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ENVIRONMENT¹

ENERGY USE	UNIT OF MEASURE	2019	2020	2021
Energy used in operations - Total Group	million GJ	7.8	13.8	22.4
o/w Fuel gas	million GJ	7.4	13.4	18.1
o/w Diesel	million GJ	0.4	0.4	4.3
FUEL USE	UNIT OF MEASURE	2019	2020	2021
Fuel gas - Total Group	tonnes	154738.7	289687.9	448749.7
Diesel (platform/rig/logistics)	tonnes	9036.3	25033.0	97438.0
ENERGY INTENSITY	UNIT OF MEASURE	2019	2020	2021
Energy intensity - Total Group	GJ per tonne of production	2.0	1.8	2.14
DIRECT GREENHOUSE GAS EMISSIONS (SCOPE 1)	UNIT OF MEASURE	2019	2020	2021
GHG emissions operated facilities and drilling - gross operated ²	'000 tonnes CO2eq	536	975	1600.6
o/w Production	'000 tonnes CO2eq	493.4	957.3	1468.3
o/w Drilling and decomissioning	'000 tonnes CO2eq	42.2	18.2	132.3
GHG emissions non-operated facilities - net non-operated	'000 tonnes CO2eq	438.1	404.0	518.4
GHG emissions (equity share) - operated + non-operated	'000 tonnes CO2eq	890.8	1125.5	1391.2
GHG intensity - gross operated ³	kg CO2eq per boe	20.3	19.8	23.0

AIR EMISSIONS	UNIT OF MEASURE	2019	2020	2021
CO2 (Carbon dioxide)	tonnes	531362.4	917004.2	1484964.1
CH4 (Methane)	tonnes	525.5	1031.0	2360.9
HFC (Hydrofluorocarbons)	tonnes	Ο	0	Ο
PFC (Perfluorocarbons)	tonnes	0	0	0
SF6 (Sulphur hexafluoride)	tonnes	0	Ο	0
NF3 (Nitrogen trifluoride)	tonnes	0	0	0
N2O (Nitrous oxide)	tonnes	38.2	69.0	120.0
VOCs (Volatile organic compounds)	tonnes	157.4	250.2	8643.2
NO2 (Nitrogen Dioxide)	tonnes	1856.2	2940.0	7083.9
SO2 (Sulfur dioxide)	tonnes	26.1	28.3	1044.8
CO (Carbon monoxide)	tonnes	1182.0	2100.4	3358.8

INDIRECT GREENHOUSE GAS EMISSIONS	UNIT OF MEASURE	2019	2020	2021
Scope 2 ⁴	tonnes CO2eq	1065.75	3659	3910.6
Scope 3 ⁵	tonnes CO2eq	317.3	317.3	447.6

INTENSITY OF DISCHARGES TO AIR	UNIT OF MEASURE	2019	2020	2021
Flaring	tonnes of gas	21578.0	36621.7	49667.9
o/w Routine	tonnes of gas	0	0	23509.8
o/w Non-Routine	tonnes of gas	1647.6	7004.3	12387.1
o/w Emergency	tonnes of gas	19930.4	29617.4	13771.1
Flaring per tonne produced	tonnes per 000 tonnes of production	5.6	4.8	4.7
Venting	tonnes of gas	7.3	7.32	206.9
Venting per tonne produced	tonnes per 000 tonnes of production	0.002	0.001	0.020

EFFLUENTS AND WASTE	UNIT OF MEASURE	2019	2020	2021
Planned discharges				
Discharged produced water	million tonnes	1.01	2.66	2.1
Oil in produced water	parts per million by weight (ppm-wt)	18.42	11.08	17.8
Oil in produced water	tonnes	18.64	29.5	37.9
Unplanned discharges				
Hydrocarbon Spills	#	13	4	28
Hydrocarbon Spills	tonnes	0.51	0.02	0.9
o/w released to the environment	tonnes	0.51	0.02	0.8
Chemical Spills	#	2	17	19
Chemical Spills	tonnes	0.77	1.68	26.7
o/w released to the environment	tonnes	0.77	1.68	26.7
Gas release incidents	#	3	8	18
Gas release incidents	kg	1.73	671.12	1101.1
Gas release incidents	tonnes CO2eq	0.06	21.48	53.1
o/w released to the environment	tonnes	0	0.67	10.5

