

## Disclaimer

This report includes forward-looking statements made under the “safe harbour” provisions of the U.S. Private Securities Litigation Reform Act of 1995. All statements other than statements of historical facts are forward-looking statements. You can identify these forward-looking statements by words or phrases such as “may,” “will,” “expect,” “anticipate,” “aim,” “estimate,” “goals,” “strategy,” “ambition,” “intend,” “plan,” “projection,” “believe,” “strive,” “likely to” “target”, “initiative,” “outlook,” “objective,” “commitment,” “priority” and other similar expressions. These forward-looking statements include statements about plans, objectives, goals, strategies, including our ESG goals, targets, objectives, commitments, ambitions, strategies and policies, our sustainability goals, environmental reduction targets and objectives, our sustainability strategy, our aim to reduce our carbon footprint, our use of RECs and carbon offsets, establishing KPIs to monitor emissions and energy usage, our employment practices, our governance, our due diligence practices, the targets described under “Key Targets & Initiatives 2024” and other non-historical statements. Forward-looking statements are based on our management’s current expectations and assumptions and are subject to inherent uncertainties, risks, and changes in circumstances that are difficult to predict. As a result, actual results could differ materially from those indicated in these forward-looking statements. Factors that could cause actual results to differ materially include risks relating to our ability to meet our ESG goals, targets and ambitions and to achieve our ESG strategy, risks relating to our ESG policies and commitments and whether these will be effective in achieving our goals and other risks described in the section entitled “Risk Factors” in our filings with the Securities and Exchange Commission.

All subsequent written and oral forward-looking statements relating to this report are expressly qualified in their entirety by reference to these risks and uncertainties. You should not place undue reliance on forward-looking statements. Each forward-looking statement speaks only as of the date of the statement, and we undertake no obligation to update or revise any forward-looking statements except as otherwise may be required by law.

This report also contains data on our Scope 1, 2 and 3 emissions. Some of this data is based on estimates, assumptions, and uncertainties. Scope 1 and 2 emissions data mainly relate to emissions from our own activities, whereas Scope 3 emissions relate to emissions of other entities and are therefore subject to a range of additional uncertainties. In addition, international standards and protocols relating to Scope 1, 2, and 3 emissions calculations and categorisations may differ and continue to evolve, which can mean additional uncertainties regarding this data.

For more info, please visit [www.borrdrilling.com](http://www.borrdrilling.com).



# Sustainability Report 2023



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# Message from the CEO

## Summary

2023 was a milestone year where we achieved full utilization of our 22 delivered rigs, refinanced our long-term debt, and accelerated delivery of our remaining two newbuild rigs. The jackup drilling market continued to strengthen, with our customers seeking premium assets to support their projects. Borr Drilling remains committed to the vision of being a market leader in the offshore jackup drilling segment, providing safe, efficient, and sustainable operations to our customers.

As we reflect on our accomplishments, it is also crucial to recognize that our journey towards sustainability is ongoing. We must remain agile, continuously seeking out new opportunities for improvement and innovation. By embracing sustainability as a core pillar of our business strategy, we not only mitigate risks but also unlock new opportunities for growth and resilience in an ever-evolving market.

## Environment

At Borr Drilling, we aim to reduce our carbon footprint and impact on the environment. We adhere to this commitment through continuous expansion of our carbon accounting as data availability and sophistication increases and setting environmental reduction targets and objectives. In addition, we are taking targeted actions to improve our operational efficiency and deploying emissions reduction technology to reduce the carbon intensity of our operations.

We believe industry collaboration is essential for scaling the adoption of technology and innovation, aiming to foster collaboration through customer and key stakeholder engagement to identify 'win-win' opportunities. By adopting this approach, we have successfully deployed drilling automation technology on select rigs, maximized our offline handling capabilities to reduce operational flat time, and advanced full jackup electrification projects to significantly reduce emissions in upcoming drilling campaigns. By adapting and supporting new innovative approaches to our operations, we demonstrate our ambition of being a sustainability leader in the offshore drilling industry.

## Social

Safety remains at the forefront of our operations, with significant progress made in 2023 to improve our safety performance. Initiatives such as our 'Zero Harm' campaign permeate every aspect of our operations, with our primary objective for every individual to return home to their loved ones without any harm. By prioritizing employee well-being through comprehensive training programs, health and safety initiatives, and promoting a diverse, equitable, and inclusive working environment, we strive to foster a culture of responsibility and trust.

## Governance

At Borr Drilling, we recognize that strong governance is integral to achieving our sustainability objectives. Our commitment to sustainability is underpinned by robust governance practices that ensure transparency, accountability, and ethical conduct throughout our operations. We have implemented comprehensive policies and procedures to guide our decision-making processes and to uphold the highest standards of integrity and responsibility.

With ESG disclosures now becoming a mandatory, structured, and externally assured business practice, we are taking the necessary preparatory action to ensure compliance whilst building our in-house capabilities to manage evolving ESG regulatory requirements.

## Looking forward

2024 will be a pivotal year for us as we set new ESG targets, integrate sustainability deeper into our business strategy, and drive meaningful progress towards our long-term sustainability goals. We are confident that these efforts will not only enhance our operational resilience and reputation but also create lasting value for our key stakeholders and the environment.



**Patrick Schorn**  
CEO, Borr Drilling

*We remain committed to operating responsibly, with care for the environment, support local communities in the geographic locations we operate, and maintain ethical business practices.*



# 2023 Highlights



## Social Inclusion & Well-being

**0.65**

Total Recordable Incident Frequency (TRIF), which is significantly below IADC TRIF of 1.66 for 2023.

**85%**

Achieved our target of offshore personnel to be a local workforce.

**DI&E**

DI&E (Diversity, Inclusion, and Equity) training has been included in the Onshore Minimum Training standard and rolled out across the organization.

**BBS**

Launched an electronic BBS (Behavior Based Safety) system to more effectively implement learnings from analysis of QHSE data trends.



## Environment & Climate Change

**B**

Carbon Disclosure Project rating of B achieved for the 2023 submission—the highest rating amongst our peer group of drilling contractors.

**3**

Three pilot rigs have been selected for the installation of smart lighting, successfully installed, and are now operational, with each rig expected to reduce carbon emissions by an estimated 50 MtCO<sub>2e</sub> annually.

**EMISSIONS REDUCTION TECHNOLOGY**

Pilot project rolled out to leverage sensor-based real-time software analytics to optimize energy performance and reduce emissions.

**GREENER CHEMICAL WORKING GROUP**

Greener Chemical Working Group established to identify greener chemical alternatives for use onboard our rigs.



## Ethical Business & Governance

**ESG DISCLOSURES**

Sustainability reporting and ESG disclosures expanded and strengthened with our alignment to GRI standards, underpinning our commitment to transparent and comprehensive ESG reporting.

**51**

Total of 51 vendors added to Borr-approved independent ESG audit platforms (Eco Vadis/SuppliHi) of which 16 critical vendors obtained rating in 2023. Total of 177 vendors engaged.

**SUSTAINABILITY STEERING COMMITTEE**

Sustainability Steering Committee created to establish key targets and initiatives in relation to ESG material topics and track progress.

**CARBON ACCOUNTING**

Implementation of a carbon footprint reporting tool to enable more precise tracking and reporting of our carbon emissions across operations, facilitating better data management and informed decision-making.

# Our Business



Borr Drilling is an offshore shallow-water drilling contractor providing worldwide services to the oil and gas industry. Our primary business is the ownership and operation of premium jackup drilling rigs for operations in water depths up to approximately 400 feet.

Beyond rig ownership, we excel in delivering safe, efficient, and sustainable drilling operations tailored to meet client needs in exploration, production, workover, plug and abandon, and carbon capture & storage drilling services. Our modern fleet of high-performance drilling rigs, coupled with an outstanding operational track record, ensures that our customers have the necessary resources for safe and efficient offshore operations.

We recognize the importance of a skilled workforce in delivering industry-leading drilling services. In addition to providing advanced equipment, we offer experienced crews with specialized expertise in offshore drilling operations. These dedicated professionals are crucial to the safe and proficient execution of drilling and related activities.

To support our operations and ensure efficient service delivery, we have established a network of shore-based offices in strategic locations. These offices act as central hubs for managing various functions, including operations, procurement, maintenance, and administration.

At the corporate level, our offices manage critical functions such as strategic planning, finance, legal, occupational health and safety, technical support, and human resources. Their oversight is essential to maintaining seamless operations and fostering the long-term growth of our company.

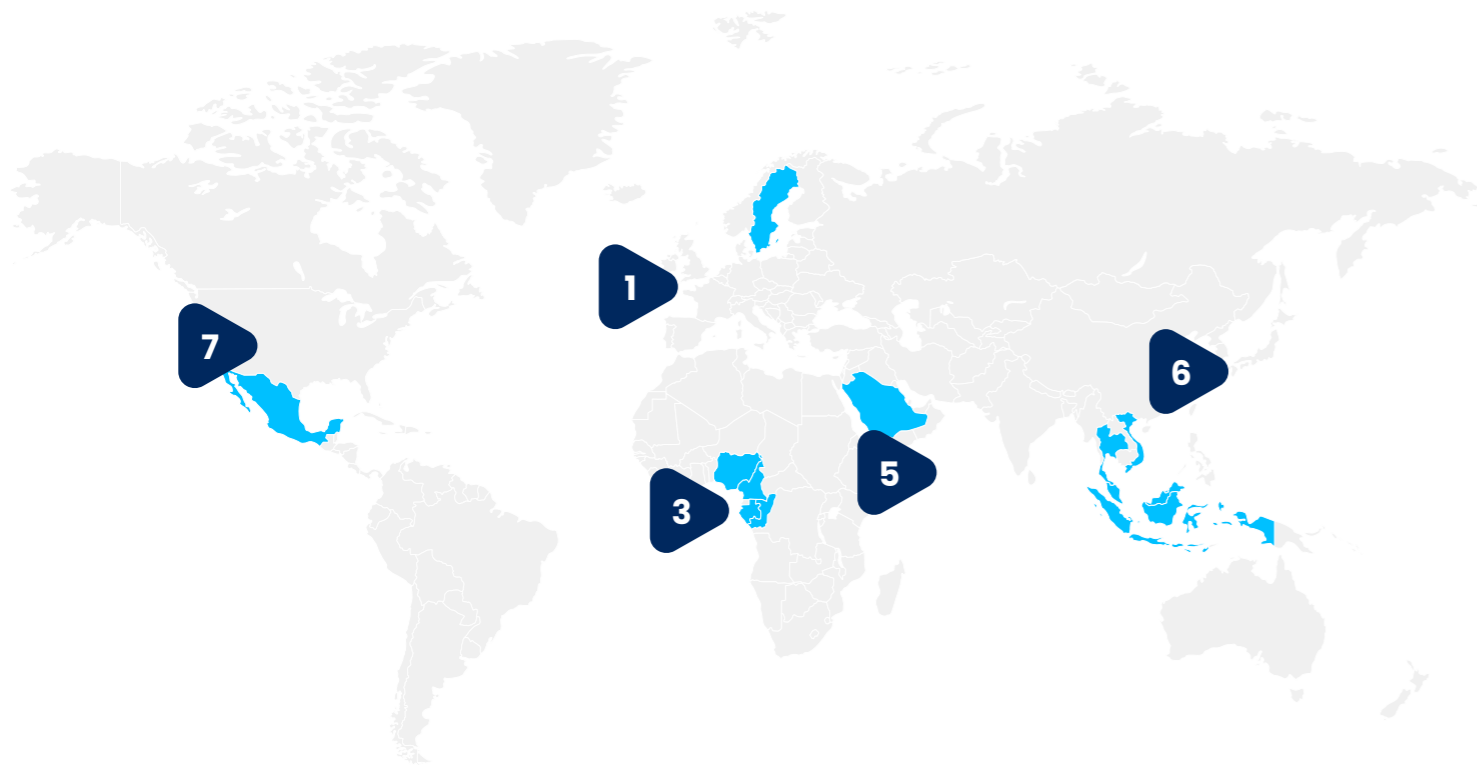
Through our comprehensive structure and well-defined value chain, we have positioned ourselves as a leading player in the offshore drilling sector. By integrating rig ownership, operational excellence, equipment provision, a skilled workforce, and extensive support services, we consistently deliver high-quality offshore drilling services worldwide.

# Borr Drilling Operations 2023

**22** CONTRACTED RIGS

**2** RIGS UNDER CONSTRUCTION

**24** JACKUP RIGS IN TOTAL



## Operating locations

- |   |  |  |  |
|---|--|--|--|
| <b>Europe and Africa (4 rigs)</b>   | <b>Asia (6 rigs)</b>   | <b>Middle East (5 rigs)</b>  | <b>Americas (7 rigs)</b>                                   |
| <ul style="list-style-type: none"> <li>▷ Netherlands</li> <li>▷ Congo</li> <li>▷ Gabon</li> <li>▷ United Kingdom</li> </ul> | <ul style="list-style-type: none"> <li>▷ Thailand</li> <li>▷ Brunei</li> <li>▷ Malaysia</li> </ul> | <ul style="list-style-type: none"> <li>▷ Saudi Arabia</li> <li>▷ Qatar</li> <li>▷ UAE</li> </ul> | <ul style="list-style-type: none"> <li>▷ Mexico</li> </ul> |

This reflects the status of the company at YE 2023. For the latest status on fleet location and availability, please visit [borrdrilling.com](http://borrdrilling.com)

# Company Structure

## Corporate

Manages strategic planning, finance, legal, human resources, and other corporate functions necessary for managing the overall operations and growth of the company.



## Regions

These offices serve as support centers for coordinating and managing operations, logistics, procurement, maintenance, and administrative functions related to rig operations.



## Operating rigs

Involves drilling and workover activities to explore and produce oil and gas reserves. Provides related equipment necessary for drilling and workover operations, including drilling tools, well control systems, and other technical equipment.

Borr Drilling also supplies crews with the specialized skills and expertise required for offshore drilling operations.

# Our Fleet

At Borr Drilling, we take pride in owning and operating the most modern and advanced jackup fleet in the offshore drilling industry. Through our state-of-the-art jackup fleet, we are well-positioned to deliver efficient and high-quality drilling services to our clients while giving us a competitive edge in the offshore drilling market.

Our operating fleet currently comprises 22 premium jackup rigs equipped with industry-leading technology. Furthermore, we have two newbuild premium jackup rigs that are scheduled for delivery in H2 2024. Our definition of premium jackup rigs includes those built in 2000 or later, capable of operating in water depths of up to 400 feet, and featuring an independent leg cantilever design. Nearly all our rigs were constructed after 2013, resulting in an average fleet age of 6 years as of December 2023. In addition, some of our jackups are ready for High Pressure and High Temperature (HTHP). They are capable of handling multiple operations in parallel, such as casing and tubular handling, increasing efficiency and reducing emissions.

Having a modern and highly technical fleet enables us to deliver more efficient, safe, and sustainable operations to our clients compared to competitors relying on older, less capable drilling rigs.

We began 2023 with 20 operational rigs and ended the year with 22, as we expanded our operational footprint in the Middle East. This is due to our rigs Gerd and Arabia III moving from Cameroon to the UAE and Saudi Arabia, respectively.

As of December 31, 2023, our fleet comprised 22 rigs under contract and 2 rigs under construction.



Every rig in our fleet is certified by the American Bureau of Shipping (ABS), ensuring international recognition of our equipment quality and suitability for global operations. In addition, our entire rig fleet is equipped with Tier II engines in compliance with MARPOL Annex VI, Prevention of Air Pollution.

