STAATSOLIE

Sustainability Report 2023

ABOUT **THIS REPORT**

Referenced reporting frameworks

This report is based on the International Petroleum Industry Environmental Conservation Association's (IPIECA) Sustainability Reporting Guidance for the Oil and Gas Industry 4th edition 2020, revised February 2023. According to IPIECA standards, there are 42 indicators organized across key topics: governance and business ethics; climate change and energy; safety, health and security; environment; and social. In this report, we use the chapters guideline from IPIECA, while we select those IPIECA indicators most relevant to our company, guided primarily by the results of our materiality assessment.

Reporting scope

The information incorporated within this report is the result of our continued engagement with internal and external stakeholders and covers our Environmental, Social, and Governance (ESG) activities and performance during the year 2023, unless otherwise stated.

At Staatsolie, we care about the wellbeing of all our employees, the communities and environment where we operate. We maintain high operating standards and are keen to implement innovative techniques and methods in our business - and operations activities. Our core values are reflected in the way we work and behave.

Contents

Staatsolie at a glance	3
Our business	4
A message from our CEO	6
Suriname, our home	8
Our stakeholders	9
Our approach	11
Sustainable energy and operations	13
Robust environmental stewardship	20
Maintaining operational excellence	25
Leading employee experience	35
Shared prosperity in Suriname	42
Governance and Risk Management	48
Appendix	52

OUR **VISION, MISSION** AND **VALUES**

Our Vision

Energizing a bright future for Suriname.

Our Mission

Developing energy resources to maximize the long-term value for Staatsolie and Suriname.

Our Strategy

Develop offshore and renewables, optimize onshore and downstream, and grow capabilities with an engaged workforce, inspired by our values.

STAATSOLIE AT A GLANCE

We will contribute to a lower carbon and prosperous future for Suriname

Minimizing risks and impacts

Launched Sustainable Energy division in 2021 to deliver on transition plans

Zero routine flaring

- For offshore Suriname oil and gas production
- For onshore oil production and refining by 2030

Continuation **methane emission reduction** program for onshore oil production

Achieved a **10% carbon emission reduction** in our Refinery Scope 1 emissions in 2023

ISO 9001, 14001 and 45001 certified management systems

TRIFR: 2.51 compared to 1.30 in 2022

Targeting 20% emissions intensity reduction by 2030 (from 2021 asset baseline)

Capturing opportunity and investing in Suriname's future

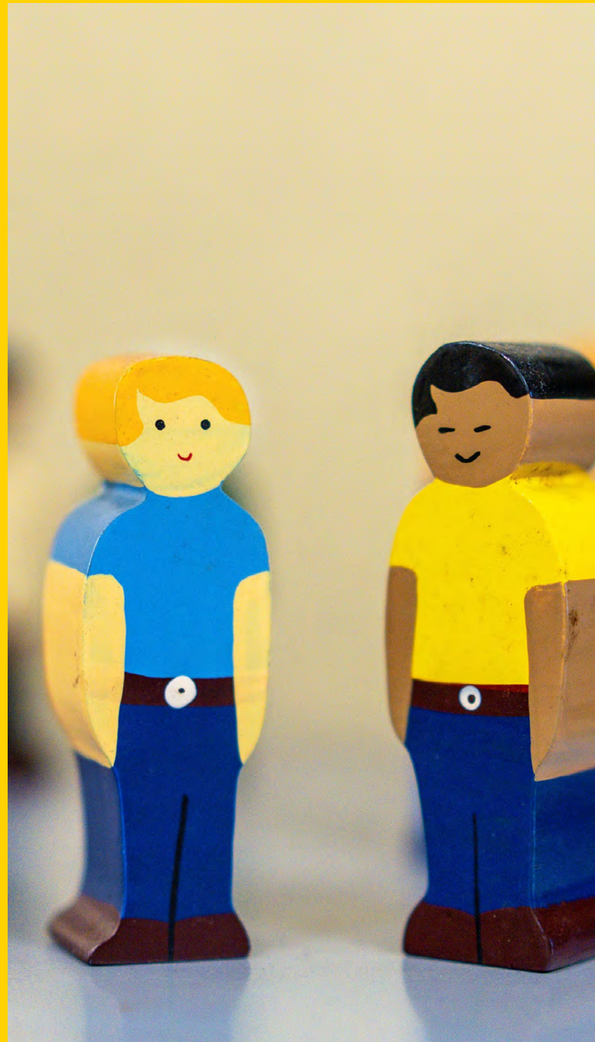
Meeting **86%** of Suriname's power demand of which **64%** is hydropower

Brokopondo **Hydropower Facility** (189MW installed capacity) added to our portfolio in 2020

Investing in:

- Our **Thermal Power** Facility to reduce emissions through energy conversion technologies
- Our **Hydropower** Facility to increase nameplate capacity with min. 5MW by 2028

Scoping a **30MWp solar project**



OUR **BUSINESS**

Our Contribution

+1100 employees

Income and other taxes of **$181m** (2023)

Dividend of **$141m** (2023)

Community investment programmes totalling almost **$5m** over the past three years

$74m direct positive impact on local supply chain (2023)

Upstream

Our Saramacca crude is processed into fuel oil, diesel, gasoline and bitumen. This is done with a focus on customer demand and great quality delivery.

Production goals and optimization
We produce Saramacca Crude from our oilfields in the Saramacca District, specifically in: Tambaredjo, Calcutta and Tambaredjo-Northwest. With innovative technologies, we maximize oil production with the purpose of providing the required quantities of crude to our refinery asset. The crude is transported to the refinery at Tout Lui Faut via a 55 km pipeline.

In 2023, we produced 6.27 million barrels of crude oil (17,176 bopd), exceeding our target by about 200,000 barrels. In 2022, crude oil production was 6.14 million barrels. We have consistently surpassed our production goals by optimizing the performance of existing wells and implementing enhanced and improved recovery techniques such as horizontal wells, polymer flooding, cyclic steam injection and a high fluid rate strategy, enhancing the performance of the wells. Static and dynamic geological models help us to better understand the performance of reservoirs and further optimize production wells.

Offshore reserves
In 2023, there were major advancements in realizing the immense hydrocarbon potential of Suriname's offshore. Patrick Pouyanné, Chairman and CEO of TotalEnergies, visited Suriname in September, where he announced the preliminary front-end design of the first production field in Block 58. As the operator, TotalEnergies leads the development of the block, along with its 50% partner APA Corporation. Evaluation of the two main Block 58 discoveries, Sapakara South and Krabdagu, have confirmed recoverable resources of approximately 750 million barrels of oil, sufficient for a combined development.

There was also promising news in Block 52, with the successful discovery by Petronas in the Roystonea-1 well. Petronas plans to further appraise this opportunity in 2024 and continues to discuss with Staatsolie the potential of the gas discovery in the Sloanea-1 exploration well in Block 52. Staatsolie is eagerly looking forward to the evaluation of the Sloanea-2 gas appraisal well, which will be drilled in the second quarter of 2024. This operation will include a flow test. The intention of Petronas to explore the possibility of a commercial gas development in Block 52, provides yet another validation of Suriname's offshore potential.

To help local businesses participate in the country's future offshore success, Staatsolie launched the BlueWave Supplier Development Program, in collaboration with ExxonMobil and Chevron, in 2023. Twenty-five such businesses successfully participated in this Local Content initiative, preparing them to deliver goods and services to the offshore sector, with more to join in the 2024 program.

Downstream

Our downstream activities include refining, power generation, marketing, and sales.

Refinery
Our refinery produced 3.16 million barrels of diesel and gasoline in 2023, meeting our target ahead of next year's planned maintenance Turnaround. In 2022, the refinery produced 3.29 million barrels of diesel and gasoline.

Power
Our subsidiary SPCS generated approximately 1.60 million MWh of electricity, with 75% coming from our hydroelectric plant— about 78,000 MWh above target. The thermal plant produced 425,700 MWh, exceeding plans by around 110,100 MWh.

Benefiting from higher-than-normal rainfall in the first half of 2023, SPCS operated all six hydro units throughout the year, except for scheduled maintenance periods. This extensive use of hydropower resulted in savings of approximately US$ 23.7 million for the Government of Suriname on electricity costs.

Sales
In retail operations, our subsidiary GOw2 increased its retail market share from 37% to 65%. This gain was largely due to further price deregulations by the Government. Furthermore, the expansion of our world-class retail network has extended GOw2's presence in other geographical areas in the country.

A MESSAGE FROM **OUR CEO**

Dear Stakeholder,

As Suriname is increasingly in the spotlight because of the significant oil & gas discoveries, the outlook for a brighter future is nearing. Amidst these upcoming developments, I want to reaffirm our commitment to sustainability. Together with our partners in Block 58, the first envisioned development in the offshore, we are working diligently to minimize our environmental footprint, aiming for a significantly lower carbon intensity per barrel produced compared to the industry average. At Staatsolie, we measure our success around these core principles: 1. our employees' safety, 2. our ability to positively impact the environment we depend on, 3. our communities, and 4. the prosperity of society.

Annand Jagesar
Managing Director/CEO

Safety

Despite our commitment to safety, we have been unable to improve our safety record in 2023. During the year we recorded an uptick in safety-related incidents compared with 2022. We have taken substantive measures to improve safety, starting with intensified visibility and involvement of the BoED in field operations, to bring increased awareness amongst our employees. Further implementation of ISO 45001 will reinforce safe working practices across our organization. Deployment of further awareness sessions of the Life Saving Rules are also scheduled for 2024.

The environment we operate in

We are dedicated to reducing our carbon footprint, conserving natural resources, and minimizing waste across all areas of our operations. Through innovation and investment in green technologies, we aim to lead by example in protecting our planet for future generations. In our existing operations we have made good progress in addressing fugitive emissions. In 2023 we accomplished a 10% reduction in CO2 equivalent emissions in our downstream operations. As the nation's leading energy company, Staatsolie is uniquely positioned to harness Suriname's energy potential while balancing local, national, and international priorities. We are committed to our 2050 decarbonization roadmap, aligning our ambitions with those of society. By centralizing sustainability in our business model, we can create enduring value for our shareholders while ensuring the wellbeing of our customers, employees, and the planet. The impacts of climate change, both risks and opportunities, across our portfolio will further gain focus in 2024.

Our Decarbonization Roadmap outlines our investment plans to deliver a 20% emissions intensity reduction by 2030. Through sustainable practices, innovation, and responsible energy management, we aim to contribute to a low-carbon future and mitigate the impact of climate change. Ultimately, we are committed to a decarbonization pledge guided by the roadmap through 2050, aligning with generally accepted best practices to reduce emission intensities. Every operation we undertake will continuously strive for a GHG reduction in accordance with good industry practices, ensuring that our solutions are also economically viable.

Our communities

People are at the heart of our company. We are committed to adding value, through our products and services, to society as a whole. This includes maintaining an engaged, diverse and inclusive workforce and supporting the communities where we operate. Through our extensive engagement with local suppliers, we help to create jobs, stimulate local economies, and build stronger, more resilient supply chains. During the year, we invested more than US$74 million within the local supply chain, an economic contribution that will continue to develop as our country's offshore industry develops.

Prosperity

Fostering a positive impact on the wider community is important. Our focus on shared prosperity in Suriname ensures that our growth translates into tangible benefits for the local population, promoting economic development and social wellbeing. Although Staatsolie is not in a position to directly transfer prosperity into society, our financial results have a significant impact on the government's income; in 2023 we contributed US$35M. In 2023, Staatsolie, together with the Staatsolie Foundation for Community Development, invested approximately US$1.8 million in various social projects. This significant investment reflects our ongoing commitment to enhancing the social wellbeing of both our employees and the broader community in Suriname.

This year, we refreshed our sustainability framework, choosing IPIECA as our primary reporting standard to ensure comprehensive action across our key focus areas. Despite longstanding sustainability practices, we recognize the need to adapt and evolve in the face of overlapping and conflicting reporting standards.

Suriname is gifted with an abundance of biodiversity and energy resources. As one of only three nations globally with a carbon-negative status, our forests play a crucial role in the carbon balance. Concurrently, the country holds substantial untapped energy potential. Staatsolie will be instrumental in shaping Suriname's energy landscape and securing its energy future, investing in both hydrocarbon and renewable energy projects to ensure sustainable, accessible, and affordable energy.

Our commitment to a 'Just Transition' acknowledges the social and economic implications of moving towards a low-carbon economy. We recognize that collaboration with government, business, financial institutions, and civil society is essential for shaping an equitable energy transition. By applying sound energy and social policies, we can enable economic prosperity in a sustainable manner in Suriname.

Our journey toward sustainability is ongoing. We will continue to hold ourselves accountable and transparently report on our progress. Sustainability is a responsibility and at the same time an opportunity for innovation and creating a brighter future for Suriname.

We look forward to a prosperous and sustainable future for every Surinamese citizen.

SURINAME, **OUR HOME**

Suriname, located on the Northeastern coast of South America, is home to over 600,000 people and is renowned for its extensive forests and rich biodiversity. Formerly known as Dutch Guiana, it is one of South America's smallest countries and is facing significant political and economic challenges. Since gaining independence from the Netherlands in 1975, Suriname has become one of the most ethnically diverse nations in the Americas and functions as a constitutional democracy with regular free elections. The economy, which saw a 2.1 % GDP growth in 2023, is driven by abundant natural resources, particularly mining, which accounts for nearly half of public sector revenue and over three-quarters of total exports.

Lush and biodiverse

With a forest cover of 93%, Suriname is recognized as a crucial contributor to global environmental sustainability. This substantial forest coverage reflects Suriname's commitment and approach to environmental conservation.

As a "high forest cover and low deforestation" (HFLD) country, the country maintains a low deforestation rate of just 0.07% per annum. This low rate underscores the effectiveness of the nation's forest management practices and its dedication to preserving its natural resources. Its forests are diverse, housing a wide array of plant and animal species, many of which are endemic. This high level of biodiversity is essential for maintaining ecological balance and supporting global environmental health.

A carbon sink

A notable aspect of Suriname's environmental stewardship is its substantial forest carbon stock, which is estimated to store around 3.5 billion metric tons of carbon dioxide. These forests play a significant role in sequestering carbon dioxide, thereby mitigating the effects of climate change.

Suriname's participation in the REDD+ program (Reducing Emissions from Deforestation and Forest Degradation) further exemplifies its commitment to sustainable development. The REDD+ initiative incentivizes countries to reduce emissions from deforestation and forest degradation while promoting conservation, sustainable management of forests, and enhancement of forest carbon stocks. Suriname's involvement in this program has created a commitment to forest preservation. The implementation of REDD+ projects in Suriname demonstrates the country's approach to balancing economic development with environmental sustainability.

A stabilizing economy

In 2023, the Government of Suriname continued to implement a Recovery Plan in collaboration with the International Monetary Fund (IMF) to restore sustainable macroeconomic stability, bolster the financial system and institutions, and reduce public debt, which was equivalent to 139% of GDP by the end of 2023. This Recovery Plan is supported by an extended credit facility and technical assistance under the IMF's Extended Fund Facility (EFF) arrangement, which began in 2021.

Since the initiation of the EFF arrangement, Suriname has steadily pursued an ambitious economic reform agenda aimed at restoring fiscal and debt sustainability through measures such as fiscal consolidation and debt restructuring. Despite a challenging environment, significant progress has been made, including declining inflation and positive economic growth, which has improved investor confidence. The GDP annual growth rate is projected to reach 2.5% to 3.0% by the end of 2024 and continues to trend positively in the following years.

OUR **STAKEHOLDERS**

Effective stakeholder engagement is essential for Staatsolie's success and sustainability. Our stakeholders represent a diverse array of groups—each with unique interests and influences regarding our operations. By actively engaging with these stakeholders, we not only enable strong relationships but also ensure that our business practices align with our stakeholder's expectations. The table below gives a brief overview of how we engage with various stakeholders.

Key stakeholder	Why we engage	How we engage
Employees	We engage to meet employees' needs and ensure a safe, supportive environment aligned with Staatsolie's values.	We keep employees informed and motivated through roadshows, workshops, HR Open Days, and development programs. Staatsolie Engagement Program (STEP) activities (such as Kids@Work, Step up your Game, Step in2 another team) build community, while surveys like Bbetter2gether gather feedback for improvement.
Labor union	Our engagement ensures the effective negotiation and implementation of the collective labor agreement (CAO) and other labor conditions.	We engage with the labor union through rounds of meetings with HR and the Staatsolie Werknemers Organisatie Suriname (SWOS) and quarterly HR meetings covering corporate, upstream, and downstream issues.
Local communities	Our engagement aims to promote community development.	We engage with local communities through various meetings. In 2023 we held upstream and downstream field visits, numerous social investment projects, and multiple alignment meetings with local authorities as well as other encounters.
The Republic of Suriname	Our engagement ensures the Republic of Suriname can make well-informed decisions.	We engage with the Republic of Suriname, our sole shareholder, through an Annual General Meeting (AVA), Special General Meetings, and meetings with the SB (as their representative) ensuring the shareholder is well-informed.
Financial institutions and investors	Our engagement aims to ensure the timely, efficient, and reliable distribution of management information, thereby fostering transparency and trust.	We engage with financial institutions and investors through various means to maintain and sustain agreements and relationships, ensuring their commercial objectives are met in alignment with international standards and best practices in the oil and gas industry.
Operating partners	This engagement builds trust, enhances capacity, and ensures transparency, leading to effective agreements and Production Sharing Contracts (PSCs) that support our mutual goals.	We engage with our operating partners through frequent Technical Committee Meetings (TCMs) and Operating Committee Meetings (OCMs).
Authorities	We engage to ensure project continuity and support the development of policies, plans, and legislation, creating strong working relationships with relevant authorities and institutes.	We engage with authorities through various meetings and workshops. In 2023, we conducted meetings with the National Institute for Environment and Development in Suriname (NIMOS), and with the National Coordination Center for Disaster Relief (NCCR) and the Coastal Protection Committee.
Suppliers	We engage with suppliers to ensure timely, efficient, and high-quality procurement that aligns with Staatsolie's standards, safety protocols, and sustainability goals.	We engage with suppliers through our procurement team.
Customers	Maintaining high standards of transparency and product quality is crucial for sustaining customer satisfaction and loyalty.	We engage with our customers through consistent and transparent communication, ensuring that their needs and expectations are met.
Media outlets	Engaging with media outlets ensures a well-informed society and effectively communicates public sentiment about Staatsolie's operations.	We maintain a positive relationship by proactively sharing information and promptly addressing media inquiries. This approach promotes accurate reporting. To foster media relations and provide insights into the company's operations, Staatsolie periodically hosts media visits to its production sites. The most recent visit took place in Q4 2023.

