



# Motive Offshore Group

## Annual Sustainability Report

2025

People.  
Planet.  
Product.

[motive-offshore.com](https://motive-offshore.com)



## ABOUT THIS REPORT

This Sustainability Report outlines Motive Offshore Group's approach to environmental, social and governance (ESG) performance for the 2025 reporting year (January to December 2025). It builds on the Sustainability Report published in August 2024 and reflects the continued evolution of the Group following recent acquisitions, geographic expansion and strategic alignment towards the energy transition.

This report is intended for customers, employees, investors, regulators and other stakeholders and supports Motive's commitments under ISO 9001, ISO 14001 and ISO 45001.

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## A MESSAGE FROM OUR CEO

At Motive Offshore Group, sustainability is fundamental to how we do business. Our Corporate Social Responsibility and ESG Policy sets a clear direction for operating responsibly, supporting our people, protecting the environment and upholding the highest ethical standards.

The global energy industry is undergoing a profound transition. Motive is committed to playing a positive role in that transition by investing in cleaner technologies, supporting our customers in reducing emissions, and progressing our own Net Zero journey. Equally, we remain unwavering in our commitment to safety, wellbeing, inclusion and integrity.

This 2025 Sustainability Report reflects our determination to move beyond statements of intent and demonstrate evidenced action. We will continue to measure our performance transparently, challenge ourselves to improve and ensure sustainability remains central to the One Team, One Motive vision.



**Dave Acton**  
Chief Executive Officer





PEOPLE.  
PLANET.  
PRODUCT.

**Our vision is that Motive will be the leading energy industry specialist, always prioritising the development of a highly skilled team, trusted to create sustainable, multisector solutions, that are innovative and tailored to our clients' needs.**



# WHAT WE DO

Driving innovation and safety, Motive offers full-cycle project solutions via 3 divisions:



- Large, readily available rental fleet
- Multi-disciplined Personnel
- Expert technical support
- Tailor-made solutions



- Vessel mobilisations & sea-fastening
- Maintenance, overhaul & servicing
- In-house design & manufacturing
- Fabrication & machining



- Testing, Certification & Inspection
- Hose Integrity Management
- Rope access, LOLER, NDT
- Wire Rope Services, MRT

## GLOBAL SERVICE

Choose from one of the most comprehensive global rental fleets on the market.



**FLEXIBLE, UMBILICAL  
& CABLE LAY**



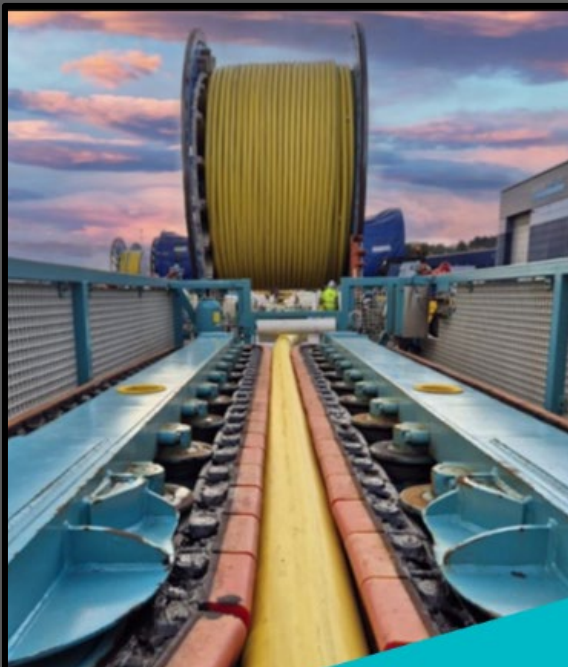
**LIFTING, PULLING,  
DEPLOYMENT & MOORING**



**CABLE LOADING,  
HANDLING & STORAGE**



**TESTING, INSPECTION,  
& MAINTENANCE**



## OUR VALUES

Specialists in the design, manufacture, rental, and inspection of marine and lifting equipment.



### PEOPLE.

A global team of specialists, with a proven track record spanning 15 years, trusted to uphold the highest standards of integrity.



### PLANET.

Developing environmentally-responsible solutions, leading the way for future generations.



### PRODUCT.

Always delivering outstanding and innovative, multi-sector, sustainable solutions.



## OUR PROJECTS

Committed to providing clients with a true partnership, delivering value, efficiency, and innovation at every stage, of every project.

