306-5	Waste directed to disposal	●	32		Env. Tab		
NOTES	We began disclosing waste related data using the GRI 306 (2020) standard for our 2021 ESG Report.						

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● Full

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● Omitted

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GRI 300: Environmental continued

GRI 307: ENVIRONMENTAL COMPLIANCE (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	Throughout report	Notes below		76–77	
307-1	Non-compliance with environmental laws and regulations	●	32	Notes below	Env. Tab		
NOTES	Our Health, Safety, Environment and Security (HSES) Management System helps us manage our environmental impacts across our operations and projects. We prepare environmental impact assessments (EIAs) and social impact assessments (SIAs) for all our operated activities. The assessments are designed to consistently identify and mitigate our impacts (physical, environmental and socio-economic), and thereby reduce or avoid negative impacts on the environment (precautionary principle). Where applicable, we submit our EIAs and SIAs to the respective regulatory bodies in our host countries for approval prior to conducting our operated activities. We have not identified any non-compliance with environmental laws and/or regulations, nor have we been subject to any fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations during 2022.						

GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	51	Notes below			
308-1	New suppliers that were screened using environmental criteria	●	51	Notes below			
308-2	Negative environmental impacts in the supply chain and actions taken	●	51	Notes below			
NOTES	We subject all new contractors to an initial risk based HSES (Health, Safety, Environment and Security) assessment either by pre-qualification, bidding or negotiation, and then again during contract commencement. In 2022, we identified no significant negative environmental impacts in our supply chain.						

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GRI 400: Social

GRI 401: EMPLOYMENT (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	37–40	Notes below			
401-1	New employee hires and employee turnover	●			Social Data		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	●		Notes below			
401-3	Parental leave	●		Notes below	Social Data		
NOTES	We supplement employees’ base salaries with additional benefit packages. These vary depending on national employment law and local circumstances, but typically include: life insurance, healthcare, disability and invalidity coverage, parental leave, retirement provisions and stock ownership. Identical benefits are provided irrespective of employment type (full-time and part-time employees) in our European operations (UK and Norway). As for our international operations (these refer to Indonesia and Vietnam), part-time employees enjoy broadly the same access benefits provided to full-time employees, with the exception of a smaller number of benefits (e.g. stock ownership). We do not disclose points c, d and e under 401-3. Disclosure of these indicators is under consideration.						

GRI 402: LABOUR/MANAGEMENT RELATIONS (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	37–40	Notes below			
402-1	Minimum notice periods regarding operational changes	●		Notes below			
NOTES	Typically, we will provide employees and, where relevant, their elected representatives with at least one month’s notice of any significant operational changes that might affect them.						

GRI 403: OCCUPATIONAL HEALTH AND SAFETY (2018)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	11–16	Notes below			
403-1	Occupational health and safety management system	●	11–16	Notes below			
403-2	Hazard identification, risk assessment, and incident investigation	●	11–16	Notes below			
403-3	Occupational health services	●	11–16	Notes below			
403-4	Worker participation, consultation, and communication on occupational health and safety	●	11–16	Notes below			
403-5	Worker training on occupational health and safety	●	11–16	Notes below			
403-6	Promotion of worker health	●	11–16	Notes below			
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	●	11–16	Notes below			
403-8	Workers covered by an occupational health and safety management system	●	11–16	Notes below			
403-9	Work-related injuries	●	11–16		Social Data		
403-10	Work-related ill health	●	11–16		Social Data		
NOTES	Our Health, Safety, Environment and Security (HSES) Policy supports our commitment to continually improve our HSES performance. The Policy is endorsed by our Chief Executive Officer and sets out our overarching commitment. Our HSES Policy is supported by and implemented through our HSES Management Systems (Legacy Premier Oil HSES MS is certified to ISO45001 and 14001, and legacy Chrysaor HSES MS is certified to ISO14001). Our HSES Management System is monitored and reviewed on an ongoing basis to ensure its effectiveness and to support continuous improvement of operations. Offshore employees (all production and drilling activities are located offshore) are engaged and consulted on HSES Policy and practice; additionally, employee groups are selected to form safety forums or safety representatives. Elective safety representatives and safety forum groups meet every quarter, with the exception of those occurring across the Covid-19 pandemic (virtual meetings). Occupational health and safety training is provided across the organisation for all staff. This training includes generic training (e.g. induction) as well as more specific work-related OHS training (e.g. work related hazards, or hazardous activities/situations), depending on the employee and the activity performed (e.g. offshore staff). A comprehensive audit programme is structured for HSES management across the organisation (covering employees and contractors). We have processes for identifying workplace health and safety hazards and for assessing risks. Employees and contractors can report workplace hazards and hazardous situations, and are required (instructed) to remove themselves from work in situations which could cause injury, and are likewise instructed to intervene in situations which could cause injury. All workers (employees and contractors) are equipped with a stop work authority. Additionally, neither employees nor contractors are allowed to resume their activity in cases where potential hazards have not been addressed and risks have not been mitigated. All workers are protected against reprisals. We report and investigate all our incidents and near misses. High consequence injury rate data is reported and investigated at each instance. 403-2: a. (i and ii), and d not reported. 403-6 a: Not reported, 403-6 b: Partially reported. 403-9: We disclose the total number of hours worked, but we do not disclose the split between employees (403-9 a.v.) and contractors (403-9 b.v.).						

LEVEL OF DISCLOSURE:

● Full	● Partial	● Omitted	ESG ESG Report	APP Appendix	DATA ESG Data Sheets	AR Annual Report	WEB Website
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GRI 400: Social continued

GRI 404: TRAINING AND EDUCATION (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●					
404-1	Average hours of training per year per employee	●			Social Data		
404-2	Programmes for upgrading employee skills and transition assistance programmes	●					
404-3	Percentage of employees receiving regular performance and career development reviews	●			Social Data		
NOTES							

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	37–43			72–74	
405-1	Diversity of governance bodies and employees	●	37–43		Social Data	40, 72–74	
405-2	Ratio of basic salary and remuneration of women to men	●	37–43	Notes below		72–74	
NOTES		For details concerning gender pay gap, refer to our Gender Pay Report 2022 – https://www.harbourenergy.com/careers/gender-pay-reporting/					

GRI 406: NON-DISCRIMINATION (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	37				LINK
307-1	Non-compliance with environmental laws and regulations	●	44		Gov. Data		
NOTES		No incidents of discrimination were registered in 2022.					

GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	44				LINK
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	●		Notes below			
NOTES		No operations or suppliers were identified where the right to exercise freedom of association and collective bargaining may be violated or at significant risk in 2022.					

LEVEL OF DISCLOSURE:

● Full

● Partial

● Omitted

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GRI 400: Social continued

GRI 408: CHILD LABOUR (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●		Notes below			LINK
408-1	Operations and suppliers at significant risk for incidents of child labour	●		Notes below			
NOTES	No operations or suppliers were identified where the right to exercise freedom of association and collective bargaining may be violated or at significant risk in 2022.						

GRI 409: FORCED OR COMPULSORY LABOUR (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●		Notes below			LINK
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	●		Notes below			
NOTES	No operations or suppliers were identified where the right to exercise freedom of association and collective bargaining may be violated or at significant risk in 2022.						

GRI 410: SECURITY PRACTICES (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	49				
410-1	Security personnel trained in human rights policies or procedures	●		Notes below			
NOTES	We do not typically employ or contract security personnel, although landlords at some of our office locations do provide their own security personnel. Accordingly, we do not typically conduct human rights training for internal or external security personnel. For human rights related training to contractors, refer to GRI 412.						