## Fleet overview

Design	KFELS B / Super A / B	PPL Pacific Class 400	Friede & Goldman JU2000E
Number of rigs	13*	9	2
Build year	2013–2014	2011–2019	2013–2014
Place of construction	Singapore	Singapore	China
Water depth	350 – 400 ft	400 ft	400 ft
Drilling depth	35,000 ft	30,000 ft	35,000 ft

\*Including 2 rigs (Vali and Var) under construction.

# Sustainability Strategy & Reporting

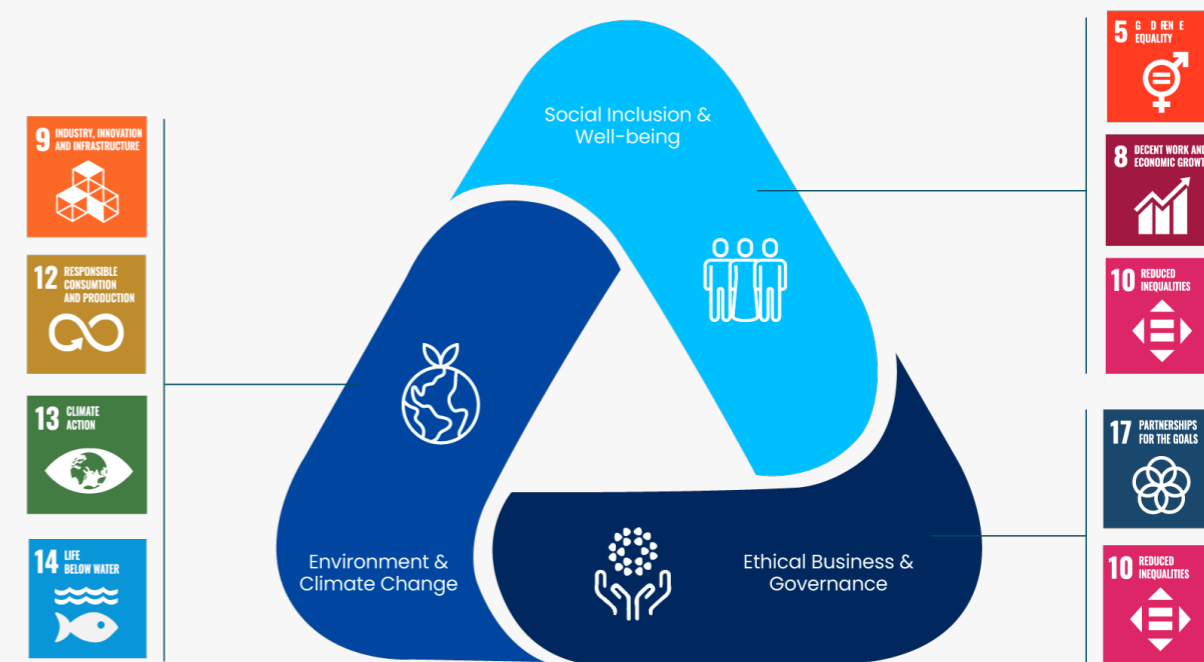
## Strategic framework

### Ambition

Our ambition is to be a sustainability leader in the offshore drilling industry.

### Strategy

- Invest to reduce our environmental impact and to increase our positive effect on society.
- Establish and integrate sustainability into our way of doing business.
- Identify opportunities for adaptation.



### Commitments

- We are committed to empowering people through employment, valuing equality and diversity, while ensuring their health and safety.
- We are committed to conducting our business in an environmentally responsible manner and identifying opportunities to adapt to the energy transition.
- We are committed to conducting business ethically and promoting sustainable practices in our supply chain.

# ESG Reporting & Strategy

Borr Drilling has started to report on sustainability information in line with the Global Reporting Initiative (GRI). This framework is considered best voluntary non-financial reporting practice, and this was an important step in meeting increasing expectations in line with best practices within corporate sustainability reporting to ensure future compliance and ongoing competitiveness.

Building upon the work conducted in line with GRI, we are in the process of undertaking a variety of sustainability

reporting projects. We are doing this to accelerate our ambition of becoming a sustainability leader in our industry and to ensure continuous improvement.

Financial and non-financial data will be reported together in a consolidated management report. The reasoning for this is to give decision-makers timely and sufficient information about both Borr's financial and non-financial data.

## Current Disclosure Projects

### T N Taskforce on Nature-related F D Financial Disclosures

#### TNFD assessment

The Task Force on Nature-related Financial Disclosures (TNFD) is a newly established framework that enables companies to assess material nature-related impacts, risks, and opportunities. The methodology outlined in TNFD is consistent with the requirements for a double materiality assessment. As the core concept utilized in TNFD, we will employ the LEAP approach:

##### Locate:

Identify our interface with nature. This involves mapping out areas of operations, supply chains, and business activities that are in contact with or dependent on natural ecosystems and biodiversity.

##### Evaluate:

Evaluating Borr Drilling nature-related impacts, risks, and opportunities. This step involves assessing the potential impacts and dependencies on natural capital and building an understanding of how changes in nature realms could affect our operations and value chain.

##### Assess:

Assess the materiality of nature-related risks and opportunities. This involves determining which nature-related issues are most relevant and significant to our business, in the short, medium, and long term.

##### Prepare:

Entails preparing to disclose and integrate nature-related information into business strategies and decision-making processes. This includes developing strategies to mitigate risks, capitalize on opportunities, and report on these aspects transparently to stakeholders.

The LEAP approach is also consistent with the double materiality process we are currently conducting, and is relevant to all environmental topical standards. The TCFD assessment will also include a nature-based scenario analysis. See page 72 for a summary of the TNFD report.

### TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

#### TCFD assessment

The Task Force on Climate-related Financial Disclosures (TCFD) is a framework developed for consistent climate-related financial risk disclosures for use by companies in providing information to investors, lenders, and other stakeholders.

The topical standard "ESRS E1 Climate Change" is largely based on the recommended methodology in TCFD, and we are therefore utilizing this framework as a tool to ensure a thorough and representative double materiality assessment of climate-related matters.

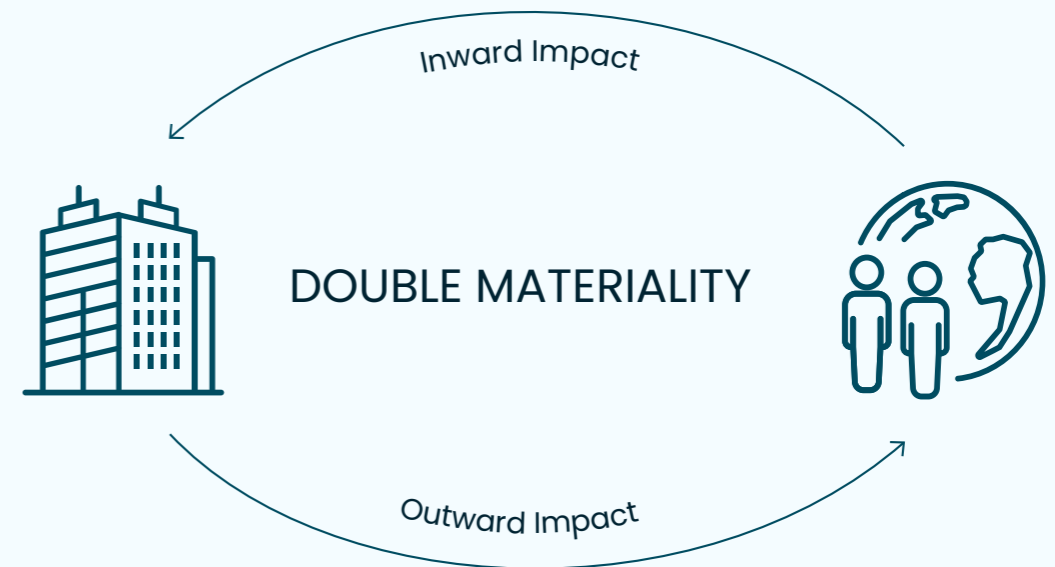
In accordance with requirements, a thorough climate scenario analysis is under development to further build upon our findings.

See page 70 for a summary of the TCFD report.

#### Double materiality assessment

"Double materiality" means determining what sustainability matters are the most important for a company to report on. When conducting an assessment according to the double materiality principle, we look at both where Borr Drilling has/can have the biggest impacts (impact materiality) and what matters affects/can affect Borr Drilling (financial materiality).

Building on last year's impact-focused materiality assessment, Borr Drilling is well underway in developing a double materiality assessment. Components of this include conducting TCFD and TNFD aligned assessments.



# Additional Voluntary Disclosures



Borr Drilling has been responding to the Carbon Disclosure Project (CDP) annually since 2019, achieving a B score in 2023. CDP is an international non-profit organization offering a level playing field for companies by rating them against uniform scoring criteria. CDP aids companies in measuring and managing risks and opportunities related to climate change. We view our CDP reporting as a strategic tool, a blueprint for current and future climate reporting expectations.

With evolving regulatory and societal demands, CDP reflects this change by ensuring their criteria are more stringent than previous years. This year, all CDP questionnaires (Climate, Forests, and Water) will be merged into a single comprehensive questionnaire. This will significantly expand the scope of reporting, and Borr Drilling is prepared to meet these increased requirements.

For our 2024 CDP response, Borr Drilling will incorporate findings from our TCFD (Task Force on Climate-related Financial Disclosures), TNFD (Task Force on Nature-related Financial Disclosures), and broader CSRD (Corporate Sustainability Reporting Directive) work. This will enhance our response and serve as a valuable tool to demonstrate to our stakeholders that we are ready to meet the growing demands for sustainability reporting.

## Verification

For external assurance of our GHG emission data (Scope 1, 2, and 3) in 2023, we have partnered with Position Green. Position Green has conducted a comprehensive verification process in line with the requirements of the GHG Protocol. Borr Drilling have independently verified GHG emissions data since 2019. The verification report can be found in the appendices.

# Policy & Compliance Commitments



Our Borr Drilling Management System (BMS) ensures that our operations are conducted safely, efficiently, and consistently across our locations. We have established processes to monitor relevant regulatory frameworks, continuously updating and implementing changes to our policies and procedures to ensure compliance with these frameworks and alignment with our organizational strategy.

As an offshore drilling contractor, we consider the health and safety of our staff as paramount. Our Occupational Health and Safety Policy outlines our commitment to protecting the well-being of all personnel working on our premises. This includes proactive measures to prevent work injuries, compliance with applicable laws and regulations, and comprehensive risk management and mitigation strategies.

Our Environmental Policy underscores our commitment to minimizing our environmental impact. Borr Drilling is ISO 14001-certified, which reflects our dedication to sustainability and responsible business practices.

At the rig level, the requirements of our corporate policies and procedures are implemented through rig-specific work instructions, tailored to the unique conditions of each rig. Given our global operations and diverse workforce, these policies, procedures, and work instructions are often translated into several languages, ensuring that our local workforce can understand and comply with the requirements set out in our management system.

Our company-wide training and competence program ensures consistency and compliance across our operations.

Given Borr Drilling's decentralized business structure, we allocate day-to-day responsibilities to the regional support and rig management teams, empowering them to uphold our standards and maintain operational excellence. To ensure compliance and consistency across our fleet, we conduct "Trust and Verify" audits, as further described on page 44.

All our Policies and Procedures are reviewed and approved by the executive team, and all policies listed below are signed off by the CEO.

### List of policies:

- ▷ Information Security Policy
- ▷ Occupational Health and Safety Policy
- ▷ Environmental Policy
- ▷ Quality Policy
- ▷ Stop Work Authority Policy
- ▷ Life Saving Rules Policy
- ▷ Training and Competence Policy



# Impacts & Management



## Stakeholder Engagement

We recognize the importance of engaging with our key stakeholders, including employees, contractors, sub-contractors, shareholders, clients, investors, suppliers, regulators, and industry representative bodies. We maintain regular interactions and communication with both our regional and corporate management to identify and address the issues and topics relevant to our stakeholders. Stakeholder management is largely handled at the regional level, ensuring a more efficient line of communication and fostering more meaningful stakeholder engagements. Stakeholder analysis is conducted in alignment with our corporate procedure covering Management System Issues and Stakeholder Analysis.

Borr Drilling has significant business relationships throughout our value chain, from our suppliers of equipment and other goods to our joint venture partners and the clients we serve.

### Key stakeholders

#### External:

- ▶ Local communities
- ▶ Clients
- ▶ Joint venture partners
- ▶ NGOs
- ▶ Trade associations
- ▶ Financial institutions
- ▶ Suppliers
- ▶ Regulators
- ▶ Shareholders
- ▶ Investors

#### Internal:

- ▶ Employees
- ▶ Contingent workers
- ▶ Board of directors

# Impact Materiality Process

In 2022, Borr Drilling adopted the Global Reporting Initiative (GRI) 2021 Standards. This reporting standard is widely recognized as the best practice approach to non-financial reporting, serving as a valuable strategic tool when used appropriately.

As of January 2023, companies within the oil and gas sector were provided with a Sector Standard, which includes an extensive list of “likely material topics” for companies to report on. Borr Drilling used the Sector Standard disclosures as the foundation of our Impact Materiality Assessment.

In addition to using the GRI Oil and Gas Sector Standard, we conducted an impact-based materiality assessment to identify our most significant actual and potential,

positive and negative impacts on the environment, economy, and people (including their human rights). This was done in line with the best practice methodology outlined by the GRI, and the process will be built upon for the next reporting cycle.

Borr Drilling is currently undergoing a double materiality assessment. Here, we will draw on and expand on the findings from our 2022/2023 assessment to create a more complete picture of our impacts on external factors. To establish double materiality (see page 13), we will apply the relevant principle accordingly.



## Step 1

### Understand the organizational context

Firstly, to establish and understand Borr Drilling’s sustainability context, we mapped out our supply chain across functions and geographical locations. This was done in conjunction with speaking to relevant internal stakeholders to gain insight into the different parts of the organization. We also benchmarked our competitors to identify common reporting points that may also be relevant to Borr Drilling.

This created an initial high-level overview of our activities and business relationships, the sustainability context in which these occur, and an overview of key stakeholders.



## Step 2

### Identify actual and potential impacts

After mapping and identifying the activities in the Borr Drilling value chain, a comprehensive list of actual and potential impacts was consolidated based on the activities and business relationships. The impact list consists of actual and potential impacts – both negative and positive – on the economy, environment, and people, including their human rights.



## Step 3

### Assess actual and potential impacts

To assess the significance of the impacts, all impacts were given scores (1–10) based on their Severity (scale and scope) and Likelihood. Potential negative impacts relating to human rights were given a higher weighting, as the Severity of such impacts will always outweigh the Likelihood, in alignment with the GRI Standards 2021. The significance of an impact is assessed in relation to the other impacts identified for the organization. Once each impact score was calculated, they were prioritized in descending order and then grouped together with a categorized label. Positive and negative impacts were assessed separately in order to ensure that negative impacts are not deprioritized, due to the high scores of actual positive impacts.