WATER	UNIT OF MEASURE	2019	2020	2021
Total water consumption from all areas	tonnes	28434	19324	2650343.5
o/w Municipal (potable) water	tonnes	28434	19324	107420.1
o/w Seawater (re-injection only, excludes cooling water)	tonnes	0	0	2542923.4
Total water withdrawal from all areas with water stress	tonnes	0	0	0
Total water withdrawal from freshwater sources	tonnes	Ο	0	16120
Total water abstracted	tonnes	0	0	0

Waste generated tonnes 5904.9 36921.4 25708.3 o/w Hazardous waste tonnes 44.86.7 157.75.1 10254.7 o/w Non-hazardous waste tonnes 1466.2 23146.3 15453.6 Waste generated tonnes - - 5708.6 o/w diverted from disposal tonnes - - 0.0 o/w disposal tonnes - - 0.0 o/w fill tonnes - - 0.0 o/w Perparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Recy	WASTE ⁶	UNIT OF MEASURE	2019	2020	2021
waste generated tonnes - - 25708.3 o/w diverted from disposal tonnes - - 25708.3 o/w diverted from disposal tonnes - - 15999.7 WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPERATION UNIT OF MEASURE 2019 2020 2021 Onsite Hazardous Waste Total tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Onsite Non-Hazardous Waste Total tonnes - - 0.0 Owner tonnes -	Waste generated	tonnes	5904.9	36921.4	25708.3
Waste generated tonnes - - 25708.3 o/w diverted from disposal tonnes - - 5708.6 o/w directed to disposal tonnes - - 19999.7 WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPERATION UNIT OF MEASURE 2019 2020 2021 Onsite Hazardous Waste Total tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 O/w Preparation for reuse tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Preparation for reuse tonnes - - 1.54 </td <td>o/w Hazardous waste</td> <td>tonnes</td> <td>4438.7</td> <td>13775.1</td> <td>10254.7</td>	o/w Hazardous waste	tonnes	4438.7	13775.1	10254.7
o/w diverted from disposal tonnes - - 5708.6 c/w directed to disposal tonnes - - 5708.6 WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPERATION UNIT OF MEASURE 2019 2020 2021 One of waster Total tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Omitte Non-Hazardous Waste Total tonnes - - 0.0 O/w Preparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 0.0 O/w Preparation for reuse tonnes - - 0.0 O/w Other recovery operations tonnes - - 0.0 Off-site Hazardous Waste Total tonnes - - 1153.4 O/w Preparation for reuse tonnes - - 1107.4 O/w Other recovery operations -	o/w Non-hazardous waste	tonnes	1466.2	23146.3	15453.6
o/w diverted from disposal tonnes - - 5708.6 c/w directed to disposal tonnes - - 5708.6 WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPERATION UNIT OF MEASURE 2019 2020 2021 One of waster Total tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Omitte Non-Hazardous Waste Total tonnes - - 0.0 O/w Preparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 0.0 O/w Preparation for reuse tonnes - - 0.0 O/w Other recovery operations tonnes - - 0.0 Off-site Hazardous Waste Total tonnes - - 1153.4 O/w Preparation for reuse tonnes - - 1107.4 O/w Other recovery operations -					
waste diverted to disposal tonnes - 1999.7 waste diverted from DISPOSAL BY RECOVERY OPERATION Unit OF MEASURE 2019 2020 2021 onsite Hazardous Waste Total tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Off-site Hazardous Waste Total tonnes - - 1.33.4 o/w Preparation for reuse tonnes - - 1.54 o/w Preparation for reuse tonnes - - 1.54 o/w Preparation for reuse tonnes - - 1.54 o/w Preparation for reuse tonnes - -	Waste generated	tonnes	-	-	25708.3
WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPERATION UNIT OF MEASURE 2019 2020 2021 Onsite Hazardous Waste Total tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 0.0 O/w Other recovery operations tonnes - - 0.0 Onsite Non-Hazardous Waste Total tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Off-site Hazardous Waste Total tonnes - - 133.4 o/w Preparation for reuse tonnes - - 1107.4 o/w Recycling tonnes - - 1107.4 o/w Other recovery operations tonnes - - 4575.2 o/w Preparation for reuse tonnes - - <td>o/w diverted from disposal</td> <td>tonnes</td> <td>-</td> <td>-</td> <td>5708.6</td>	o/w diverted from disposal	tonnes	-	-	5708.6
Onsite Hazardous Waste Total tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Onsite Non-Hazardous Waste Total tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 1.54 o/w Preparation for reuse tonnes - - 1.54 o/w Other recovery operations tonnes - - 1.07.4 o/w Other recovery operations tonnes - - 24.4 O/w Preparation for reuse tonnes - - 4575.2	o/w directed to disposal	tonnes	-	-	19999.7
Onsite Hazardous Waste Total tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Onsite Non-Hazardous Waste Total tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 1.54 o/w Preparation for reuse tonnes - - 1.54 o/w Other recovery operations tonnes - - 1.07.4 o/w Other recovery operations tonnes - - 24.4 O/w Preparation for reuse tonnes - - 4575.2					