YEAR ON YEAR **GROWTH**

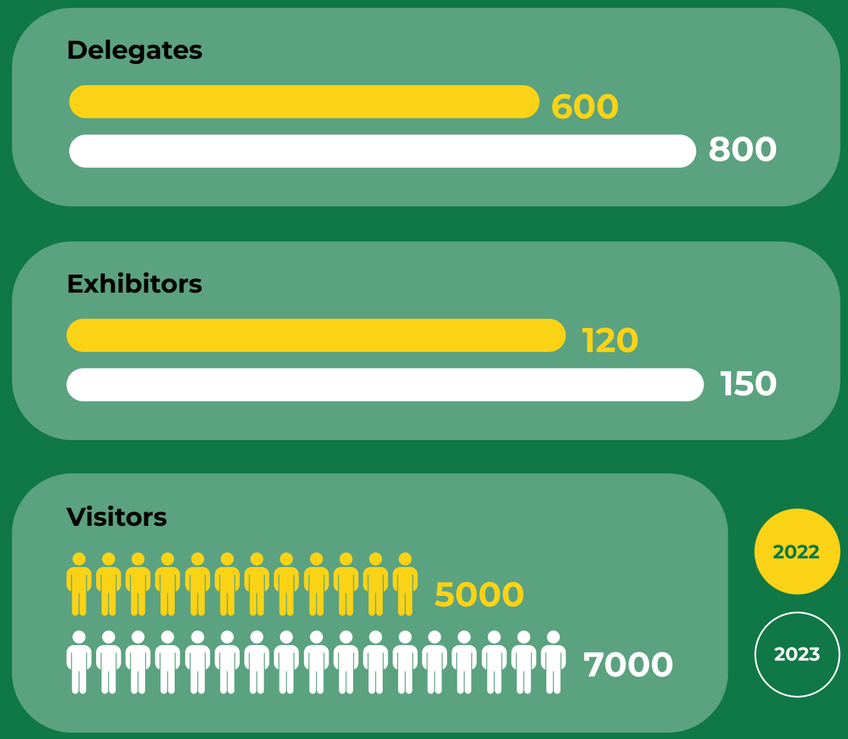
The following case study illustrates Staatsolie's dedicated efforts to enhance stakeholder engagement, demonstrating our commitment to transparency.

ENGAGEMENT CASE STUDY: Energy Conference

The Suriname Energy Oil & Gas Summit (SEOGS) has firmly established itself as the leading industry event for Suriname's emerging energy and offshore sector and once again brought together the regional and global energy community in Paramaribo.

The annual conference is hosted by Staatsolie with the full support of the Government of Suriname and organised by Global Event Partners Ltd. and Fossil Energy Consulting. The exhibition provides the perfect platform for internationals to meet with local partners and buyers to meet with suppliers.

In June 2023, we welcomed heads of state, hosted ministerial roundtables, regional and global leader panel discussions, keynotes from captains of industry and covered themes ranging from open for business and regional cooperation to exploration and production, investing in sustainable development and local content.



OUR APPROACH TO **SUSTAINABILITY**

Our goal is to balance well-being, protecting the planet and profitability.

We believe that sustainability means improving lives, now and in the future, by preventing environmental damage, upholding human rights, practicing good governance, and promoting economic growth. We strive to balance human welfare, environmental preservation, and financial prosperity through partnerships with International Oil Companies (IOCs), key service providers, and global institutions such as banks and investors.

Our approach to sustainability is built on five pillars: sustainable energy and operations, robust environmental stewardship, maintaining operational excellence, leading employee experience, and shared prosperity in Suriname. These pillars guide our efforts to integrate sustainable practices across all aspects of our business, ensuring that we meet the needs of current and future generations.

Zero harm remains our core value, reflecting our dedication to protect our people, our planet, our company, and our communities. This commitment is overseen by our ESG Committee which ensures that ESG concerns remain a top priority for our leadership. In 2023, our focus was characterized by furthering our alignment with international standards. We concentrated on carbon reduction and tangible actions that lead to continuous improvements.

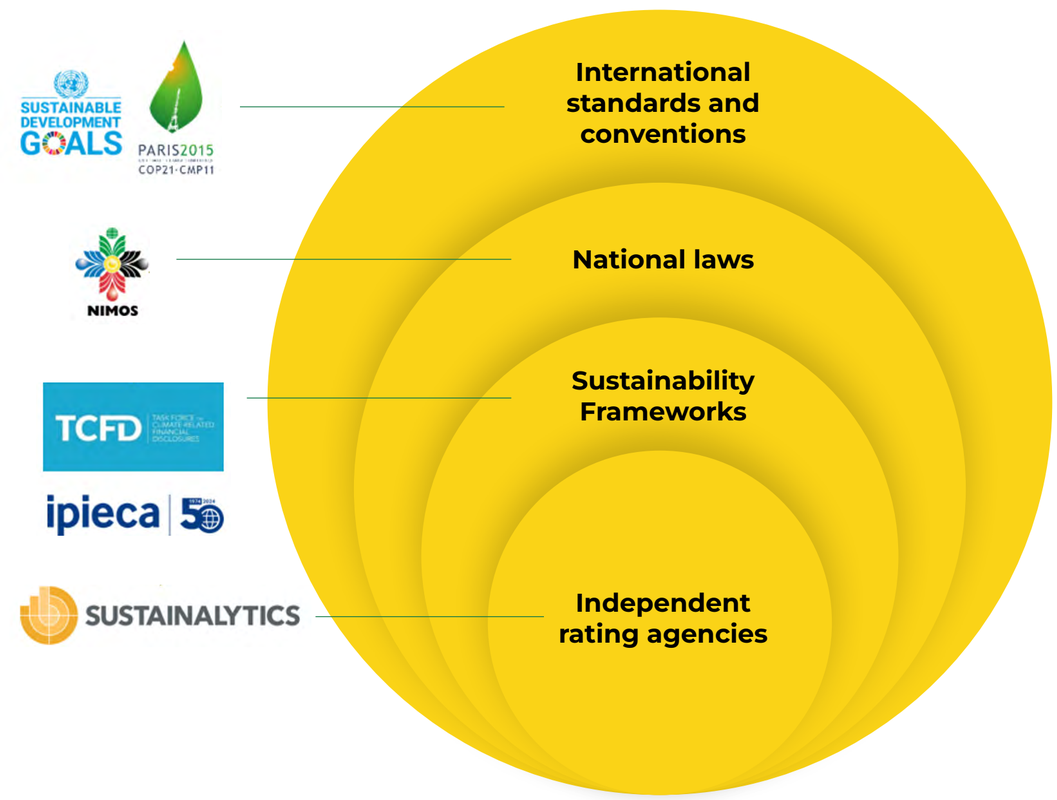
A key element of our sustainability strategy is our Decarbonization Roadmap (see page 14), which outlines our investment plans to deliver a 20% emission intensity reduction by 2030 – based upon a 2021 baseline. Through sustainable practices, innovation, and responsible energy management, we aim to contribute to a low-carbon future and mitigate the impact of climate change. With continued attention on methane abatement, we are investing in detection, monitoring, and reduction with the aspiration to achieve near-zero methane emissions. Ultimately, we seek to support an energy transition and aspire to Net Zero in our scope 1 and 2 emissions, in step with the ambitions of society. More information on our decarbonization roadmap can be found in the Sustainable Energy and Operations section of this report.

As part of a coalition of leading companies in Suriname, we are dedicated to accelerating the realization of the Sustainable Development Goals (SDGs), with particular focus on

- **SDG 7 (Affordable and Clean Energy)**,
- **SDG 8 (Decent Work and Economic Growth),**
- **SDG 12 (Responsible Consumption and Production),**
- **SDG 13 (Climate Action), and**
- **SDG 14 (Life Below Water)**

Our commitment to these goals is reflected in our efforts to integrate the SDGs into our key performance indicators (KPIs) and our broader sustainability framework.

Together, the standards on the right shape our approach to understanding and managing sustainability risk, opportunity, impacts, and dependencies. Staatsolie's sustainability strategy is guided by international standards like the Paris Agreement and EITI for global best practices, national laws such as those from NIMOS for local compliance, and industry frameworks like TCFD and IPIECA for sector-specific guidance. Independent rating agencies like Sustainalytics provide external evaluations to ensure accountability. This multi-layered approach enables Staatsolie to balance prosperity, people, and the planet effectively.



The following outlines our six strategic pillars, which form the foundation of our redefined sustainability strategy. These include five key areas of focus, along with Governance and Risk Management, a critical aspect that spans across each pillar. Together, they guide our approach and are covered throughout the remainder of this report.

Sustainable Energy and Operations

We are committed to facilitating a just energy transition by investing in our products and services and decarbonizing our operations.

Robust Environmental Stewardship

We are committed to being stewards of the environment by integrating responsible practices, conserving natural resources and minimizing our ecological footprint.

Maintaining Operational Excellence

We are committed to safety and operational excellence by continuously improving our processes, fostering a culture of efficiency, transparency and quality.

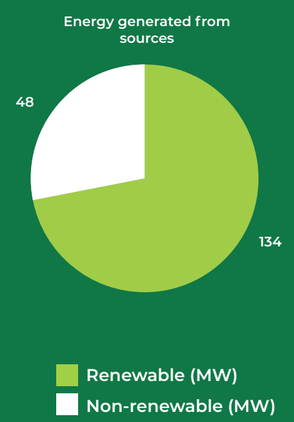
Leading Employee Experience

We are committed to enhancing the employee experience by creating a supportive culture, providing opportunities for professional growth, and fostering a diverse and inclusive environment where every team member can thrive.

Shared Prosperity in Suriname

We are committed to fostering shared prosperity by proactively and productively engaging with our communities, supporting local economies, and implementing initiatives that create lasting positive impacts.

Performance



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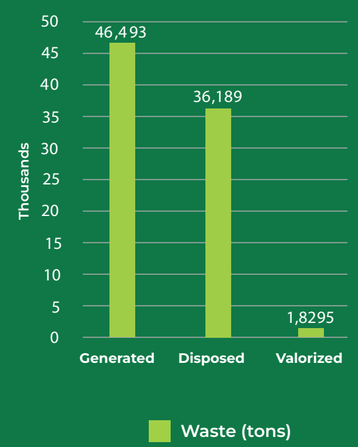
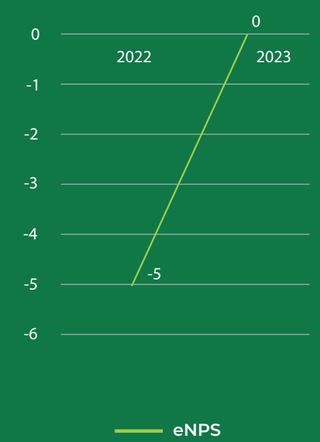
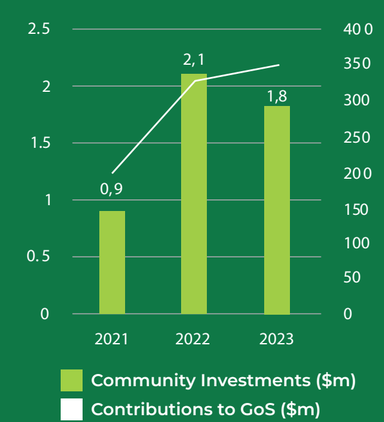


Performance

Performance



Performance



Governance and Risk Management

Consists of matters relating to board structure and independence, corporate policies covering all financial, HSSE and value chain matters, Code of Business Conduct, operating management systems and enterprise-wide risk management.

SUSTAINABLE ENERGY AND **OPERATIONS**

We are committed to facilitating a just energy transition for Suriname by investing in our products and services and decarbonizing our operations.

REDUCING **OPERATING EMISSIONS** AND OPTIMIZING **ENERGY EFFICIENCY**

Suriname is a carbon-negative country, and we are committed to sustaining this status through decisive action.

Climate change

We recognize the risks and opportunities associated with climate change and understand stakeholders' expectations regarding how Staatsolie addresses these issues. In our risk management strategy, we consider climate change risks as well as impacts.

In 2021, we launched the Sustainable Energy division to support our transition plans towards a more sustainable future. We aspire to reduce our scope 1 and 2 emissions intensity with a decarbonization plan which includes the use of in-country REDD+ carbon credits.

Climate governance and strategy

Our corporate and sustainability strategies set out our approach to climate change. The management team is responsible for executing these strategies, identifying and assessing climate-related risks and opportunities, and monitoring our progress. This integrated approach ensures that we remain accountable and proactive in our efforts to address climate change.

Climate risks and opportunities

We have implemented a robust risk management process to identify, assess, mitigate, and monitor climate-related risks, including both transitional and physical risks. Risk owners have been identified to ensure accountability and additional measures are being established to mitigate the impacts of identified climate-related risks. Key risks we face include access to capital, reputational concerns, and long-term physical conditions such as increased precipitation.

Opportunities arising from climate change include decarbonizing our operating base and expanding our renewable energy capacity. We are committed to conducting scenario analysis to better understand and leverage these opportunities, ensuring our strategies remain aligned with long-term sustainability goals.

Transitional risks and physical risks are two key types of risks associated with climate change. They affect businesses, economies, and financial systems as the world shifts toward a lower-carbon economy and as climate-related physical impacts become more severe.

The following transitional and physical risks, providing a comprehensive overview of the challenges and opportunities that Staatsolie may face in the evolving landscape of climate change. These are linked to and evaluated within the organization's overall enterprise risks. Further details can be found in the governance section and the annual report. In alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), this table highlights transitional risks arising from the shift towards a low-carbon economy, including regulatory changes, market shifts, and technological advancements. It also details physical risks related to the direct impact of climate change on operations, such as weather events and long-term environmental changes.

Type		Related risks	Timeframe	Potential financial impact	Activities and mitigations
Physical Risk	**Acute**	**Increased severity of extreme weather events such as cyclones and floods.**	Short	Reduced revenue from decreased production capacity (e.g., transport difficulties, supply chain interruptions). Aligned with Staatsolie's enterprise risk related to catastrophic events.	Staatsolie operates a diverse and complex value chain of oil and gas, and renewable assets. The operating upstream assets largely occupy swamplands which have experienced little impact from such weather events, which is also true of the midstream and downstream operations.
	Long Term	**Changes in precipitation patterns and extreme variability in weather patterns.**	Medium to long	Impacts to revenues, capital and insurance costs (e.g., damage to facilities). Aligned with Staatsolie's enterprise risk related to catastrophic events.	In 2022, Suriname experienced prolonged periods of precipitation which impacted Staatsolie's capacity to store water at its hydroelectric dam. This in turn impacted surrounding areas and local communities, affected by burst riverbanks. Due to the changing nature of precipitation patterns, consideration for prolonged dry periods may also affect the dam's ability to generate sufficient power, impacting the availability of renewable energy as well as revenue generation. Staatsolie's assessment to diversify power generation capacity is essential to the business and Suriname. Supply chain disruption can be expected globally but this is hard to define and quantify on an asset-by-asset basis.
		Rising sea levels.	Long	Write-offs and early retirement of existing assets. Aligned with Staatsolie's enterprise risk related to catastrophic events.	None of the company assets will be at risk from rising sea levels during their lifetime.

Type		Related risks	Timeframe	Potential financial impact	Activities and mitigations
Transition risk	**Policy and Legal**	**The introduction of carbon pricing mechanisms to countries within our value chain**	Medium to long	Increased operating costs (e.g., higher compliance costs, increased insurance premiums). Presently no direct financial impact. Aligned with Staatsolie's enterprise risk related to finance and funding.	Presently, Suriname has no intention of introducing a carbon tax, [nor do any of the countries to which we distribute our products]. We are mindful that across the globe, countries are strengthening action or making pledges to limit warming to 1.5°C, including through updating their Nationally Determined Contributions under the Paris Agreement, and introducing carbon pricing mechanisms such as CBAM in the EU. We closely monitor policy and legislation developments within Suriname and within countries of interest on an ongoing basis, which collectively has influenced our own decarbonization actions.
		Enhanced emissions reporting obligations	Short	Increased operating costs (e.g., resourcing requirements and third-party costs, which are evaluated on a project basis). Aligned with Staatsolie's enterprise risk related to finance and funding.	Suriname has not imposed any climate-related reporting obligations upon businesses. That said, we have an international stakeholder base, from operating partners to financiers who expect robust and transparent reporting on climate-related matters and how Staatsolie is responding. Since 2021 the business has materially enhanced its understanding of its emissions profile, determined an interim decarbonization pathway and communicated this via bilateral engagements as well as within this report.
		Exposure to litigation	Medium	Increased costs and/or reduced demand for products and services resulting from fines and judgments. Write-offs of license costs in the event exploration and/or development programs are halted by external parties opposed to our activities. Aligned with Staatsolie's enterprise risk related to public perception and reputation.	The industry is witnessing increased litigation activity. We are committed to transparent reporting and communication of emissions and climate risks. We will communicate the details of our decarbonization plans and associated targets upon completion of numerous workstreams, where it is appropriate for us to do so and where we have operational control.
	Technology	**Substitution of existing products and services with lower emissions options.**	Long	Write-offs and early retirement of existing assets. Aligned with Staatsolie's enterprise risk related to finance and funding.	The IEA reported meaningful investment into renewable sources of energy, such as wind and solar, and new sales records for electric vehicles in 2020. It highlighted that in certain markets, solar and wind now represent the cheapest available sources for new electricity generation. However, under the Announced Pledges and Stated Policies Scenarios, oil demand remains at current or increasing levels through 2030. Presently, our focus is to responsibly produce our energy sources and seek ways to decarbonize our operating footprint.
		Costs of transition to lower emissions technology.	Medium to long	Capital investments in technology development. Aligned with Staatsolie's enterprise risk related to finance and funding.	In addition to acquiring the 189 MW Brokopondo hydroelectric plant at Afobaka in 2020, we are scoping and assessing a 30MW PV solar project and wind projects respectively. We have also defined our interim decarbonization roadmap to decarbonize our operating footprint. Together, these investments will run into the tens of millions of dollars.