## Step 4

### Prioritize the most significant impacts for reporting

A threshold for reporting was then established, and the categorized labels were used to determine the final material topics. The model used takes standard deviation into account in order to make the scoring of the topics more representative of the impacts. The material topics identified above the threshold were:

- ▶ Emissions
- ▶ Waste management
- ▶ Water and effluents
- ▶ Critical incident management
- ▶ Offshore HSE
- ▶ Employment practices
- ▶ Equal opportunity
- ▶ Human rights
- ▶ Local responsibility
- ▶ Responsible business conduct

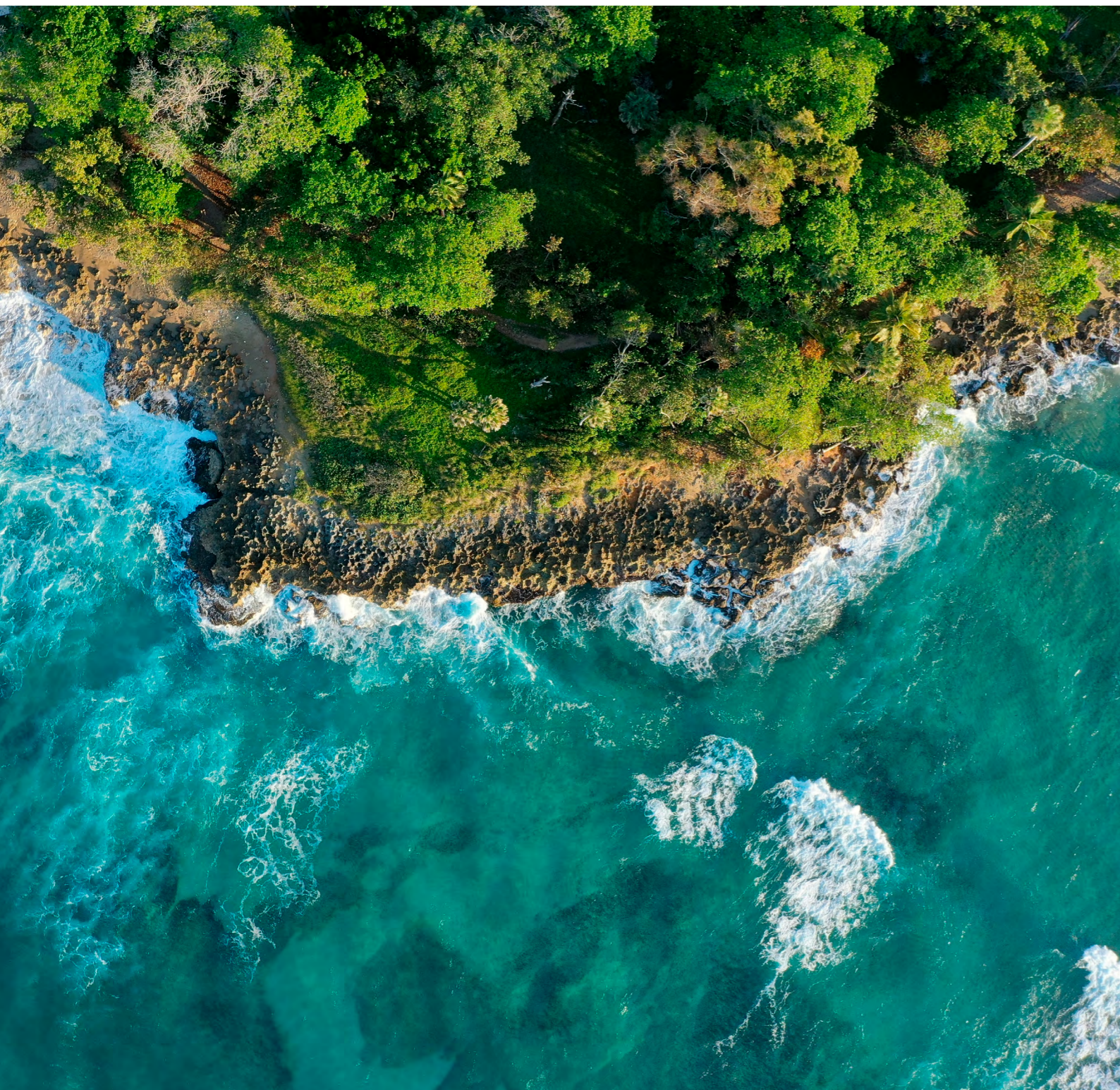
As per the established materiality approach based on GRI’s guidelines, thresholds were also established within each material topic. This was done in order to synthesize the most important impacts within each topic.

After establishing the topics relevant to report on, the GRI Sector Standard was screened, and existing GRI disclosures were linked to the topics. For all material topics identified, GRI Disclosure 3-3 has been used to explain how the topic in question is managed.

# Sustainable Development Goals

In an era where global challenges demand collaborative action and responsible corporate citizenship, we strive to contribute positively to United Nation Sustainable Development Goals (SDGs). These global objectives, ranging from gender equality and decent work to environmental protection and global partnerships, are the blueprint for a better and more equitable world by 2030. Borr Drilling's approach to sustainability reflects the company's proactive role in addressing global issues.

In order to quantify our actual and potential impacts on the selected SDGs, we mapped this to our material topics. Moreover, as per GRI's recommendations, we go further than reporting on the category level which highlights the topic, but we embrace a more granular approach by reporting on the target level, which is a more specific methodology. This synthesizes our dedication to and progress on each selected SDG.



## Emissions



**9.a** Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States.



**13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.

## Waste management/water and effluents



**12.4** Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.



**14.1** By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.



**14.2** Sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.

## Critical incident management



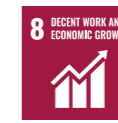
**9.a** Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing states.

## Offshore HSE

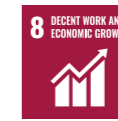


**8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

## Local responsibility



**8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.



**8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

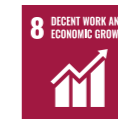
## Employment practices and equal opportunity



**5.1** End all forms of discrimination against all women and girls everywhere.



**5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.



**8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

## Human rights



**10.6** Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to ensure more effective, credible, accountable and legitimate operations.

## Responsible business conduct



**17.16** Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, specifically focusing on developing states.



**17.17** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

# Environment & Climate Change



## Emissions

At Borr Drilling, we recognize our impact on the environment and are committed to ensuring transparency in our climate accounting, reporting on greenhouse gas emissions—in direct operations and across our value chain—in accordance with the Greenhouse Gas Protocol for Climate Accounting.

The activity data from our 22 active rigs in 2023 has been reported in tCO<sub>2</sub>e, including all greenhouse gases covered by the Kyoto Protocol, namely CO<sub>2</sub>, CH<sub>4</sub>, SF<sub>6</sub>, NH<sub>3</sub>, N<sub>2</sub>O, PFCs, and HFCs. Activity data from each individual rig, as well as all onshore offices, is collected and tracked.

The methodology for calculating emissions, expressed in tonnes of carbon dioxide equivalents (tCO<sub>2</sub>e), uses the Global Warming Potential (GWP) from the 4th Assessment Report (AR4) of the Intergovernmental Panel on Climate Change (IPCC) for a 100-year period, known as GWP100. Following the GHG Protocol, Borr Drilling uses the Operational Control Approach for consolidating our carbon accounting, which includes accounting for all emissions from operations under our control.

In accordance with the Greenhouse Gas Protocol, all Scope 1 and Scope 2 emissions are included in our carbon accounting, as well as several Scope 3 categories, including waste and logistics. Consumption data has been consolidated and converted into tonnes of CO<sub>2</sub>e, amounting to 376,000.14 tCO<sub>2</sub>e in 2023. This was an increase from 317,669.7 tCO<sub>2</sub>e in 2022. The increase is primarily due to the rise in the number of operating rigs, as several previously stacked rigs were brought back into operation. Consequently, our number of operating days increased by 1,519 days, reaching a total of 7,282 days in 2023, representing a 26.36% increase from 2022, when we had a total of 5,763 operating days.

At Borr Drilling, we aim to reduce our carbon footprint and impact on the environment. We adhere to this commitment through continuous expansion of our carbon accounting as data availability and sophistication increase and through setting environmental reduction targets and objectives. We aim to integrate sustainability into our way of conducting business and offer more sustainable solutions to our clients.





In 2022, Borr Drilling started tracking all emissions data using external software, whereas previous data since 2019 had been tracked and consolidated in internal systems. In 2023, we continued using this system, continuously improving our processes around data collection and consolidation.

Consumption in scopes 1, 2, and 3 has been converted to CO2e using relevant emission factors from internationally renowned sources. Presented below are aggregated emissions data for the years 2021, 2022, and 2023 illustrating the total emissions for each year and the year-on-year emissions changes. For scopes 1 and 2, Borr Drilling uses 2019 as a base year and for scope 3, 2021 as a base year.

**Breakdown of scopes**

tCO2e	2021	2022	2023
<b>Scope 1</b>			
Fuels	161,906	236,623	276,678
Refrigerants	1,393	1,694	4,508
Stationary combustion	-	6	1
<b>Total scope 1</b>	<b>163,299</b>	<b>238,323</b>	<b>281,187</b>
<b>Scope 2 (location based)</b>			
Electricity	115	167	238
<b>Scope 2 (market based)</b>			
Electricity	0	139	168
<b>Scope 3</b>			
Fuel and energy related activities	3,928	53,958	66,613
Waste	457	787	891
Business travel	2,044	5,878	6,762
Upstream transportation & distribution	1,989	18,557	20,309
<b>Total scope 3</b>	<b>8,418</b>	<b>79,180</b>	<b>94,575</b>

**Total emissions**

tCO2e	2021	2022	2023
<b>Location based</b>			
Scope 1 & 2	163,414	238,490	281,425
Scope 1, 2 & 3	171,832	317,670	376,000
<b>Market based</b>			
Scope 1 & 2	163,299	238,462	281,355
Scope 1, 2 & 3	171,717	317,642	375,930

**Scope 1**

Emissions in scope 1 constitute the primary source of emissions for Borr Drilling as a company within the oil and gas industry. Combustion of Marine Gas Oil (MGO) in our rig engines is the primary source of emissions with the addition of emissions from refill or leakage of cooling gases. At Borr Drilling, we use HFCs for refrigerant. In 2023, scope 1 amounted to 281,186.7 tCO2e, where emissions from MGO accounted for 276,677.7 tCO2e, or 98.4%. This was an increase of 18% from 2022. Scope 1 emissions have been calculated using conversion factors from the recognized Department for Environment, Food, and Rural Affairs (DEFRA). In these emissions, all Kyoto gases are included and represented as carbon dioxide equivalents as per table below:

**Breakdown of greenhouse gases—scope 1**

	MGO (fuels)	Refrigerants	Natural gas (stationary combustion)
Total [tCO2e]	276,678	4,508	1
CO2 [tCO2e]	272,932	0	1
CH4 [tCO2e]	69	0	0
N2O [tCO2e]	3,677	0	0
HFCs	0	4,508	0
PFCs	0	0	0



**Scope 2**

In scope 2, all indirect emissions of purchased energy in 2023 are included, presented using both location-based and market-based methods (see page 24). This entails electricity used in our onshore offices and warehouses, where we rent the building directly. For Borr Drilling, scope 2 constitutes the smallest share of total emissions with 167 tCO2e (market based), or 0.02% of our total emissions. Scope 2 emissions are calculated using conversion factors published by the International Energy Agency (IEA) and Association of Issuing Bodies (AIB) and based on annual consumption data.

At Borr Drilling, we have worked to reduce scope 2 emissions through purchasing Renewable Energy Certificates (RECs). Using the market-based energy calculation method, we will be able to track a reduction based on coverage of each REC. In 2023, Borr Drilling had a target of covering all electricity consumption from offices by RECs, but due to limitations to where RECs were available, we decided to purchase carbon offsets for the part of the emissions not covered by RECs. Simultaneously, we are monitoring the markets we operate in searching for opportunities towards renewable energy for our global offices and our warehouse. Thus, using the market-based methodology, scope 2 will be zero as all emissions are either covered by green certificates or carbon offsets.

In 2023, total energy consumption from fuels and electricity amounted to 1,008,886.3 MWh as presented in the table below. Borr Drilling keeps an energy KPI to monitor and track the energy efficiency of our rig fleet.

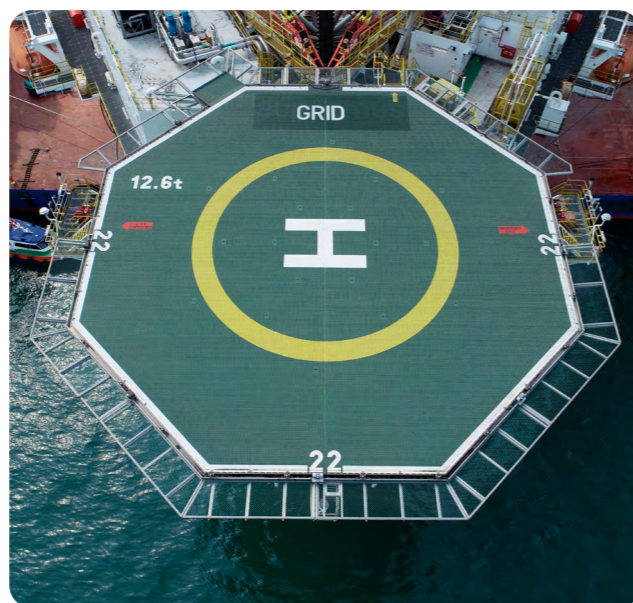
**Energy usage—scope 1 & 2**

Scope 1	Mwh	GJ
MGO	1,008,139	3,629,301
Natural gas	6	22
Scope 2	Mwh	GJ
Electricity	741	2,668
<b>Total scope 1 &amp; 2</b>	<b>1,008,886</b>	<b>3,631,991</b>

### Scope 3

In scope 3, indirect emissions from activities in the value chain have been accounted for. In 2023, we included waste, business travel, and logistics data in our scope 3, as well as Well-to-Tank emissions not included in Scope 1 and 2. We have also included HLV (Heavy Lift Vessel) transport of our rigs into scope 3 carbon accounting to improve transparency. Emissions from HLV transport amounted to 15,398.3 tCO2e.

Borr Drilling continuously works to expand our climate accounting by implementing new procedures and routines, as well as requesting data from our value chain partners. In this way, we can get a better overview and further identify improvements and reductions of our emissions. One of the projects we have for Q4 2024–2025 is to do a new and expanded scope 3 screening in order to identify what additional data should be reported on.



### Intensity

A key aspect of our sustainability governance involves establishing Key Performance Indicators (KPIs) to monitor emissions and energy usage. Through this process, we aim to establish objectives for reducing our consumption and, consequently, minimizing greenhouse gas emissions. Due to the fluctuating nature of our business on a year-to-year perspective, one relevant measuring point for the oil and gas drilling industry and for our company is contracted operating days, measuring our consumption and impact in relation to contracted days. We track intensity for scope 1 and 2 emissions and energy consumption.

#### Intensity values

	2021	2022	2023	% change from 2022–2023
<b>GHG intensity (Scope 1 &amp; 2)</b>				
tCO2e/operating day	38	41	38	-7%
tCO2e/worked man-hour	0.027	0.027	0.025	-7%
tCO2e/full-time employee	124	95	149	57%
tCO2e/million US\$	666	537	365	-32%
<b>Energy intensity</b>				
MWh/operating day	137	159	139	-13%
MWh/worked man-hour	0.099	0.103	0.090	-12%
MWh/full-time employee	309	609	536	-12%
MWh/million US\$	2,427	2,065	1,308	-37%

Borr Drilling follows industry practice and further measures emissions intensity in terms of revenue and full-time employees (FTE). This is being done in order to monitor our energy efficiency irrespective of absolute emissions, as we expect our business to grow further in the future.



### Air emissions

Our premium jackup rig fleet equipped with more energy-efficient engines, compared to older drilling rig engines. The main part of the equipment on our rigs runs on electricity, and combustion engines are used to generate the required electricity to operate the equipment. Air emissions from combustion of Marine Gas Oil (MGO) is deemed highly material for Borr Drilling. Combustion of MGO generates emissions of GHG as well as NOx, SOx, NMVOCs, and PMs. We recognize this impact and thus calculate the share of various compounds and disclose our emissions. We monitor air emissions as a part of our strategy to set targets to reduce our air emissions and mitigate climate change. In 2023, we had a total consumption of 85,255 tonnes of MGO, which contributed to the release of other air emissions as shown in the table:

Emission source	Mt
MGO	85,255
NOx	2,628
SO2	97
bbNMVOC	205
PM	136

To reduce emissions of non-greenhouse gases, we continuously review new, innovative technologies that can be deployed on our rigs, such as the selective catalytic reduction (SCR) system installed on Prospector 1, which reduces NOx emissions by 90% and PM emissions by 80%. In addition, we have conducted pre-engineering analysis to enable full rig electrification, taking advantage of renewable energy sources to significantly reduce air emissions from power generation.