With our years of experience and team of dedicated experts, Motive has successfully managed projects of all shapes and sizes.

Proud in our ability to handle diverse projects across different industries, our team is armed with the flexibility and know-how to tackle any challenge that comes our way.

Discover everything you need, conveniently from one source.



**People.  
Planet.  
Product.**



# 2025 HIGHLIGHTS

## £67m

REVENUE 2025

## 396

EMPLOYEES  
GLOBALLY

## 12

GLOBAL BASES

- BANFF, SCOTLAND
- KINTORE, SCOTLAND
- WESTHILL, SCOTLAND
- PETERHEAD, SCOTLAND
- STAVANGER, NORWAY
- HOUSTON, USA
- DUBAI, UAE
- SHARJAH, UAE
- RIO DE JANEIRO, BRAZIL
- TAIPEI, TAIWAN
- SINGAPORE, APAC
- PERTH, AUSTRALIA



12K  
hours of  
training  
delivered

700K+  
hours  
worked  
2025

£13K+  
donated to  
charities  
from Team  
Motive  
events



# OUR CORPORATE SOCIAL RESPONSIBILITY AND ESG APPROACH

Our **CSR philosophy** is delivered through an **integrated ESG framework** aligned with the **United Nations Sustainable Development Goals (UN SDGs)**. This approach ensures our commitments are structured, measurable and transparent.

Central to our approach is the way our three core values — **People, Planet and Product** — are intrinsically linked and mutually reinforcing. We do not view these as standalone priorities; instead, they operate together to drive responsible, sustainable growth.



## PEOPLE.

Our people are the foundation of everything we do. By creating safe, inclusive and empowering workplaces, we enable our colleagues to innovate, operate responsibly and deliver high-quality outcomes for customers and communities.



## PLANET.

Protecting the environment is both a responsibility and a business imperative. Our people apply their expertise to reduce environmental impact, support the energy transition and steward natural resources responsibly, ensuring our operations and products contribute positively to the planet.



## PRODUCT.

Our products and services are where people and planet converge. By designing, maintaining and delivering equipment and solutions with integrity, safety and efficiency at their core, we help our customers operate more sustainably while upholding the highest ethical standards

Together, **People, Planet and Product** form a continuous cycle: empowered people deliver responsible products, responsible products reduce environmental impact, and environmental stewardship safeguards communities and future generations. This integrated mindset underpins our ESG framework and guides decision-making at every level of the organisation.



# OUR CORPORATE SOCIAL RESPONSIBILITY AND ESG APPROACH

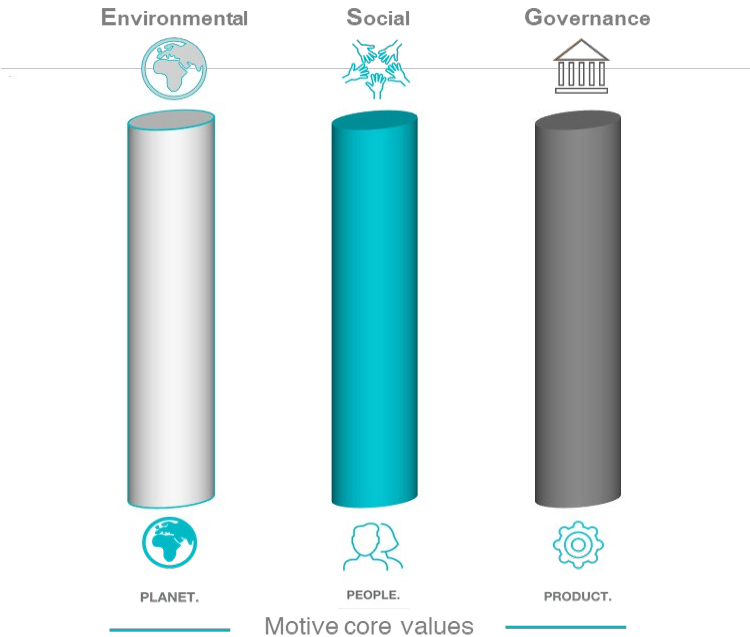
Our approach is guided by the following principles, demonstrating our commitment to positive impact through evidenced actions:

Motive Core Value	CSR Intent	Corresponding ESG Principle
People	<b>Inclusion &amp; Empowerment</b> Leverage our global reach to uplift individuals and communities.	Leverage our reach as a global employer to advance social opportunity.
Planet	<b>Sustainability &amp; Transition</b> Act as responsible custodians of the planet, leading the industry towards a Net Zero future.	Embed a mindset and culture with all stakeholders to reduce our environmental impact and achieve decarbonisation.
Product	<b>Integrity &amp; Trust</b> Uphold the highest ethical and legal standards.	Demonstrate our commitment to ethical business practices through our 'evidenced actions' philosophy.