GRI 411: RIGHTS OF INDIGENOUS PEOPLES (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●		Notes below			
411-1	Incidents of violations involving rights of indigenous peoples	●		Notes below			
NOTES	Not applicable. None of our activities are located in or near indigenous land as all of our reserves are located offshore. No incidents of violations involving rights of indigenous peoples were registered in 2022.						

GRI 412: HUMAN RIGHTS ASSESSMENT (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	44, 46, 51				
412-1	Operations that have been subject to human rights reviews or impact assessments	●	44	Notes below	Gov Data		LINK
412-2	Employee training on human rights policies or procedures	●	44				
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	●	44, 51		Gov Data		
NOTES	All our operated assets are located offshore. The profile of our human rights risks and impact is therefore very different from that of onshore operators. However, each year we conduct a Human Rights and Business Ethics Risk Screening Tool in cooperation with an external consultant.						

LEVEL OF DISCLOSURE:

● Full

● Partial

● Omitted

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GRI 400: Social continued

GRI 413: LOCAL COMMUNITIES (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●					
413-1	New suppliers that were screened using social criteria	●		Notes below			
413-2	Negative social impacts in the supply chain and actions taken	●		Notes below			
NOTES	Our materiality assessment has shown that this is not a material topic for Harbour Energy. All of our operations are located offshore and we have relatively limited interaction with local communities compared to companies with onshore operators.						

GRI 414: SUPPLIER SOCIAL ASSESSMENT (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	51	Notes below			LINK
414-1	New suppliers that were screened using social criteria	●	51	Notes below	Gov Data		
414-2	Negative social impacts in the supply chain and actions taken	●	51	Notes below			
NOTES	We subject all new contractors to an initial risk based HSES assessment either by pre-qualification, bidding or negotiation, and then again during contract commencement. Our Supply Chain Contractor Due Diligence Process also assesses all material new contracts for human rights, labour rights, corruption, financial and business-ethics risks. In 2022, we identified no significant negative environmental, human rights or labour rights impacts in our supply chain.						

GRI 415: PUBLIC POLICY (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	52				
415-1	Political contributions	●	52	Notes below			
NOTES	In 2022, Harbour Energy did not make any political donations or contributions.						

GRI 416: CUSTOMER HEALTH AND SAFETY (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●		Notes below			
416-1	Assessment of the health and safety impacts of product and service categories	●		Notes below			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	●		Notes below			
NOTES	Harbour solely sells crude oil and gas to energy and utility companies, traders and refiners. We do not sell any products to the general public. As such, the health and safety impacts of any products/services or the nature of information on products/services are of limited relevance to our business. Material Safety Data Sheets are prepared for our crude oil and gas products where relevant.						

LEVEL OF DISCLOSURE:

● Full	● Partial	● Omitted	ESG ESG Report	APP Appendix	DATA ESG Data Sheets	AR Annual Report	WEB Website
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GRI 400: Social continued

GRI 417: MARKETING AND LABELLING (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●		Notes below			
417-1	Requirements for product and service information and labelling	●		Notes below			
417-2	Incidents of non-compliance concerning product and service information and labelling	●		Notes below			
417-3	Incidents of non-compliance concerning marketing communications	●		Notes below			
NOTES	Non-applicable. See notes for GRI 416: Customer health and safety.						

GRI 418: CUSTOMER PRIVACY (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	49				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	●	49	Notes below			
NOTES	Cyber-security is a material topic for Harbour. Harbour Energy did not register any significant data breaches in 2022. For more information, refer to the cyber-security section of the ESG Report (page 49).						

GRI 419: SOCIOECONOMIC COMPLIANCE (2016)		DISCLOSURE	ESG	APP	DATA	AR	WEB
103	Management approach	●	Throughout report			Throughout report	LINK
419-1	Non-compliance with laws and regulations in the social and economic area	●		Notes below			
NOTES	We have not identified any non-compliance with laws and/or regulations, nor have we been subject to any fines and non-monetary sanctions for failure to comply with laws and/or regulations in the social and economic area in 2022.						

LEVEL OF DISCLOSURE:

●

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●

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GRI 11: Oil and gas sector 2021

TOPIC		REFERENCE TO GRI STANDARDS	ESG
11.1	GHG emissions	GRI 302: Energy (2016) GRI 305: Emissions (2016)	31
11.2	Climate adaptation, resilience, and transition	GRI 201: Economic Performance (2016) GRI 305: Emissions (2016)	19–29
11.3	Air emissions	GRI 305: Emissions (2016) GRI 416: Customer Health and Safety (2016)	31
11.4	Biodiversity	GRI 304: Biodiversity (2016)	Appendix only
11.5	Waste	GRI 306: Waste (2020)	32
11.6	Water and effluents	GRI 303: Water and Effluents (2018)	32
11.7	Closure and rehabilitation	GRI 402: Labour/Management Relations (2016) GRI 404: Training and Education (2016)	50
11.8	Asset integrity and critical incident management	GRI 303: Water and Effluents (2020) GRI 306: Waste (2020)	15–16
11.9	Occupational health and safety	GRI 403: Occupational Health and Safety (2018)	37–40
11.10	Employment practices	GRI 401: Employment (2016) GRI 402: Labour/Management Relations (2016) GRI 404: Training and Education (2016) GRI 414: Supplier Social Assessment (2016)	37–44
11.11	Non-discrimination and equal opportunity	GRI 202: Market Presence (2016) GRI 401: Employment (2016) GRI 404: Training and Education (2016) GRI 405: Diversity and Equal Opportunity (2016) GRI 406: Nondiscrimination (2016)	51
11.12	Forced labour and modern slavery	GRI 409: Forced or Compulsory Labour (2016) GRI 414: Supplier Social Assessment (2016)	44
11.13	Freedom of association and collective bargaining	GRI 407: Freedom of Association and Collective Bargaining (2016)	23–27, 35–36 & 51–52
11.14	Economic impacts	GRI 201: Economic Performance (2016) GRI 202: Market Presence (2016) GRI 203: Indirect Economic Impacts (2016) GRI 204: Procurement Practices (2016)	34–36
11.15	Local communities	GRI 413: Local Communities (2016)	34–36

LEVEL OF DISCLOSURE:

Full

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Omitted

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GRI 11: Oil and gas sector 2021continued

TOPIC		REFERENCE TO GRI STANDARDS	ESG
11.16	Land and resource rights	GRI 413: Local Communities (2016) GRI 411: Rights of Indigenous Peoples (2016)	34–36
11.17	Rights of indigenous peoples	GRI 411: Rights of Indigenous Peoples (2016)	Appendix only
11.18	Conflict and security	GRI 410: Security Practices (2016)	49
11.19	Anti-competitive behavior	GRI 206: Anticompetitive Behavior (2016)	47
11.20	Anti-corruption	GRI 205: Anticorruption (2016)	47
11.21	Payments to governments	GRI 207: Tax (2019)	48
11.22	Public policy	GRI 415: Public Policy (2016)	52
NOTES	GRI 11 also contains a list of disclosures for organizations in the oil and gas sector to report in relation to each likely material topic. We have mapped these disclosures to the respective GRI Standards, and included the page numbers in the ESG Report where each can be found. Additional information on these disclosures is also included in the GRI Standard tables (located in the ESG Report Appendix), as well as in the ESG Data Sheets (also located in the ESG Report Appendix).		