# Climate Compensation Projects



For the reporting year of 2023, Borr Drilling purchased 715 tonnes of verified carbon credits to compensate our total scope 2 emissions from office locations and scope 3 corporate business travel. These credits originate from impactful projects that support sustainable development and combat climate change.

It is of utmost importance to us to ensure that we invest only in reliable projects provided by serious actors. Therefore, we have carefully selected projects certified through either Gold Standard or Verra:

## Amayo 40MW wind power project

Situated in the Rivas Municipality of Southwest Nicaragua, this project provides the local community with renewable, affordable, and clean electricity. In addition to reducing energy interruptions for businesses, it boosts employment and income, enhances the local economy, and improves living conditions. By displacing the need for 400,000 barrels of imported fuel oil annually, the project generates an average of 182,000 carbon credits each year.

## Improved cooking practices & cleaner air—Nigeria

This program focuses on the manufacturing and distribution of efficient charcoal cookstoves, providing rural families across Nigeria with cleaner and more efficient cooking methods. By using these improved stoves, the program aims to reduce forest degradation, lower emissions, and enhance community health.

Produced in Africa, these stoves are distributed throughout all 36 states of Nigeria, positively impacting approximately 160,000 households by providing cleaner air and reducing their annual fuel costs by an average of \$300.

## Restoration & conservation project

Located in Central Kalimantan, Indonesia, this project promotes sustainable resource use within local communities, ensures equal rights and opportunities for women, and fosters innovation to develop environmentally friendly products that encourage the protection of forests. The peatland, which is 26,000 years old, stores nearly half a billion tonnes of carbon that could be released over 60 years without the project's protection.

In addition to safeguarding 5 critically endangered species, 8 endangered species, and 31 vulnerable species, the project improves the quality of life by reducing poverty through the creation of economic opportunities and sustainable livelihood options.



# Emissions Reduction Technology

The potential to reduce emissions from our operational rigs is within reach by adopting and deploying emission reduction technology. In 2023, we launched a pilot project focused on improving energy efficiency on our offshore drilling rigs. This project leverages sensor-based real-time software analytics to identify potential energy-saving opportunities.

Actionable insights generated from the pilot project will enable us to improve energy performance on board our rigs through targeted equipment and control system upgrades, resulting in reduced fuel consumption, emissions, equipment operational hours, and overall costs.

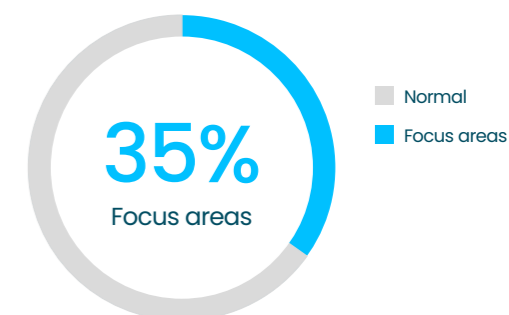
After the success of the pilot project, we are now exploring opportunities to scale this technology across our assets in collaboration with our customers.

## Saga sample report

### Focus area summary

Too many engines running	5.99 Mt
Idle mud pumps	0.460 Mt
Too many HPU pumps online	3.38 Mt
Idle drawworks	0.716 Mt

Focus areas intensity



### Potential savings summary

Potential engine hours saving	197 hours	Potential cost savings	16.8k USD
Potential energy saving	19.9 MWh	Potential fuel saving	10.5 Mt
Potential CO2e avoidance	34.2 Mt	Potential NOx avoidance	173 kg

## Scope 3 Expansion

Borr Drilling has developed strong procedures for collection and recording Scope 1 and 2 emissions over the recent years. Scope 3, as for many businesses, is the greatest challenge when it comes to greenhouse gas accounting. Therefore, we are planning to do a thorough Scope 3 screening to expand our reporting in Q4 2024.

# Waste Management

Borr Drilling is dedicated to environmental protection and minimizing marine and land pollution and waste-related impacts as outlined in our Environmental Policy. To uphold this commitment, we segregate waste produced on our rigs and office, continuously striving to reduce waste. This effort includes using remanufactured parts during engine overhauls and reducing single-use plastics. We track and monitor all waste-related data per rig based on shipment manifests of the various waste fractions and include this data in our scope 3 emissions reporting. The HSE Director is responsible for ensuring that all waste data is tracked and monitored according to the company-wide procedure.

We acknowledge that our operations generate waste that can impact the environment. During rig operations, we produce various types of waste, including waste oil, chemicals, containers, metal scrap, filters, and rags. These substances, if released into the marine environment, can be harmful depending on the volume emitted. Additionally, our crew members generate domestic waste, such as plastic, food waste, and residual waste, which can accumulate and harm the marine ecosystem if not properly managed. Borr Drilling collects and segregates waste by type and treatment method, sending it to onshore treatment facilities where a third-party waste management company handles it according to national waste treatment legislation. In 2023, we collected 5,367 metric tons of waste from our rigs, separating it into hazardous and non-hazardous fractions.



The Aberdeen office have continued progressing in their waste segregation efforts and were able to achieve 0% waste to landfill in 2023.

## Total amount of generated waste per treatment method:

<b>Hazardous [Mt]</b>	Recycle	38.66 Mt
	Landfill	780.43 Mt
	Incineration	58.66 Mt
	Composting	–
<b>Non-hazardous [Mt]</b>	Recycle	2,944.16 Mt
	Landfill	1,349.28 Mt
	Incineration	–
	Composting (Food Waste)	196.55 Mt



# Water & Effluents Management

Due to the need for fresh water at various stages of our offshore operations, it is crucial for Borr Drilling to effectively manage water and effluents. Water is vital for operating accommodation units on our rigs, drilling fluids, and general rig cleaning. Potable water is primarily produced on board from seawater.

In our operations, we use oils and chemicals stored in dedicated tanks on each rig, prioritizing safety for employees and the environment. Mishandling these materials can pose significant risks to both rig personnel and the surrounding ecosystem. Recognizing these hazards, Borr Drilling is actively transitioning to greener alternatives for operational chemicals, such as BOP fluid and jacking grease, to mitigate the adverse environmental effects associated with traditional chemical use.

Borr Drilling is committed to the responsible consumption and safe management of water in all our operations. We have several internal procedures to ensure compliance with our commitments and applicable

legislation, including frameworks like the Ballast Water Management Convention. It is in our interest to minimize the introduction of harmful organisms into the sea upon discharge of ballast water. Accordingly, each rig is equipped with a rig-specific Ballast Water Management Plan.

In addition to adhering to all applicable local regulations in the jurisdictions where we operate, Borr Drilling follows the applicable parts of the International Maritime Organization (IMO) convention for the prevention of pollution from ships (MARPOL) regarding the treatment and discharge of wastewater. This includes sewage and wastewater from our operations that may contain drilling fluids, chemicals, hydrocarbons, and other contaminants. Each rig also has a specific drainage and discharge management plan to meet these regulations.

We aim to track and monitor all water consumption and discharge on our rigs in line with our commitments to prevent pollution and set environmental objectives as outlined in our Environmental Policy.



## Water & Biodiversity

Borr Drilling operations predominantly take place at sea and require substantial amounts of fresh water. We acknowledge the potential negative impacts on both marine and freshwater ecosystems. To address this, in 2024, we are conducting a TNFD analysis (see page 12) of our operations to identify our most significant environmental impacts in these areas. While the responsibility for water management primarily rests with our customers, we are committed to identifying how we, as a service and equipment provider, can help mitigate negative impacts on marine and freshwater ecosystems, and by extension, biodiversity and ecosystem health.





# Critical Incident Management

Borr Drilling operates offshore drilling rigs for clients worldwide, adhering to all relevant national legislation for spill management, including maintaining an updated Oil Record Book in compliance with IMO regulations. All spills on our rigs are documented, noting both volume and potential severity. According to our Event Reporting and Investigation Procedure, spills or leaks contained within their secondary containment are not reported as environmental spills. However, all environmental incidents, including those contained on board, are reported and investigated to determine root causes and implement corrective and preventive measures.

To prevent spills, each rig follows specific work instructions and procedures that must be complied with at all times. Our maintenance management system ensures regular inspection of rig equipment and infrastructure to prevent leaks or equipment failures. Additionally, we provide continuous training for personnel on spill response procedures to ensure preparedness.

In case of an incident, all relevant personnel are trained to respond effectively, and spill response equipment is readily available. Each rig has a Ship Oil Pollution Emergency Plan (SOPEP) and conducts regular spill response drills. Our Trust and Verify audit program includes auditing each rig to ensure that all spill prevention procedures and guidelines are followed, and records of any spills are maintained.

## Major Hazards

As an offshore drilling contractor engaged in hydrocarbon extraction, Borr Drilling acknowledges the significant potential for major hazards that, in a worst-case scenario, could lead to catastrophic consequences. These hazards include fires, explosions, blowouts, and compromises to marine integrity.

To address these risks, each of our rigs has a safety case that outlines major hazard events and the barriers implemented to prevent such events and mitigate their consequences if they occur. We conduct routine inspections and perform maintenance on both operational and safety-critical equipment to ensure optimal functionality.

Understanding that major hazards can have severe impacts on personnel, rig equipment, and the environment, our highest priority at Borr Drilling is the continuous effort to mitigate these risks.



### In 2023, we recorded five spills:

Spills	Location	Volume	Material of spill (oil spill, fuel spill, waste spill, chemicals, or other)	Impact of the spill
Spill 1 [significant spill]	Gunnlod	19,079 L	Synthetic Based Mud (SBM)	High potential severity due to volume. Synthetic Based Mud (SBM) low-toxicity drilling fluid in use.
Spill 2	Pros 1	40 L	Brine/Completion Fluid	Low potential severity due to volume of spill
Spill 3	Hild	22.7 L	Hydraulic Oil	Low potential severity due to volume of spill and material (biodegradable hydraulic oil)
Spill 4	Hild	9.1 L	Diesel	Low potential severity due to volume of spill
Spill 5	Pros 1	0.02 L	Base Oil	Low potential severity due to volume of spill

# Social Inclusion & Well-being



## Human Rights

At Borr Drilling, we recognize the importance of human rights as a key element of our sustainability reporting. As an offshore drilling company committed to best practices, we understand our duty to uphold and protect human rights in every aspect of our operations.

We believe that integrating human rights principles into our policies, procedures, and daily practices is essential. Our goal is to have a positive impact, fostering a work environment that upholds these fundamental principles and values for the well-being of everyone.

Human rights are central to our values, reflecting our commitment to promoting dignity, equality, and freedom for individuals both within our organization and in the communities where we operate.

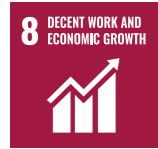
### Code of conduct

Ensuring adherence to ethical standards and promoting a culture of integrity is of high importance to Borr Drilling. All our global contingent workers and employees are required to complete our specific e-learning course on the Code of Conduct. By the end of 2023, we had achieved a 95.43% compliance rate among approximately 2,500 personnel. This course ensures that individuals have read and understood the code, thereby ensuring their steady compliance with it. The course is renewed annually to maintain ongoing awareness and adherence. Additionally, we share our Borr Drilling Code of Conduct with all new vendors.

### Modern slavery training

Borr Drilling places great emphasis on combating modern slavery in and around our operating locations. In 2023, we achieved an 84% training compliance rate among applicable HR and Supply Chain positions, ensuring that personnel receive training on recognizing, reporting, and addressing modern slavery in accordance with the Modern Slavery Act 2015. This essential training is part of the Corporate Minimum Standard Onshore Training Matrix for HR and Supply Chain personnel. Currently, the training compliance in corporate stands at 96%, highlighting our commitment to achieving full compliance. By providing this training, Borr Drilling aims to equip its employees with the knowledge and tools necessary to combat modern slavery and uphold human rights within our operations.





# Local Responsibility

As a geographically diverse company, it is very important for us to ensure due diligence and a contribution to economic growth throughout our value chain. One of the methods to achieving this is to employ local personnel and invest in their skill development (see more information on this under “Material Topics,” “Employment and Employee Practices,” and “Offshore HSE”).

We also put great emphasis on mitigating negative impacts on indirectly affected stakeholders, such as local populations.

## Proportion of local procurement in our significant location of operation in 2023:

Country	Local	Overseas
Saudi Arabia	83%	17%
Singapore	80%	20%
Mexico	73%	27%
Qatar	68%	32%
Congo	63%	37%
Gabon	57%	43%
Thailand	57%	43%
Cameroon	57%	43%
Brunei	55%	45%
Malaysia	53%	47%
Netherlands	42%	58%
United Kingdom	32%	68%

Local Procurement is defined as value (percentage) of services and goods provided by supplier entities in the respective country. Significant location of operation is defined as a country including its recognized maritime zone in which Borr Drilling conducted operations, excluding locations for reactivations and other shipyard activity.

## Local employees

### Employees—local\* vs. non-local

	Asia		Europe–Africa		Mexico		Corporate		Middle East		Total
	Local	Non-local	Local	Non-local	Local	Non-local	Local	Non-local	Local	Non-local	
Offshore	181	78	79	101	793	40	0	7	169	147	1,595
Onshore	38	11	27	6	71	15	83	9	28	11	299
<b>Total</b>	<b>219</b>	<b>89</b>	<b>96</b>	<b>107</b>	<b>864</b>	<b>55</b>	<b>83</b>	<b>16</b>	<b>197</b>	<b>158</b>	<b>1,894</b>

\*direct hires, paid under local contract and payroll

### Employees in senior management positions\*\*

	Asia		Europe–Africa		Mexico		Corporate		Middle East		Total
	Local	Non-local	Local	Non-local	Local	Non-local	Local	Non-local	Local	Non-local	
Offshore	10	48	2	26	36	32	3	1	2	39	199
Onshore	1	11	6	5	8	14	47	7	5	10	125
<b>Total</b>	<b>11</b>	<b>59</b>	<b>8</b>	<b>31</b>	<b>44</b>	<b>46</b>	<b>50</b>	<b>8</b>	<b>7</b>	<b>49</b>	<b>324</b>

\*\*manager and above

## Notice period for change in operations

Due to the nature of our business, having mobile jackup rigs that move between locations, it is important to have procedures in place to inform workers about significant operational changes. We strive to provide as much notice as possible. This applies to all workers, regardless of whether or not they are covered by collective bargaining agreements.

# Corporate Social Responsibility

## Congo

Our team in Congo wanted to make a tangible difference, both in the lives of the children of the Coeur Celeste Orphanage, home to 60 children, and in the environment, so they decided to organize a few initiatives.

### Project 1—employment opportunity

The first project was to provide some work experience for the older children. Two of the older children had the opportunity to learn from and join the Borr Drilling team in the yard. Through one-to-one coaching and mentoring from the Borr Drilling management team, these talented individuals got a great experience and still work with us today, assisting with rigging operations. Two of the girls from the orphanage got the opportunity to intern at one of our supplier companies, learning the operations in the kitchen of the restaurant. These initiatives not only provided valuable experience and increased the future options for the individuals involved, but also encouraged the younger orphans to work hard and reach their full potential. Borr Drilling places value on the next generation of young, vibrant workers and leaders.