Type		Related risks	Timeframe	Potential financial impact	Activities and mitigations
Transition risk	**Market**	**Changing customer behavior.**	Long	Reduced demand for goods and services due to shift in consumer preferences. Aligned with Staatsolie's enterprise risk related to business resilience.	Reduced demand and price outlook for natural gas and oil have the potential to impact portfolio value. Based on Staatsolie's beliefs and scenario review this is a long-term risk to the business. The risk lies in people moving quicker than expected to renewable sources of energy. We believe that in line with the IEA's outlook, oil and gas will continue to play an important role within the energy mix for decades to come.
		Uncertainty in market signals.	Short	Abrupt and unexpected shifts in energy costs. Aligned with Staatsolie's enterprise risk related to business resilience.	The energy transition is likely to entail fluctuating energy prices and service industry costs. In this context, it is important to create long-term planning objectives and then manage the price and cost cycle opportunities that arise.
		Increased cost of raw materials.	Short to medium	Increased production costs due to changing input prices and output requirements. Aligned with Staatsolie's enterprise risk related to business resilience.	Disruptions to global supply chains in some sectors such as food could result in higher costs being passed on to their customers. As an exploration and production company, we factor opportunities to reduce energy consumption, reduce emissions, and ensure regulatory compliance into our capital budget.
	Reputation	**Stigmatization of sector.**	Short to medium	Financial institutions unable or unwilling to invest in oil and gas. Aligned with Staatsolie's enterprise risk related to finance and funding.	At a corporate level, the risk lies in financing and fundraising. To mitigate this, we have defined our interim decarbonization plans; to reduce emission intensity by 20% by 2030 from a baseline year of 2021.
		Costs of transition to lower emissions technology.	Medium to long	Capital investments in technology development. Aligned with Staatsolie's enterprise risk related to finance and funding.	In addition to acquiring the 189 MW Brokopondo hydroelectric plant at Afobaka in 2020, we are scoping and assessing a 30MW PV solar project and wind projects respectively. We have also defined our interim decarbonization roadmap to decarbonize our operating footprint. Together, these investments will run into the tens of millions of dollars.
	Acute	**Increased severity of extreme weather events such as cyclones and floods.**	Short	Reduced revenue from decreased production capacity (e.g., transport difficulties, supply chain interruptions). Aligned with Staatsolie's enterprise risk related to catastrophic events.	Staatsolie operates a diverse and complex value chain of oil and gas, and renewable assets. The operating upstream assets largely occupy swamplands which have experienced little impact from such weather events, which is also true of the midstream and downstream operations.

DECARBONISATION POTENTIAL ACROSS THE VALUE CHAIN BY **2030**

We are a vertically integrated energy business, founded in 1980. We engage in a variety of activities such as exploration and production, refining, transportation and marketing and sales of oil products to the local and international markets. We also generate and supply electricity (thermal and hydro) and by doing so we meet the growing energy needs of our society.

Emissions management

In 2023, Staatsolie made strides in managing emissions, underscoring our commitment to sustainability. Despite an overall increase in total Scope 1 emissions of 9.3% compared to 2022, there were notable improvements in specific areas, demonstrating the effectiveness of our targeted reduction strategies. For instance, our refinery operations achieved a significant 10.2% decrease in Scope 1 emissions, primarily due to the introduction of sweet gas in the Hydrogen Production Unit (HPU). However, this progress was offset by a 23.6% increase in upstream emissions, driven by the reintroduction of cyclic steam, increased drilling activities, and the addition of new reporting sources. Additionally, emissions from our SPCS segment increased by 36.1% due to a rise in thermal power production relative to hydro production.

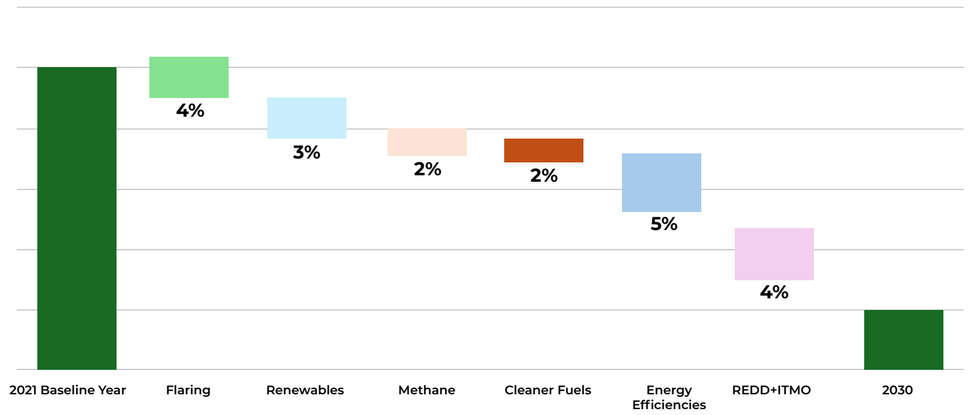
Methane emissions

Recognizing the critical impact of methane on global warming, we are striving to significantly reduce our methane emissions through monitoring and mitigation strategies.

By 2026, we aim to implement portfolio-wide methane emissions monitoring to enhance our understanding and management of this potent greenhouse gas. Reducing methane emissions is a key priority due to its high warming potential. To achieve this goal, we are investing in advanced detection and monitoring technologies and collaborating with industry partners.

In our upstream operations, we have converted four heater treaters from crude to gas power.

Our decarbonization pathway is based upon Staatsolie's 2021 operating portfolio.



This conversion has reduced emissions by over 6,000 metric tons of CO2 equivalent, providing significant environmental and economic benefits. Additionally, we are utilizing methane gas in the heater-treater system of our upstream oil production operations. We have plans to eliminate vented natural gas at our TA-58 treatment plant, further demonstrating our commitment to sustainability and efficiency.

Flared gas

We have endorsed the World Bank's Zero Routine Flaring by 2030 Initiative, aiming to avoid routine flaring in new oil field developments and eliminate it at existing sites by 2030. To achieve this, we are implementing various projects, including flare gas recovery, compressor capacity improvements, vent-to-flare conversions, and vent recovery initiatives.

As part of this strategy, we have implemented a notable initiative at our refinery involving the use of sweet gas as feedstock for the Hydrogen Production Unit (HPU). This innovative approach not only helps to lower emissions at the flare but also contributes to our broader emissions reduction goals. By utilizing sweet gas in this way, we have already achieved emissions savings of over 9,000 tCO2e. Furthermore, upon program completion, we anticipate an additional reduction of 31,500 tCO2e per year. A project to convert refinery sour gas into sulphuric acid will minimize refinery SOx emissions.

Energy use

At Staatsolie, we are dedicated to advancing our energy use through a combination of operational excellence, technology, and innovation. Our commitment to process optimization is reflected in our ongoing efforts to enhance the efficiency of our energy systems and equipment.

We are implementing digital solutions and advancing process equipment to optimize various aspects of our operations. For instance, we are upgrading fixed-blade turbines with higher efficiency alternatives at the SPCS hydro plant. This upgrade will improve turbine performance and contribute to overall energy efficiency. Additionally, we are evaluating the possibility of installing new waste heat recovery systems at the SPCS thermal plant, which will capture and utilize excess heat to further reduce specific emissions and improve plant efficiency.

In our office facilities, we are also focusing on energy efficiency by transitioning to LED lighting. Through these initiatives, we continue to enhance our overall energy use and drive efficiencies.

ADVANCING OUR **RENEWABLE POWER GENERATION**

We are committed to enhancing our renewable power generation capabilities to meet both current and future energy demands sustainably. Our energy infrastructure and strategic initiatives are designed to support Suriname's growing power needs while advancing our sustainability goals.

In 2023, we met 86% of Suriname's national power demand through our SPCS facilities. The Government saved US$23.7 million due to the prevalence of hydropower over thermal generation. We ensured a reliable supply with zero blackouts and provided a significant hydroelectric capacity, which stands at 189 MW, forming a crucial component of our renewable energy strategy.

Hydro Power Generation

Actual	**1,173,063** MWh
Plan	1,095,000 MWh

Thermal Power Generation for the Government of Suriname

Actual	**327,901** MWh
Plan	210,546 MWh

Steam Supply from SPCS to Refinery

Actual	**71,663** tons
Plan	75,213 tons

* A few unplanned outages with steam boilers led to reduced production of steam.

Thermal Power Generation for the Refinery

Actual	**97,804** MWh
Plan	105,120 MWh

Energy generated from sources

Low carbon technology

Our commitment to low-carbon technology is evident in our ongoing investments in renewable energy infrastructure. Presently, we are scoping a 30MW solar project as well as investigating wind energy potential. These initial and relatively small-scale investments will provide insights that may support the future scaling of this technology in Suriname.

We are focused on integrating advanced technologies to power our operations and processes more sustainably.

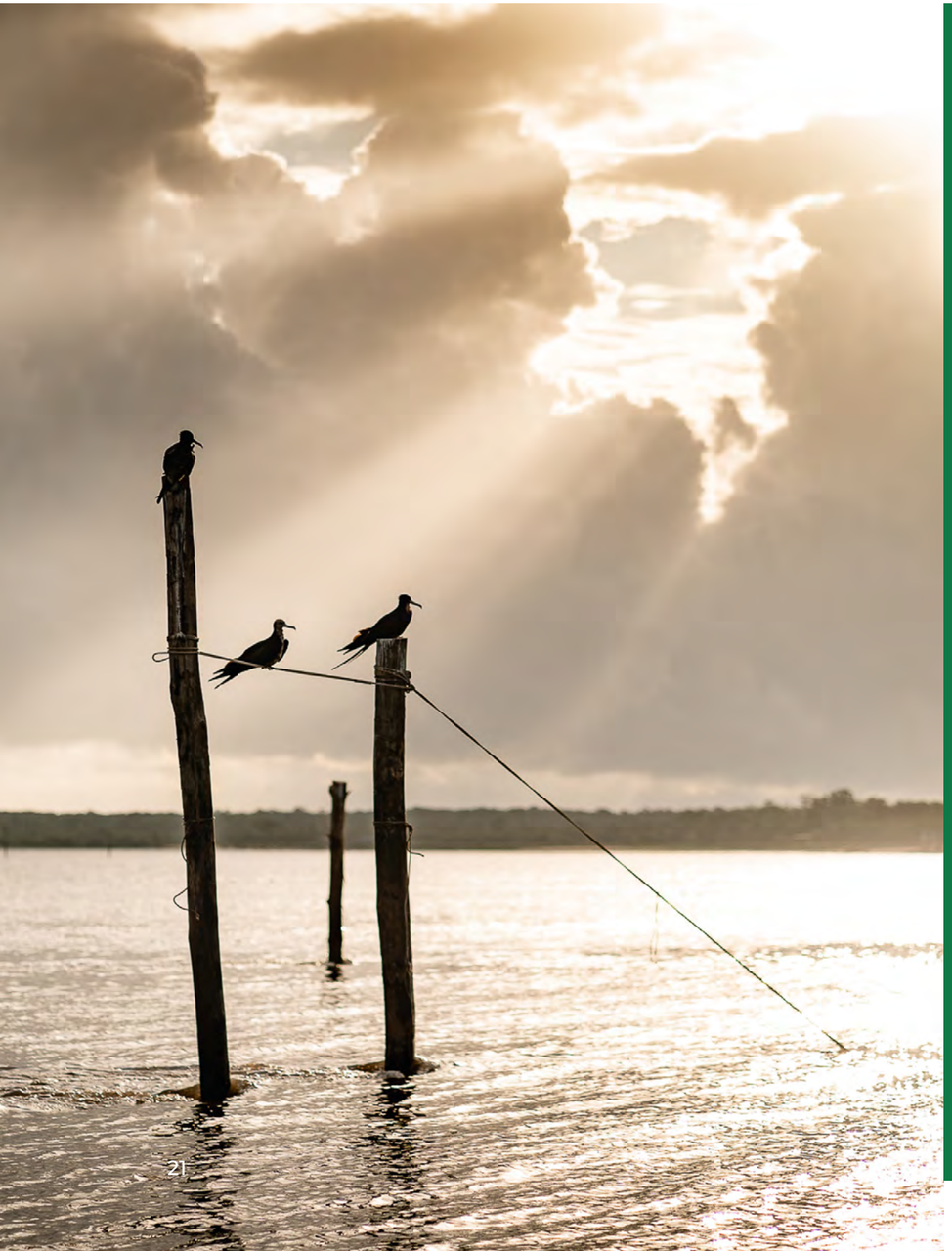
Through these efforts, we are advancing our renewable power generation capabilities and contributing to a more sustainable energy landscape for Suriname.

ROBUST ENVIRONMENTAL STEWARDSHIP

We are committed to being stewards of the environment by integrating responsible practices, conserving natural resources, and minimizing our ecological footprint.

DEPLOYING **ROBUST ENVIRONMENTAL MANAGEMENT PRACTICES**

At Staatsolie, our commitment to the zero-harm value drives us to conduct operations that do no harm to the environment. In line with this, we implement robust environmental management practices and seek innovative technologies and procedures to further enhance the resilience of our operations.



Environmental management

We operate according to the ISO 14001-certified environmental management system, which complements our ISO 9001:2015 certification for Quality Management Systems. This internationally recognized standard enables us to effectively manage our environmental responsibilities, ensuring compliance with regulations. It improves operational efficiency, drives waste reduction, and is critically important to our stakeholders, not least those local to our operations.

We have designed and implemented a comprehensive Environmental Management and Monitoring Plan (EMMP) that addresses the environmental and socio-economic impacts of our activities. Each of our assets—Upstream, Downstream, Offshore, Power & Sustainable Energy—has specific measures tailored to address their unique environmental challenges. For example, a material proportion of our upstream activities take place in swamp environments requiring procedures that take account of any local sensitivities whilst our downstream operations are more proximate to urban populations and require specific and ongoing air quality monitoring activities.

In 2024, we will be exploring the use of artificial intelligence (AI) and satellite imaging to enhance our mapping of downstream operations. These technologies offer advanced capabilities for monitoring and analyzing floodplain areas, helping us to understand our environment more effectively.

Assessing impacts

Environmental and Social Impact Assessments (ESIAs) and Environmental Management and Monitoring Plans (EMMPs) are conducted for all our projects to thoroughly understand and address potential environmental and social issues. In 2023, we conducted five ESIAs, ensuring that we proactively understand the potential impacts on both the environment and local communities.

Decommissioning

Whilst no decommissioning activities took place in 2023 across our Upstream Onshore, Marketing Asset, Refinery Asset, SPCS operations, we maintain decommissioning plans for each of our assets.

DRIVING **EFFICIENT MANAGEMENT** OF **WASTE** AND **MATERIALS**

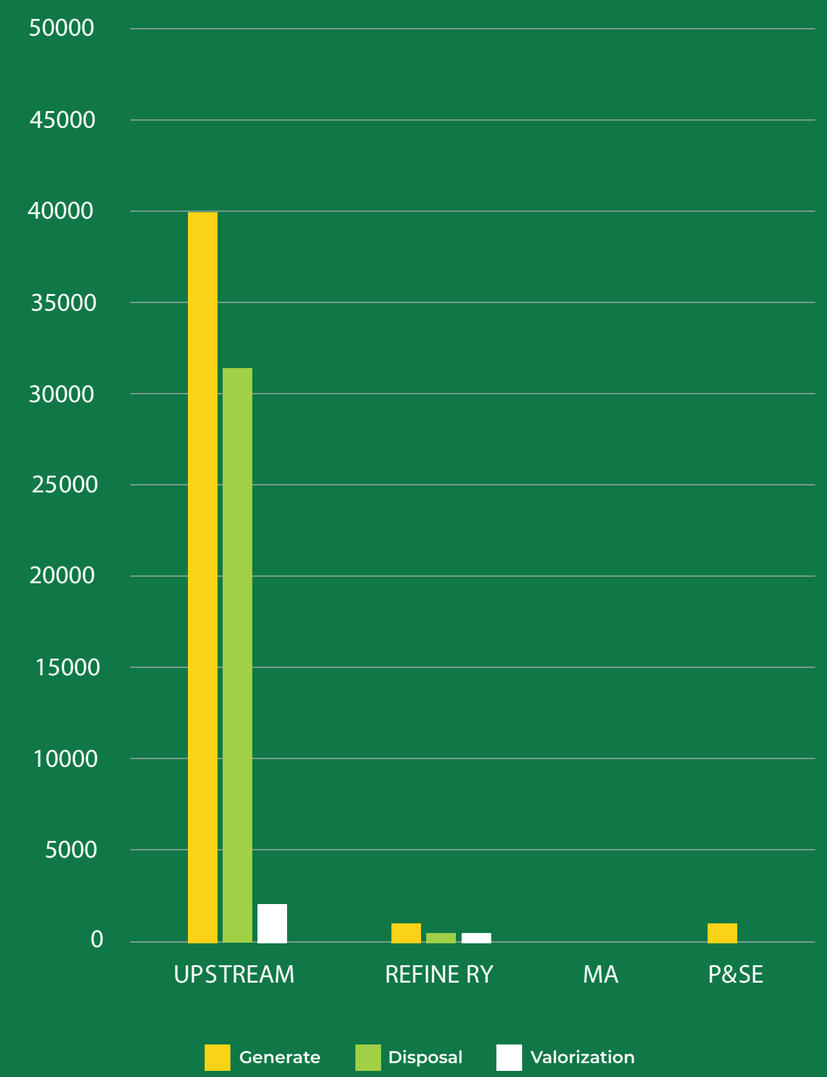
At Staatsolie, we assess and manage waste generated across our diverse operations, recognizing the critical importance of minimizing environmental impact while optimizing resource efficiency. In 2023, we generated 45,000 tons of waste.