o/w Preparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Onsite Non-Hazardous Waste Total tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Off-site Hazardous Waste Total tonnes - - 0.0 Off-site Hazardous Waste Total tonnes - - 1.54 o/w Recycling tonnes - - 1.54 o/w Other recovery operations tonnes - - 1.54 o/w Other recovery operations tonnes - - 4.75.2 O/W Preparation for reuse tonnes - - 4575.2 o/w Preparation for reuse tonnes - - 4575.2 o/w Preparation for reuse tonnes - - 4575.2	WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPERATION	UNIT OF MEASURE	2019	2020	2021
o/w Recycling tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Onsite Non-Hazardous Waste Total tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Off-site Hazardous Waste Total tonnes - - 1133.4 o/w Preparation for reuse tonnes - - 1107.4 o/w Recycling tonnes - - 24.4 Off-site Non-Hazardous Waste Total tonnes - - 4575.2 o/w Other recovery operations tonnes - - 4575.2 o/w Preparation for reuse tonnes - - 4575.2 o/w Recycling tonnes - - 4575.2 o/w Preparation for reuse tonnes - - 4575.2 o/w Recycling tonnes - - 4575.2	Onsite Hazardous Waste Total	tonnes	-	-	0.0
o/w Other recovery operations tonnes - - 0.0 Onsite Non-Hazardous Waste Total tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 0.0 Off-site Hazardous Waste Total tonnes - - 1133.4 o/w Preparation for reuse tonnes - - 1107.4 o/w Other recovery operations tonnes - - 24.4 Off-site Non-Hazardous Waste Total tonnes - - 4575.2 o/w Preparation for reuse tonnes - - 21.8 o/w Recycling tonnes - - 4472.2	o/w Preparation for reuse	tonnes	-	-	0.0
Onsite Non-Hazardous Waste Total tonnes - - 0.0 o/w Preparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Off-site Hazardous Waste Total tonnes - - 1.54 o/w Preparation for reuse tonnes - - 1107.4 o/w Other recovery operations tonnes - - 1107.4 Off-site Non-Hazardous Waste Total tonnes - - 4575.2 o/w Preparation for reuse tonnes - - 21.8 o/w Recycling tonnes - - 4472.2	o/w Recycling	tonnes	-	-	0.0
o/w Preparation for reuse tonnes - - 0.0 o/w Recycling tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Off-site Hazardous Waste Total tonnes - - 1133.4 o/w Preparation for reuse tonnes - - 1107.4 o/w Other recovery operations tonnes - - 24.4 Off-site Non-Hazardous Waste Total tonnes - - 4575.2 o/w Preparation for reuse tonnes - - 21.8 o/w Recycling tonnes - - 4472.2	o/w Other recovery operations	tonnes	-	-	0.0
o/w Recycling tonnes - - 0.0 o/w Other recovery operations tonnes - - 0.0 Off-site Hazardous Waste Total tonnes - - 1133.4 o/w Preparation for reuse tonnes - - 1.54 o/w Recycling tonnes - - 1107.4 o/w Other recovery operations tonnes - - 24.4 Off-site Non-Hazardous Waste Total tonnes - - 4575.2 o/w Preparation for reuse tonnes - - 21.8 o/w Recycling tonnes - - 4472.2	Onsite Non-Hazardous Waste Total	tonnes	-	-	0.0
o/w Other recovery operations tonnes - - 0.0 Off-site Hazardous Waste Total tonnes - - 1133.4 o/w Preparation for reuse tonnes - - 1.54 o/w Recycling tonnes - - 1107.4 o/w Other recovery operations tonnes - - 24.4 Off-site Non-Hazardous Waste Total tonnes - - 4575.2 o/w Preparation for reuse tonnes - - 21.8 o/w Recycling tonnes - - 4472.2	o/w Preparation for reuse	tonnes	-	-	0.0
Off-site Hazardous Waste Total tonnes - - 1133.4 o/w Preparation for reuse tonnes - - 1.54 o/w Recycling tonnes - - 1107.4 o/w Other recovery operations tonnes - - 24.4 Off-site Non-Hazardous Waste Total tonnes - - 4575.2 o/w Preparation for reuse tonnes - - 21.8 o/w Recycling tonnes - - 4472.2	o/w Recycling	tonnes	-	-	0.0
o/w Preparation for reusetonnes1.54o/w Recyclingtonnes1107.4o/w Other recovery operationstonnes24.4Off-site Non-Hazardous Waste Totaltonnes4575.2o/w Preparation for reusetonnes21.8o/w Recyclingtonnes4472.2	o/w Other recovery operations	tonnes	-	-	0.0
o/w Recyclingtonnes1107.4o/w Other recovery operationstonnes24.4Off-site Non-Hazardous Waste Totaltonnes4575.2o/w Preparation for reusetonnes21.8o/w Recyclingtonnes4472.2	Off-site Hazardous Waste Total	tonnes	-	-	1133.4
o/w Other recovery operationstonnes24.4Off-site Non-Hazardous Waste Totaltonnes4575.2o/w Preparation for reusetonnes21.8o/w Recyclingtonnes4472.2	o/w Preparation for reuse	tonnes	-	-	1.54
Off-site Non-Hazardous Waste Total tonnes - - 4575.2 o/w Preparation for reuse tonnes - - 21.8 o/w Recycling tonnes - - 4472.2	o/w Recycling	tonnes	-	-	1107.4
o/w Preparation for reusetonnes21.8o/w Recyclingtonnes4472.2	o/w Other recovery operations	tonnes	-	-	24.4
o/w Recycling tonnes - 4472.2	Off-site Non-Hazardous Waste Total	tonnes	-	-	4575.2
	o/w Preparation for reuse	tonnes	-	-	21.8
o/w Other recovery operations 81.2	o/w Recycling	tonnes	-	-	4472.2
	o/w Other recovery operations	tonnes	-	-	81.2