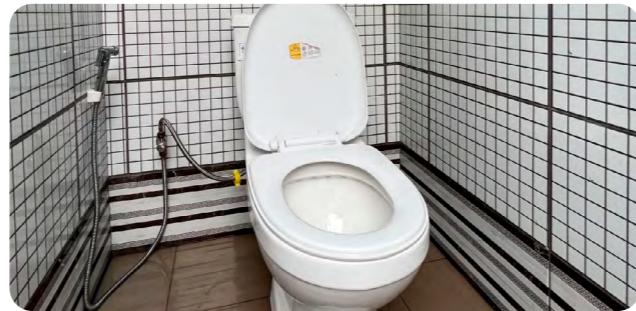
Borr Drilling yard experience



Internship program

### Project 2—site refurbishment

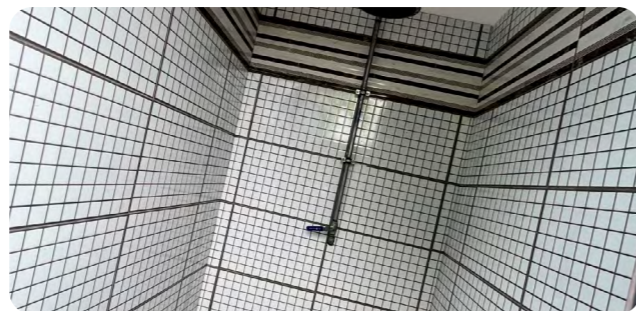
The second project was a construction project to tackle some practical issues the orphanage had been facing. They focused on transforming the bathroom and shower areas to ensure they were in good condition and fit for purpose. With the absence of proper toilet or showers, these children had to operate in unsanitized environments. The Borr Drilling team came together to ensure the health and safety of these children by installing new toilet and shower areas. The children are now able to use the showers and bathroom knowing that they are in a healthier and safer environment.



Refurbished toilet room



Refurbished shower rooms



Inside shower room

### Project 3—providing footwear

The third project was to provide shoes for all the children ahead of the new school year, ensuring that the children can comfortably move around and focus on learning.



Borr Drilling team presenting box of shoes for children



Children of Coeur Celeste Orphanage

### Project 4—clean-up

In Pointe Noire, Congo, the team arranged a beach clean-up family fun day at La Côte Sauvage. Not only did the staff get involved, but also families joined in to clean up their local beach and demonstrate that the environment is everyone's responsibility. Forty-five bags of waste were collected, of which approximately 80% was plastic. By delivering this waste to the Bocon recycling center, the team ensured less waste entering the sea, promoting the preservation of sea life, and maintaining the beach for others to enjoy.



Congo Team collecting rubbish



Congo Team with collected rubbish

## Thailand

In Bangkok, our team supplied and installed new outdoor solar panel lamps and enhanced the playground facilities for the children of the Baan Sau Yai organization, and donated essential daily items for them. This foundation offers assistance and childcare services to children in less-developed communities in Bangkok. The mission of Baan Sau Yai is to enhance the quality of life for infants and young children living in these urban areas.



Refurbished playground—Baan Sau Yai



## Singapore

Our Singapore team ran a clean-up operation at the Marina Reservoir, collecting plastics and other waste found in the water. The Waterways Watch Singapore (WWS), a non-governmental and non-profit environmental organization passionate about waterway conservation in Singapore, generously supplied the team with pedal boats to carry out their task. The team managed to remove 30 kg of plastics and litter from the reservoir and even managed to rescue a fish ensnared in a plastic bag, promoting healthy marine life and ensuring less waste entering the sea and the environment.



Team at Marina Reservoir



Team weighing bags of waste

## Malaysia

The team in Malaysia collaborated to support Pusat Transit Gelandangan, a local homeless charity. This organization supports people who have traveled to the city to look for work and shelter, ensuring that they are fed and well-rested. The charity also provides employment guidance and relevant connections, giving a greater opportunity of successful employment. The Borr Drilling Team in Malaysia provided food and on-site support serving meals.



Team preparing for delivery of food



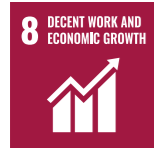
Team delivering food

## Brunei

Our team in Brunei organized a charity drive for Pusat Ehsan Al-Ameerah Al-Hajjah Maryam, an organization that supports students with special needs in Kuala Belait. In addition to donating daily necessities to the children, the team spent time with them doing activities such as painting and rack spraying.



Brunei Team



# Offshore HSE

## Commitment to safety, sustainability & operational excellence

At Borr Drilling, safety and well-being of our workforce each day are our highest priorities. We are dedicated to operating with the utmost efficiency and effectiveness while also placing a strong emphasis on safety, sustainability, and mindfulness. Our guiding principle, “Zero Harm, One Safe Day at a Time,” underscores our dedication to maintaining rigorous safety standards and achieving excellence in all aspects of our operations.

We strive to leave a positive legacy for future generations while serving as a responsible, reliable, and trustworthy partner to our clients and stakeholders. Acknowledging the critical need to protect both the

environment and our assets, we continuously evaluate and invest in technologies and advanced training programs. Our operations are driven by meaningful actions and a dedication to continuous improvement. We acknowledge our responsibility to make a positive impact and regularly review and refine our processes to align with this objective.

In our ongoing commitment to enhancing safety and fostering a supportive work environment, we have introduced several key initiatives aligned with our “Zero Harm, One Safe Day at a Time” philosophy. These efforts include:

- ▶ QHSE and Operational Optimization Project to ensure alignment with updated legislation, best practices, and feedback.
- ▶ Implementing a company Behavior-based Safety (BBS) application to efficiently record, analyze, and respond to safety card submissions and feedback, thereby enhancing workplace safety through improved tracking of trends and data.
- ▶ Developing a tailored leadership training program designed to equip our QHSE management teams with skills and knowledge, empowering them to lead with safety at the forefront.
- ▶ Introducing targeted safety initiatives and mental health webinars to strengthen safety practices and support the overall well-being of our workforce.
- ▶ Investing in specialized software to manage human factors effectively, reducing risks, and contributing to a safer work environment.
- ▶ Disseminating monthly best practices across our fleet to ensure a unified commitment to safety and operational excellence.
- ▶ Implementing the “8 Ways to Stop the Drop” campaign to reduce dropped object incidents by providing clear and practical safety information, supported by trained Drops Champions who assist with awareness and inspections fleet-wide.

These initiatives underscore our commitment to safety, sustainability, and operational excellence, encouraging a supportive and proactive environment for everyone involved.

## Health and safety management system

At Borr Drilling, ensuring the safety of our workforce is a primary focus. Given the inherent hazards and risks of the drilling industry, such as major accidents and personnel injuries, we are firm in our intent to implement robust safety measures. Our comprehensive Health, Safety, and Environment (HSE) framework has been designed to effectively manage and mitigate these risks across all our operational environments. This framework includes the following key components:

### Stop Work Authority:

Empowering all employees to halt operations if they perceive safety or environmental risks and fostering a supportive culture for addressing these concerns. Established procedures ensure swift assessment and resolution of stop work actions.

### Life Saving Rules:

Enforcing mandatory compliance with critical safety rules and providing regular training to ensure adherence. Continuous monitoring integrates these rules into daily operations and safety meetings.

### Borr Integrated Management System:

Maintaining comprehensive and clear policies, procedures, and work instructions within DocMaps to guide safe work practices and regulatory compliance.

### Risk Management:

Systematically identifying, assessing, and controlling hazards with effective risk management strategies to prevent incidents.

### Structured Change Management Process:

A structured approach to managing change by defining clear procedures for evaluating, approving, and communicating changes.

### Communication Strategies:

Utilizing effective communication channels and regular updates to keep personnel informed and engaged.

### Training and Development:

Offering ongoing and specialized competency assessments to enhance skills and address emerging HSE challenges.

### Emergency Preparedness:

Developing and maintaining emergency response plans and conducting regular drills and simulations to refine response capabilities.

### Environmental Protection:

Minimizing environmental impact through effective waste management, pollution control, and compliance with environmental regulations.

### Incident Management:

Implementing procedures for reporting, investigating, and analyzing incidents to prevent recurrence and enhance HSE practices.

### Employee Health and Well-being:

Providing health programs and mental health resources to support the physical and emotional well-being of our workforce.

### Audits and Inspections:

Conducting regular audits and routine inspections to ensure legal and regulatory compliance and address potential safety issues.

### Continuous Improvement:

Regularly reviewing and updating the HSE framework based on feedback, incidents, and industry best practices to align with evolving safety standards and operational goals.

These components work together to cultivate a proactive and resilient safety culture, ensuring that our operations not only adhere to the highest standards, but also embody our core values and objectives. Through this integrated approach, we are committed to maintaining a safe and supportive work environment while also upholding our responsibility to the environment and safeguarding our assets.



## Trust and verify

In our pursuit of operational excellence, Borr Drilling conducted comprehensive Trust and Verify (T&V) audits across our rig fleet throughout 2023. These audits, carried out by two experienced internal subject matter experts (SMEs), were designed with a focus on enhancing our safety culture and ensuring the highest standards of compliance across our operations. Aspects of the audits included:

- ▶ Providing tailored mentorship to our teams to ensure they clearly understand and effectively adhere to both legal obligations and internal standards.
- ▶ Equipping employees with the knowledge and confidence needed to meet our high standards of operational excellence.
- ▶ Detailed evaluations of compliance practices and verifying that every aspect of our work meets or exceeds our rigorous standards, ensuring safe and efficient operations.
- ▶ Disclosing effective practices to leadership teams to be shared across the fleet, while pinpointing opportunities for improvement, ensuring continuous development and adherence to best practices.
- ▶ Utilizing insights from the audits to continuously refine and enhance our processes, maintaining a focus on the safety and well-being of our employees and the integrity of our operations.

At the close of 2023, a comprehensive review of the T&V process was conducted to ensure its evolution aligns with our commitment to excellence. The review aimed to integrate valuable feedback and continuously enhance our compliance and operational standards, reinforcing our dedication to operational excellence and employee well-being.

## Healthcare services

At Borr Drilling, the health and well-being of our workforce is paramount. Given that our employees and contracted personnel frequently spend extended periods offshore, it is essential that we have the capability to deliver exceptional medical care and support when needed.

Each rig is staffed with a dedicated offshore medic who is responsible for managing work-related injuries and addressing general health concerns. This ensures that our personnel receive immediate and effective medical attention while on site. We have partnered with a leading provider of professional medical assistance to offer a comprehensive network of support, both offshore and onshore. This collaboration ensures that our workforce consistently receives high-quality medical care and expertise.

In the event of serious injury or illness, our detailed Medical Emergency Response Plan is activated to facilitate prompt evacuation and transport to suitable onshore medical facilities. This plan is designed to ensure that our personnel receive timely and appropriate care, no matter the severity of the situation or where they are based.

In addition to our offshore medical support, we have implemented a Workforce Resilience Programme to support the health and well-being of our onshore teams. This program focuses on providing a dedicated app, mental health resources, wellness initiatives, and support systems to help employees manage their well-being and maintain resilience.

We regularly evaluate the effectiveness of our medical support services and resilience programmes to ensure they meet the evolving needs of our workforce. This includes reviewing feedback from employees, assessing the effectiveness of our medical protocols, and making improvements based on the latest best practices and technological advancements. By routinely reviewing our services, we are dedicated to enhancing the quality of care and support we provide. This approach guarantees that our personnel consistently receive the highest standards of medical and emotional support.



## Crisis management

Effectively managing major incidents is essential for mitigating risks and ensuring the safety and well-being of our employees and workers. With this in mind, we began enhancing our Crisis Management Room and associated processes in 2022, and these efforts continued through 2023. The upgraded room, combined with refined crisis management processes, business continuity plans, simulations, and drills, allows our crisis management team to respond promptly from any location worldwide. We emphasize continuous training and regular exercises to ensure our team is well-prepared and capable of handling emergencies with care and efficiency.

To support a robust incident response, we have partnered with a third-party company to oversee our 24/7 call-out system. This partner plays a crucial role in activating our incident and crisis management teams as needed. Monthly call tests are conducted to check communications and address any issues, with regional call lists updated regularly to ensure timely contact with the right teams during a crisis.

By investing in our Crisis Management infrastructure, enhancing communication channels, and performing regular tests, we aim to handle crises swiftly and with compassion, protecting the well-being of our employees and stakeholders and safeguarding our operations.



# Employment Practices & Equal Opportunity

At Borr Drilling, our commitment to Employment Practices & Equal Opportunity reflects our deep dedication to fairness, respect, and the empowerment of every individual within our organization. We uphold the principles of equal opportunity and non-discrimination as foundational to our approach in all employment matters. Our policies rigorously prohibit any form of discrimination, harassment, or unfair treatment, ensuring a respectful and inclusive workplace environment.

Our recruitment and selection processes prioritize fairness, ensuring every candidate is evaluated solely based on their qualifications, skills, and capabilities. We actively work to dismantle biases and barriers that could hinder the recruitment and career progression of individuals from diverse backgrounds. This commitment extends to all employees, including full-time, contingent, and temporary personnel, who are all subject to the same fair and equal recruitment process.

Borr Drilling embraces diversity and inclusion as integral to our organizational culture, recognizing that a diverse workforce drives innovation and enriches decision-

## “Grow Our Own” strategy

Borr Drilling is deeply committed to fostering career growth from within through our “Grow Our Own” strategy. This approach focuses on developing and retaining internal talent, providing our employees with clear career progression pathways. Succession planning, which serves as a strategic tool to identify and develop internal talent, prepares capable leaders and high-potential employees to step into advanced positions as our company evolves. At Borr Drilling, our Personal Development Plan is designed to align closely with our “Grow Our Own” strategy for career growth and succession planning. This blended approach ensures that employees are not only supported in their current roles, but also that they are prepared for future opportunities within the organization. By developing the necessary skills and competencies, our workforce is ready to advance their careers while contributing to the company’s long-term success.



making processes. We foster an environment where all employees can thrive and contribute to our collective success through proactive initiatives.

Our commitment to equal opportunity is further reflected in our stringent compliance with applicable employment laws, regulations, and international standards. We regularly review and update our policies to align with evolving legal requirements, consistently aiming to surpass minimum standards in promoting equal opportunity and preventing discrimination.

Our internal infrastructure and stakeholders play a central role in supporting our succession planning efforts and encouraging employees to apply for open positions, which aligns with our commitment to nurturing talent from within. While we prioritize internal recruitment, we also consider external candidates who apply through various channels, our website, online job portals, recruitment agencies, and referrals. If we choose to rehire former employees who apply, they undergo a verification process to determine their eligibility for rehire.

Through this integration of succession planning with our “Grow Our Own” strategy, Borr Drilling ensures that we attract, retain, and develop a highly qualified workforce, fully prepared to support our future growth and objectives.

## Training and development

Average hours of training per employee in 2023 71 hours

Continuous training is a cornerstone of our “Grow Our Own” strategy and plays a vital role in supporting succession planning across the organization. We are committed to fostering a workforce that has an equal opportunity for growth and a strong safety culture by providing ongoing training opportunities for all our employees and workers.

To deliver high-quality drilling operations to our clients in all the geographical areas we adopt high policy standards that meet our clients’ needs and expectations, meet the needs of the country, and support future opportunities for our employees, including contingent workers. Each employee is required to complete mandatory training programs aligned with Corporate Minimum Standards. These standards are further tailored to a rig-specific matrix that incorporates client and country regulatory requirements. This matrix also includes an introduction to Borr Drilling e-learning package, covering the Borr Drilling code of conduct and essential courses that familiarize new employees with key procedures and policies. This approach ensures that all personnel, both onshore and offshore, possess the necessary knowledge and skills to perform their duties safely, effectively, and in line with our company values.