Suriname's approach to waste management is nascent with landfill and incineration common waste treatment methods. By setting waste management standards and implementing innovative procedures, Staatsolie is leading the way in promoting sustainable waste practices and setting the benchmark.

In 2023, we have implemented a new corporate Waste Management Procedure designed to significantly reduce waste and encourage recycling across all our assets. This procedure marks an important advancement in our waste management practices, ensuring that we not only comply with national legislation but also align with international codes of best practice. By focusing on waste reduction and recycling, we aim to minimize the volume of waste sent to landfills, thereby reducing our physical footprint. While waste separation started in our head office in 2023, other locations had already begun this process prior to 2023. Each of our waste management streams is managed to remain within permissible limits.

APPROACH TO WASTE AND MATERIALS MANAGEMENT

Waste in tons



MAINTAINING **EFFECTIVE WATER RESOURCE MANAGEMENT**

Approach to water management
Risks relating to water management take various guises, from water access to the discharge of water. At Staatsolie, comprehensive water management is integral to our operations, encompassing the entire water lifecycle.

We maintain a rigorous monitoring system to measure and analyze the quality of effluent and surface water in our onshore operations, ensuring compliance with applicable regulations, standards, and baseline criteria related to water quality.

The Environmental Framework Law has not yet been expanded with official regulatory guidelines. In all our operations, improvement projects are currently based on a gap analysis of the draft regulatory guidelines. Notably, we undertook upgrades to our crude treatment facilities to enhance treatment effectiveness to mitigate operational impact on local water resources.

Freshwater
At Staatsolie, we recognize the critical importance of responsible water management and the need to preserve freshwater resources. Water is essential for our operations, and we are committed to minimizing our environmental impact while supporting sustainable practices.

In the past year, Staatsolie withdrew nearly 2 million liters of freshwater across both our upstream and downstream operations. Whilst our freshwater usage might be considered material, we do not operate in a water-stressed environment. Importantly, all utilized water is treated and returned to the environment within strictly controlled and permissible limits.

While we currently use freshwater to meet operational needs, we are committed to continuously improving our practices and finding sustainable solutions that balance our operational requirements with environmental stewardship. Our goal is to ensure that our water use supports not only our business operations but also the long-term health of the ecosystems we are a part of.

Discharges to water
At our refinery, process wastewater undergoes treatment for oil and grease and total suspended solids (TSS) at our wastewater treatment plant (WWTP). Before discharge, the treated effluent undergoes thorough sampling and analysis across various parameters to ensure compliance with environmental regulations and standards. Recent analysis indicates a declining trend in both oil and grease and TSS levels, reflecting the effectiveness of our treatment processes.

In 2023, we advanced our water management practices by employing improved produced water treatment technologies in our upstream operations. Additionally, in our downstream operations, we are currently implementing a wastewater effluent improvement plan aimed at further optimizing treatment processes and ensuring compliance with stringent environmental regulations. Discharged oil-in-water levels, measured in ppm, are reported daily across the business, and it is noteworthy that we consistently meet the required standards. During the year, we discharged over 12,000,000m3 of produced water and processed water and injected over 700,000m3. Furthermore, our upstream operations have initiated a project to significantly enhance our capacity for produced water injection, underscoring our commitment to sustainable water management practices.

Looking ahead, our focus remains on continuous improvement. Future optimization projects, such as the installation of a gamma ray level transmitter (LT) in the desalter unit scheduled for 2024, are expected to further decrease the oil and grease content of process wastewater at our refinery. This device measures material levels by emitting gamma rays and detecting the amount that passes through, ensuring precise monitoring and improved separation efficiency.

CONSERVING AND SAFEGUARDING BIODIVERSITY

Approach to biodiversity
At Staatsolie, we are dedicated to minimizing the loss of natural habitats and protecting biodiversity, ecosystems, flora and fauna, and water quality.

Collaboration in environmental monitoring
Our environmental monitoring efforts, conducted in collaboration with Suriname's Forestry Department (LBB), are a crucial part of our Environmental and Social Management Plans (ESMP) for upstream operations. These activities include, amongst others, annual aerial surveys to identify breeding bird colonies within the Coppename Monding Nature Reserve, ensuring that our operations do not negatively impact these vital ecosystems.

Protected and priority areas for biodiversity conservation
Suriname's protected areas, including Multiple Use Management Areas (MUMA), nature reserves, and nature parks, are classified under the International Union for Conservation of Nature's (IUCN) Category VI, which emphasizes the sustainable use of natural resources. Notably, three of Staatsolie's oilfields, along with the TA58 crude treatment plant, polymer plant, and waste treatment facilities, are located within the North Saramacca MUMA. Additionally, the Tambaredjo and Tambaredjo Northwest oilfields border the Coppename Monding Nature Reserve.

Since 2006, we have focused on expanding our wetland operations while preserving biodiversity. By restricting access to our concessions and prohibiting activities such as hunting and fishing, in addition to our sound practices, we have strived to protect the presence of local flora and fauna. Our efforts extend to providing continuous awareness and training for our workforce, systematic data collection on local ecosystems, and ensuring accurate planning for civil works to minimize environmental impact. These combined measures reinforce our commitment to responsible operations and biodiversity conservation.

Environmental and social impact assessments are systematically conducted for all new projects, in accordance with the guidelines set by the National Institute for Environment & Development in Suriname (NIMOS).

Suriname Conservation Foundation Green Partnership Program
Since joining the Suriname Conservation Foundation Green Partnership Program (SGPP) in 2020, we have actively supported initiatives that raise awareness and protect nature. This collaboration has a huge impact because the companies commit themselves to helping realize the objectives of the Suriname Conservation Foundation (SCF). The employees of the companies are also ambassadors for the preservation of the environment and biodiversity.

MAINTAINING OPERATIONAL EXCELLENCE

We are committed to safety and operational excellence by continuously improving our processes, fostering a culture of efficiency, transparency and quality.

PROMOTING AND ENSURING **OCCUPATIONAL HEALTH, SAFETY** AND **SECURITY**

Policies and expectations

At Staatsolie, ensuring the health and safety of our employees, contractors, and communities is a paramount priority, embedded in our organizational culture and operational framework. We recognize that health and safety risks vary across our operating environments and as such have developed robust systems to address these matters and which adhere to international standards.

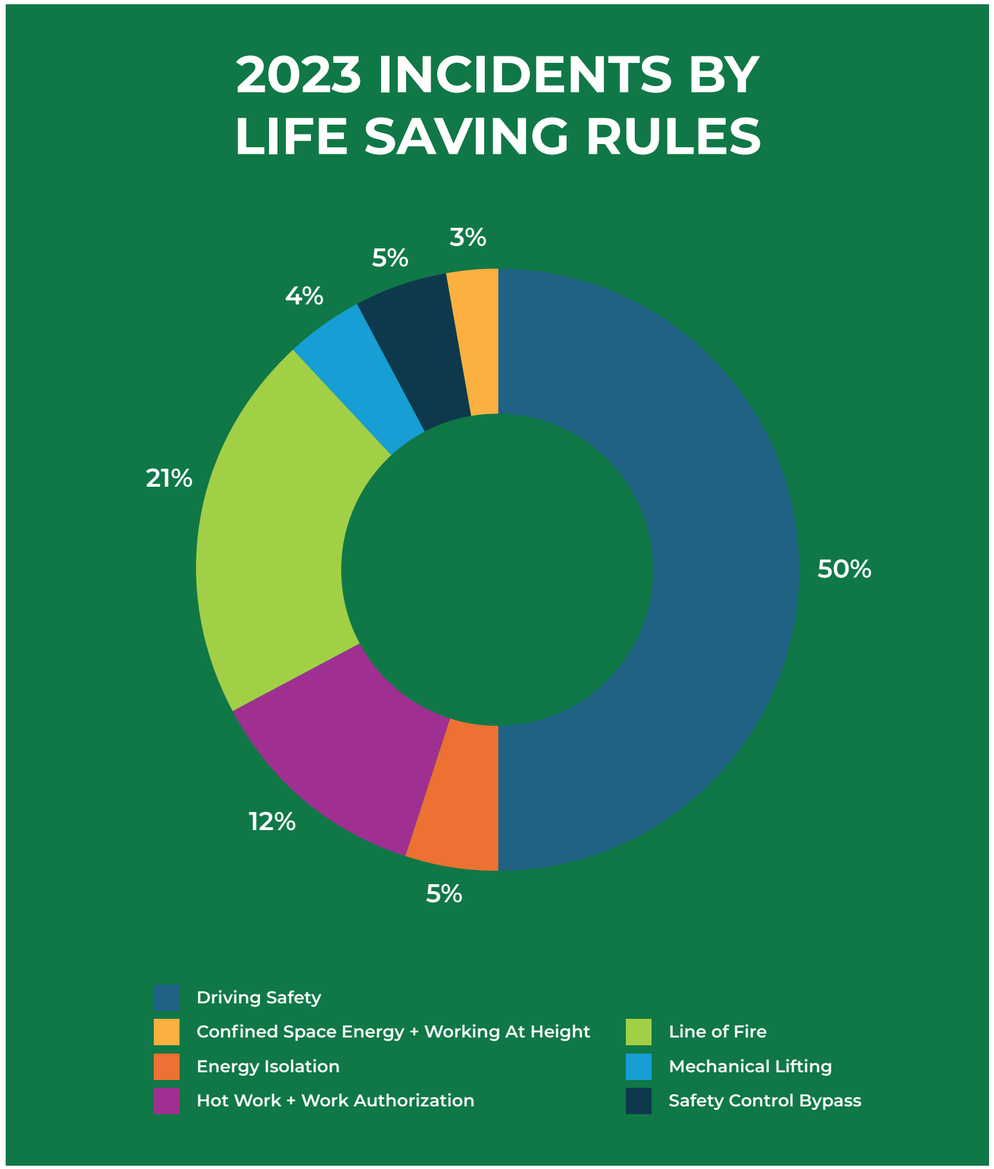
In 2023, we achieved ISO 45001:2018 certification for Occupational Health and Safety, underscoring our commitment to maintaining the highest safety standards. This certification reflects our continuous efforts to implement comprehensive safety governance, risk management practices, and proactive safety measures across all our operations. We expect all team members to adhere to these stringent safety protocols, fostering a work environment where safety is a shared responsibility and a core value. Through ongoing training, regular audits, and a commitment to continuous improvement, we aim to sustain a zero-incident culture and safeguard the well-being of everyone involved in our operations.

Safety, health and security engagement

At Staatsolie, the safety, health, and security of our workforce are paramount. Our Health, Safety, and Environment (HSE) structure is designed to support our diverse operations effectively with each asset containing its own dedicated HSE manager or lead. These asset-specific HSE teams report both to their respective operational managers and to the Corporate HSE Manager, ensuring alignment with the company's overarching safety and environmental strategies. At the corporate level, the focus is on visualizing and addressing safety issues across the company, with an emphasis on both occupational and process safety.

In 2023, Staatsolie introduced company-wide Life-Saving Rules (LSR), adapted from the International Association of Oil & Gas Producers (IOGP) and tailored to the specific needs of its operations. This initiative, along with rigorous training on OSHA compliance, has been key in reducing incidents, particularly those related to line-of-fire hazards and driving safety, which includes motor vehicles and watercrafts. The company's leadership has actively promoted adherence to these rules through direct engagement with frontline supervisors and the creation of an LSR video to enhance understanding and compliance. Staatsolie's commitment to safety also extends to contractors, with comprehensive safety induction procedures and stringent transportation safety protocols to ensure all personnel meet high safety standards from day one.

Staatsolie has significantly improved safety performance by emphasizing leadership engagement, safety observations, and collaborative initiatives like the "Working Safe Together" campaign at the refinery. Leadership engagement sessions have reinforced the importance of safety procedures, while the promotion of safety observations, guided by the LSR, has increased reported observations. Additionally, the employee suggestion system at the SPCS plants fosters an inclusive culture for safety improvements.



To address diverse challenges, Staatsolie has developed multilingual training materials and focused on supervisor-led training to ensure comprehension and compliance. As part of its broader strategy, we are also implementing a Zero Harm Risk Management Program to increase awareness of hazards, triggers, and mitigation controls, reflecting its ongoing commitment to a safety-first mindset and continuous improvement in safety performance.

Our HSE management system comprises detailed HSE manuals, meticulous HSE data reporting and analysis, incident management and investigation protocols, a safety observation system, and comprehensive emergency response procedures for all operating sites. These site-specific measures ensure that safety is not just a policy but a practiced and integral part of our daily operations. Through these initiatives, Staatsolie remains committed to the highest standards of safety, health, and security, continually striving to protect our people and operations.

CASE STUDY
ENHANCING SAFETY CULTURE AT STAATSOLIE'S REFINERY

At Staatsolie, the commitment to safety, health, and security is integral to our operations. The refinery has undertaken significant measures to foster a robust safety culture, marked by dynamic initiatives and a collective approach to safety management.

Safety is a shared responsibility. Every individual within the refinery plays a crucial role in upholding health, safety, and environmental (HSE) standards. This collective ownership ensures that safety is woven into the fabric of daily operations.

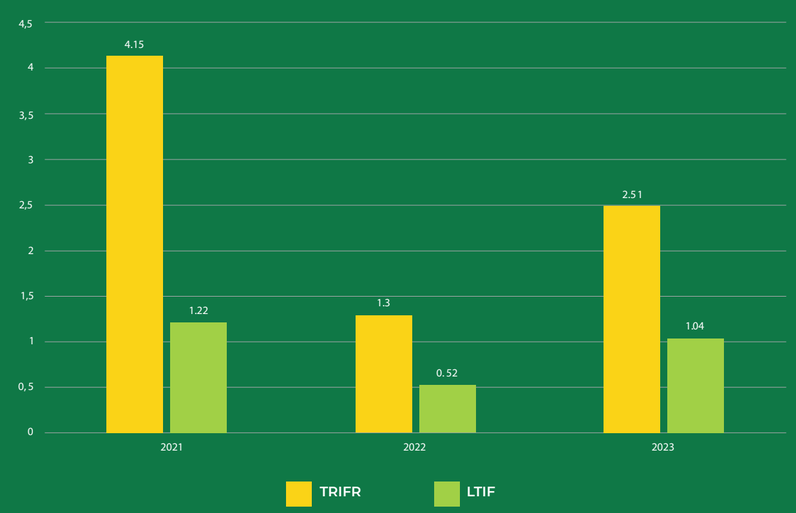
The refinery launched a new safety campaign designed to invigorate our approach to HSE practices. The focus was on keeping safety initiatives dynamic and engaging to prevent them from becoming routine and bureaucratic. This approach has proven effective in maintaining high levels of engagement and compliance across all levels of the company.

A cornerstone of this campaign was the emphasis on life-saving rules. We have introduced nine globally recognized life-saving rules to reinforce critical safety practices. While these rules were already in place, the recent initiative has enhanced their clarity. By specifying which rules were not followed in the event of an incident, we ensure greater accountability and precision in our safety protocols. The effectiveness of these safety measures is evident in our recent achievement: zero lost time incidents.

The refinery's approach to safety also includes a strong focus on process safety, which is essential given the high-risk nature of our operations. Maintaining rigorous inspection regimes and operating within defined safety windows is crucial for managing the inherent risks of refinery operations. This focus on process safety sets our approach apart from other sectors and reflects the complexity of our operational environment.

As the Refinery Asset Manager puts it, "Safety at our refinery is a shared responsibility that goes beyond just a set of rules. It's about creating a culture where everyone is actively involved and committed to ensuring a safe work environment. Our recent success with zero lost time incidents is a testament to the effectiveness of our approach and the dedication of our team."

SAFETY PERFORMANCE



OCCUPATIONAL INJURY AND ILLNESS INCIDENTS

In 2023, our TRIFR was 2.51 compared to 1.30 in 2022. Staatsolie's operations are subject to unique environmental and operational characteristics, such as the presence of Brazilian bees in the field. These bees have contributed to several incidents, significantly affecting the company's TRIFR. Despite being an unpredictable and difficult-to-mitigate hazard, these incidents highlight the importance of preparedness and response strategies.