LEVEL OF DISCLOSURE:

● Full

● Partial

● Omitted

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SASB: Accounting

This section aims to provide a consolidated overview of Harbour Energy reporting against the Sustainability Accounting Standards Board (SASB) Standard for the Oil & Gas – Exploration & Production industry. We have included both the Sustainability Disclosure Topics & Accounting Metrics (under Table 1), and the Activity Metrics (under Table 2). Furthermore, we have included references to where the relevant information can be found, as well as supportive narrative explaining why a topic is not material for Harbour Energy, and whether a specific metric has not been disclosed.

TABLE 1: SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

GREENHOUSE GAS EMISSIONS		DISCLOSURE	REFERENCE
CODE	ACCOUNTING METRIC		
EM-EP-110a.1	Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	●	ESG p. 19–30
EM-EP-110a.2	Amount of gross global Scope 1 emissions from: (1) flared hydrocarbons, (2) other combustion, (3) process emissions, (4) other vented emissions, and (5) fugitive emissions	●	ESG Data Sheets
EM-EP-110a.3	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	●	ESG p. 19–30
SUPPORTIVE NOTES	Harbour provides a range of GHG Scope 1 and 2 emissions data and supportive narrative. However, we do not currently disclose (break down) Scope 1 emissions from combustion process and fugitive emissions, nor do we disclose percentage covered under emissions-limiting regulations. Disclosure of these metrics is under consideration.		

AIR QUALITY		DISCLOSURE	REFERENCE
CODE	ACCOUNTING METRIC		
EM-EP-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N ₂ O), (2) SOx, (3) volatile organic compounds (VOCs), and (4) particulate matter (PM10)	●	ESG Data Sheets
SUPPORTIVE NOTES	Our materiality assessment has shown that this is a medium material topic for Harbour Energy. Air emissions from our operations have relatively limited impact on local communities given that all of our operations are located offshore. However, we do provide a wide range of air-emissions data in our ESG Data Sheets. We currently do not disclose NOx, SOx, and PM. Disclosure of these metrics is under consideration.		

WATER MANAGEMENT		DISCLOSURE	REFERENCE
CODE	ACCOUNTING METRIC		
EM-EP-140a.1	(1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with high or extremely high baseline water stress	●	ESG Data Sheets
EM-EP-140a.2	Volume of produced water and flowback generated; percentage (1) discharged, (2) injected, (3) recycled; hydrocarbon content in discharged water	●	Comments below
EM-EP-140a.3	Percentage of hydraulically fractured wells for which there is public disclosure of all fracturing fluid chemicals used	●	Comments below
EM-EP-140a.4	Percentage of hydraulic fracturing sites where ground or surface water quality deteriorated compared to a baseline	●	Comments below
SUPPORTIVE NOTES	Our materiality assessment has shown that water is a low material topic for Harbour Energy. All of our operations are located offshore. We do not operate in regions with high or extremely high baseline water stress, therefore we do not consume or withdraw water from regions with high or extremely high baseline water stress. Nor do we operate in areas where there is a risk of aquifer contamination. We monitor water produced alongside our offshore operations and treat it to reduce the concentration of oil in water to permitted levels, before discharging it to the marine environment. Our activities do not involve hydraulic fracturing. We provide water related data in our ESG Data Sheets.		

LEVEL OF DISCLOSURE:

- Full
- Partial
- Omitted



SASB: Accountingcontinued

SECURITY, HUMAN RIGHTS & RIGHTS OF INDIGENOUS PEOPLES		DISCLOSURE	REFERENCE
CODE	ACCOUNTING METRIC		
EM-EP-210a.1	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	●	Comments below
EM-EP-210a.2	Percentage of (1) proved and (2) probable reserves in or near indigenous land	●	Comments below
EM-EP-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	●	Comments below
SUPPORTIVE NOTES	None of our 1P or 2P reserves are located in or near areas of conflict. None of our 1P or 2P reserves are located in or near indigenous land as all of our reserves are located offshore. Harbour provides a range of security and human rights data and supportive narrative. For approach to security and human rights, ESG Report pages 44 & 49 and our Slavery and Human Trafficking Statement on our website: https://www.harbourenergy.com/about-us/our-policies/		

COMMUNITY RELATIONS		DISCLOSURE	REFERENCE
CODE	ACCOUNTING METRIC		
EM-EP-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests	●	Comments below
EM-EP-210b.2	Number and duration of non-technical delays	●	Comments below
SUPPORTIVE NOTES	Our materiality assessment has shown that community relations is a medium material topic for Harbour Energy. All of our operations are located offshore and we have relatively limited interaction with local communities compared to companies with onshore operations.		

WORKFORCE HEALTH & SAFETY		DISCLOSURE	REFERENCE
CODE	ACCOUNTING METRIC		
EM-EP-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR), and (4) average hours of health, safety, and emergency response training for (a) full-time employees, (b) contract employees, and (c) short-service employees	●	ESG Report p. 11–14 ESG Data Sheets
EM-EP-320a.2	Discussion of management systems used to integrate a culture of safety throughout the exploration and production lifecycle	●	ESG Report p. 11–14
SUPPORTIVE NOTES	Harbour provides a range of safety data and supportive narrative. Currently, Harbour does not disclose the following indicators: near miss frequency rate (NMFR), and average hours of health, safety, and emergency response training. In 2022, the fatality rate was zero. Furthermore, Harbour does not disclose the number of short-service employees, only the number of full-time and contract employees. Disclosure of these metrics is under consideration.		

RESERVES VALUATION & CAPITAL EXPENDITURES		DISCLOSURE	REFERENCE
CODE	ACCOUNTING METRIC		
EM-EP-420a.1	Sensitivity of hydrocarbon reserve levels to future price projection scenarios that account for a price on carbon emissions	●	AR p. 124–125
EM-EP-420a.2	Estimated carbon dioxide emissions embedded in proved hydrocarbon reserves	●	Comments below
EM-EP-420a.3	Amount invested in renewable energy, revenue generated by renewable energy sales	●	Comments below
EM-EP-420a.4	Discussion of how price and demand for hydrocarbons and/or climate regulation influence the capital expenditure strategy for exploration, acquisition, and development of assets	●	Comments below
SUPPORTIVE NOTES	Harbour provides a range of GHG emissions data. Currently, Harbour does not disclose the estimated carbon dioxide emissions embedded in proved hydrocarbon reserves. Disclosure of this metric is under consideration. Currently Harbour’s energy portfolio does not include renewable energy, therefore no revenues are generated by renewable energy sales. Our Strategic Report inside our Annual Report & Accounts, alongside our capital market related materials cover a wide range of issues concerning our capital expenditure strategy: https://www.harbourenergy.com/investors/		

LEVEL OF DISCLOSURE:

● Full ● Partial ● Omitted



SASB: Accountingcontinued

BUSINESS ETHICS & TRANSPARENCY		DISCLOSURE	REFERENCE
CODE	ACCOUNTING METRIC		
EM-EP-510a.1	Percentage of (1) proved and (2) probable reserves in countries that have the 20 lowest rankings in Transparency International’s Corruption Perception Index	●	Comments below
EM-EP-510a.2	Description of the management system for prevention of corruption and bribery throughout the value chain	●	ESG Report p. 47
SUPPORTIVE NOTES	None of our 1P or 2P reserves are located in countries that have the 20 lowest rankings in Transparency International’s Corruption Perception Index. The majority of our 2P reserves are located in the North Sea (UK and Norway).		