Environmental or safety fines

WASTE DIRECTED TO DISPOSAL BY DISPOSAL OPERATION	UNIT OF MEASURE	2019	2020	2021
Onsite Hazardous Waste Total	tonnes	-	-	0.0
o/w Incineration with energy recovery	tonnes	-	-	0.0
o/w Incineration without energy recovery	tonnes	-	-	0.0
o/w Landfilling	tonnes	-	-	0.0
o/w Other Disposal Operations	tonnes	-	-	0.0
Onsite Non-Hazardous Waste Total	tonnes	-	-	0.0
o/w Incineration with energy recovery	tonnes	-	-	0.0
o/w Incineration without energy recovery	tonnes	-	-	0.0
o/w Landfilling	tonnes	-	-	0.0
o/w Other Disposal Operations	tonnes	-	-	0.0
Off-site Hazardous Waste Total	tonnes	-	-	9121.3
o/w Incineration with energy recovery	tonnes	-	-	447.0
o/w Incineration without energy recovery	tonnes	-	-	250.1
o/w Landfilling	tonnes	-	-	3442.5
o/w Other Disposal Operations	tonnes	-	-	4981.6
Off-site Non-hazardous Waste Total	tonnes	-	-	10878.4
o/w Incineration with energy recovery	tonnes	-	-	296.6
o/w Incineration without energy recovery	tonnes	-	-	5.3
o/w Landfilling	tonnes	-	-	875.2
o/w Other Disposal Operations	tonnes	-	-	9701.2
MANAGING ENVIRONMENTAL PERFORMANCE	UNIT OF MEASURE	2019	2020	2021
Environmental protection measures/expenditure	USD mn	11.3	14.9	15
ENVIRONMENTAL COMPLIANCE	UNIT OF MEASURE	2019	2020	2021