As is standard practice at Staatsolie, all incidents were investigated, and the root causes have been identified and actions taken to prevent future occurrences and improve overall safety. Efforts to improve in this regard and targeted programs will be rolled out in 2024 to improve our safety performance.

CASE STUDY
ROPE RESCUE TRAIN THE TRAINER

At Staatsolie, the safety and readiness of our teams in challenging environments are paramount. To enhance our emergency response capabilities, we recently conducted a Rope Rescue Train-the-Trainer certification course for five internal trainers.

This course was specifically designed for the onshore oil and gas industry and aimed to provide advanced skills and knowledge necessary for effective rope rescues. The training encompassed knot tying, rope handling, and the use of essential rescue equipment such as harnesses, pulleys, and ascenders. It also covered safety procedures, risk assessments, and effective communication during rescues, combining classroom instruction with practical exercises.

The newly certified trainers are now well-equipped to train other personnel, enhancing our ability to respond to emergencies efficiently and safely. This training not only reduces the risk of injuries and fatalities but also strengthens our overall safety culture and preparedness.

CASE STUDY
AIRBOAT OPERATORS' TRAINING

For safe operations in the wetland production facilities of Staatsolie, it is required to have certified Airboat Operators.

In 2023, 79 Facility Operators from the Production Operations Division in the Upstream successfully completed an extensive Airboat Operators' Training program. This specialized training, provided by a USA-based vendor, adhered to the rigorous standards of the Florida Airboat Operators Certification Course (AOCC).

The training program was comprehensive, featuring both classroom and practical components:

- Classroom Instruction: Participants engaged with textbooks, worksheets, and final exam materials, gaining a solid theoretical foundation.
- Practical Training: The hands-on segment included instructor-led airboat operation, safe startup and wrap-up procedures, and thorough equipment familiarity training.

The certification earned through this program is valid for five years, ensuring that operators remain proficient in essential skills and safety protocols. After five years, re-certification is required to maintain these high standards.

Security at our sites

Security is vitally important to protecting our critical energy infrastructure and for protecting all operating personnel, community members and the environment. Due to the specialist nature of this task, we engage a qualified third-party firm to manage security at all our operating sites. Their expertise extends beyond operational tasks to include a strong commitment to respecting human rights.

Our security measures are guided by a comprehensive security plan, and our jetty at the Tout Lui Faut site port remains ISPC-certified, demonstrating our adherence to international security standards. Community members are provided with the contact information of security guards to address any questions or concerns promptly.

We conducted vulnerability and threat risk assessments to assess security matters at our upstream operations. In response, Staatsolie has enhanced its security management plan and launched an awareness program designed to support our workforce in identifying and reporting potential threats and risks.

Online security

Staatsolie manages online security through an Information Security Management System (ISMS) based on ISO27001:2022. This framework includes 93 security controls categorized into Organization Controls, People Controls, Physical Controls, and Technical Controls. We evaluate the effectiveness of our ISMS by conducting audits, self-assessments, risk assessments, and technical penetration tests.

Our annual company-wide Security Awareness training program covers various topics that pose threats or risks to Staatsolie. Additionally, we regularly conduct social engineering tests to gauge the program's effectiveness and our employees' resilience.

Transport safety

Our employees are required to work in the field and travel between operating sites. Their safety on the road, offroad and via marine transport is therefore essential.

All transport activities are governed by a comprehensive set of protocols and regulations applicable across Staatsolie premises, including adherence to the "Rijwet" (driving law), the Life-saving Driving Rule, water traffic regulations, and stringent vehicle inspections. Additionally, all water traffic must have a license from the Maritime Authority of Suriname and regular speed limit measurements are conducted to ensure compliance. Only trained personnel are authorized to operate airboats.

To enhance transport safety, Staatsolie and contractor employees operating vehicles on our premises undergo rigorous defensive driving training. Our commitment to transportation safety extends to active collaboration with local communities and authorities. We assist local authorities in road maintenance efforts and work closely with the local police to monitor traffic speeds.

The vast majority of Staatsolie's products are transported by pipelines, which fall elsewhere in this report. Diesel is transported 80% by pipeline, with the rest exported by our jetty to vessels. Fuel oil is transported either by pipeline or by vessel.

We did not record any transport-related safety incidents or fatalities during the year.

ADVANCING **ASSET** AND **OPERATIONAL INTEGRITY**

Asset integrity
While Staatsolie operates a relatively small but complex refinery according to international industry standards, producing 16,000 bopd, it is regionally critical infrastructure and located near local communities. Safe operations are paramount to many stakeholders.

Process safety
In our upstream and downstream operations, process safety is a critical focus, reflecting our commitment to mitigating risks associated with complex and high-risk activities. In 2023, we experienced three tier 1 process safety events; one in the downstream and two in our power and sustainable energy branch.

To ensure that our operations are safe and compliant with industry standards, we employ a rigorous approach to process safety that involves several key methodologies. Firstly, we conduct detailed Hazard and Operability Studies (HAZOP). This systematic process involves identifying potential hazards and operational issues that could arise during the lifecycle of our processes. By analyzing each component and operation within our systems, HAZOP helps us to pinpoint potential risks and devise effective strategies to address them before they impact our operations.

Additionally, we carry out comprehensive project risk assessments. These assessments are conducted at various stages of a project, from planning through to execution, to evaluate potential risks associated with new installations, modifications, or upgrades. By assessing the risks early on, we can implement appropriate control measures and ensure that safety considerations are integrated into the design and execution phases.

Furthermore, we perform major operating risk analyses to evaluate and manage risks inherent in our ongoing operations. This involves a thorough review of operational procedures and systems to identify any weaknesses or areas of concern that could lead to safety incidents.
Our refinery employs a comprehensive safety system that utilizes a range of indicators, such as Management of Change (MOC) processes and asset integrity management. We also maintain a MOC procedure for our upstream operations.

In addition to these measures, the refinery has implemented rigorous improvements in its safety protocols. Initially, while we had inspectors, it was noted that they were not certified according to API standards. Recognizing this gap, we have since ensured that all inspectors overseeing our pipelines are certified to API standards, guaranteeing their competence and adherence to industry best practices. These initiatives underscore our commitment to enhancing process safety and protecting both our operations and the environment.

The criticality of robust systems for insurance purposes lies in demonstrating our commitment to comprehensive risk management and environmental stewardship. We annually renew our insurance policy for the refinery, and upstream facilities subject to rigorous scrutiny by a leading professional services company, consistently achieving high scores. This external audit is crucial, especially in Suriname where governmental oversight is limited, making self-assessment pivotal. Annual audits ensure that an independent entity evaluates our operations, validating that we surpass industry standards.

Furthermore, our proactive approach extends to environmental sustainability, with a focused reduction on our carbon footprint. Progressively, we've evolved to prioritize safety, efficiency, and low environmental impact, striving for zero routine flaring and stringent control over pollutants in water sources. This conscientious effort not only enhances operational performance but also addresses community concerns about environmental and health impacts.

Our engagement with insurance consortiums underscores our dedication to transparency and continuous improvement. By investing in robust management systems and environmental initiatives, we mitigate risks effectively, ensuring our operations are secure and sustainable for the long term.

Spills prevention
At Staatsolie, preventing spills and protecting the environment are integral to our operational strategy. One significant investment we have made to enhance our spill prevention efforts is the replacement of carbon steel piping with high-density polyethylene (HDPE) pipes.

HDPE pipes offer several advantages. They are highly resistant to corrosion, chemical attack, and physical wear, significantly reducing the likelihood of leaks and spills. Additionally, HDPE pipes are flexible and have a long lifespan, which further enhances their reliability and performance in various operational conditions.

By investing in HDPE piping, we not only improve the durability and safety of our infrastructure but also contribute to our commitment to environmental stewardship. This proactive measure helps us minimize the risk of environmental contamination and maintain the integrity of our operations.

Our approach also includes the installation of bund walls to contain and manage any potential spills, thereby preventing the spread of oil beyond controlled areas. We also conduct detailed job safety assessments to identify and address risks before work begins, ensuring that appropriate safeguards are in place.

In 2023, we had 13 spills greater than 1bbl reaching the environment, regular preventive maintenance of our equipment is an ongoing crucial aspect of our strategy, as it helps to detect and rectify these issues before they lead to failures or spills.

CRUDE SPILLED

ENABLING RESPONSIBLE **VALUE CHAIN MANAGEMENT**

In our corporate supply chain department, the team focuses on developing and enforcing robust policies, procedures, and compliance standards across our entire value chain. This includes both upstream and downstream activities, where we engage approximately 5 buyers for upstream operations and 10 buyers for downstream activities.

Central to our operations is the Procurement Policy and Procedure (PPP), a comprehensive document that governs our purchasing policy. As per the PPP, suppliers undergo rigorous pre-qualification assessments, evaluating criteria such as health and safety, quality standards, and must adhere to our robust code of conduct, which prioritizes integrity and human rights. This document is integral to every contract we sign, ensuring that ethical considerations are embedded into our supplier relationships.

Our approach to pre-qualification involves dedicated vendor champions who oversee screening and checks using the Arriba software system. When necessary, workflows are routed through our Health, Safety, and Environment (HSE) department for additional review, ensuring comprehensive due diligence and risk management across our supply chain.

Through these proactive measures, we demonstrate our commitment to responsible value chain management, safeguarding ethical practices, and promoting sustainability throughout our operations.

Performance evaluation

Monitoring supplier performance is critical to ensuring operational excellence and compliance within our supply chain management framework. Our approach emphasizes rigorous assessment and continuous improvement to uphold high standards of quality, safety, and ethical conduct.

Firstly, we prioritize health and safety by verifying that suppliers adhere to our stringent requirements, including the provision of Personal Protective Equipment (PPE) and compliance with our health and safety regulations. This ensures a safe working environment for all personnel involved in our operations.

During regular evaluations, we systematically review supplier performance across various dimensions, such as the quality of work delivered and adherence to contractual obligations. These evaluations are conducted annually, focusing on assessing the effectiveness and efficiency of the services provided.

While most suppliers demonstrate satisfactory performance, we have occasionally identified concerns involving suppliers allegedly engaged in fraudulent activities. Upon discovery, immediate action was taken, including termination of contracts and ongoing investigation to ascertain the full extent of the issues.

Our commitment to transparency and accountability drives us to swiftly address any performance discrepancies or ethical breaches within our supply chain. By maintaining rigorous evaluation processes and proactive management strategies, we aim to foster a trustworthy and sustainable network of suppliers that aligns with our values and operational objectives.

Training and monitoring practices in procurement

Procurement is an area with higher risk for Anti-Bribery and Corruption (ABC) practices, necessitating rigorous training and monitoring protocols. Our team structure is designed to mitigate these risks effectively while promoting transparency and ethical conduct.

Training plays a pivotal role in our approach to mitigating ABC and Anti-Money Laundering (AML) risks. Employees undergo annual refreshers on our comprehensive Code of Conduct, reinforcing our commitment to ethical behavior and compliance with regulatory standards. This ensures that our team remains vigilant and well-informed about current best practices and legal requirements.

Furthermore, all team members sign non-disclosure agreements annually, underscoring our dedication to maintaining confidentiality and safeguarding sensitive information. These measures are complemented by robust monitoring mechanisms that continually assess adherence to policies and procedures, ensuring that ethical standards are upheld throughout our procurement activities.

Human rights due diligence

Our commitment to national and international laws, local standards, and our policies, core values, procedures, and guidelines help us ensure that we adhere to human rights principles. Human rights are addressed by the laws of Suriname, which also govern Staatsolie operations.

Staatsolie additionally recognizes Article 23 of the Universal Declaration of Human Rights, and the right to work in just and favorable conditions. This is reflected in corporate policies and procedures, and these values are instilled in our employees through mandatory training programs.

The Collective Labor Agreement is based on local labor law and international treaties implemented by entities such as the ILO and the UN. It reinforces and protects human rights and ensures that they are observed by all internal stakeholders.

Suppliers and human rights

At Staatsolie, upholding fundamental human rights is a cornerstone of our operational and ethical standards. As outlined in our Supplier Code of Conduct, we require all suppliers to adhere to rigorous human rights principles to ensure a respectful and safe working environment.

Our expectations are clear: suppliers must ensure that no fundamental human rights are violated in any aspect of their operations. Specifically, suppliers are expected to respect the personal dignity, privacy, and rights of every individual involved in their workforce. This includes the commitment to not engage in or condone any form of forced or involuntary labor. All employees must be free to work voluntarily, and no individual should be coerced or compelled into labor under any circumstances.

By enforcing these standards, we ensure that every individual is treated with dignity and respect, fostering a safe and positive working environment.

Human rights and security

Maintaining a secure and safe business environment is integral to our operations, and we expect our suppliers to uphold the same standards. Suppliers are required to implement reasonable measures to minimize Staatsolie's exposure to various security threats, including terrorism, crime, pandemics, and natural disasters. This proactive approach helps safeguard our operations and ensures that potential risks are managed effectively. Additionally, when suppliers visit or work at Staatsolie locations, they must adhere to our established security procedures and promptly report any security concerns through the appropriate channels.

Supplier engagement and procurement transparency

At Staatsolie, we are dedicated to building strong relationships with our suppliers and ensuring transparency throughout our procurement processes. To achieve this, we utilize two essential platforms: the Suriname Supplier Registration Portal (SRP) and SAP Ariba.

The SRP is designed to connect suppliers with offshore business opportunities, particularly those related to International Oil Companies (IOCs) and their main subcontractors. By registering on the SRP, suppliers gain access to a centralized database that keeps them informed about relevant opportunities in the offshore sector.

For our internal procurement processes, Staatsolie relies on SAP Ariba, a system we implemented in 2022 to digitize and optimize our supply chain operations. SAP Ariba enables us to streamline procurement activities, ensuring efficiency, transparency, and effective supplier management. It also supports our sustainability goals by incorporating criteria for sustainable sourcing and allowing us to continuously monitor supplier performance.

As we look to the future, we plan to expand SAP Ariba's capabilities with advanced data analytics and further system integrations to enhance risk management and foster innovation within our supply chain. Through these efforts, Staatsolie aims to maintain a fair, transparent, and sustainable procurement environment.

Looking ahead

As we look ahead to 2024, our primary focus within procurement is centered on driving efficiency and advancing strategic capabilities to enhance overall operational effectiveness. We have several key initiatives planned to achieve these objectives:

1. Enhancing Efficiency: Beginning in January, we are launching projects aimed at optimizing procurement processes to simplify operations. This initiative is intended to transform our procurement function into a more strategic department, allowing our team to concentrate on high-impact initiatives.

2. Strategic Insights: Our strategic agenda for the year includes freeing up time for our buyers to engage more deeply with strategic initiatives. This involves reducing the time spent on low-value purchases by streamlining processes and minimizing contact points. The goal is to facilitate more strategic discussions and decision-making.

3. Cost Optimization: We are committed to improving cost efficiency by avoiding redundant supplier engagements and seeking opportunities for cost savings on major purchases. This includes rigorous evaluation and cost estimations to ensure competitive procurement outcomes.

4. Competency Development: In 2024, we will implement competency assessments and development initiatives. We recognize that the effectiveness of our procurement processes relies on the competency of our team members and the robustness of our procedures.

5. Adding Value: Our overarching aim for 2024 extends beyond efficiency to include value creation. We aspire to cultivate a procurement environment that not only meets operational needs but also strategically contributes to our business objectives. This encompasses identifying opportunities for innovation, sustainability, and fostering long-term supplier partnerships that enhance our competitiveness and resilience.

ENSURING THE HIGHEST STANDARDS OF **ETHICAL CONDUCT** AND **TRANSPARENCY**

Transparency

We are committed to maintaining strong, open, and effective relationships with governmental agencies, regulators, internal and external auditors, and other stakeholders. Employees are expected to fully and honestly cooperate with these parties, as failure to provide necessary disclosures could result in severe consequences, including fines, penalties, license revocation, and civil or criminal charges.

As a supporting company of the Extractive Industries Transparency Initiative (EITI), we are dedicated to transparency and support initiatives that promote accountability in natural resource extraction. Since becoming a candidate country for EITI in 2017, we have actively participated in the multi-stakeholder group responsible for implementing EITI in Suriname. By supporting EITI, Staatsolie commits to encouraging initiatives that maintain transparency in revenue accounting, reduce poverty, and advance the fight against corruption.

Dealings with the Government of Suriname

	2023	2022
Contribution in US$ (million)	**335**	**320**
Percentage of government revenues	**36%**	**30%**
Percentage of GDP	**9%**	**10%**

Staatsolie upholds procurement integrity through regular internal audits and occasional external audits. Internal audits review our procurement processes for effectiveness and compliance, while external audits by independent parties offer unbiased assessments of our adherence to industry standards.

Staatsolie, as a responsible company, recognizes that we have an obligation to meet our tax responsibilities in a correct manner in accordance with tax laws and regulations. Staatsolie's contribution to taxes consists of Corporate Income tax, payroll tax and, to a lesser extent, sales tax, value-added tax and import levies such as statistic and consent fees and import duties. In total approximately US$180 million has been paid to the government. As part of an agreement with the government some of the dividend is settled with government receivables to Staatsolie. Other taxes such as payroll tax, fuel tax, value-added tax and old age premium are paid in cash to the Tax Authority. In 2023, approximately US$11 million in royalties was transferred to the government, a decrease from US$13 million in 2022. These royalties stem from Staatsolie's gold participation with Newmont Suriname and Rosebel Gold Mines (RGM). Specifically, Newmont Suriname directly pays royalties to the Government of Suriname (GOS). In contrast, RGM does not pay royalties to GOS but instead fulfills its obligations by making payments to Grassalco and the Suriname Environmental and Mining Infrastructure Fund (SEMIF), as per the mineral agreement.