MANAGEMENT OF THE LEGAL & REGULATORY ENVIRONMENT		DISCLOSURE	REFERENCE
CODE	ACCOUNTING METRIC		
EM-EP-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	●	ESG Report p. 52
SUPPORTIVE NOTES	Harbour provides a range of safety data and supportive narrative. Currently, Harbour does not disclose the following indicators: near miss frequency rate (NMFR), and average hours of health, safety, and emergency response training. In 2022, the fatality rate was zero. Furthermore, Harbour does not disclose the number of short-service employees, only the number of full-time and contract employees. Disclosure of these metrics is under consideration.		

CRITICAL INCIDENT RISK MANAGEMENT		DISCLOSURE	REFERENCE
CODE	ACCOUNTING METRIC		
EM-EP-540a.1	Process Safety Event (PSE) rates for Loss of Primary Containment (LOPC) of greater consequence (Tier 1)	●	ESG Report p. 11–16
EM-EP-540a.2	Description of management systems used to identify and mitigate catastrophic and tail-end risks	●	ESG Report p. 11–16
SUPPORTIVE NOTES			

SASB: Activity

TABLE 2: ACTIVITY METRICS

ACTIVITY METRIC	UNIT OF MEASURE	CODE	DISCLOSURE	REFERENCE
	Thousand barrels per day (Mbbbl/day)	EM-EP-000.A	●	AR p. 1
Production of (2) natural gas	Thousand barrels per day (Mbbbl/day)	EM-EP-000.A	●	AR p. 1
Production of (3) synthetic oil	Million standard cubic feet per day (MMscf/day)	EM-EP-000.A	●	Notes below
Production of (4) synthetic gas	Million standard cubic feet per day (MMscf/day)	EM-EP-000.A	●	Notes below
Number of offshore sites	Number	EM-EP-000.B	●	AR p. 22–29
Number of terrestrial sites	Number	EM-EP-000.C	●	Notes below
SUPPORTIVE NOTES	Our global portfolio includes only production of oil and natural gas. Harbour is not involved in the production of synthetic oil or synthetic gas. Number of producing fields can be found in our Annual Report & Accounts page 23.			

LEVEL OF DISCLOSURE:

● Full ● Partial ● Omitted



TCFD Index

The following index provides an overview of Harbour Energy’s disclosures on climate-related risks and opportunities as recommended by the Task Force on Climate-related Financial Disclosures (TCFD). Disclosures included in this index cover our activities during the period 1 January to 31 December 2022.

GOVERNANCE		DISCLOSURE	ESG	AR	DATA
a	Describe the board’s oversight of climate-related risks and opportunities	●	19	33	–
b	Describe management’s role in assessing and managing climate-related risks and opportunities	●	19	33	–
STRATEGY		DISCLOSURE	ESG	AR	DATA
a	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	●	20–26	34–38	–
b	Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning	●	20–26	34–38	–
c	Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	●	20–26	34–38	–
RISK MANAGEMENT		DISCLOSURE	ESG	AR	DATA
a	Describe the organisation’s processes for identifying and assessing climate-related risks	●	20–26	34–38	–
b	Describe the organisation’s processes for managing climate-related risks	●	20–26	34–38	–
c	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation’s overall risk management	●	26	38	–
METRICS AND TARGETS		DISCLOSURE	ESG	AR	DATA
a	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	●	20–30	34–39	Env. Data
b	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks	●	30	32	Env. Data
c	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	●	20–30	33–38	–

LEVEL OF DISCLOSURE:

● Full

● Partial

● Omitted

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UN SDGs

Through our work, management systems, practices and performance, we contribute to a number of UN SDGs. This index presents the linkages between our activities and the individual goals.

HOW WE CONTRIBUTE TO SDGS:

We have identified Goals 3, 7, 8 and 13 as those where we can make the most meaningful contribution – both in terms of maximising positive impacts on the achievement of the SDGs, as well as actively managing and/or minimising our negative impacts.

STANDARD SDGs

UN SDG	NOTES	ESG REPORT
	We work to keep our employees and contractors safe and well, with a goal of zero harm to people. We work to reduce occupational risks, and protect workers, staff and community members against diseases. We work to prevent and mitigate the health impacts of air emissions and effluent discharges. Additionally, we seek to design and offer attractive benefits programmes for all employees.	Safety
	As an energy company, we seek to ensure access to affordable and reliable energy, whilst improving energy efficiency in operation and production.	Environmental
	We strive to promote local employment and workforce development. We encourage local procurement and supplier development as we seek to contribute to the socio-economic development of the regions where we operate.	Safety, Governance, Social
	We have a strategic plan for a net zero emissions future, as we seek to reduce emissions within our operations. We work to strengthen the resilience and adaptive capacity to climate change impacts.	Environmental

HOW WE SUPPORT OUR SECONDARY SDGS:

We contribute to a series of secondary SDGs through the policies and operating practices we adopt, particularly in relation to safety, environment, human rights, community relations and investments, diversity and inclusion, business ethics and wider governance practices.

SECONDARY SDGs

UN SDG	NOTES	ESG REPORT
	We support the participation of women at all levels of our decision-making. Additionally, we seek to increase employment opportunities for women across our organisation, and promote female representation in management. We are actively monitoring diversity and working to develop women’s careers and improve our gender balance.	Social
	Applying global standards to manage our environmental performance and seeking to reduce the amount of waste we generate.	Environmental
	We apply global standards to a) manage our environmental performance and have plans in place to respond to hydrocarbon and non-hydrocarbon spills, and b) manage our environmental performance and conduct environmental impact assessments, including biodiversity considerations, when we plan our projects. We incorporate environmental assessments into management plans and we work towards accident prevention, preparedness and response.	Environmental
	We believe our policies and performance contribute to the sustainable development of the regions where we operate. We strive to build an effective, accountable and inclusive company at all levels, and integrate human rights and anti-corruption risk in our operations and our supply chain.	Governance



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Environment¹

ENERGY USE	UNIT OF MEASURE	2019	2020	2021	2022
Energy used in operations – Total Group	million GJ	7.8	13.8	18.0	22.8
o/w Fuel gas	million GJ	7.4	13.4	16.0	20.9
o/w Diesel	million GJ	0.4	0.4	4.3	1.8

FUEL USE	UNIT OF MEASURE	2019	2020	2021	2022
Fuel gas – Total Group	tonnes	154,738.7	289,687.9	342,171.7	450,437.5
Diesel (platform/rig/logistics)	tonnes	9,036.3	25,033.0	47,827.9	38,605.4

ENERGY INTENSITY	UNIT OF MEASURE	2019	2020	2021	2022
Energy intensity – Total Group	GJ per tonne of production	2.0	1.8	2.0	2.14

DIRECT GREENHOUSE GAS EMISSIONS (SCOPE 1)	UNIT OF MEASURE	2019	2020	2021	2022
GHG emissions operated facilities and drilling – gross operated ²	000 tonnes CO ₂ e	535.7	957	1,210.8	1,384.7
o/w Production	000 tonnes CO ₂ e	493.4	957.3	1,210.8	1,377.9
o/w Drilling	000 tonnes CO ₂ e	42.2	0.0	0.0	6.8
GHG intensity – gross operated ³	kg CO ₂ eq per boe	20.3	19.5	20.7	21.2
GHG emissions (equity share) – operated + non-operated	000 tonnes CO ₂ e	890.8	1,125.5	1,391.2	877.7
Carbon price					
Internal price on carbon	\$ per tonne of CO ₂	–	–	–	80.0