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USD mn

0

0

0

SOCIAL - SAFETY⁷

OCCUPATIONAL HEALTH AND SAFETY	UNIT OF MEASURE	2019	2020	2021
Worked Hours - Total Group	million	7.56	5.1	11.76
Recordable injuries - Total Group	#	7	6	15
o/w Work related fatalities - Total Group	#	0	0	0
o/w Lost work day cases (LWDC) - Total Group	#	3	2	8
o/w Restricted work day case (RWDC) - Total Group	#	1	0	4
o/w Medical treatment cases (MTC) - Total Group	#	3	4	3
Total Recordable Injury Rate (TRIR) - Total Group	cases/mn worked hours	0.93	1.17	1.27
o/w employees - Total Group	cases/mn worked hours	1.47	0.54	0.31
o/w Contractors - Total Group	cases/mn worked hours	0.73	1.53	1.63
High Potential Incidents (HiPos) - Total Group	#	-	10	8
o/w HiPos related to production - Total Group	#	-	8	4
o/w HiPos related to drilling - Total Group	#	-	1	2
o/w HiPos related to construction - Total Group	#	-	0	2
o/w HiPoS related to travel - Total Group	#	-	0	0
High Potential Incident Rate (HiPoR) - Total Group	cases/mn worked hours	-	1.96	0.68
Occupational health and wellness - Total Group				
Work-related occupational illness cases - Total Group	#	0	0	1
Non-work related occupational illness - Total Group	#	0	0	4

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

SOCIAL - HR⁹

WORKFORCE PROFILE ¹⁰	UNIT OF MEASURE	2019	2020	2021
Workforce total	#	1292	1249	2211
o/w Employees	#	1045	1042	1771
o/w Contractors	#	247	207	440
o/w Male	#	984	950	1668
o/w Female	#	308	299	543
Employees by gender and age	#	1045	1042	1771
o/w Male	#	809	805	1333
o/w Female	#	236	237	438
o/w Age <30	#	87	67	79
o/w Age 30-50	#	675	666	1219
o/w Age >50	#	283	309	473
Employee recruitment (new employees) by gender and age ¹¹	#	81	52	66
o/w Male	#	60	36	45
o/w Female	#	21	16	21
o/w Age <30	#	20	9	14
o/w Age 30-50	#	48	32	43
o/w Age >50	#	13	11	9
Employee departures by gender and age	#	29	47	131
o/w Male	#	24	36	95
o/w Female	#	5	11	36
o/w Age <30	#	2	2	7
o/w Age 30-50	#	15	17	53
o/w Age >50	#	12	28	71
Employees made redundant	#	8	25	47
Redundancy rate	#	0.76	2.4	2.1
Employee net gain/loss by gender	#	24	5	-65
o/w Male	#	36	0	-50
o/w Female	#	16	5	-15

WORKFORCE PROFILE	UNIT OF MEASURE	2019	2020	2021
Turnover Rate ¹²	%	2.8	4.5	7.4
o/w Male	%	3	4.5	7.1
o/w Female	%	2.1	4.6	8.2
Contractors by gender	#	247	207	440
o/w Male	#	175	145	335
o/w Female	#	72	62	105

LOCAL EMPLOYMENT	UNIT OF MEASURE	2019	2020	2021
Total Employees	#	1045	1042	1771
o/w Nationals in employees (excl. contractors)	#	1045	1042	1755
o/w Expatriate employees	#	Ο	1	16
Total senior management (Grade 31 and +)	#	171	203	324
Nationals (locals) in senior management (Grade 31 and +)	#	171	203	315
Percentage of nationals (locals) in senior management	%	100	100	97.22
Total National Employees full time - by gender	#	982	992	1691
o/w Male	#	804	800	1314
o/w Female	#	188	192	377
Total National Employees part time - by gender	#	63	49	64
o/w Male	#	5	4	4
o/w Female	#	48	45	60
Total National Employees fixed term - by gender ¹³	#	1	0	22
o/w Male	#	1	Ο	11
o/w Female	#	0	0	11

DIVERSITY AND INCLUSION	UNIT OF MEASURE	2019	2020	2021
Employees (excl. contractors)	#	1045	1042	1771
o/w Male	#	809	805	1333
o/w Female	#	236	237	438
o/w Male	%	77	77	75.27
o/w Female	%	23	23	24.73
Gender balance at senior management level (Grade 31 and +)	#	171	203	324
o/w Male	#	137	164	260
o/w Female	#	34	39	64
o/w Male	%	80	80	80.24
o/w Female	%	20	20	19.76
DIVERSITY AND INCLUSION	UNIT OF MEASURE	2019	2020	2021
Gender balance at senior management level (Grade 31 and +)	#	171	203	324
o/w Male	#	137	164	260
o/w Female	#	34	39	64
o/w Male	%	80	80	80.24
o/w Female	%	20	20	19.76
Diversity of Board by gender	#	10	11	11
o/w Male	#	9	10	7
o/w Female	#	1	1	4
o/w Male	%	89	90	63.6
o/w Female	%	11	10	36.4
Diversity of Board by age and nationality	#	10	11	11
o/w Age <30	#	0	Ο	0
o/w Age 30-50	#	1	1	1
o/w Age >50	#	9	10	10
o/w British	#	-	-	5
o/w United States	#	-	-	4
o/w Noway	#	-	-	2