Preventing corruption

At Staatsolie, we uphold a zero-tolerance policy on bribery, corruption, and the exercise of improper influence in all interactions, whether with public officials or private organizations. Our Code of Conduct explicitly instructs employees to avoid any situations where bribery or corruption could occur or even be perceived. To reinforce these standards, we have established an Integrity Committee composed of the corporate human resources manager, corporate legal affairs manager, and corporate audit manager. This committee oversees ethics and compliance issues and ensures that at least one member has a comprehensive understanding of key international legislation combating illegal business activities such as bribery, corruption, money laundering, and terrorism financing.

During the year, we identified a small-scale theft of hydrocarbon products from our refinery. This was investigated and the appropriate actions were taken. The process underscores the importance of our systems and awareness training. We continuously look for improvements in keeping the Code of Conduct a living and interesting policy, such as short videos and information sessions.

Grievance mechanisms

Employees are obligated to report any irregularities or suspected breaches of the company's Code of Conduct or any applicable legal/regulatory requirements to the Integrity Committee. This includes instances of dishonesty, fraud, theft, corruption, or other illegal business activities. To facilitate this, our Whistleblower Policy provides clear guidelines for reporting irregularities and safeguards for whistleblowers, ensuring that employees can report concerns without fear of retaliation. Contractors and suppliers are also held to these standards and required to adhere to all applicable laws and our Supplier Code of Conduct.

Product stewardship

Product stewardship at Staatsolie focuses on maintaining the quality and reliability of our diverse product range, including asphalt, gasoline, diesel, and fuel oil with varying viscosity grades. We ensure strict adherence to quality thresholds through rigorous testing and monitoring processes. Initially starting with a small refinery and expanding over time, we outsource testing to specialized laboratories to uphold stringent quality control standards. This approach ensures our products consistently meet regulatory requirements and satisfy the needs of power generators in Suriname and Guyana, reflecting our commitment to delivering dependable solutions across our markets.

Public advocacy and lobbying

At Staatsolie, the way we communicate reflects the Company's value and impacts the reputation and we expect employees to follow Staatsolie's rules on disclosure communications either within the Company or externally.

LEADING EMPLOYEE EXPERIENCE

We are committed to enhancing the employee experience by creating a supportive and high-performance culture, providing opportunities for professional growth, and fostering a diverse and inclusive environment where every team member can thrive.

SUPPORTING WELLBEING THROUGH **THOUGHTFUL ENGAGEMENT**

We want the best for and from our employees. They'll lead and deliver our various strategies and enable significant value creation for and with our stakeholders. Therefore, we focus on engagement, wellbeing, learning and development and all matters of inclusivity to provide a safe and fulfilling work experience.

Workforce engagement

At Staatsolie, we prioritize keeping our employees engaged through both informal and formal communication channels. We facilitate open dialogue and feedback via informal two-way communication and forums that address performance and growth. Additionally, the Board of Executive Directors conducts formal roadshows, including presentations at all locations at least twice a year, allowing employees to interact with senior leadership and receive updates on organizational matters.

We allocate resources within departments to organize team-building sessions aimed at enhancing collaboration, cohesion, and rapport among team members.

In 2022, the Staatsolie Engagement Program (STEP) was launched under the leadership of our CEO. This program is a comprehensive and project-based initiative aimed at further enhancing employee involvement and engagement, while also providing a formal platform for expressing their concerns.

Workforce health

Our Health, Safety, Environment, and Quality Policy embodies several fundamental principles, including compliance with laws and regulations, the provision of secure and healthy workplaces, a commitment to excellence, and the continuous optimization of processes and training.

CASE STUDY EMPLOYEE SURVEY

Following the success of our BBetter2gether I in 2022, we conducted the BBetter2gether II (BB2G II) survey in 2023 to assess the impact of our engagement program.

The BB2G II survey revealed a positive trend in employee engagement, which increased to 59% from 56% in 2022. The Employee Net Promoter Score (eNPS) improved from -5 to 0, indicating a more neutral sentiment among employees. Communication scores slightly improved, suggesting that overall communication within the company improved. The satisfaction and passion scores also saw a modest increase, with a notable improvement in the sense of purpose.

In terms of safety and health, the mean score slightly decreased. While the score for an accident-free environment remains high, work-life balance and stress levels are areas that have shown a need for further improvement. Career development and personal leadership saw a slight improvement.

Leadership and direction improved. Role clarity received particularly strong feedback, reflecting progress in this area.

CASE STUDY HR OPEN DAY

In May 2023, Staatsolie hosted its HR Open Days across multiple locations, drawing a significant turnout from the company's workforce.

The HR Open Days saw a commendable participation rate, with 936 colleagues visiting the event at various locations. Of these, 604 individuals (64.5%) completed the evaluation. The event received a favorable rating, with 580 respondents (~62%) giving an average score of 4.4 out of 5, indicating a positive reception among attendees.

The Personnel Care stands, including health checks and Shiatsu, were particularly popular, attracting 496 visits, which accounted for 53% of the total.

DRIVING OPERATING STANDARDS THROUGH **TRAINING** AND **DEVELOPMENT**

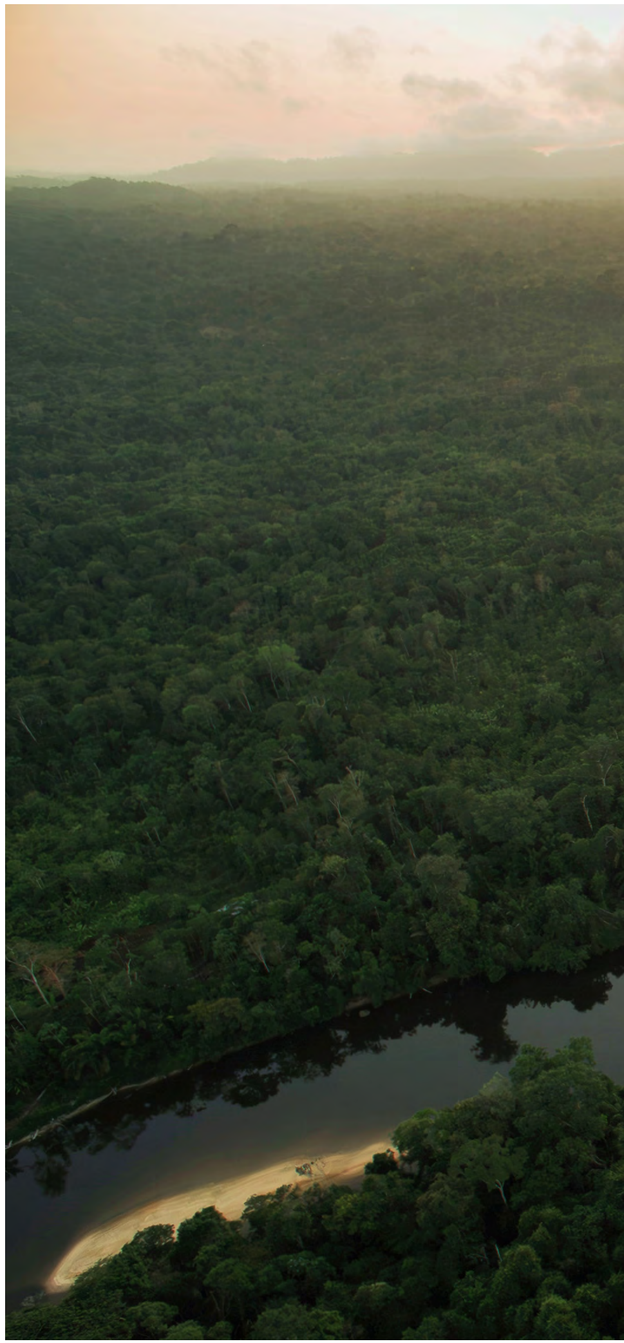
Training

In 2023, Staatsolie and its subsidiaries continued to prioritize professional development to ensure that employees and contractors possess the skills necessary for achieving the company's strategic objectives. The Human Resource Development Department oversees these initiatives, which are designed to enhance competency across various roles within the organization. This year, significant emphasis was placed on integrating comprehensive training programs that align with our evolving operational needs and safety standards.

A central component of our training strategy in 2023 has been the reinforcement of life-saving rules and the meticulous handling of work permits. By prioritizing these critical aspects, we aim to uphold the highest standards of safety during operations. Training sessions have been tailored to address these rules comprehensively, ensuring that employees and contractors are fully informed about safety protocols and work permit requirements.

Given the unique challenges associated with operating in swamp environments, competency development in this area has been a key focus in 2023. Training programs have been specifically designed to equip employees with the necessary skills for navigating and working effectively in these challenging conditions.

Training exercises in 2023 have also placed a strong emphasis on emergency response and safety protocols. Recognizing the importance of being prepared for unforeseen incidents, we have conducted regular drills and training sessions to ensure that employees are adept at responding to emergencies. These exercises are crucial for maintaining high safety standards and ensuring that our teams are ready to act swiftly and effectively in critical situations.



CASE STUDY
FIREFIGHTING CERTIFICATE

At Staatsolie, ensuring the safety and preparedness of our workforce is a top priority, especially in high-risk environments. In 2023, we conducted comprehensive firefighting training for our operators working in the refinery to enhance our emergency response capabilities.

Participants underwent rigorous practical exercises simulating various fire scenarios, allowing them to apply their skills in realistic conditions. This hands-on approach ensured that they are well-prepared to handle emergencies confidently and swiftly.
By investing in firefighting training, Staatsolie aims to mitigate the risks associated with fire incidents.

As one of our trained firefighters remarked, "The firefighting training has been instrumental in preparing us for emergencies. Being able to apply these skills effectively ensures a safer workplace for everyone at Staatsolie."

Development

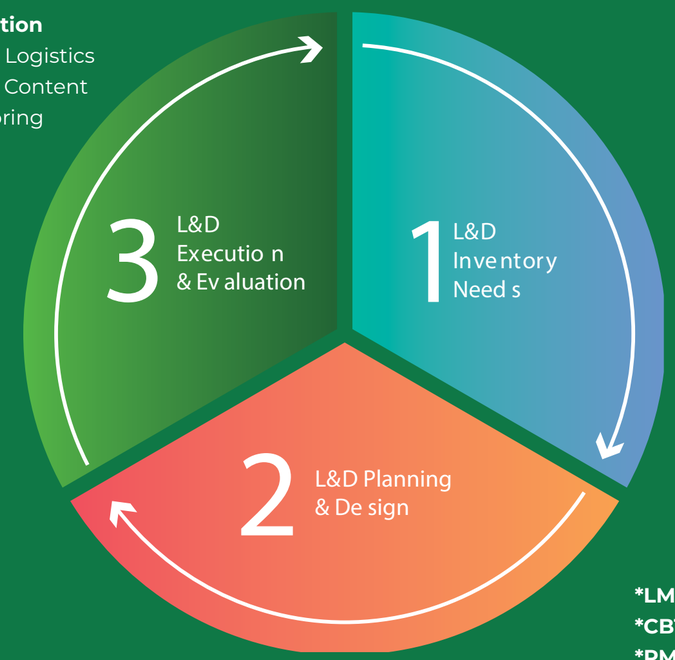
Staatsolie remains dedicated to developing our employees to their full potential while prioritizing their safety. In 2023, we continued our investment in training and competency programs, aiming to boost both individual and organizational performance.

A key focus this year has been on leadership development and succession planning. We have advanced the Staatsolie Leadership Journey program, designed for leaders at all levels, to cultivate leadership skills and prepare future leaders. Our succession planning process has also been further refined to ensure a seamless transition and robust talent pipeline.

Our employee development initiatives include the ongoing implementation of the Leadership Journey, which fosters leadership capabilities across the company. We have also continued to enhance our Development HR process through progression models, gap analyses, and certified assessments, helping to identify and address developmental needs.

Staatsolie uses the following process to offer continuous education opportunities:

LEARNING & DEVELOPMENT (L&D) PROCESS



Execution & Evaluation

A. Administration & Logistics
B. Develop CBT's or Content
C. LMS data monitoring
D. Evaluation

A. Inventory based on:
- Company's strategic objectives
- Job Requirements
- Compliance
- Self & Management Assess-ment (PMS-appraisal)
- Succession planning
- Incident investigation actions (deviations)

B. 2. Approved L&D budget

***LMS:** Learning Management System
***CBT:** Computer Based Training
***PMS:** Performance Management System

A. Advise & Design L&D Plans
B. Identify or Customize Learning
C. Monitor approved L&D Plans

CASE STUDY
LEADERSHIP DEVELOPMENT JOURNEY

Staatsolie has consistently invested in comprehensive learning and development interventions, which include certificate training (Mandatory HSE & ER), unit-specific job training, educational courses such as bachelor's and master's degrees, training abroad through conferences, seminars, and workshops, and coaching and mentoring programs.

In July 2023, Staatsolie embarked on a strategic Leadership Development Journey designed to cultivate leadership competencies across all organizational levels. This initiative was shaped by insights from workshops with Asset & Business Managers and HR Management, facilitated by an external consultancy firm. The result was a Leadership Development Competency Model, which was approved by the Board of Directors.

For middle and senior management, the program included an initial 2-day offsite training session focused on the Four Stages of Contribution and Emotional Intelligence. This was followed by e-learning modules on building trusting relationships and coaching. The program concluded with a final 1-day training session. A total of 132 leaders attended this comprehensive training program.
For operational leaders, the training consisted of a 2-day offsite program. In total, 124 supervisors and other operational leaders attended this program. The robust participation in these programs reflects the commitment to enhancing leadership skills across different levels of the organization. This initiative is part of Staatsolie's broader strategy to foster a culture of continuous learning and development (and in part a response to the BB2G survey), thereby ensuring that its leadership is well-equipped to navigate the complexities of the industry.

The table below provides a snapshot of the key metrics related to the interventions and training programs over the past three years:

Type	2021	2022	2023
Total Interventions (incl. HSE & ER)	189	256	186
Number of Employees	1004	1002	1091
Participation in %	85.9%	88.8%	96.6%

ATTRACTING AND **RETAINING TALENT**

In 2023, Staatsolie intensified its focus on attracting and nurturing emerging talent through our Graduate Development Programs. These initiatives are designed to integrate recent graduates into the company, providing them with structured learning experiences and career growth opportunities. Complementing this, our strategic workforce planning ensures that we anticipate future talent needs and align our recruitment and development efforts accordingly.

To retain our talented employees, Staatsolie has implemented effective retention risk management strategies. By monitoring workforce trends and conducting assessments, we identify potential risks to employee retention and address them proactively. Additionally, we maintain a comprehensive tracking system for our workforce pool, which helps us understand employee movement, anticipate staffing needs, and ensure that we have the right talent in place to support our business goals.

Addressing Workforce Challenges

Recently, Staatsolie has faced challenges with employee turnover, which has necessitated a transparent and proactive approach to managing these issues. To combat this, we have developed and implemented several initiatives, including our above-mentioned Graduate Development Program. This program focuses on nurturing and developing local talent, such as nation operators, under the periodic supervision of expat professionals when needed. These efforts ensure that we are building a resilient and capable workforce to meet our long-term objectives.

PROVIDING A **DIVERSE** AND **INCLUSIVE WORKING ENVIRONMENT**

Workforce diversity and inclusion

In 2023, Staatsolie continued to champion diversity and inclusion by reinforcing our commitment through policies and a strategic workforce structure. Our comprehensive diversity and inclusion statements are reflected in various foundational documents, including our Human Resources Policy, Recruitment Policy, Code of Conduct, and Collective Labor Agreement. These guidelines ensure that our workforce is inclusive and equitable, embracing a wide range of perspectives and backgrounds.

Staatsolie prioritizes education on diversity and inclusion for both employees and management. We conduct regular training sessions aimed at raising awareness and fostering a deeper understanding of these critical issues. This training equips our workforce with the knowledge and skills necessary to contribute to a more inclusive work environment, addressing unconscious biases and promoting respectful interactions across all levels of the organization.

Our dedication to supporting diverse needs extends to our maternity leave policies, which are designed to offer comprehensive support for new mothers. We provide generous maternity leave to help employees balance their work and family responsibilities effectively as well as providing dedicated rooms for new mothers who are breastfeeding. Additionally, our workforce engagement initiatives focus on creating an inclusive environment where all employees, including new parents, feel valued and supported.

Our focus on building an inclusive workplace culture is central to our diversity and inclusion efforts. By embedding inclusivity into our organizational culture, we create a supportive and dynamic work environment that benefits both our employees and the company as a whole.

	Female				Male			
	Number		%		Number		%	
	2022	2023	2022	2023	2022	2023	2022	2023
BoED	2	2	50%	50%	2	2	50%	50%
Supervisory Board	2	4	29%	40%	5	6	71%	60%
Heads	25	25	39%	41%	39	36	61%	59%
Labor	29	31	6%	6%	476	481	94%	94%
Labor staff	99	104	33%	33%	205	215	67%	67%
Managers	15	15	41%	38%	22	24	59%	62%
Staff	93	93	47%	48%	104	101	53%	52%

SHARED PROSPERITY IN SURINAME

Our commitment goes beyond our employees, embracing the broader community to foster well-being, drive social and economic development, and enhance community health.