We align our CSR strategy with the UN SDGs, with ESG commitments supporting the following priority goals:

Motive Core Value	Priority UN SDGs	Focus Area	Motive's Contribution
People	SDG 3, 4, 5, 8, 10	People & Social Opportunity	Ensuring zero harm and promoting wellbeing (SDG 3), providing quality training and career pathways (SDG 4,8), and fostering an inclusive culture that champions gender equality and reduces all forms of inequality (SDG 5,10).
Planet	SDG 6, 7, 12, 13, 14, 15	Planet & Net Zero	Investment in cleaner energy equipment and renewables, transition to Net Zero operations, responsible consumption and production (waste), and the protection of marine and terrestrial ecosystems (pollution prevention and resource efficiency).
Product	SDG 11, 16, 17	Governance & Partnerships	Upholding ethical business practices and fighting corruption (SDG16), supporting local communities (SDG11), and collaborating with all stakeholders (customers, suppliers, government) to achieve the global goals (SDG17).

## MOTIVE ESG FRAMEWORK



The three pillars of our ESG framework define the actionable goals through which we fulfil our broader CSR guiding principles























# MATERIALITY ASSESSMENT

In **2025**, Motive undertook a comprehensive materiality assessment to identify the issues most relevant to our business and key stakeholders. This process considered both the impact of each topic on our operations and long-term performance, and how these priorities align with the United Nations Sustainable Development Goals (SDGs).

The assessment involved identifying key areas of focus and evaluating their significance across the organisation. These topics were then grouped under the three core pillars of Environmental, Social and Governance (ESG), ensuring our sustainability priorities support responsible business practices while contributing to broader global development objectives.

The priority factors identified through this review are outlined in this table:

ESG Aspect	Sub-Focus Area	Materiality Level	Alignment with SDGs		Business Risks	Motive Offshore Group's contribution	KPI
Environmental	Climate Change and Energy Management (Relative GHG emissions reduction & energy usage)	High	SDG 7: Affordable and Clean Energy; SDG 13: Climate Action	 	Increase carbon footprint Increased costs Client Relationships Reputational Damage Decreased shareholder value Loss of Business Opportunities	Scope 1, 2 & 3 data recording Goal to generate xx% revenue from non-Oil & Gas sectors by 2025.	Carbon Footprint Energy (Electricity) Usage Renewables Revenue Stream Growth
Environmental	Resource Management: Waste Reduction	High	SDG 12: Responsible Consumption and Production		Increase carbon footprint Increased costs Loss of Business Opportunities Reputational Damage Decreased shareholder value	Reduction of impact through lean manufacturing techniques and waste reduction	Waste data (Landfill, recycle etc.)
Environmental	Prevention of Harm (Environmental)	High	SDG 6: Clean Water and Sanitation; SDG 14: Life Below Water; SDG 15: Life on Land	  	Sea or land contamination Increased costs Loss of Business Opportunities Reputational Damage Decreased shareholder value	HSEQ ISO Certification and HSEQ Management Systems Commitment to zero-incidents People Values Team Motive	# of environmental incidents (Spills, pollution) # of non compliance incidents
Social	Safety and Well-being (TRIR and Wellbeing)	Very High	SDG 3: Good Health and Well-being; SDG 8: Decent Work and Economic Growth	 	Injury to employees / 3rd parties High Absence rates Ill health Poor staff retention Mental Health	HSEQ ISO Certification and HSEQ Management Systems Commitment to zero-incidents People Values Team Motive	TRIR and LTIF rate # absence and employee turnover rate
Social	Training and Development for All Employees	High	SDG 4: Quality Education; SDG 8: Decent Work and Economic Growth	 	Poor staff retention Increase costs	Committed to fostering a workplace where individuals can grow. Long-standing commitment to the careers and progression of our people.	Average training hours per employee Internal Promotion Rate
Social	Equality and Inclusivity (Workforce gender equality & executive leadership women)	High	SDG 5: Gender Equality; SDG 10: Reduced Inequalities	 	Poor staff retention Increase costs	Women in leadership and engineering positions	Gender pay gap reporting % Women in Mgmt and Exec Leadership
Social	Community Engagement (Charity, Volunteer Work)	Medium	SDG 11: Sustainable Cities and Communities; SDG 17: Partnerships for the Goals	 	Negative Public Perception Difficulty Attracting Local Talent Lower Employee Morale and Engagement Decreased Customer Loyalty Loss of Business Opportunities	Team Motive Charity fundraising Collaboration with local schools Volunteer work	Team Motive charity fundraisers Volunteer hours Interactions with local schools
Governance	Cybersecurity	Very High	SDG 16: Peace, Justice, and Strong Institutions		Cyber attack Data breach Business downtime / loss Increase costs	Provision of cyber security training Cyber attack IT protection systems	# of cybersecurity incidents / data breaches Cyber security training completion rate
Governance	Anti-Bribery and Corruption, Ethics, and Whistleblowing	Very High	SDG 16: Peace, Justice, and Strong Institutions		Corruption in bribery Reputational Damage Fines and convictions	Provision of ABC training ABC Policies	ABC Training Completion Rate # of Ethics violations / whistleblowing / ABC incidents reported Compliance
Governance	ESG Reporting	High	SDG 17: Partnerships for the Goals; SDG 16: Peace, Justice, and Strong Institutions	 	Regulatory Enforcement Actions Higher borrowing rates Lack of investment Lower valuation	Published a 2025 Annual Impact Report.	ESG Report Publication Status