Environment¹ continued

AIR EMISSIONS	UNIT OF MEASURE	2019	2020	2021	2022
CO ₂ (Carbon dioxide)	tonnes	531,362.4	917,004.2	1,484,964.1	1,362,601.0
CH ₄ (Methane)	tonnes	525.5	1,031.0	2,360.9	3,307.9
HFC (Hydrofluorocarbons)	tonnes	0.0	0.0	0.01	0.61
PFC (Perfluorocarbons)	tonnes	0.0	0.0	0.0	0.0
SF ₆ (Sulphur hexafluoride)	tonnes	0.0	0.0	0.0	0.0
NF ₃ (Nitrogen trifluoride)	tonnes	0.0	0.0	0.0	0.0
N ₂ O (Nitrous oxide)	tonnes	38.2	69.0	120.0	101.5
VOCs (Volatile organic compounds)	tonnes	157.4	250.2	8,643.2	1,786.9
NO ₂ (Nitrogen Dioxide)	tonnes	1,856.2	2,940.0	7,083.9	4,891.8
SO ₂ (Sulfur dioxide)	tonnes	26.1	28.3	1,044.8	1,014.2
CO (Carbon monoxide)	tonnes	1,182.0	2,100.4	3,358.8	2,770.0

INDIRECT GREENHOUSE GAS EMISSIONS	UNIT OF MEASURE	2019	2020	2021	2022
Scope 2 ⁴	tonnes CO ₂ eq	1,065.75	3,659	3,910.6	4,400.0
Scope 3 (GHG Protocol Scope 3 category)	tonnes CO ₂ eq			447.6	383,987.4
o/w Purchased goods and services (Cat 1)	tonnes CO ₂ eq	–	–	–	344,732.4
o/w Upstream transportation and distribution (Cat 4)	tonnes CO ₂ eq	–	–	–	33,700.3
o/w Waste generated in operations (Cat 5)	tonnes CO ₂ eq	–	–	–	3,169.1
o/w Business travel (Cat 6)	tonnes CO ₂ eq	317.3	317.3	447.6	1,910.4
o/w Investments (Cat 15)	tonnes CO ₂ eq	–	–	–	475.1

INTENSITY OF DISCHARGES TO AIR	UNIT OF MEASURE	2019	2020	2021	2022
Flaring	tonnes of gas	21,578.0	36,621.7	49,667.9	51,047.2
o/w Routine	tonnes of gas	0	0	23,509.8	27,145.3
o/w Non-Routine	tonnes of gas	1,647.6	7,004.3	12,387.1	16,623.1
o/w Emergency	tonnes of gas	19,930.4	29,617.4	13,771.1	7,281.0
Flaring per tonne produced	tonnes per 000 tonnes of production	5.6	4.8	4.7	4.8
Venting	tonnes of gas	7.3	7.32	206.9	3,171.5
Venting per tonne produced	tonnes per 000 tonnes of production	0.002	0.001	0.020	0.298



Environment¹continued

EFFLUENTS AND WASTE	UNIT OF MEASURE	2019	2020	2021	2022
Planned discharges					
Discharged produced water	million tonnes	1.01	2.66	2.1	2.5
Oil in produced water	parts per million by weight (ppm-wt)	18.42	11.08	17.8	15.4
Oil in produced water	tonnes	18.64	29.5	37.9	39.2
Unplanned discharges					
Hydrocarbon spills	#	13	4	28	12
Hydrocarbon spills	tonnes	0.51	0.02	0.9	0.10
o/w Released to the environment	tonnes	0.51	0.02	0.8	0.01
Chemical spills	#	2	17	19	27
Chemical spills	tonnes	0.77	1.68	26.7	208.6
o/w Released to the environment	tonnes	0.77	1.68	26.7	207.7
Gas release incidents	#	3	8	18	15
Gas release incidents	kg	1.73	671.12	1101.1	719.3
Gas release incidents	tonnes CO ₂ e	0.06	21.48	53.1	703.7
o/w Released to the environment	tonnes	0	0.67	10.5	0.7



Environment¹ continued

WATER	UNIT OF MEASURE	2019	2020	2021	2022
Total water consumption from all areas	tonnes	28,434	19,324	2,650,343.5	367,241.0
o/w Municipal (potable) water	tonnes	28,434	19,324	107,420.1	97,616.6
o/w Seawater (re-injection only, excludes cooling water)	tonnes	0	0	2,542,923.4	269,324.4
Total water withdrawal from all areas with water stress	tonnes	0	0	0	0
Total water withdrawal from freshwater sources	tonnes	0	0	16,120	19,067.9
Total water abstracted	tonnes	0	0	0	0
Water intensity – Total Group	tonne (water) per tonne of production	–	–	–	0.03

WASTE ⁵	UNIT OF MEASURE	2019	2020	2021	2022
Waste generated	tonnes	5,904.9	36,921.4	25,708.3	25,328.6
o/w Hazardous waste	tonnes	4,438.7	13,775.1	10,254.7	14,564.4
o/w Non-hazardous waste	tonnes	1,466.2	23,146.3	15,453.6	10,764.2

Waste generated	tonnes	–	–	25,708.3	25,328.6
o/w Diverted from disposal	tonnes	–	–	5,708.6	20,460.6
o/w Directed to disposal	tonnes	–	–	19,999.7	4,855.4

Waste generated	tonnes	–	–	25708.3	25,328.6
o/w Drilling	tonnes	–	–	–	0
o/w Scale and sludge	tonnes	–	–	–	0
o/w Tailings	tonnes	–	–	–	0



Environment¹ continued

WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPERATION	UNIT OF MEASURE	2019	2020	2021	2022
Onsite Hazardous Waste Total	tonnes	–	–	0.0	0.0
o/w Preparation for reuse	tonnes	–	–	0.0	0.0
o/w Recycling	tonnes	–	–	0.0	0.0
o/w Other recovery operations	tonnes	–	–	0.0	0.0
Onsite Non-Hazardous Waste Total	tonnes	–	–	0.0	0.0
o/w Preparation for reuse	tonnes	–	–	0.0	0.0
o/w Recycling	tonnes	–	–	0.0	0.0
o/w Other recovery operations	tonnes	–	–	0.0	0.0
Off-site Hazardous Waste Total	tonnes	–	–	1,133.4	1,309.5
o/w Preparation for reuse	tonnes	–	–	1.54	0.2
o/w Recycling	tonnes	–	–	1,107.4	1,287.4
o/w Other recovery operations	tonnes	–	–	24.4	22.0
Off-site Hazardous Waste Total	tonnes	–	–	1,133.4	1,309.5
o/w Drilling	tonnes	–	–	–	758.16
o/w Scale and sludge	tonnes	–	–	–	54.185
o/w Tailings	tonnes	–	–	–	0
Off-site Non-Hazardous Waste Total	tonnes	–	–	4,575.2	3,215.2
o/w Preparation for reuse	tonnes	–	–	21.8	52.3
o/w Recycling	tonnes	–	–	4,472.2	3,005.2
o/w Other recovery operations	tonnes	–	–	81.2	157.7
Off-site Non-Hazardous Waste Total	tonnes	–	–	4,575.2	3,215.2
o/w Drilling	tonnes	–	–	–	0
o/w Scale and sludge	tonnes	–	–	–	0
o/w Tailings	tonnes	–	–	–	0