In alignment with our succession planning efforts, we are dedicated to preparing our staff for future career advancement. The Borr Drilling Competence Assurance Management System (BCAMS) is designed to measure, optimize, and demonstrate the competence of the Borr Drilling workforce, as well as to provide development and preparation for career advancement opportunities. BCAMS is accredited by the IADC’s Competence Assurance program, guaranteeing that it adheres to best practices for skill development and assessment. Through BCAMS, we certify that our workforce is furnished with the competencies required for both current roles and future opportunities within the company. The program works to ensure that every Borr Drilling rig-based employee is competent to perform the full scope of their work responsibilities. Borr Drilling establishes and documents the essential criteria for competence under the BCAMS program. The competencies are based on Borr Drilling’s standards, client requirements, and government regulations. This integrated approach to personal development and succession planning empowers our workforce to grow within the company, fostering a culture of continuous improvement and readiness for future challenges.

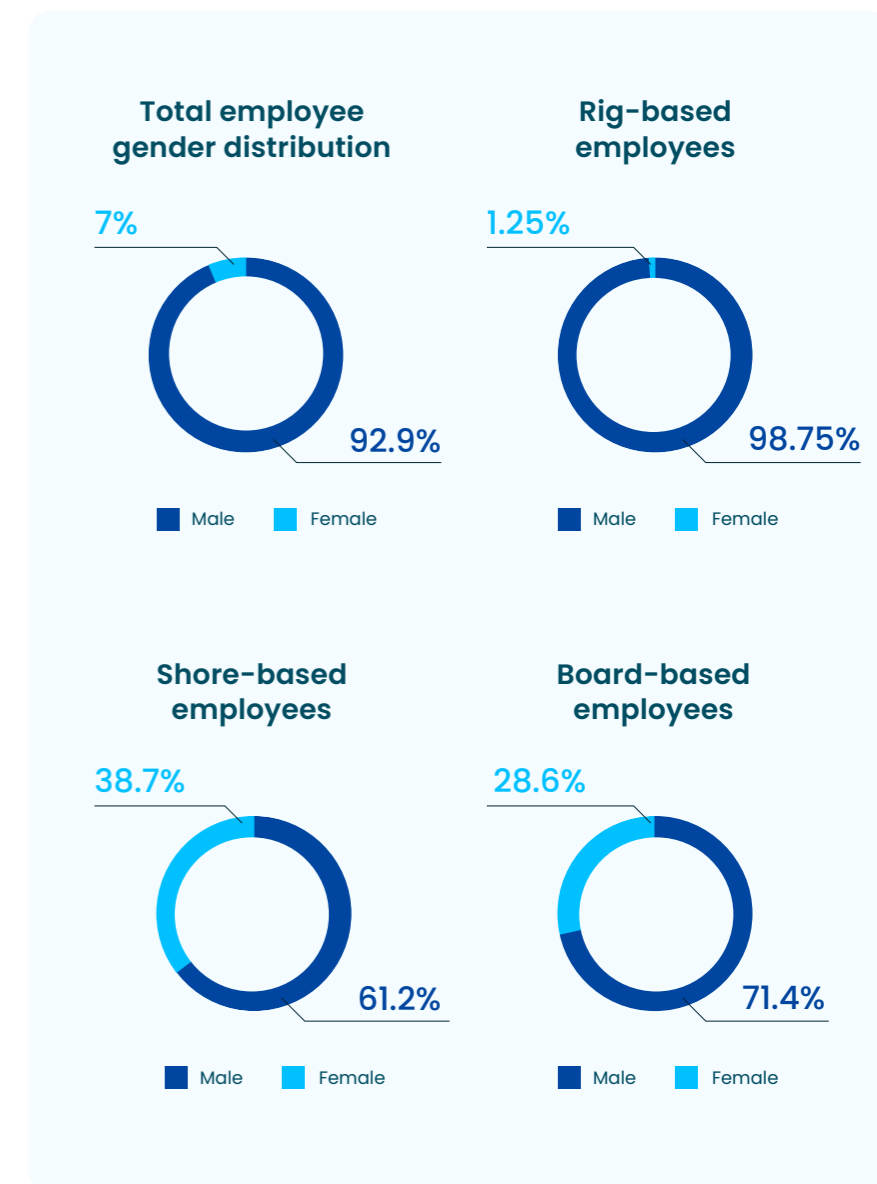






## Female workforce

At Borr Drilling, we actively promote diversity and provide equal opportunities for women. Currently, two women are serving at the Board level, three at the Executive level, and two at the Director level. The percentage of women onshore has seen an increase, rising from 35% last year to 38% at the end of 2023. Our rig-based operations currently have 1.25% female employees, primarily due to the male-dominated nature of offshore jobs in the regions in which we operate. We strive to ensure the well-being of our female staff offshore, with special consideration for the fact that there is a minority present.



## Collective bargaining

Borr Drilling will adopt and engage in collective bargaining agreements as required, as terms and conditions of employment are driven by geographical market conditions and are aimed at being competitive and fair for everyone.

# Ethical Business & Governance

## Grievance Mechanism & Whistleblower Channel

At Borr Drilling, we prioritize open communication and have a grievance mechanism in place for personnel to address workplace concerns. Regardless of tenure or position, any employee with a work-related problem can utilize this facility. Grievances are treated confidentially, and we take steps for a fair resolution. The process involves an initial informal report to a senior manager or HR, followed by a meeting to understand the issue. If resolved, the case closes; otherwise, it moves to a formal process. The formal grievance includes a written submission and a hearing, with potential disciplinary action. Decisions are communicated in writing. Appeals can be made to the HR manager.

Additionally, we encourage the reporting of Code of Conduct breaches through our whistleblower channel. This can be done with line managers, the legal department, an ethics hotline telephone number, or an ethics reporting site, all handled by an independent third party for confidentiality. Our legal department investigates, reports, and presents findings to the Board of Directors.

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



**14** LIFE BELOW WATER

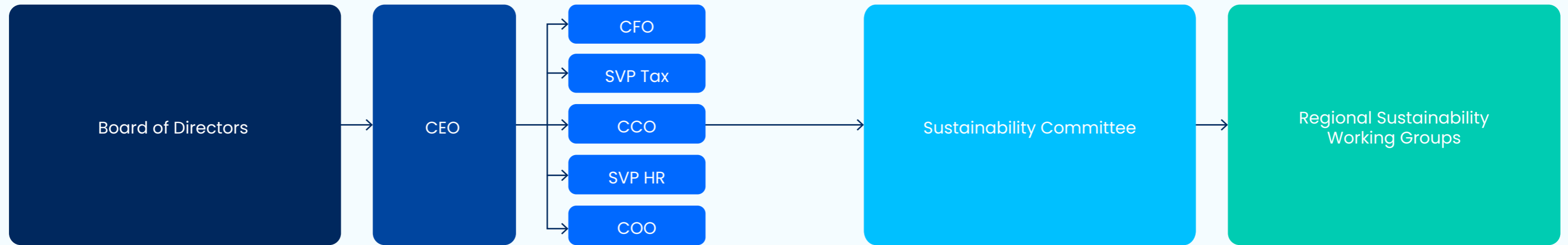


**17** PARTNERSHIPS FOR THE GOALS





# Governance Structure & Sustainability



## Board of Directors

Currently, the Board of Directors consists of seven members. Their primary role includes strategic planning, where they set the company's direction and goals, collaborate with senior management, and ensure long-term success. They also play a crucial role in corporate governance, establishing ethical practices, ensuring compliance with laws, and maintaining transparency. The board selects and evaluates the CEO, oversees risk management, and ensures financial oversight by reviewing statements and approving budgets. Additionally, they represent shareholders' interests, engage with stakeholders, and monitor the company's performance.

## CEO & Executive Team

The CEO of Borr Drilling holds the ultimate responsibility for the company's sustainability reporting and performance, including the company's material topics. The day-to-day sustainability reporting oversight is managed by our Sustainability Manager, who works closely with the QHSE function to coordinate and consolidate data across the company entities and geographical locations. Collaboration with working groups consisting of various functions ensures the successful roll-out of sustainability initiatives, benefiting personnel, the environment, and the local community. Heads of all disciplines and regional operations are consulted annually to review goals and objectives.

To monitor our sustainability performance, senior management reviews sustainability-related KPIs on a periodic basis. In addition, senior management reports to the Board quarterly on company performance, including Health and Safety and Sustainability Initiatives.

## Corporate Sustainability Steering Committee

A dedicated sustainability steering committee operates at the corporate level. This committee is responsible for developing the overall sustainability strategy and supporting targets and initiatives related to environmental, social, and governance (ESG) performance. Comprised of key stakeholders from various departments and disciplines, the sustainability steering committee guides the company's sustainability efforts and ensures alignment with organizational goals.

The sustainability steering committee meets regularly to discuss and formulate strategies that promote sustainable practices across the organization. They collaborate closely with other corporate functions and the Regional Sustainability Working Groups to integrate sustainability principles into the company's operations. By setting clear objectives, establishing measurable targets, and monitoring progress, the sustainability steering committee plays a crucial role in driving sustainable practices and enhancing the company's ESG performance.

- ▷ Strategy Director
- ▷ VP of Supply Chain
- ▷ Sustainability Manager
- ▷ VP Operations North Sea and Africa
- ▷ Chief Commercial Officer
- ▷ Senior VP Human Resources
- ▷ VP QHSE

## Regional Sustainability Working Groups

In addition to the corporate-level sustainability steering committee, Borr Drilling has established regional sustainability working groups. These working groups operate at the regional level to support the company's targets and initiatives, alongside addressing region-specific sustainability challenges. The regional sustainability working groups comprise representatives from various departments and functions within each region. They contribute to the development and implementation of sustainability initiatives that align with the overall sustainability strategy set by the corporate steering committee. By considering local factors and specific regional contexts, these working groups ensure that sustainability efforts are tailored to the unique requirements of each region.

The regional sustainability working groups play a vital role in driving sustainability at a local level, promoting the adoption of best practices and identifying opportunities for improvement. They collaborate with stakeholders in their respective regions to implement sustainability measures, monitor progress, and address any sustainability-related issues or risks that may arise. Through their active participation and regional expertise, these working groups contribute to the success of Borr Drilling's sustainability initiatives and help create a positive impact on the local communities and environments in which the company operates.

In addition, we have other dedicated corporate working groups covering topics such as transition to greener chemicals and energy Transition.



## Due Diligence

As an offshore drilling contractor, Borr Drilling is part of the oil and gas industry's upstream value chain. And as such, we are dependent in part on our suppliers and clients for our business success. Our drilling operations and rig maintenance require a steady supply of materials, tools, equipment, and parts. We also require specialized third-party services for certain aspects of our operations. Suppliers that are considered potentially high-risk for corruption and bribery are assessed by TRACE International to ensure they are suitable to work with.

We also encourage our suppliers to respond to EcoVadis. EcoVadis is a leading global provider of sustainability ratings and performance improvement tools for companies across various industries. It offers a comprehensive platform that assesses and rates the environmental, social, and ethical practices of businesses, helping them make informed decisions and drive positive change.

### Supplier engagement

Borr Drilling is working to ensure strong due diligence and responsible practices throughout its supplier network, regarding both environmental and social impacts. We have continued to promote and encourage our critical vendors to undergo independent ESG assessment via the Ecovadis ESG auditing platform. See Supplier Engagement section in Appendixes.

In 2023, the implementation of SupplHi commenced, as a measure to improve our supplier engagement. We have joined the SupplHi ESG auditing platform, which has a larger supplier group involved in Borr Drilling's business.

Recognizing the importance of supplier performance monitoring, we redefined our Suppliers Criticality and Supply Impact ranking definitions in 2022. In 2023, we successfully applied these updated rankings to Borr Drilling's active supplier Approved Vendor List (AVL), establishing an improved methodology for evaluating and monitoring supplier performance.

In addition, Borr Drilling actively engaged with all catering companies utilized in its operations to address ESG activities and progress throughout 2023. We focused on encouraging catering companies to register for independent ESG audits, identifying and advancing prime ESG activities within their operations, and implementing initiatives to reduce the usage of hazardous substances in their services.

Through these initiatives, we strengthened our due diligence efforts, promoted responsible supplier practices, and drove continuous improvement in ESG performance throughout our supply chain. By actively collaborating with suppliers and leveraging reputable ESG auditing platforms, Borr Drilling advanced sustainability and responsible business practices in our operations.

## Memberships & Associations

Borr Drilling actively participates in various roles within the International Association of Drilling Contractors (IADC) to demonstrate and foster industry collaboration. Members of our organization have significantly contributed to IADC's work, including holding positions on the boards of the IADC chapters in Southeast Asia, the Southern Arabian Peninsula, and the North Sea. As part of our commitment to industry advancement, we are active members of the IADC Committees for Health, Safety, and Environment, as well as for Sustainability.

IADC collaborates closely with the International Association of Oil & Gas Producers (IOGP), holding a seat on IOGP's EU Committee. Additionally, IADC is a member of the EU Commission's EU Offshore Oil and Gas Authorities Group (EUOAG), an advisory group comprising national oil and gas authorities, with

participation from IOGP, IADC, and select national trade organizations. Through the EUOAG, IADC has made significant contributions to regulations, including the revision of the 2013 Offshore Safety Directive, where amendments were made based on IADC's initiative. We believe our active engagement with the industry and the IADC contributes to continuously improving the environment in which we operate and promotes a safer and more sustainable drilling industry.



## IT Security

Maintaining a robust information security management system (ISMS) is essential for Borr Drilling and our clients. To reinforce this commitment, Borr Drilling successfully obtained the ISO 27001 certification in March 2023.

ISO 27001 is an international standard that outlines the requirements for establishing, implementing, maintaining, and continually improving an information security management system. This standard also intersects with several key aspects of sustainability. By protecting data privacy, ensuring regulatory compliance, and adopting responsible practices, organizations like ours contribute to sustainable development goals and help secure the long-term viability of our operations.





# Responsible Business Conduct

Ensuring responsible business conduct from a governance and economic perspective is crucial for Borr Drilling's potential impacts on key stakeholders. Compliance can be challenging due to the industry and the geographic locations in which we operate. This is why we allocate internal resources to ensure our processes and procedures meet legislative standards.

As part of the supplier approval process, all suppliers must commit to complying with the Borr Drilling Code of Conduct, which includes requirements related to labor and human rights, anti-corruption, and anti-bribery procedures. We recognize that our operations involve risks due to their international nature and view this as an important focal point. Failure to effectively adhere to relevant laws and regulations, or to promptly respond to instances of corruption in our value chain, could expose us to a range of negative impacts and consequences. Such repercussions may include fines, sanctions, legal injunctions, asset seizures, or even the inability to relocate our jackup rig from its current operational country. It is imperative that we remain proactive in our compliance efforts and agile in addressing emerging challenges to mitigate these potential impacts and risks.

In addition to ensuring that high-level policies and procedures are in place, the topic of responsible business conduct is closely linked to our emphasis on employee training and preparedness. It is our responsibility to ensure that all employees and contingent workers are equipped to safely carry out their tasks, thereby creating a secure work environment.