# ENVIRONMENTAL

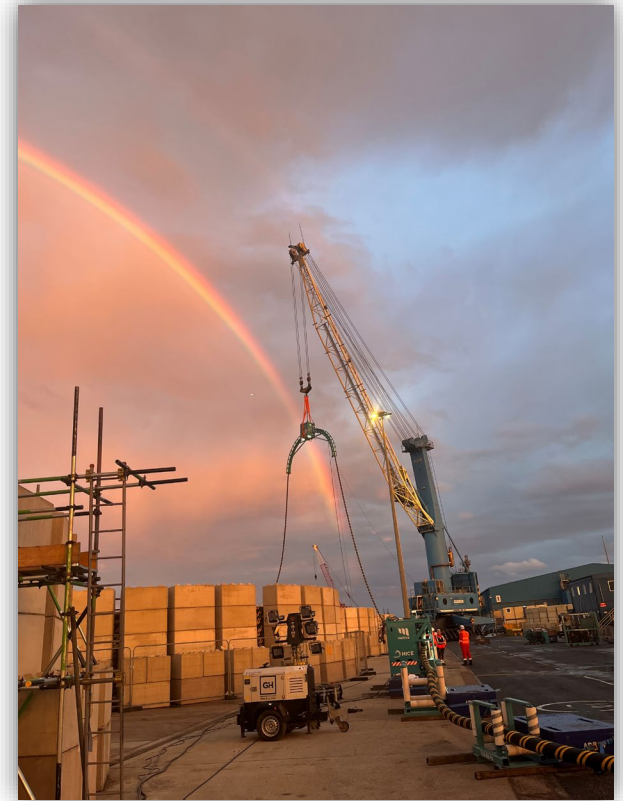
Motive recognises the **environmental and climate-related impacts, risks, and opportunities** associated with our operations and across our wider value chain. Our greenhouse gas (GHG) emissions arise from a combination of operational activities and supply chain factors.

Within our direct operations, emissions are primarily generated through:

- Travel associated with our offshore operators
- Utilities consumption across our manufacturing and service facilities
- Emissions linked to the operation of equipment

Across our wider value chain, the most significant sources of GHG emissions are largely associated with the procurement of materials and the transportation of equipment, including inbound and outbound logistics.

In **2025**, Motive recorded  
**zero environmental incidents and zero spills**  
across all Global operations.



Our environmental performance is actively monitored through:

- Formal environmental risk assessments and controls within operational planning
- Incident and near-miss reporting systems, with investigation and corrective action tracking
- Routine inspections and audits of facilities, equipment, and activities
- Compliance with applicable environmental legislation and permit conditions
- Ongoing training and awareness to ensure employees and contractors understand their environmental responsibilities

These measures support **continuous monitoring and improvement of our environmental performance**, ensuring that risks are identified early and managed effectively while maintaining high operational and environmental standards.