Environment¹ continued

WASTE DIRECTED TO DISPOSAL BY DISPOSAL OPERATION	UNIT OF MEASURE	2019	2020	2021	2022
Onsite Hazardous Waste Total	tonnes	–	–	0.0	0.0
o/w Incineration with energy recovery	tonnes	–	–	0.0	0.0
o/w Incineration without energy recovery	tonnes	–	–	0.0	0.0
o/w Landfilling	tonnes	–	–	0.0	0.0
o/w Other Disposal Operations	tonnes	–	–	0.0	0.0
Onsite Non-Hazardous Waste Total	tonnes	–	–	0.0	0.0
o/w Incineration with energy recovery	tonnes	–	–	0.0	0.0
o/w Incineration without energy recovery	tonnes	–	–	0.0	0.0
o/w Landfilling	tonnes	–	–	0.0	0.0
o/w Other Disposal Operations	tonnes	–	–	0.0	0.0
Off-site Hazardous Waste Total	tonnes	–	–	9,121.3	7,632.8
o/w Incineration with energy recovery	tonnes	–	–	447.0	287.8
o/w Incineration without energy recovery	tonnes	–	–	250.1	345.0
o/w Landfilling	tonnes	–	–	3,442.5	570.1
o/w Other Disposal Operations	tonnes	–	–	4,981.6	6,429.2
Off-site Non-hazardous Waste Total	tonnes	–	–	9,121.3	7,632.8
o/w Drilling	tonnes	–	–	–	236.929
o/w Scale and sludge	tonnes	–	–	–	6,390.815
o/w Tailings	tonnes	–	–	–	0
Off-site Non-hazardous Waste Tota	tonnes	–	–	10,878.4	13,171.1
o/w Incineration with energy recovery	tonnes	–	–	296.6	415.2
o/w Incineration without energy recovery	tonnes	–	–	5.3	413.1
o/w Landfilling	tonnes	–	–	875.2	6,181.4
o/w Other Disposal Operations	tonnes	–	–	9,701.2	6,161.5



Environment¹continued

WASTE DIRECTED TO DISPOSAL BY DISPOSAL OPERATION (CONTINUED)	UNIT OF MEASURE	2019	2020	2021	2022
Off-site Hazardous Waste Total	tonnes	–	–	9121.3	13,171.1
o/w Drilling	tonnes	–	–	–	7,787.7
o/w Scale and sludge	tonnes	–	–	–	4468.1
o/w Tailings	tonnes	–	–	–	0

MANAGING ENVIRONMENTAL PERFORMANCE	UNIT OF MEASURE	2019	2020	2021	2022
Environmental protection measures/expenditure	USD mn	11.3	14.9	15	3.6

ENVIRONMENTAL COMPLIANCE	UNIT OF MEASURE	2019	2020	2021	2022
Environmental or safety fines	USD mn	0	0	0	0



Social – Safety⁶

OCCUPATIONAL HEALTH AND SAFETY	UNIT OF MEASURE	2019	2020	2021	2022
Worked hours – Total Group	million	7.56	5.1	11.76	12.04
o/w Employees – Total Group	million	–	–	–	3.67
o/w Contractors – Total Group	million	–	–	–	8.37
Recordable injuries – Total Group	#	7	6	15	9
Fuel gas – Total Group	#	0	0	0	0
Diesel (platform/rig/logistics)	#	3	2	8	4
o/w Employees – Total Group	#	1	0	4	4
o/w Contractors – Total Group	#	3	4	3	1
Total Recordable Injury Rate (TRIR) – Total Group	cases/mn worked hours	0.93	1.17	1.27	0.75
o/w Employees – Total Group	cases/mn worked hours	1.47	0.54	0.31	0.75
o/w Contractors – Total Group	cases/mn worked hours	0.73	1.53	1.63	1.08
High Potential Incidents (HiPos) – Total Group	#	–	10	8	13
o/w HiPos related to production – Total Group	#	–	8	4	10
o/w HiPos related to drilling – Total Group	#	–	1	2	2
o/w HiPos related to construction – Total Group	#	–	0	2	1
o/w HiPos related to travel – Total Group	#	–	0	0	0
High Potential Incident Rate (HiPoR) – Total Group	# cases/mn worked hours	–	1.96	0.68	1.08
Near Miss – Total Group	#	–	–	–	446
Near Miss Frequency Rate (NMFR) – Total Group	cases/mn worked hours	–	–	–	37.04
Occupational health and wellness – Total Group					
Work-related occupational illness cases – Total Group	#	0	0	1	0
Non-work related occupational illness – Total Group	#	0	0	4	1



Social – Safety⁶ continued

PROCESS SAFETY ⁷	UNIT OF MEASURE	2019	2020	2021	2022
Loss of Primary Containment events total	#	1	1	2	1
o/w Tier 1 process safety events	#	0	0	0	0
o/w Tier 2 process safety events	#	1	1	2	1



Social – HR⁸

WORKFORCE PROFILE ⁹	UNIT OF MEASURE	2019	2020	2021	2022
Workforce total	#	1,292	1,249	2,211	2,221
o/w Employees	#	1,045	1,042	1,771	1,824
o/w Contractors	#	247	207	440	397
o/w Male	#	984	950	1,668	1,663
o/w Female	#	308	299	543	558
	#				
Employees by gender and age	#	1,045	1,042	1,771	1,824
o/w Male	#	809	805	1,333	1,358
o/w Female	#	236	237	438	466
o/w Age <30	#	87	67	79	55
o/w Age 30–50	#	675	666	1,219	1,225
o/w Age >50	#	283	309	473	544
Employee recruitment (new employees) by gender, age and BU ¹⁰	#	81	52	66	228
o/w Male	#	60	36	45	152
o/w Female	#	21	16	21	76
o/w Age <30	#	20	9	14	19
o/w Age 30–50	#	48	32	43	179
o/w Age >50	#	13	11	9	30
o/w International BU (Vietnam and Indonesia)	#	–	–	–	36
o/w UK BU (North Sea)	#	–	–	–	192



Social – HR⁸continued

WORKFORCE PROFILE (CONTINUED)	UNIT OF MEASURE	2019	2020	2021	2022
Employee departures by gender, age and BU	#	29	47	131	131
o/w Male	#	24	36	95	98
o/w Female	#	5	11	36	33
o/w Age <30	#	2	2	7	4
o/w Age 30–50	#	15	17	53	70
o/w Age >50	#	12	28	71	57
o/w International BU (Vietnam and Indonesia)	#	–	–	–	16
o/w UK BU (North Sea)	#	–	–	–	115
Employees made redundant	#	8	25	47	32
Redundancy rate	#	0.76	2.4	2.1	1.8
Employee net gain/loss by gender	#	24	5	-65	97
o/w Male	#	36	0	-50	54
o/w Female	#	16	5	-15	43
Turnover rate ¹¹	%	2.8	4.5	7.4	7.4
o/w Male	%	3	4.5	7.1	7.4
o/w Female	%	2.1	4.6	8.2	7.5
Contractors by gender	#	247	207	440	397
o/w Male	#	175	145	335	305
o/w Female	#	72	62	105	92