# Key Targets & Initiatives 2024



# Key Targets & Initiatives 2024

COMMITMENT	Social Inclusion & Well-being			Environment & Climate Change				Ethical Business & Governance		
	We are committed to empowering people through employment, valuing equality and diversity, while ensuring their health and safety			We are committed to conducting our business in an environmentally responsible manner and identifying opportunities to adapt to the energy transition				We are committed to conducting business ethically and promoting sustainable practices in our supply chain		
FOCUS AREAS	Offshore HSE: keeping our people safe and well	Employment Practices & Equal Opportunity: inclusive and diverse workplace	Local Responsibility: creating employment opportunities for local workforce	Emissions: reduce GHG emissions	Waste Management: reduce our waste	Critical Incident Management	Water & Effluents	Human Rights	Responsible Business Conduct	
TARGETS	Total Recordable Injury Frequency (TRIF) below <b>1.05</b>	<b>5%</b> of key Talent (Tier 1*) who are "ready now" for the next level key position offshore. <b>10%</b> of national offshore talent to be in promoted positions.	<b>85%</b> of personnel to be local workforce	By <b>2024</b> , offer carbon neutrality as part of the rig offering to clients	Reduce unsegregated waste by <b>5%</b> in H2 2024 (compared with H1 2024)	<b>Zero</b> significant hazardous spills to the environment	No quantitative target	Target to add minimum <b>50</b> critical vendors to participate in a sustainability rating platform and minimum <b>25</b> supplier-rated	No quantitative target	
KEY INITIATIVES	QHSE Director to develop video to support Zero Harm Message	Succession planning for offshore workforce in all regions to support future demands through our "Grow Our Own" Strategy. Establish career path ratio stats to further support.	Establish social welfare projects in all regions	Set emission reduction targets and establish, identify and evaluate technical upgrades to reduce emissions	Review of waste streams from rig to final destination for all locations	Implement Emergency Response Platform across all Regions	Biodiversity mapping/screening (TNFD) to be initiated	Target to add minimum <b>50</b> critical vendors to participate in a sustainability rating platform and minimum <b>25</b> supplier-rated	Compliance with EU Corporate Sustainability Reporting Directive (CSRD)	
	Present "8 Ways to Stop the Drop" to workforce			Complete TCFD—Task Force on Climate Related Disclosures	Continue transition from disposable plastic water bottles to containers or central water stations in all locations					Measure and track all water consumption offshore
	Quarterly HSE focus campaigns: Q1: Preventing Major Accidents, Q2: Preventing Personal Injuries, Q3: Safe Lifting, Working at Height, and Preventing Dropped Objects, Q4: Well-being and Work Environment (Hands campaign Q3)	Assess the age demographics of the direct-hire employee workforce, both onshore and offshore, to understand and plan future retirements as part of succession planning. Establish metrics for trending.	Identify top talent within the local workforce and provide individual development plans to drive promotion opportunities	Scope 3 screening exercise to expand and improve scope 3 emissions accounting	Food waste reporting to be implemented by all catering companies		Quarterly Greener Chemical Working Group meetings to identify and promote greener chemical alternatives		Annual Sustainability Reporting in line with GRI standard	
				Map impact of EU CBOM regulations to Borr Drilling						CDP (Carbon Disclosure Project) reporting including 3rd party verification of emission data
				Roll out live monitoring and advisory software/ dashboard to monitor energy performance and emissions on a selected rig as a pilot initiative						

# Appendix

## Employees

Permanent and full-time employees are counted in the same category, hence headcount is used as methodology. Employees are divided into rig-based and shore-based employees, as this is the division commonly used internally.

### Total number of permanent/full-time employees (rig-based)

	Male	Female	SUM
Asia	254	5	259
Europe-Africa	180	0	180
Mexico	818	15	833
Middle East	316	0	316
Corporate	7	0	7
<b>Total rig-based</b>	<b>1,575</b>	<b>20</b>	<b>1,595</b>

### Total number of permanent/full-time employees (shore-based offices)

	Male	Female	SUM	
Asia	Brunei	4	4	8
	Thailand	6	6	12
	Malaysia	8	10	18
	Singapore	8	3	11
Europe-Africa	Cameroon	0	0	0
	Congo	3	1	4
	Gabon	2	0	2
	UK	6	10	16
Mexico	Netherlands	1	0	1
	Mexico	49	37	86
	Saudi Arabia	28	3	31
Middle East	Qatar	6	0	6
	UAE	2	0	2
	UK	34	30	64
Corporate	Norway	4	1	5
	UAE	6	5	11
	Singapore	7	2	9
	Malaysia	1	0	1
	Mexico	2	0	2
<b>Total shore-based</b>	<b>177</b>	<b>112</b>	<b>289</b>	

**Total rig- & shore-based**      **1,752**      **132**      **1,884**

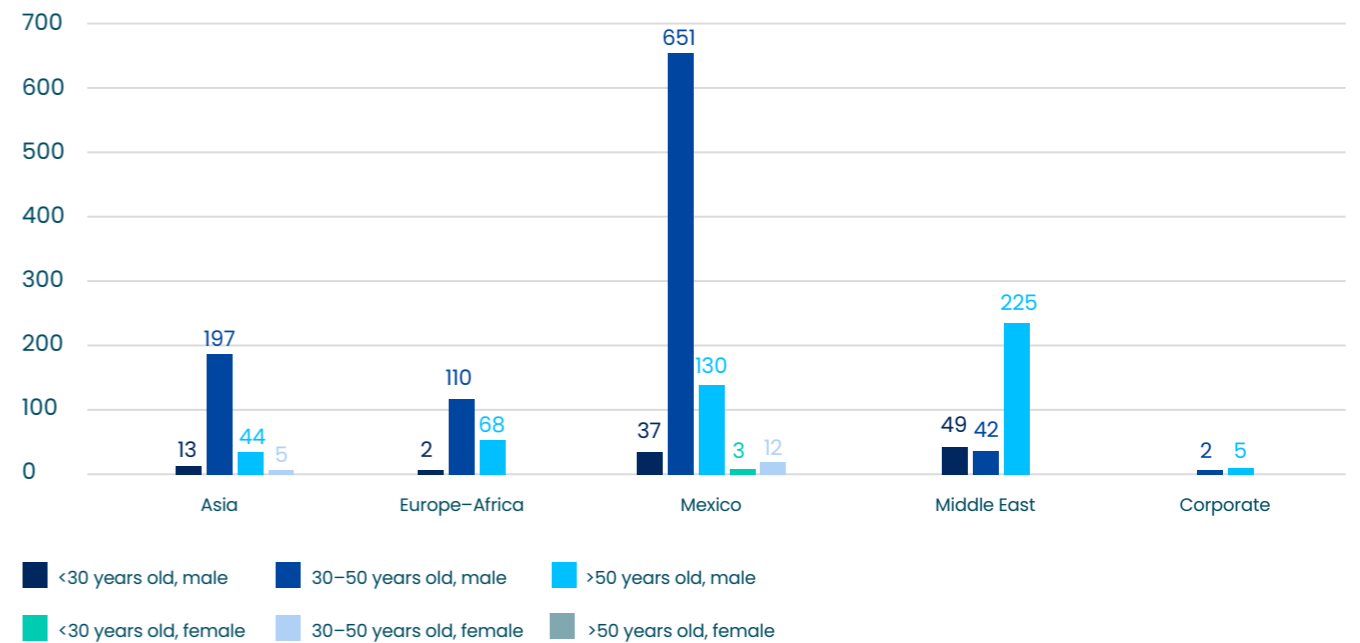
## Workers who are not employees

“Workers who are not employees” refers to individuals who perform work for an organization but are not classified as employees.

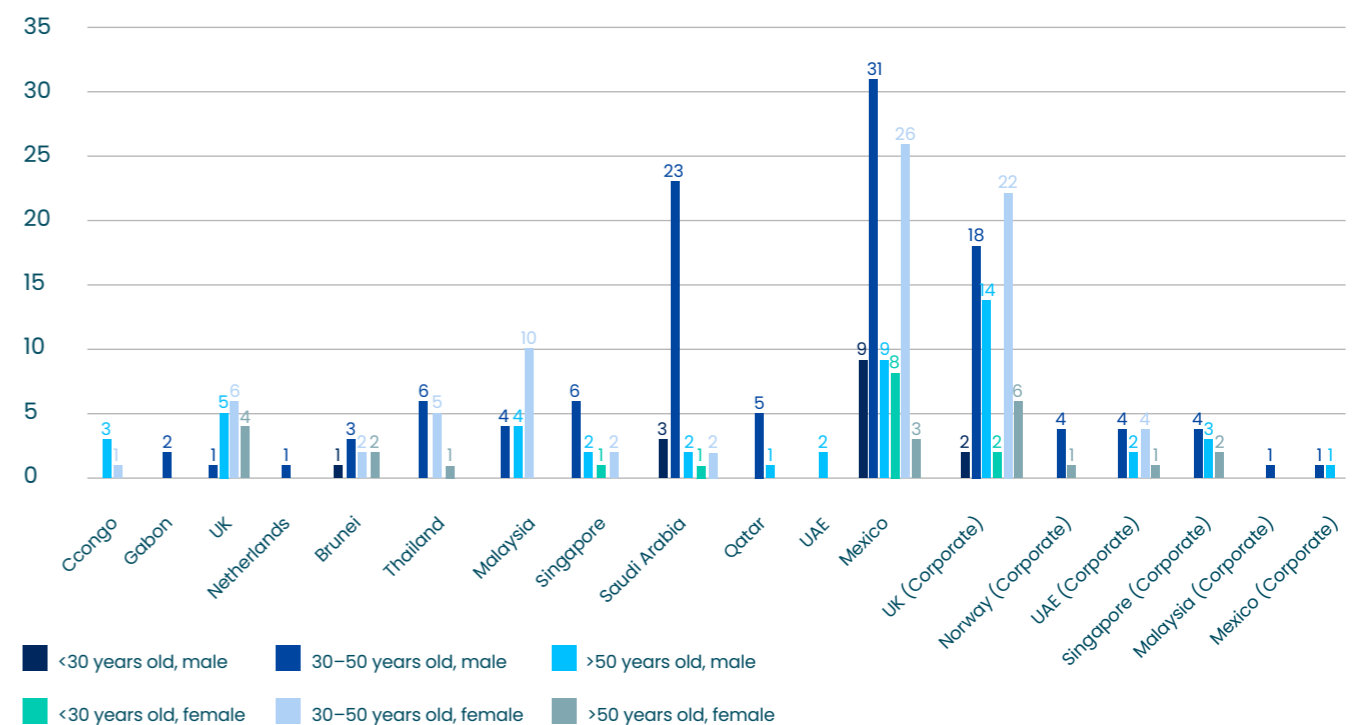
Examples: Contractors, temporary workers, freelancers, consultants, and other similar categories of workers who are engaged by an organization to perform work but are not considered to be employees

Type of work performed	Number
Contingent workers—onshore	36
Contingent workers—offshore	949

## Rig-based employee age range

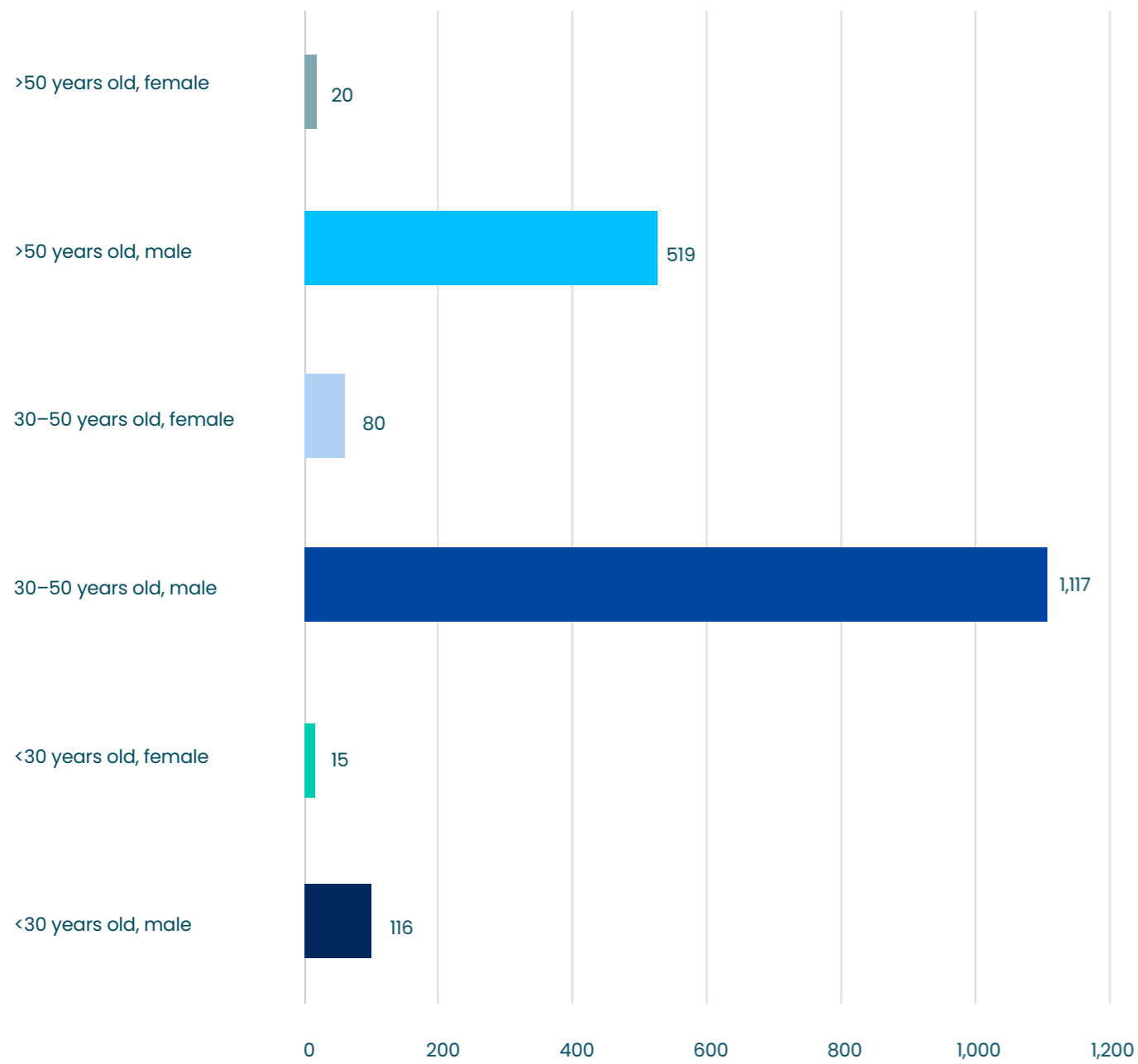


## Shore-based employee age range

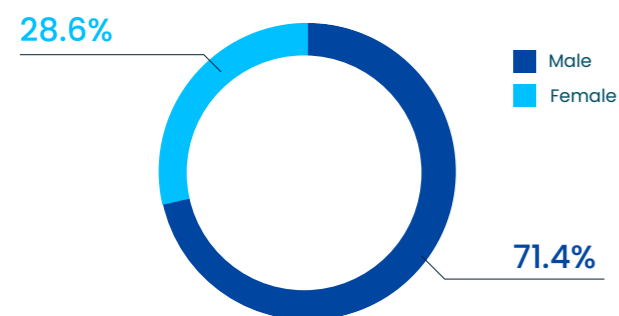




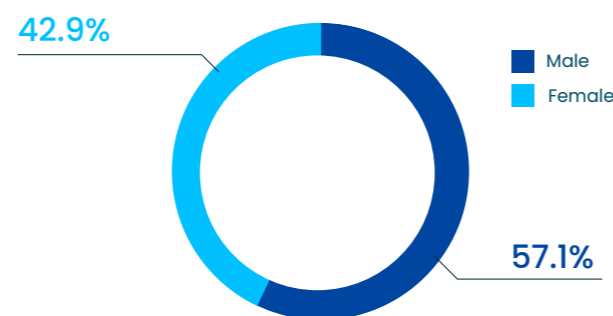
### Age distribution—total rig- & shore-based



### Board—gender distribution



### Management—gender distribution



## Hires & Leavers

### New hires

		<30 years old		30–50 years old		>50 years old		SUM
		Male	Female	Male	Female	Male	Female	
Asia	Rig	10	1	81	4	8	0	104
	Shore	1	1	6	9	2	0	19
Europe–Africa	Rig	1	0	8	0	11	0	20
	Shore	0	1	0	3	4	2	10
Mexico	Rig	19	1	181	6	23	0	230
	Shore	5	3	13	11	2	0	34
Middle East	Rig	41	0	132	0	16	0	189
	Shore	1	1	10	1	1	0	14
Corporate	Rig	0	0	1	0	3	0	4
	Shore	3	1	10	9	3	3	29
Total	<b>Rig</b>	<b>71</b>	<b>2</b>	<b>403</b>	<b>10</b>	<b>61</b>	<b>0</b>	<b>547</b>
	<b>Shore</b>	<b>10</b>	<b>7</b>	<b>39</b>	<b>33</b>	<b>12</b>	<b>5</b>	<b>106</b>
	<b>Combined</b>	<b>81</b>	<b>9</b>	<b>442</b>	<b>43</b>	<b>73</b>	<b>5</b>	<b>653</b>

### Leavers

		<30 years old		30–50 years old		>50 years old		SUM
		Male	Female	Male	Female	Male	Female	
Asia	Rig	1	0	11	0	5	0	17
	Shore	0	0	1	0	1	0	2
Europe–Africa	Rig	0	0	4	0	9	0	13
	Shore	1	0	0	0	3	0	4
Mexico	Rig	0	0	42	3	6	0	51
	Shore	0	1	3	1	0	0	5
Middle East	Rig	5	0	28	0	7	0	40
	Shore	1	0	2	0	1	0	4
Corporate	Rig	0	0	0	0	0	0	0
	Shore	1	1	3	2	3	1	11
Total	<b>Rig</b>	<b>6</b>	<b>0</b>	<b>85</b>	<b>3</b>	<b>27</b>	<b>0</b>	<b>121</b>
	<b>Shore</b>	<b>3</b>	<b>2</b>	<b>9</b>	<b>3</b>	<b>8</b>	<b>1</b>	<b>26</b>
	<b>Combined</b>	<b>9</b>	<b>2</b>	<b>94</b>	<b>6</b>	<b>35</b>	<b>1</b>	<b>147</b>

# Employee Benefits

Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees (e.g. contractors), by significant locations of operation.