# EMISSIONS

The following presents the greenhouse gas (GHG) emissions recorded for **Motive in 2025**, calculated in line with the Greenhouse Gas Protocol. The data reflects our current organisational boundary and improved data collection processes and has been used to **establish 2025 as our baseline year** for future emissions reporting and performance tracking.

## Changes in Greenhouse Gas Emissions Reporting

Reported greenhouse gas (GHG) emissions vary year on year due to changes in methodology, organisational scope, and data quality.

In our **2024 Annual Sustainability Report**, we disclosed greenhouse gas (GHG) emissions of 80 tCO<sub>2</sub>e (Scope 1), 300 tCO<sub>2</sub>e (Scope 2) and 907 tCO<sub>2</sub>e (Scope 3) for 2024 (YTD to July), reflecting partial-year data and a narrower operational boundary.

Emissions reported for **2023** (Scope 1: 200 tCO<sub>2</sub>e; Scope 2: 533 tCO<sub>2</sub>e; Scope 3: 1,509 tCO<sub>2</sub>e) were subsequently reviewed and found to have been calculated using inconsistent assumptions and are not considered a reliable baseline. In addition, Scope 2 reporting in **2024** included items that were incorrectly classified, resulting in an overstatement of Scope 2 emissions.

For **2025**, emissions of 211.94 tCO<sub>2</sub>e (Scope 1), 106.89 tCO<sub>2</sub>e (Scope 2) and 1,034.60 tCO<sub>2</sub>e (Scope 3) have been calculated using a more consistent and corrected methodology. The **substantial reduction in 2025 Scope 2 emissions** reflects the correction of classification errors and clearer alignment with Greenhouse Gas Protocol requirements.

The increase in Scope 3 emissions compared to 2024 is primarily attributable to the acquisition of **Aquatic Engineering & Construction Ltd**, which added two additional UK facilities and associated activities to our organisational boundary. This represents genuine growth in operational footprint rather than a deterioration in performance.

## MOTIVE OFFSHORE GROUP Carbon Footprint 2025

CO<sub>2</sub> - Tonnes



Looking ahead, **2025 has been set as our formal baseline year** for carbon reporting. From **2026**, we will expand emissions data collection to include our **Singapore facility** and improve the capture of **Scope 3 supplier data**, particularly logistics and transportation emissions. As these data gaps are addressed, we expect reported emissions to increase in the short term, reflecting **improved completeness and transparency rather than increased environmental impact**.

This evolving approach strengthens the accuracy and credibility of our reporting and supports more effective emissions management over time.

Environmental



PLANET.





# HSEQ

At Motive, the health, safety and wellbeing of our people, 3<sup>rd</sup> parties and the communities in which we operate is fundamental to how we do business. We actively promote a culture where HSEQ is a shared responsibility, and where every individual is empowered and accountable for maintaining high levels of situational awareness through the application of **SLAM (Stop, Look, Assess, Manage)** principles before and during all activities.



Motive Peterhead facility only

## Social

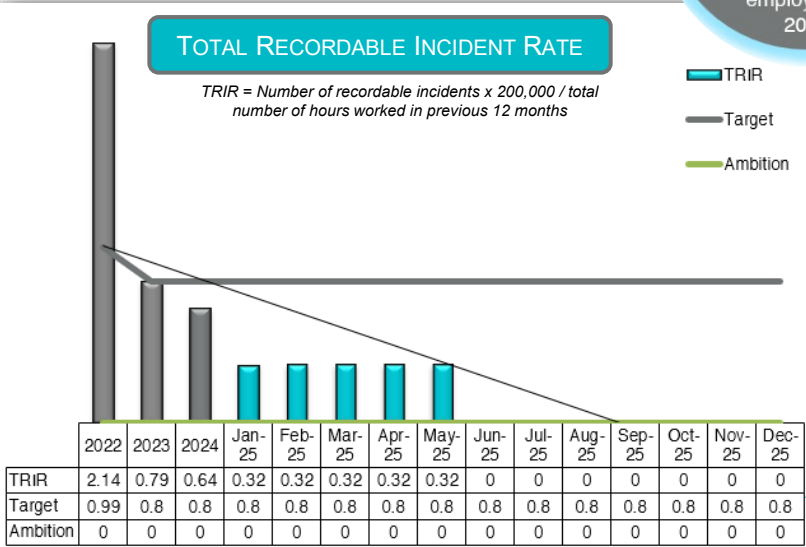
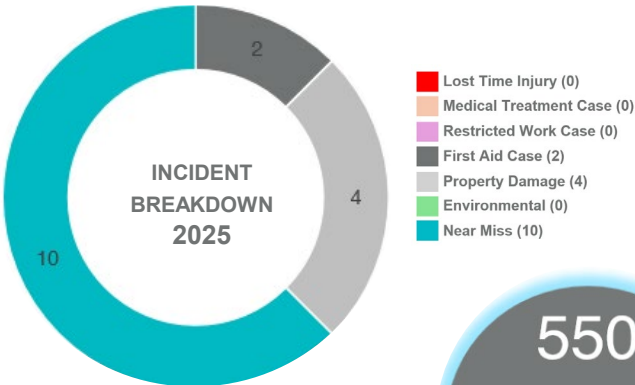