WORKING HAND-IN-HAND WITH OUR COMMUNITIES **TO SUPPORT MUTUALLY BENEFICIAL OUTCOMES**

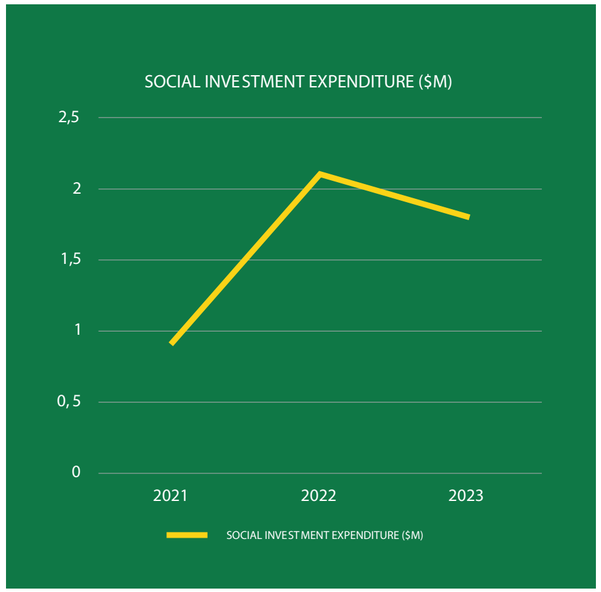
Suriname's economic challenges are partially due to fluctuating commodity prices in mining, emphasizing the need for economic diversification, improved infrastructure, reduced socioeconomic disparities, and enhanced environmental conservation efforts. Oil and gas resources play a critical role in funding sustainable initiatives, advancing research and technology, ensuring energy security, and promoting a more environmentally friendly future. A just transition to a lower-carbon economy necessitates addressing the social and economic impacts, requiring collaboration with stakeholders such as government, business, financial institutions, and civil society. Implementing effective energy and social policies can foster economic prosperity. Sustainable offshore energy development has the potential to generate significant revenue—estimated between US$16 billion to US$26 billion—which can be reinvested into non-oil sustainable sectors.

Local community impacts and engagement
Staatsolie's approach to community engagement is guided by a robust set of policies and procedures, including the Corporate Communication Policy, Corporate Social Investment Policy, Health, Social, and Environmental Policy, and Stakeholder Management Procedure. These documents formalize our engagement practices and strengthen our relationships with local communities, ensuring that our interactions are both effective and respectful.

In 2023, Staatsolie, together with the Staatsolie Foundation for Community Development, invested approximately US$1.8 million in various social projects. This significant investment reflects our ongoing commitment to enhancing the social well-being of both our employees and the broader community in Suriname.

Community investment was slightly lower in 2023 compared to 2022 due to several one-time 2022 initiatives, including the emergency flood relief efforts in Brokopondo and the launch of the Oil and Gas Training Program at NATIN technical school, while core programs like the National Healthcare Recovery Plan continued across both years.

We are committed to enabling mutual understanding and collaboration with local stakeholders, particularly concerning sustainability. Our commitment to community engagement is enshrined in our Corporate Social Investment (CSI) Policy and the activities of the Staatsolie Foundation for Community Development. Through these frameworks, we aim to build and maintain positive relationships with the communities where we operate, ensuring that our business practices align with local needs and legal requirements.



CASE STUDY
GIVING BACK TO OUR COMMUNITY

In celebration of the 10th anniversary of GOw2 Energy Suriname (GOw2) on December 13, 2023, a Corporate Social Investment (CSI) initiative titled "Giving Back to our Community" was implemented. This initiative aimed to enhance the existing CSI projects by dedicating USD 100,000 to support sustainable projects. This fund was distributed among ten social institutions, each receiving USD 10,000.

Social institutions located near GOw2's ten Company Owned Dealer Operated (CODO) service stations were invited to submit project proposals. These proposals, evaluated based on Staatsolie's 'Corporate Social Investment Policy,' were selected to receive funding of USD 10,000 each.

The selected projects addressed critical community needs, including healthcare, education, youth development, and infrastructure improvements. Specific initiatives involved purchasing essential medical equipment, establishing digital and educational hubs, acquiring necessary living and teaching supplies, renovating key facilities, and enhancing safety measures.

The total investment for these projects amounted to USD 100,000, with GOw2 contributing USD 70,000 and the GOw2 retailers contributing USD 30,000. This initiative not only commemorated GOw2's decade of service but also fostered sustainable development and community support across various regions in Suriname.

Indigenous and tribal peoples
Staatsolie is dedicated to engaging respectfully with indigenous and tribal communities, recognizing and addressing their cultural sensitivities. We actively involve these communities in dialogue and decision-making processes to ensure that their traditions and values are respected, and their concerns are effectively addressed in our operations.

Our commitment extends to practical support for tribal communities, particularly in Brokopondo. This includes providing compensation to 288 farmers affected by the 2021 flood, which occurred due to necessary dam safety measures at our hydroelectric facility during unusually heavy rainfall. Additionally, through partnerships with local entrepreneurs in Brokopondo, we have created employment opportunities for over thirty community members in housekeeping and vegetaton control services, demonstrating our commitment to enabling economic development in tribal communities.

Community health
Regarding our community, we encourage our safety principles during our engagements and support community initiatives that promote and improve health and safety. Through the Staatsolie Foundation, we have committed to invest US$ 1 million in the health sector; this program spans two years. Only 6% of this budget remains to be spent.

Grievance mechanisms
We have established a complaint management procedure, which is an operational and effective mechanism for responding to stakeholders, community, and customer grievances and concerns. The Staatsolie complaint mechanism allows external stakeholders to file a complaint. All customer and community complaints are recorded and managed. The grievance procedure and mechanism are designed to channel community and customer grievances for direct attention, evaluation, and follow-up in fostering close relationships. Of our engagements in 2023, 44 grievances were recorded.

Land acquisition
In 2023, Staatsolie continued to prioritize proactive engagement with landowners along our pipeline routes and during private land acquisitions to prevent and address any land access issues. Our Access to Site Procedure, known as the TTT Procedure, governs access to land for production and exploration activities and complies with Mining Decree E8B.

When private property access is required for facility maintenance or establishment, we consult with landowners well in advance. We thoroughly assess the area and the legal status of the land before initiating contact and negotiations. If our operations necessitate the use of a portion of the land, we ensure that landowners receive appropriate financial compensation for their property.

CHAMPIONING **NATION WORKFORCE DEVELOPMENT**

Suriname is poised for significant growth in the oil and gas industry, and Staatsolie is committed to ensuring the people of Suriname are at the forefront of this opportunity. Our goal is to enable the creation of jobs within the industry and across the energy value chain. At this stage of development, Staatsolie's approach to supporting local content programs has been to remain nimble and respond to specific demands, whilst applying good governance practices to the programs underway.

To achieve this, Staatsolie acts as a liaison between operators, international companies, and educational institutions. We strive to identify synergies that can lead to effective collaboration and the provision of necessary training programs. By aligning the needs of the industry with the capabilities of local educational institutions, we are paving the way for a well-prepared workforce.

Staatsolie encourages more local suppliers to register and prepare to meet industry standards, emphasizing the opportunities that the burgeoning offshore oil and gas industry offers to Suriname and its people.

In 2023 Staatsolie established a local content task force to oversee and drive development projects that enhance local expertise and integrate regional resources, fostering sustainable growth and community involvement.

By championing Local Content and workforce development, Staatsolie aims to foster progress and prosperity for Suriname, ensuring that the benefits of the offshore oil discoveries are widely shared and contribute to the nation's long-term growth.

The circle represents supply chain opportunities for oil and gas development. The inner circle shows the Specialist oil and gas services, and the other circles represent the specialist and non-specialist supply chain opportunities.

Local procurement and supplier development

Following significant offshore oil discoveries, the concept of Local Content has become increasingly important in Suriname. As a key stakeholder, Staatsolie plays a crucial role in navigating this evolving landscape. We are dedicated to informing and engaging all interested parties about the offshore developments. Our commitment to Local Content assists Suriname's workforce to be well-prepared to meet industry standards so that local businesses can participate actively in the supply chain.

In 2023, Staatsolie, in collaboration with ExxonMobil and Chevron, launched the BlueWave Supplier Development Program to strengthen local businesses in the offshore sector. This initiative helps Surinamese companies meet international standards and compete globally.

Launched in July 2023, the BlueWave Supplier Development Program trained 25 selected local companies over six months through workshops, documentation access, and personalized coaching. Participants benefited from one-on-one sessions on topics such as finance, quality, and HSSE, enabling them to implement new systems and improve existing ones.

Following the program's success, a new group of thirty companies will begin their training in February 2024. Staatsolie, Chevron, and ExxonMobil continue to support these initiatives to maximize local benefits from offshore oil and gas developments.

The BlueWave Supplier Development Program has proven crucial for fostering a strong local business presence in the international offshore industry, helping Surinamese companies achieve global standards and success in the competitive oil sector.

The Enterprise Development Centre

The Enterprise Development Centre (EDC) will play a pivotal role in creating local content development in Suriname, particularly within the oil and gas industry. Established as a foundation, the EDC will operate with a lean and agile team dedicated to promoting sustainable economic growth and diversification in Suriname. The EDC's specific goals include supporting and developing local businesses across multiple sectors, enhancing workforce skills through targeted training, and embedding sustainable and inclusive economic practices within the country's development framework.

Governance of the EDC will be provided by a Board of Directors, composed of representatives from Staatsolie, ASFA, VSB, and the Bankers' Association. The Board will ensure that the EDC's operations align with Suriname's national economic development goals and sustainability principles. This strategic oversight will guide the EDC in its mission to support and develop local businesses and entrepreneurs, ensuring they are well-equipped to thrive in the evolving and competitive offshore oil and gas sector.

The establishment of the EDC reinforces our commitment to maximizing local benefits from offshore oil and gas developments. Together, these initiatives not only enhance the capabilities of Surinamese companies but also ensure that sustainable practices are embedded at every level, contributing to the long-term economic resilience and growth of Suriname.

NATIN Project

We are committed to promoting sustainable development within Suriname's oil and gas sector. A key component of this commitment is our involvement in the 'Oil & Gas Program' at the Natuur Technisch Instituut Suriname (NATIN), which aims to develop local expertise and capacity in the industry.

In collaboration with the Ministry of Education, Science, and Culture, local businesses, and international oil companies, we have collectively contributed over US$800,000 to this initiative, with Staatsolie providing 25% of the total funding.

The 'Oil & Gas Program' is designed to equip Surinamese students with the specific knowledge and skills needed for the offshore oil and gas industry. It focuses on three essential aspects:

- Knowledge Development: The program offers a comprehensive theoretical foundation in oil and gas disciplines, covering technical aspects, geology, and environmental and safety standards. This robust educational base prepares students to engage in complex projects and technical challenges in the sector.
- Practical Skills: Students gain practical experience through internships and hands-on lessons. This real-world application of their knowledge is crucial for their professional development and readiness to join the workforce.
- Local Content Development: A significant focus of the program is to increase the qualified local workforce in Suriname's oil and gas industry. By preparing students to actively participate in the sector, we are contributing to the economic growth and development of Suriname.

The 'Oil & Gas Program' is a cornerstone of the broader NATIN Upgrade Project, which aims to enhance the overall quality and capability of the Surinamese workforce. This initiative includes strengthening existing NATIN programs, upgrading the institute's infrastructure, and improving the sustainability and quality of education.

Our ultimate goal with the NATIN Upgrade Project is to fortify the Surinamese oil and gas industry by developing well-trained professionals and supporting local businesses. Through this initiative, we aim to ensure that Suriname can fully leverage the opportunities presented by the rapidly growing oil and gas sector.

In November 2023, NATIN opened three new practice labs for electrical, mechanical, and process engineering, thanks to donations. The project aims to ensure quality education with updated curricula and well-equipped facilities, preparing students for roles in Suriname's growing oil and gas sector. The next phase includes renovating NATIN and Technical School 2.

T-BOSIET training facility project

At Staatsolie, we are committed to improving the safety and skills of personnel in Suriname's offshore oil and gas industry. As part of our local content development efforts, Staatsolie called for interested parties in September 2021 to establish the first Tropical Basic Offshore Safety Induction & Emergency Training (T-BOSIET) facility in Suriname. Following a selection process, the Kersten Group was chosen. A Memorandum of Understanding (MoU) was signed in June 2022.

In February 2023, the Kersten Group began constructing the T-BOSIET facility across from the Staatsolie refinery at Tout Lui Faut, Wanica. Currently, T-BOSIET certification, which is crucial for offshore personnel, is only available outside Suriname. This facility will provide essential training for helicopter emergency evacuation and other safety procedures relevant to offshore installations.

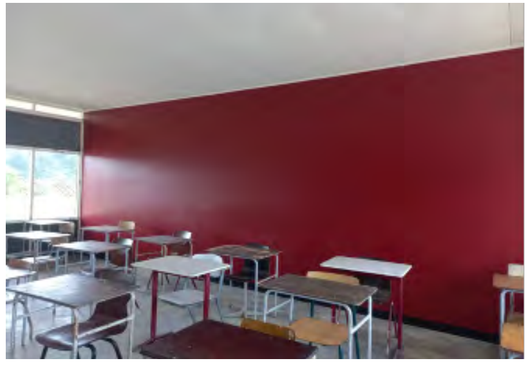
Local hiring practices

In 2023, Staatsolie remained committed to supporting the local economy through robust local hiring practices. We prioritize the recruitment of local talent to ensure that our workforce reflects the region in which we operate. By focusing on local hiring, we not only provide employment opportunities to residents but also contribute to the economic development of the region. Our recruitment strategies include partnerships with local educational institutions and community organizations to identify and nurture local talent.

SUPPORTING **THE EDUCATIONAL OBJECTIVES** OF **OUR COMMUNITIES**

Social investment
At Staatsolie, we understand the crucial role education plays in community development. Our ambitions focus on improving educational facilities in under-resourced areas, ensuring children have access to safe and supportive learning environments. We aim to address critical infrastructure needs and create lasting positive impacts.

The following case study illustrates our recent efforts to enhance education through targeted investments in school renovations, improving both learning conditions and overall well-being for students.



CASE STUDY
ENHANCING EDUCATION THROUGH COMMUNITY INVESTMENT

Education is a fundamental right for every child, and at Staatsolie, we are committed to supporting this right through impactful community investments. In 2023, we dedicated US$150,000 to a significant renovation project aimed at enhancing the learning environments of three primary schools.

Our community investment focused on the urgent renovation needs of three primary schools: O.S. 1 Meerzorg in the Commewijne district, and O.S. Wonoredjo and EBGS Wanhattie in the Marowijne district. These schools were selected in collaboration with the Ministry of Education, Science, and Culture, ensuring that our efforts were directed towards areas with the most pressing needs.

At the Wonoredjo Public School, we undertook a comprehensive renovation of the toddler classes wing. The project included repairing the roof and ceiling, upgrading the electrical systems, renovating the toilets, and refreshing the walls and floors. The aisle leading to this wing was also renovated, and the building was painted in vibrant, cheerful colors to create a more engaging environment for young learners.

The renovation work at EBGS Wanhattie involved extensive upgrades across the entire school building. We addressed issues with the roof, ceiling, walls, and ventilation systems, and improved electrical services, cabinets, and doors. At O.S. 1 Meerzorg, we focused on renewing essential infrastructure including the roofs, ceilings, doors, windows, and walls. We also upgraded the toilet facilities and gutters to enhance the overall functionality and comfort of the school environment.

Through these renovations, Staatsolie has significantly improved the learning conditions for students at these schools. The updated facilities provide a more child-friendly and conducive learning environment, creating better educational outcomes and overall well-being for a large group of children.

GOVERNANCE AND RISK MANAGEMENT

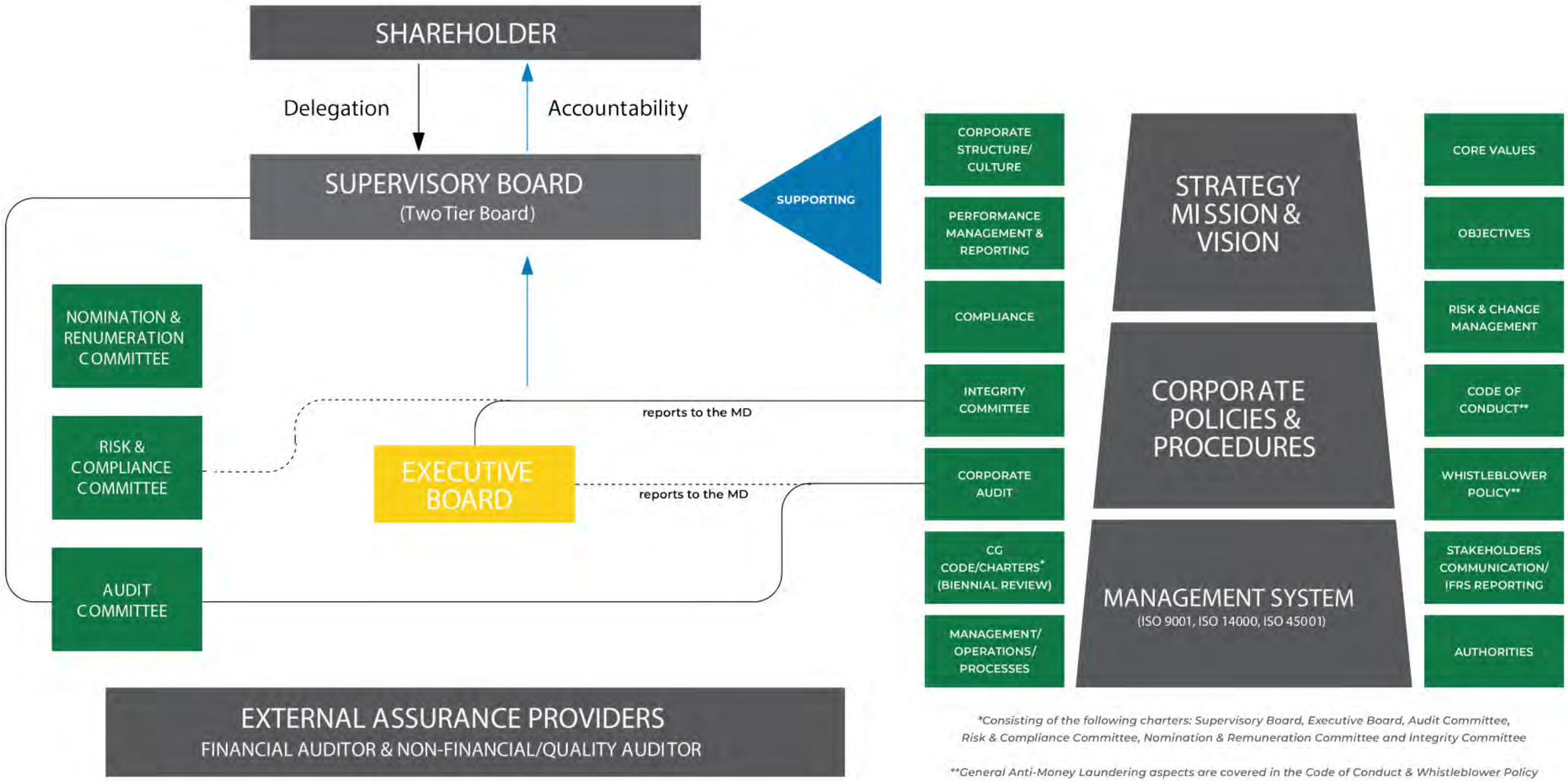
CORPORATE GOVERNANCE FRAMEWORK

At Staatsolie, we believe that it is important to build an environment of trust, transparency and accountability so that we can encourage long-term investment, financial stability and business integrity. Over the decades, our beliefs have become stronger and will continue to grow alongside our sustainability strategy.