Social – HR⁸continued

LOCAL EMPLOYMENT	UNIT OF MEASURE	2019	2020	2021	2022
Total Employees	#	1045	1,042	1,771	1,824
o/w Nationals in employees (excl. contractors)	#	1,045	1,042	1,755	1,810
o/w Expatriate employees	#	0	1	16	14
Total senior management (Grade 31 and +)	#	171	203	324	426
Nationals (locals) in senior management (Grade 31 and +)	#	171	203	315	415
Percentage of nationals (locals) in senior management	%	100	100	97.22	97.42
Total National Employees full time – by gender	#	982	992	1,691	1,729
o/w Male	#	804	800	1,314	1,330
o/w Female	#	188	192	377	399
Total National Employees part time – by gender	#	63	49	64	47
o/w Male	#	5	4	4	6
o/w Female	#	48	45	60	41
Total National Employees fixed term – by gender ¹²	#	1	0	22	2
o/w Male	#	1	0	11	1
o/w Female	#	0	0	11	1



Social – HR⁸continued

DIVERSITY AND INCLUSION	UNIT OF MEASURE	2019	2020	2021	2022
Employees (excl. contractors)	#	1,045	1,042	1,771	1,824
o/w Male	#	809	805	1,333	1,358
o/w Female	#	236	237	438	466
o/w Male	%	77	77	75.27	74.45
o/w Female	%	23	23	24.73	25.54
Gender balance at senior management level (Grade 31 and +)	#	171	203	324	426
o/w Male	#	137	164	260	329
o/w Female	#	34	39	64	97
o/w Male	%	80	80	80.24	77.23
o/w Female	%	20	20	19.76	22.77
Diversity of Board by gender	#	10	11	11	9
o/w Male	#	9	10	7	6
o/w Female	#	1	1	4	3
o/w Male	%	89	90	63.6	66.6
o/w Female	%	11	10	36.4	33.3
Diversity of Board by age and nationality	#	10	11	11	9
o/w Age <30	#	0	0	0	0
o/w Age 30–50	#	1	1	1	1
o/w Age >50	#	9	10	10	8
o/w British	#	–	–	5	3
o/w United States	#	–	–	4	4
o/w Norway	#	–	–	2	2
Diversity of Board by ethnicity	#	–	–	11	9
White	#	–	–	11	8
Executives	#	–	–	3	2
Non-executives	#	–	–	8	6
Mixed/Multiple ethnic groups	#	–	–	0	0
Asian/Asian British	#	–	–	0	0
Black/African/Caribbean/Black British	#	–	–	0	0
Other ethnic group	#	–	–	0	1



Social – HR⁸continued

DIVERSITY AND INCLUSION (CONTINUED)	UNIT OF MEASURE	2019	2020	2021	2022
Diversity at Board level tenure	#	–	–	11	9
Less than one year (<1)	#	–	–	11	0
o/w Executives	#	–	–	3	0
o/w Non-executives	#	–	–	8	0
Between 1–3 years	#	–	–	0	0
o/w Executives	#	–	–	0	2
o/w Non-executives	#	–	–	0	7
Between 3–5 years	#	–	–	0	0
o/w Executives	#	–	–	0	0
o/w Non-executives	#	–	–	0	0
Between 5–7 years	#	–	–	0	0
o/w Executives	#	–	–	0	0
o/w Non-executives	#	–	–	0	0
Between 7–9 years	#	–	–	0	0
o/w Executives	#	–	–	0	0
o/w Non-executives	#	–	–	0	0
More than 9 years	#	–	–	0	0
o/w Executives	#	–	–	0	0
o/w Non-executives	#	–	–	0	0
Diversity of leadership team by gender and age (exec. management) ¹³					
o/w Male	#	–	–	7	9
o/w Female	#	–	–	2	3
o/w Male	%	–	–	77.78	75%
o/w Female	%	–	–	22.22	25%
o/w Age <30	#	–	–	0	0
o/w Age 30–50	#	–	–	3	5
o/w Age >50	#	–	–	6	7
o/w British	#	–	–	7	10
o/w Others	#	–	–	2	2



Social – HR⁸continued

PERFORMANCE MANAGEMENT	UNIT OF MEASURE	2019	2020	2021	2022
Employees received performance reviews against individual performance	%	100	100	99	100
Annual discretionary bonuses to eligible employees	%	99.9	99.8	100	99.18

EMPLOYEE ENGAGEMENT ¹⁴	UNIT OF MEASURE	2019	2020	2021	2022
Participation rate of Group-wide employee engagement survey	#	0	0	0	84
Number of concerns raised by employees that resulted in a formal grievance	#	0	0	3	5
Total number of employees that took parental leave by gender	#	6	10	20	12
o/w Men	#	3	8	11	9
o/w Women	#	3	2	9	3
Percentage of employees entitled to take parental leave	#	100	100	99.9	95.1

ORGANISED LABOUR	UNIT OF MEASURE	2019	2020	2021	2022
Employees covered by collective bargaining agreement	#	0	0	479	466
Employees covered by collective bargaining agreement	%	0	0	27.0	25.5

LEARNING AND DEVELOPMENT	UNIT OF MEASURE	2019	2020	2021	2022
Total hours spent on employee development training	hours	24,745	20,412	43,589	75,689
o/w how many are related to safety and emergency preparedness	hours	–	–	–	31,562



Governance¹⁵

SUPPLY CHAIN AND LOCAL PROCUREMENT	UNIT OF MEASURE	2019	2020	2021	2022
Significant negative human rights or labour rights impacts identified in the supply chain	number	–	–	0	0
Percentage of new material contracts that were subject to the Supply Chain Contractor Due Diligence Process	%	–	–	100	100
Local Procurement (new contracts signed in 2022)					
o/w Locally owned	%	–	–	69.4	62.5
o/w Local-entities owned by foreign parent companies	%	–	–	24.9	29.2
o/w Foreign company	%	–	–	5.7	8.3

PUBLIC POLICY AND GOVERNMENT RELATIONS	UNIT OF MEASURE	2019	2020	2021	2022
Political donations or contributions	number	–	–	0	0
Receive significant financial assistance from governments	number	–	–	0	0

SECURITY	UNIT OF MEASURE	2019	2020	2021	2022
Significant (physical) security incidents that directly affected our workforce or assets	number	–	–	0	0
Significant (cyber) security incidents that directly affected our cyber infrastructure	number	–	–	0	0

GLOBAL CODE OF CONDUCT	UNIT OF MEASURE	2019	2020	2021	2022
Current employees and core contractors trained on the Code	%	–	–	99	99
New employees and core contractors receiving induction training on the Code	%	–	–	100	100
Number of substantiated allegations of wrongdoing as set out in the Code of Conduct and Whistleblowing Procedure	number	–	–	1	0
Significant legal sanctions in relation to business ethics	number	–	–	0	0
Termination or failure to renew any external business relationships due to breach of the Code	number	–	–	0	0
Number of disciplinary actions or dismissals for wrongdoing as described in the Code of Conduct and Whistleblowing Procedure	number	–	–	1	2



Governance¹⁵continued

HUMAN RIGHTS	UNIT OF MEASURE	2019	2020	2021	2022
Operations that have been subject to human rights reviews or human rights impact assessments, by country	%	–	–	100	100
Reported violations of the Slavery and Human Trafficking Statement	number	–	–	0	0
Identified incidents of human rights abuse within our organisation	number	–	–	0	0
Security-related incidents in our business units with human rights implications	number	–	–	0	0
Operations that restrict freedom of association and/or collective bargaining	number	–	–	0	0
Identified incidents of discrimination reported within our organisation	number	–	–	0	1
Identified incidents of human rights abuse in the supply chain	number	–	–	0	0