PEOPLE.

Our commitment to safe and responsible operations is embedded within our core values and demonstrated at all levels of the organisation—from operational teams to executive leadership—with governance and strategic direction provided by the Board. Key focus areas, including occupational health and safety, operational assurance, protection of the environment, safe systems of work and personal responsibility for risk awareness, form an integral part of our HSEQ strategy.

This commitment underpins our core values of **People, Planet, Product** and is delivered through a robust **Integrated HSEQ Management System** designed to ensure compliance, consistency and continual improvement within a competitive global operating environment.

HSEQ is a core priority for Motive in all our Regions. We are committed to continuously improving performance through proactive risk management, strong procedural controls and a culture of learning and improvement. Throughout **2025**, our safety performance across all our offices, workshops and field operations remained strong, with the year closing with a **Total Recordable Incident Rate (TRIR) of zero**.



# OUR PEOPLE

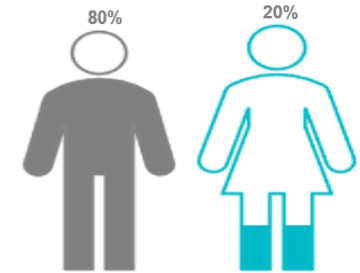


Our people are central to our success. With a globally diverse workforce representing many nationalities, we are a multicultural organisation that values inclusion and different perspectives. This diversity strengthens collaboration, supports innovation, and helps drive sustainable growth across the business.

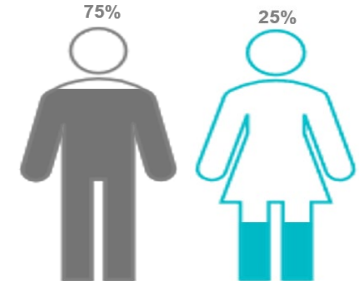


We are committed to creating an inclusive and supportive working environment that values collaboration, wellbeing, and continuous development. Every member of our team plays a role in upholding high standards across the business, fostering fairness and respect, and contributing positively both within the organisation and in the communities in which we operate.

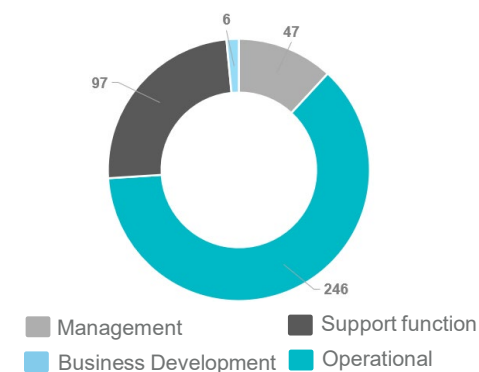
## GENDER % TOTAL WORKFORCE



## GENDER % MANAGEMENT



## HEADCOUNT BY FUNCTION



## GLOBAL HEADCOUNT

396



12K  
hours of  
training  
delivered



Social



PEOPLE.

# COMMUNITY ENGAGEMENT

11 SUSTAINABLE CITIES AND COMMUNITIES

17 PARTNERSHIPS FOR THE GOALS

£13K+ Raised for charities from Team Motive events

Social



Through fundraising initiatives, charitable contributions, hands-on volunteering, environmental activities and support for local schools, Motive has helped address community needs, uplift vulnerable groups and contribute to stronger, more resilient communities.