DIVERSITY AND INCLUSION	UNIT OF MEASURE	2019	2020	2021
Diversity at Board level tenure	#	-	-	11
Less than one year (<1)	#	-	-	11
o/w Executives	#	-	-	3
o/w Non-executives	#	-	-	8
Between 1-3 years	#	-	-	0
o/w Executives	#	-	-	0
o/w Non-executives	#	-	-	0
Between 3-5 years	#	-	-	0
o/w Executives	#	-	-	0
o/w Non-executives	#	-	-	0
Between 5-7 years	#	-	-	0
o/w Executives	#	-	-	0
o/w Non-executives	#	-	-	0
Between 7-9 years	#	-	-	0
o/w Executives	#	-	-	0
o/w Non-executives	#	-	-	0
More than 9 years	#	-	-	0
o/w Executives	#	-	-	0
o/w Non-executives	#	-	-	0
Diversity of Leadership Team by gender and age (Exec. Management)				
o/w Male	#	-	-	7
o/w Female	#	-	-	2
o/w Male	%	-	-	77.78
o/w Female	%	-	-	22.22
o/w Age <30	#	-	-	0
o/w Age 30-50	#	-	-	3
o/w Age >50	#	-	-	6
o/w British	#	-	-	7
o/w Others	#	-	-	2

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

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

ORGANISED LABOUR	UNIT OF MEASURE	2019	2020	2021
Employees covered by collective bargaining agreement	#	0	0	479
Employees covered by collective bargaining agreement	%	0	0	27

LEARNING AND DEVELOPMENT	UNIT OF MEASURE	2019	2020	2021
Total Hours spent on employee development training	hours	24745	20412	43589

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SUPPLY CHAIN AND LOCAL PROCUREMENT	UNIT OF MEASURE	2019	2020	2021
Significant negative human rights or labour rights impacts identified in the supply chain	number	-	-	0
Percentage of new material contracts that were subject to the Supply Chain Contractor Due Diligence Process	%	-	-	100
Local Procurement ¹⁶		-	-	
o/w locally owned	%	-	-	69.4
o/w local-entities owned by foreign parent companies	%	-	-	24.9
o/w foreign company	%	-	-	5.7

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

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

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

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

ECONOMIC CONTRIBUTIONS	UNIT OF MEASURE	2019	2020	2021
Economic value generated	USD mn	-	-	3,666.8
Economic value retained	USD mn	-	-	1,578.6
Economic value distributed	USD mn	-	-	2,088.2
Economic distribution by type				
Operating cost	USD mn	-	-	1,255.4
Royalties	USD mn	-	-	3.8
Staff costs	USD mn	-	-	317.1
Dividends	USD mn	-	-	0
Finance costs	USD mn	-	-	231.1
Corporate income tax payments	USD mn	-	-	279.8
Community investments	USD mn	-	-	1.096

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.
 - Includes data for legacy Chrysaor Energy for Q1-Q4 2021 assets, and Q2-Q4 2021 data for legacy Premier Oil assets.
- 2 Calculation based on assumed GHG emission Global Warming Potentials (GWPs) with the Intergovernmental Panel on Climate Change (IPCC) 5th report, 2014.
 - Includes fugitive emissions.
- 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.
- 4 Scope 2 calculations are based on emission factors supplied by the UK Department for Business, Energy and Industrial Strategy ('BEIS').
- 5 Includes data includes categories 6. Business travel and 7. Employee commuting (Technical Guidance Technical Guidance for Calculating Scope 3 Emissions from the GHG Protocol).
- 6 Data collected for Waste diverted from disposal by recovery operation and Waste directed to disposal by disposal operation begins in 2021 in line with GRI 306: WASTE 2020.
- 7 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.
 - Includes data for 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 Harbour Energy (31 March 2021). Employees from legacy organizations (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 Fixed term employee can include both full- and part-time employees.
- 14 No group-wide employee engagement survey was undertaken in 2021 due to the merger.
- 15 2019-20 years data not included given differences in data collection and policies/codes.
- 16 Data covers contracts signed in 2021 for both Chrysaor Energy and Premier Oil assets.