ECONOMIC CONTRIBUTIONS					
Economic value generated	USD mn	–	–	3,677.0	4,408.0
Economic value retained	USD mn	–	–	1,578.8	2,189.0
Economic value distributed	USD mn	–	–	2,088.2	3,319.0
Economic distribution by type					
Operating cost	USD mn	–	–	1,255.4	1,549.0
Royalties	USD mn	–	–	3.8	5.0
Staff costs	USD mn	–	–	317.1	367.0
Dividends	USD mn	–	–	0	191.0
Share buybacks	USD mn	–	–	0	361.0
Finance costs	USD mn	–	–	231.1	294.0
Corporate income tax payments	USD mn	–	–	279.8	551.0
Community investments	USD mn	–	–	1.096	1.0



Notes to data

- 1) 2019–2020 data includes only legacy Chrysaor Energy operations (includes ConocoPhillips acquisition of UK assets by Chrysaor Energy in Q4 2019). For previous years’ Premier Oil environmental data refer to our website.
- 2) 2021 data includes data for legacy Chrysaor Energy for Q1-Q4 2021 assets, and Q2-Q4 2021 data for legacy Premier Oil assets. In 2022, we revised our Scope 1, 2 and 3 emissions boundary definitions to focus on the activities over which Harbour has operational control and to better align with industry peer reporting. Based on this, we have restated our Scope 1 GHG emissions in 2021 to 1210.8 ‘000 tonnes CO₂eq (we reported 1600.6 ‘000 tonnes CO₂eq in 2021) Calculation based on assumed GHG emission Global Warming Potentials (GWPs) with the Intergovernmental Panel on Climate Change (IPCC) 6th report, 2021.
- 3) On a reported basis. Includes production from legacy Chrysaor Energy assets for the period of Q1-Q4 2021, and production from legacy Premier Oil assets for the period of Q2-Q4 2021. In line with our 2022 revised Scope 1, 2 and 3 emissions boundary we have also restated our 2021 GHG intensity figures.
- 4) Scope 2 calculations are based on emission factors supplied by the UK Department for Business, Energy and Industrial Strategy (‘BEIS’).
- 5) Data collected for Waste diverted from disposal by recovery operation and Waste directed to disposal by disposal operation began in 2021 in line with GRI 306: WASTE 2020.
- 6) 2019–2020 data includes only legacy Chrysaor Energy operations (includes ConocoPhillips acquisition of UK assets by Chrysaor Energy in Q4 2019). For previous years’ Premier Oil data refer to our website.
- 7) 2020 data includes legacy Chrysaor Energy for Q1-Q4 2021 assets, and Q2-Q4 2021 data for legacy Premier Oil assets. Includes both own staff and contractors.
- 8) We classify significant process safety LOPC events as either ‘Tier 1’ or ‘Tier 2’ process safety events based on IOGP Report 456: Process Safety – Recommended practice on Key Performance Indicators.
- 9) 2019–2020 data includes only legacy Chrysaor Energy operations (includes ConocoPhillips acquisition of UK assets by Chrysaor Energy in Q4 2019). For previous years’ Premier Oil data refer to our website.
- 10) Workforce profile: data as per 31 December 2021.
- 11) Accounts as new employees those hired following the creation of Harbour Energy (31 March 2021). Employees from legacy organisations (Premier Oil and Chrysaor Energy) not included as new employees.
- 12) Number of departures divided by employees at the end of the reporting period.
- 13) Definition of executive management: The executive committee or most senior executive or managerial body below the Board, including the Company Secretary but excluding administrative and support staff.
- 14) No Group-wide employee engagement survey was undertaken in 2021 due to the merger.
- 15) 2019–20 data not included given differences in data collection and policies/codes.



Glossary and definitions

ACRONYM	DEFINITION
AELE	Armada, Everest, Lomond and Erskine
BRINDEX	Association of British Independent Exploration Companies
BU	Business Unit
C&P	Contracts & Procurement
CBCR	Country-by-country reporting
CCS	Carbon capture and storage
CCUS	Carbon Capture Utilisation and Storage
CDP	Formerly the Carbon Disclosure Project the CDP runs an annual global environmental disclosure system
CH4	Methane
CMT	Crisis Management Team
CO	Carbon monoxide
CO ₂	Carbon dioxide
CRRO	Climate-related Risks and Opportunities
DE&I	Diversity, equity & inclusion
DESNZ	UK Department for Energy Security and Net Zero
DJRC	Dow Jones Risk Centre
EIS	East Irish Sea
EITI	Extractives Industries Transparency Initiative
EPL	Energy Profits Levy
ER	Emergency Response
ERRV	Emergency response and rescue vessel
ESG	Environmental, social & governance
ETS	Emissions Trading Scheme
FEED	Front end engineering design
FID	Final Investment Decision
FPSO	Floating production storage & offloading
FTSE	Financial Times Stock Exchange
GHG	Greenhouse Gas Emissions
GloBE	Global Anti-Base Erosion
GRI	Global Reporting Initiative
GVA	Gross Value Add
HFC	Hydrofluorocarbons



Glossary and definitions continued

ACRONYM	DEFINITION	
HiPoR	High potential incident rate	An incident not causing loss or damage but under different circumstances would result in an accident
HiPos	High potential incidents	Any incident or near miss that could, in other circumstances, have realistically resulted in one or more fatalities
HSES	Health, safety, environment & security	
HSEx	Health & Safety Executive	
IChemE	Institution of Chemical Engineers	
IEA	International Energy Agency	
IOGP	International Association of Oil and Gas Producers	
IPCC	Intergovernmental Panel on Climate Change	
IPIECA	International Petroleum Industry Environmental Conservation Association	
LGBTQ+	Lesbian, gay, bisexual, transgender and questioning	
LOGGS	Lincolnshire Offshore Gas Gathering System	
LOPC	Loss of Primary Containment	An unplanned or uncontrolled release of any material from primary containment, including non-toxic and non-flammable materials
LTIR	Lost Time Injury Rate	
M&A	Mergers and Acquisitions	
NCP	National Contingency Plan	
NEA	National Energy Action	
N ₂ O	Nitrous oxide	
NF ₃	Nitrogen trifluoride	
NGFS	Network for Greening the Financial System	
NGO	Non-governmental organisation	
NO ₂	Nitrogen Dioxide	
NSIP	Nationally Significant Infrastructure Project	
NSTA	North Sea Transition Authority	
NSTD	North Sea Transition Deal	
PFC	Perfluorocarbons	
PROPER	Pollution Control, Evaluation and Rating	
SALT	Safety Action and Learning Team	
SASB	Sustainability Accounting Standards Board	
Scope 1	Emissions are direct emissions from owned or controlled sources	
Scope 2	Emissions are indirect emissions from the generation of purchased energy	
Scope 3	Emissions are all indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions	



Glossary and definitions continued

ACRONYM	DEFINITION	
SF ₆	Sulphur hexafluoride	
SO ₂	Sulphur dioxide	
SPE	Society of Petroleum Engineers	
SRMS	Storage Resources Management System	
SSP	Shared Socioeconomic Pathways	
TCFD	Task Force on Climate-related Financial Disclosures	
T&S	Transport & Storage	
TRIR	Total Recordable Injury Rate	Number of fatalities, lost time injuries, substitute work, and other injuries requiring treatment by a medical professional per million hours worked
UKOITC	UK Oil Industry Taxation Committee	
UN SDG	United Nations Sustainable Development Goals	
VERRA	Independently verified carbon credits	
VOCs	Volatile organic compounds	

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Further reading