These efforts reflect not only our core values and environmental responsibility, but also the genuine commitment of our people to making a positive and lasting impact where we operate.



PEOPLE.



SOME OF THE CHARITIES & SCHOOLS OUR GLOBAL TEAM MOTIVE HAVE SUPPORTED IN 2025:





# BUSINESS ETHICS

## Our Commitment

At Motive, strong governance underpins trust, resilience and long-term sustainability. We are committed to operating responsibly, transparently and ethically, ensuring our business is managed in a way that supports long-term value creation for our people, customers and wider stakeholders.

Robust governance arrangements enable effective oversight, clear accountability and informed decision-making across the Group, supporting both regulatory compliance and responsible business conduct.



### Ethical Standards

Motive upholds high standards of ethical behaviour across all operations, with a zero-tolerance approach to bribery, corruption and financial crime. Policies covering anti-bribery and corruption (ABC), whistleblowing and modern slavery are in place across the Group, with responsibilities clearly defined and reinforced through contracts and ongoing training at all levels of the organisation.

### Compliance and Assurance

Motive complies with all applicable laws, regulations and industry requirements in the countries where we operate. Our approach includes regular internal review, independent assurance where appropriate, and a commitment to continuous improvement to strengthen governance and risk management arrangements.

### Cyber Security

Cyber security is a key focus for Motive, supported by Group-wide policies, controls and employee awareness training to protect systems and data. In 2025, Motive successfully retained its **Cyber Essentials Plus certification** following independent audit, with training completion reflected in the 2025 training metrics.



### Transparency and Reporting

Clear governance structures and defined accountabilities support transparency across Motive's operations. We are committed to open and accurate reporting, including the publication of annual ESG and sustainability information to provide stakeholders with a clear view of our performance, priorities and progress.

### Partnerships

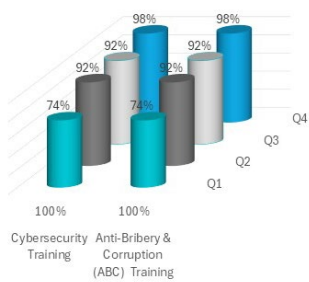
We work collaboratively with customers, suppliers, governments and industry partners to support responsible business practices and contribute to shared sustainability and societal objectives. These partnerships play an important role in driving positive outcomes across our value chain.

### Training and Awareness

Motive delivers mandatory training covering key governance and ethics topics, including anti-bribery and corruption, modern slavery and whistleblowing, with responsibilities clearly defined through contracts and supplier arrangements. In 2025, strong employee participation supported consistent understanding and application of governance standards across the Group.

No. of ethics violations / ABC incidents during 2025 = **Zero**

Governance Training Completion 2025



No. of Whistleblowing Reports during 2025 = **Zero**



# ECONOMIC

Our regional operating model enables Motive to work closer to our customers, delivering faster response times, more cost-effective solutions, and a highly responsive, personalised service. By providing equipment and services from within our regions, we reduce the need for international transportation, **helping to lower both our clients' and our own carbon footprint.**

Operating from **12 global bases across Europe, the Middle East, Asia-Pacific (APAC), and the Americas**, this approach has been instrumental in building resilience during challenging periods and provides a scalable and sustainable platform for long-term growth. We remain focused on disciplined, profitable expansion, supported by strong business performance and robust governance and compliance standards across all regions in which we operate.

Governance



PRODUCT



## £67m

REVENUE 2025

£24m from Non-Oil & Gas

PROJECTS TO DATE GLOBALLY (2010 – 2025)

# 10967

In 58 Countries

# RENEWABLES CASE STUDIES



## Emergency Cable Repair Project

In June 2025 , Motive mobilised the rental equipment from Peterhead for an emergency Cable Repair project for one of the largest offshore Wind Farms in the UK. The project marks the third repair since 2023.

A faulty section of 220kV Export cable connecting a third of the hundred and fifty plus turbines to shore required de-burial, replacement and reburial and remedial protection.



## Wind Farm Cable Lay Vessel

In 2025, our client took delivery of an offshore wind farm cable laying vessel.

Motives scope was the provision of rental equipment including Tensioners & Cable Engines for the loading of cable onto the deck carousel onboard the vessel.

To deliver the scope Motive invested over £1m in new build tensioners to expand our cable lay equipment fleet in line with our client's growing demand.