We have implemented a strong and effective governance structure throughout the company, along with high standards and clear controls. The Board of Executive Directors (BoED) is responsible for supervising the activities of the company, including all operational matters, resource allocation, and direction-setting to execute the strategic plans as approved by the Supervisory Board (SB). Both the BoED and SB are responsible for creating long-term value and promoting openness and accountability. The SB has an oversight role regarding the company's general affairs. The BoED discusses the status of strategy implementation with the SB at regular intervals. This is based on the strategic plan developed by the Executive Board and approved by the Supervisory Board. Staatsolie's Corporate Governance Framework delineates the principles and responsibilities of the BoED as well as the SB.

In 2023, Staatsolie's governance activities focused on enhancing our organizational structure and strategic direction. The BoED undertook a comprehensive organizational review to identify the most effective governance model for the company's future. This review aimed to ensure that our governance framework aligns with our long-term objectives and supports sustainable growth. Additionally, our ESG Committee made significant strides by initiating the development of the ESG Framework and Decarbonization Roadmap. These initiatives are designed to guide our efforts in achieving sustainability goals and transitioning towards net-zero emissions, reflecting our commitment to responsible environmental stewardship.

Furthermore, we conducted a thorough review of our governance charters, leading to substantial improvements. These enhancements are set to be implemented and are expected to play a crucial role in shaping the company's growth trajectory and reinforcing our governance practices.



Consisting of the following charters: Supervisory Board, Executive Board, Audit Committee, Risk & Compliance Committee, Nomination & Remuneration Committee and Integrity Committee

***General Anti-Money Laundering aspects are covered in the Code of Conduct & Whistleblower Policy*

MANAGEMENT SYSTEMS

In 2023, Staatsolie focused on enhancing its management systems through rigorous internal and external audits of procurement and Health, Safety, and Environmental (HSE) systems, ensuring compliance with international standards and regulatory requirements. We also integrated ISO norms and certifications to strengthen our HSE management.

Enterprise Risk Management (ERM) remains a core priority, with a robust framework established to align with our zero-harm goal and support informed decision-making. This framework addresses both current and emerging risks related to the Company's operations. The Board of Executive Directors (BoED) and key management conduct annual evaluations of enterprise risks, adjusting controls and actions as needed to align with our strategic objectives.

The Governance and Compliance (G&C) division oversees risk assessments, and compliance with internal policies, regulatory requirements, and industry standards while monitoring mitigation plans and controls. Internal controls are based on ISO 31000 and COSO principles, utilizing the Three Lines of Defense model to ensure effective risk identification and management.

The ERM database supports the third line of defense in audit profiling. Corporate Audit assesses the effectiveness of our Risk Management program and overall Corporate Governance framework.

Key risk areas include:

- Strategic Risks: Price volatility, catastrophic loss, and financing & funding.
- Operational Risks: Human capital, IT, business continuity, and public perception/reputation.

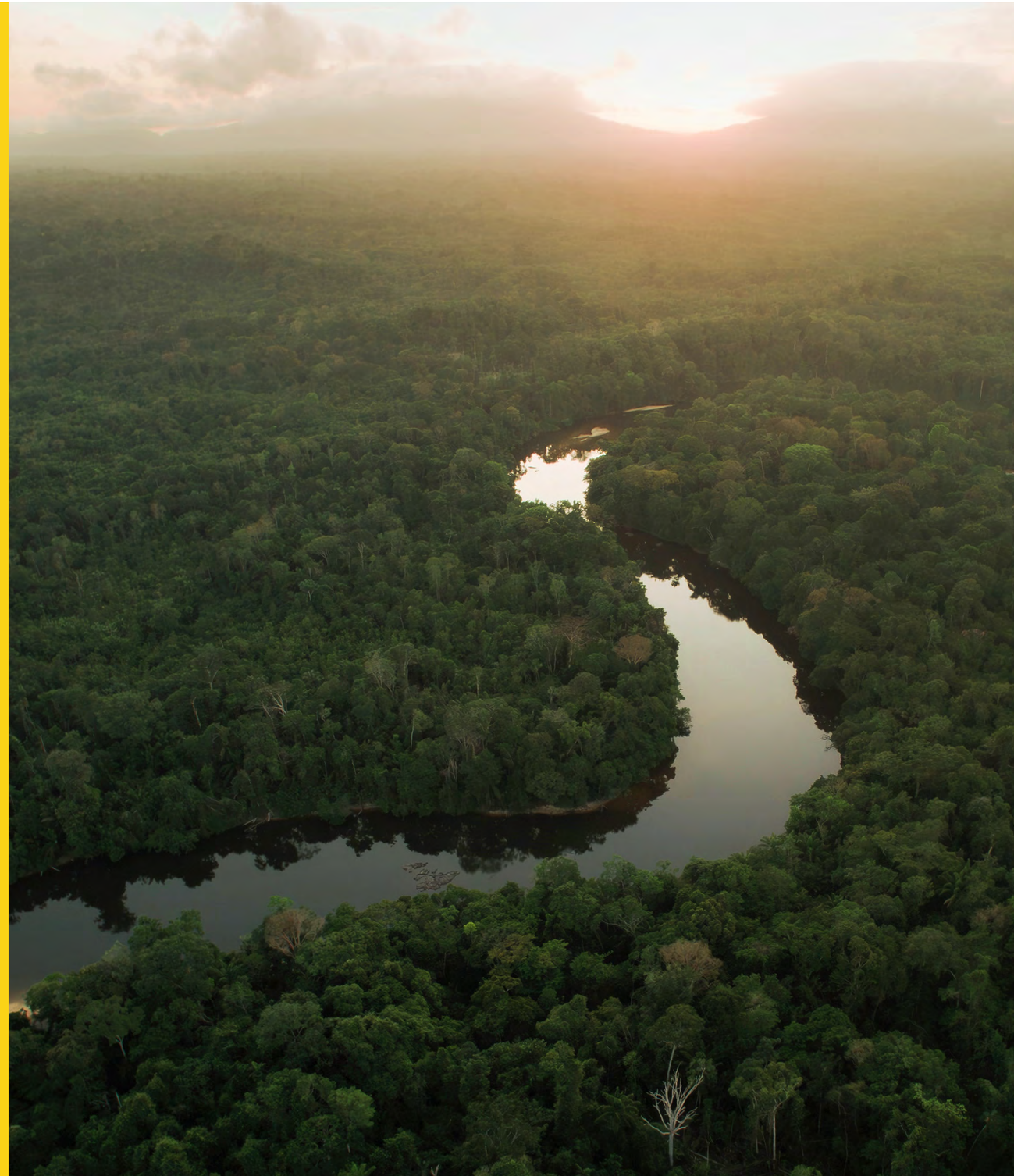
Staatsolie's risk management procedure encompasses a comprehensive methodology to identify, assess, implement, and report mitigation measures. This proactive approach aims to minimize the potential impact of risks on the Company's operations and objectives.

Policies
The policies that address sustainability issues include the Sustainability Policy; the Corporate Governance Code, the Corporate Social Investment Policy; the Corporate Communication Policy; the Health, Safety, Environment, and Quality (HSEQ) Policy; the Procurement Policies and Procedures; the HRM Policy; the Recruitment Policy; the Performance Management Policy; the Whistleblower Policy; and the Code of Conduct.

More information on our approach to Governance and Risk Management can be found in **our latest Annual Report.**

Risk Category	Risk Discription
Health, Safety, and Environment	HSE risk encompasses negative impact to the health and wellbeing of employees, customers, residents, communities, and the broader environment resulting from either ineffective action or inaction taken by Staatsolie.
Strategic	Strategic risk refers to the internal and external events that may inhibit Staatsolie's ability to achieve the objectives and strategic goals outlined through Vision 2040.
Regulatory and Compliance	Regulatory and Compliance risk refers to the potential of a change in laws and/or regulations or the non-compliance to existing laws and regulations resulting in material impact and losses to Staatsolie's business and operations.
Reputation and Brand	Reputation risk relates to the risk of failing to meet stakeholder expectations as a result of any event, behavior, action or inaction, either by Staatsolie, our employees, or any associated parties with whom we are associated, which could result in stakeholders having a negative view of Staatsolie.
Operational	Broadly, Operational risk is the risk of losses caused by ineffective or failed processes, policies, systems, or external events that disrupt Staatsolie's core business operations.
People and Culture	People and Culture risk can be considered as the negative financial and non-financial risk that results from misalignment between Staatsolie's values, leadership actions, employee behaviors, and organizational systems.
Financial and Market Forces	Financial and Market Forces risk represents the risk of financial instability and inability to fulfill Staatsolie's financial obligations resulting from non-optimal operating decisions, external volatility in commodity prices, and fluctuations in interest rates and foreign exchange rates.
Investment and Capital Allocation	Investment risk can be considered as the risk that the capital allocation to a specific investment or venture turns out less profitable for Staatsolie relative to the expected return on the investment or venture.

APPENDIX



MANAGING **OUR MATERIAL ISSUES**

The following table is informed by our 2022 Sustainability Report Materiality Assessment. Through ongoing engagement with industry bodies, partners and financial institutions, as well as interviews with internal Subject Matter Experts, we prioritized six areas that we believe are our key material topics. These topics are aligned with our redefined sustainability strategy.

Strategic Pillar	Topic	Definition	2023 activities	Change in materiality
Sustainable energy and operations	Climate change and energy transition	Involves reducing polluting emissions and investing in renewable energy, driven by global decarbonization mandates favoring transition fuels, renewables, nature-based solutions, and carbon capturing.	• Designed a pragmatic approach and roadmap to reduce scope 1 and 2 carbon footprint, underpinned by financial and social responsibility. • Commenced scoping a 30MWp solar project and investigating wind energy potential. • Participation in forums such as the Suriname Energy Chamber to support local renewable businesses.	↑
Maintaining operational excellence	Operational continuity	The company's ability to keep operations running, encompassing risks of losses due to ineffective or failed processes, policies, systems, or external events disrupting core operations.	• Comprehensive leadership handover program for succession planning. • Investments in reducing carbon intensity, such as turbochargers and exhaust gas utilization.	→
	Occupational health and safety	Covers all workplace health and safety aspects. Strives for zero harm and promotes an HSE-conscious culture, mitigating risks to employees, communities, and the environment.	• Safety culture programs including training and competency programs. • Contractor safety induction procedures and transportation safety protocols.	→
	Ethics and regulatory compliance	Management aspects preventing unethical behavior, including corruption, fraud, and bribery, essential for economic sustainability.	• Internal audits and occasional external audits to test procurement systems. • Reviewed whistleblower policy and anonymous reporting mechanisms for ethical concerns.	→
Shared prosperity in Suriname	Value creation and financial sustainability	Related to being a financially stable company, ensuring responsible governance, and maximizing local content through a transparent and inclusive supplier base.	• Income and other taxes of $181m • Dividend of $144m • +1,000 employees, paying top tier salaries in Suriname • $74m direct positive impact on local supply chain	→
Governance and risk management	Comprehensive risk management	Utilizes management systems and scenario planning to identify and prevent significant potential environmental and social externalities. Driven by the organization's pursuit of growth and diversification in line with Suriname's' Vision 2040.	• Continued supervisory board oversight and active executive management of risk. • The supervisory board welcomed Stanley Betterson as a new member in 2023, with Gonda Asadang assuming the role of Chairperson in 2024.	→

GLOSSARY

ABC	Anti-Bribery and Corruption
AI	Artificial Intelligence
BoED	Board of Executive Directors
BB2G	BBetter2gether
CBAM	Carbon Border Adjustment Mechanism
CO2	Carbon Dioxide
CO2e	Carbon Dioxide Equivalent
COSO	Committee of Sponsoring Organizations of the Treadway Commission
CSR	Corporate Social Responsibility
CSI	Corporate Social Investment
EDC	Enterprise Development Centre
EFF	Extended Fund Facility
EITI	Extractive Industries Transparency Initiative
EMMP	Environmental Management and Monitoring Plan
ERM	Enterprise Risk Management
ESG	Environmental, Social, and Governance
ESIA	Environmental and Social Impact Assessment
G&C	Governance and Compliance
GDP	Gross Domestic Product
GHG	Greenhouse Gas
HAZOP	Hazard and Operability Study
HFLD	High Forest Cover and Low Deforestation
HFO	Heavy Fuel Oil
HSE	Health, Safety, and Environment

HSEQ	Health, Safety, Environment, and Quality
HPU	Hydrogen Production Unit
IEA	International Energy Agency
ILO	International Labour Organization
IOC	International Oil Companies
IPIECA	International Petroleum Industry Environmental Conservation Association
ISMS	Information Security Management System
ISPC	International Ship and Port Facility Security Code
ISO	International Organization for Standardization
IMF	International Monetary Fund
KPI	Key Performance Indicators
LT	Level Transmitter
LBB	Forestry Department of Suriname
MOC	Management of Change
MW	Megawatt
MUMA	Multiple Use Management Area
NATIN	Natuur Technisch Instituut Suriname
NIMOS	National Institute for Environment and Development in Suriname
NCCR	National Coordination Center for Disaster Relief
OSHA	Occupational Safety and Health Administration
PPM	Parts Per Million
PPC	Procurement Policy and Procedure
PPE	Personal Protective Equipment

PSC	Production Sharing Contract
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SCF	Suriname Conservation Foundation
SDG	Sustainable Development Goals
SEMIF	Suriname Environmental and Mining Infrastructure Fund
SPCS	Staatsolie Power Company Suriname
SOx	Sulfur Oxides
SRP	Supplier Registration Portal
STEP	Staatsolie Engagement Program
T-BOSIET	Tropical Basic Offshore Safety Induction & Emergency Training
TCFD	Task Force on Climate-related Financial Disclosures
TRIFR	Total Recordable Incident Frequency Rate
TSS	Total Suspended Solids
UN	United Nations
USD	United States Dollar
VSB	Vereniging van Surinamese Bedrijven
WWTP	Wastewater Treatment Plant

IPIECA

Module: Governance and Business and Ethics		Page
GOV-1	Governance approach	52
GOV-2	Management systems	54
GOV-3	Preventing Corruption	36
GOV-4	Transparency of payments to host governments	36
GOV-5	Public advocacy and lobbying	37
Module: Climate change and energy		**Page**
CCE-1	Climate governance and strategy	12
CCE-2	Climate risks and opportunities	14, 17
CCE-3	Lower-carbon technology	19
CCE-4	GHG emissions	18
CCE-5	Methane emissions	18
CCE-6	Energy Use	18
CCE-7	Flared Gas	18
Module: Environment		**Page**
ENV-1	Freshwater	33
ENV-2	Discharges to water	23
ENV-3	Biodiversity policy and strategy	24
ENV-4	Protected and priority areas for biodiversity conservation	24
ENV-5	Emissions to air	18
ENV-6	Spills to the environment	33
ENV-7	Materials management	22
ENV-8	Decommissioning	21

Module: Safety, Health and Security		Page
SHS-1	Safety, health and security engagement	26
SHS-2	Workforce and community health	39, 46
SHS-3	Occupational injury and illness incidents	30
SHS-4	Transport safety	31
SHS-5	Product stewardship	37
SHS-6	Process safety	26
SHS-7	Security risk management	31
Module: Social		**Page**
SOC-1	Human rights due diligence	35
SOC-2	Suppliers and human rights	35
SOC-3	Human rights and security	35
SOC-5	Workforce diversity and inclusion	44
SOC-6	Workforce engagement	39
SOC-7	Workforce training and development	40
SOC-8	Workforce non-retaliation and grievance mechanisms	47
SOC-9	Local community impacts and engagement	47
SOC-10	Engagement with Indigenous Peoples	47
SOC-11	Land acquisition and involuntary resettlement	47
SOC-12	Community grievance mechanisms	47
SOC-13	Social investment	50
SOC-14	Local procurement and supplier development	49
SOC-15	Local hiring practices	49

STAATSOLIE

Sustainability Report 2023

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