	South East Asia	West Africa	Mexico	Europe	Middle East	Expats/ Regionals
Life insurance	Y	Y	Y	Y	Y	Y
Healthcare	Y	Y	Y	Y	Y	Y
Disability and invalidity coverage	N	Y	N	Y	Y	Y
Parental leave	Y	Y	Y	Y	Y	Y
Retirement provision	N	N	N	Y	N	N
Stock ownership	N	N	N	N	N	N

## Parental leave

	Entitled to parental leave	Took parental leave	Returned to work in the reporting period	Returned to work after parental leave (12 months)	Return to work/ retention rate
Male	1,752	0	N/A	N/A	N/A
Female	132	0	N/A	N/A	N/A
<b>Total</b>	<b>1,884</b>	<b>0</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

# Supplier Engagement

Percentage of new suppliers that were screened using social criteria	86
Number of suppliers assessed for social impacts	86
Number of suppliers identified as having significant actual and potential negative social impacts	2
Significant actual and potential negative social impacts identified in the supply chain	2
Percentage of suppliers identified as having significant actual and potential negative social impacts with whom improvements were agreed upon as a result of assessment	0
Percentage of suppliers identified as having significant actual and potential negative social impacts with whom relationships were terminated as a result of assessment	0

# Injuries

The main types of work-related injury:

- ▶ Lost Time Incidents (LTI)
- ▶ Medical Treatment Cases (MTC)
- ▶ Restricted work cases (RWC)
- ▶ First Aid Cases (FAC)

## Employees (Borr Drilling & Borr Drilling third party)

Number of fatalities due to injury	0
Number of high-consequence injuries*	1
Number of work-related injuries (all Injuries incl. MTC, RWC, LTI)	30
Number of hours worked	7,714,173

\*Work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

## Other workers (client & client third party)

Number of fatalities	0
Number of high-consequence injuries	0
Number of work-related injuries (all Injuries incl. MTC, RWC, LTI)	10
Number of hours worked	3,476,827

# Ill Health

No cases of work-related ill health were recorded in 2023.

## Employees

Number of fatalities due to ill health	0
Number of cases of recordable work-related ill health	0

## Other workers

Number of fatalities due to ill health	0
Number of cases of recordable work-related ill health	0

Employees/workers covered by safety management system	Number	Percentage
Employees/workers covered by safety management system	2,869	100%
Employees/workers who are covered by the safety management system that have been internally audited	2,553	89%
Employees/workers who are covered by the safety management system that have been audited or certified by an external party	244	9%

# GHG Verification Report

## Position Green

To Borr Drilling Management (UK) Ltd

### Third-Party Verification Statement on Borr Drilling Limited’s GHG Emissions, as reported to CDP

We have undertaken a verification engagement for Borr Drilling Limited’s GHG Emissions, as reported to CDP for the period 1 January 2023 – 31 December 2023.

The assessed information is summarised below:

Scope 1 Emissions	281,186.7	metric tons CO2e
<b>Scope 2 Emissions:</b>		
Market-based	168	metric tons CO2e
Location-based	238	metric tons CO2e
Scope 3 – Waste	891	metric tons CO2e
Scope 3 – Upstream transportation and distribution	20,308	metric tons CO2e
Scope 3 – Fuel- and energy-related activities	66,613	metric tons CO2e
Scope 3 – Business Travel	6761	metric tons CO2e

#### Borr Drilling Limited’s responsibility

Borr Drilling Limited is responsible for the preparation of the GHG information under the applicable criteria, presented in a list of requested items. The responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of a GHG Inventory that is free from material misstatement, whether due to fraud or error. Borr Drilling Limited is further responsible for choosing the Scope 3 emissions to report to CDP.

#### Our independence & quality management

We have implemented the International Standard on Quality Management 1 (Previously International Standard on Quality Control 1) in our Value Creation Process (VCP). This is our basis for ensuring that professional and ethical responsibilities, including avoidance of Conflict of Interest, are fulfilled.

#### Our responsibilities

To conduct a verification of GHG inventories, we apply the ISAE 3000 standard as it would also be the relevant standard for conducting a reasonable assurance.

Our responsibility is to express an opinion on the 2023 GHG Inventory of Borr Drilling Limited based on the evidence we have obtained. We conducted our verification engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 revised – «Assurance Engagements other than Audits or Reviews of Historical Information», issued by the International Auditing and Assurance Standards Board. That standard requires we plan and perform this engagement to verify whether the Information is free from material misstatement.

A verification engagement following ISAE 3000 involves assessing the suitability in the circumstances of Borr Drilling Limited’s use of the Criteria as the basis for the preparation of the Information, assessing the risks of material misstatement of the Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Information. A verification engagement is substantially less in scope than a reasonable assurance engagement concerning both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

As a verification provider, we also do not claim to be a certified limited assurance provider. Our opinion is based on information expertise in the specific scope of this engagement.

The procedures we performed were based on our professional judgment and, among others, included:

- ▶ Making inquiries of the persons responsible for the information.
- ▶ Obtaining an understanding of the process for collecting and reporting the information, including relevant internal controls, based on previous years’ engagements.
- ▶ Performing limited substantive testing on a selective basis of the Information to test whether data had been appropriately measured, recorded, collated and reported.

The procedures performed in a verification engagement vary in nature and timing from, and are less in extent than for, a reasonable or limited assurance engagement. Consequently, the level of granularity assessed in a verification engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable or limited assurance engagement. Accordingly, we do not express a reasonable or limited assurance opinion about whether the Information has been prepared, in all material respects, in accordance with the Criteria.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the GHG inventory of Borr Drilling Limited for the period 1 January 2023 – 31 December 2023, is not prepared, in all material respects, following the applicable Criteria.

**Sofie Mykkeltveit Tunes**  
Senior Associate  
Verifier #1

**Pola Nachyla**  
Associate Manager  
Verifier #2

**Marc Jourdan**  
Senior Manager  
QA #1

**Kristian R. Andersen**  
Senior Director  
QA #2

**Position Green Advisory AS**  
Oslo, Norway  
9 August 2024



# TCFD Framework

The TCFD recommendations are organized into four core elements that encapsulate fundamental aspects of organizational operations: governance, strategy, risk management, and metrics and targets. Furthermore, the framework delineates into three primary categories: risks associated with transitioning to a lower-carbon economy, risks stemming from the physical impacts of climate change, and opportunities related to climate-related initiatives. Notably, the TCFD has integrated financial impact as an essential component of its disclosure recommendations, underscoring its significance in assessing climate-related risks and opportunities.

## Governance

The organization's governance around climate related risks and opportunities.

## Strategy

The actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy, and financial planning.

## Risk Management

The process used by the organization to identify, assess, and manage climate related risks.

## Metrics and Targets

The metrics and targets used to assess and manage relevant climate-related risks and opportunities.



## Key findings

Climate-related risks and opportunities influence Borr Drilling's strategic and financial planning and consider both short-, medium-, and long-term time horizons, likelihood of impact, as well as financial impact, in the assessments of these risks and opportunities. The following definitions of time horizons and financial impact are applied:

Time horizon	Annual cost \$	Financial impact	10Y cost \$	Time horizon	Year
Low impact	<0.6m	Low impact	<6m	Short-term	<1
Medium impact	<6.5m	Medium impact	<65m	Medium-term	1-5
High impact	>6.5m	High impact	>65m	High-term	>5

As providers of fossil fuels, companies within the energy sector face significant financial exposure related to transitional issues concerning GHG emissions and water availability. Much of the current energy supply is derived from non-renewable fossil fuel resources, exposing these companies to transitions around global GHG emissions. This exposure arises from both their own energy use for production and the combustion of fossil fuels. The complexity of the sector makes companies within what is defined as the Energy Group in TCFD particularly sensitive to changes in fossil fuel demand, energy production and usage, emissions constraints, and water availability. The regulatory and competitive landscape surrounding electric utilities varies significantly between jurisdictions, adding complexity to the assessment of climate-

related risks. As a result, both transition risks related to climate change policies and physical risks such as more extreme weather, may impact the operating costs and asset valuation of companies engaged in energy activities. Given the capital-intensive nature of the industry and the need for major financial investments in fixed assets and supply chain management, these risks can have significant implications for the long-term business strategy and capital allocation of organizations within the Energy Group. Recognising this, Borr has done extensive work to identify, assess, and mitigate both physical and transitional risks, as presented below. Not only acknowledging the potential negative impact from climate change, Borr has also identified key opportunities within resource efficiency, new markets, and collaboration projects.

## Key risks

Risk type	Risk	Description
Transitional (Policy & Legal)	Taxation schemes	The introduction of carbon taxations schemes on a long-term basis could have a material financial impact for Borr by directly increasing operation costs. The risk is considered one of the highest risks facing Borr in the longer future. Secondly, potential carbon emission caps or tariffs for Borr and its customers may necessitate Borr to reduce its own emissions sooner than anticipated, requiring equipment and fleet upgrades incurring costs.
Transitional (Policy & Legal)	Environmental standard schemes, and licensing schemes	Climate-related policies or regulations in certain operating locations may restrict or prohibit issuance of offshore licenses to Borr's customers. This in turn may reduce demand for Borr Drilling's services resulting in lower revenue.
Transitional (Market)	Technologies	Transitioning to lower-emission technologies incurs costs for Borr. A prolonged transition period may result in a loss of business if the market advances more rapidly, highlighting the importance of balancing innovation with market demands and operational stability.

## Key opportunities

Opportunity type	Opportunity	Description
Market	Operational optimization	Implementing more efficient operations not only reduces time and costs but also provides Borr with a competitive advantage in the market. By automating operational processes, we can improve efficiency of our service and potentially reduce on-site personnel requirements, leading to lower operating costs and enhanced competitiveness. These initiatives align with our commitment to sustainability while improving our overall performance and financial resilience.
Resilience	Collaboration	Collaboration projects with clients present a strategic opportunity for Borr to share costs on technology development and distribute connected financial risks. By partnering with clients to co-invest in innovative solutions, we can accelerate the development and adoption of cutting-edge technologies while mitigating financial burdens.
Energy source	Electrification	Electrification of rigs is a significant step towards reducing emissions and transitioning to cleaner energy sources. By replacing or supplementing diesel generators as the primary energy source with electric power from shore or platform, we can minimise air pollution and noise levels, improving the environmental footprint of our operations. Additionally, electrification enhances operational efficiency and reliability, reducing maintenance costs and downtime. Borr is actively exploring electrification options for our rigs as part of our commitment to more sustainable practices.

# TNFD

Borr Drilling has undergone a TNFD (Taskforce for Nature Related Financial Disclosures), where dependencies, impacts risks, and opportunities connected to nature were identified.

Through workshops and desk research, the following company specific natural resource dependencies have been identified:

	Municipal use, offshore
Freshwater	Municipal use, onshore
	Drill water for water-based mud and drilling
Seawater	Offshore cooling
	Ballast water
	General biome (M1/M2) dependency
Virgin Oil and Gas	Extraction resource
Diesel	Combustion on rig
	Combustion for transportation
	Drilling fluid (Mexico)
Steel	For rig construction
Concrete	Drill water for water-based mud and drilling

See below the summary of our IRO evaluation, which created the foundation for our scenario analysis:

Borr Drilling’s Dependencies, Impacts, Risks and Opportunities are diverse but have clear connections. By consolidating the various dependencies, risks, and opportunities, three key areas have been identified as priorities for further scenario analysis: dependency on freshwater for drilling operations and raw materials, impact on the ocean from the release of substances to sea, and impact on the atmosphere from release of substances to air.

These areas represent the most critical intersections of environmental impact and operational dependency, providing a holistic view of where Borr Drilling must focus its efforts to ensure long-term sustainability and compliance.

Aspect of evaluation	Description
<b>1. Dependency of freshwater for drilling operations and raw materials (realm: Freshwater)</b>	The assessment shows that Borr Drilling’s operations are highly dependent on freshwater, both directly for drilling activities and indirectly for the production of key raw materials like steel and concrete. Freshwater is essential for processes such as water-based mud for drilling, cooling, ballast water, and other operational needs. The importance of freshwater is particularly pronounced in regions experiencing water scarcity, making this a critical dependency for the company. Freshwater dependency represents a crucial part for Borr Drilling’s future operations, especially as global water scarcity intensifies. Scenario analysis focusing on the availability of freshwater in key regions and the regulatory landscape will help the company prepare for emerging challenges and opportunities.
<b>2. Impact on ocean from the release of substances to sea (realm: Ocean)</b>	The combined assessment of environmental impacts on marine ecosystems highlights the significant risks posed by Borr Drilling’s offshore operations, particularly from the release of pollutants into the ocean. Discharges of drilling fluids, chemical spills, and operational waste are the primary concerns, with potential long-term effects on biodiversity, marine habitats, and local ecosystems. The impact on the ocean is potentially substantial, both from Borr Drilling and others operating in the same areas. This means that marine protection regulations continue to evolve. The impact on the ocean is a major concern for Borr Drilling, particularly as marine protection regulations continue to evolve. A deeper scenario analysis on how marine pollution and biodiversity risks will affect future operations will enable Borr Drilling to safeguard against both ecological and regulatory risks.
<b>3. Impact on atmosphere (realm: Atmosphere)</b>	The evaluation of atmospheric impacts consolidates risks related to emissions from fuel combustion, flaring, and other industrial processes. The release of air pollutants (NOx, Sox, PM, VOC, etc.) poses significant environmental and regulatory risks. The impact of atmospheric emissions is an important area for further exploration, particularly as global regulations on greenhouse gases and pollutants tighten. Conducting scenario analysis on how future emissions standards and climate policies will affect operations will help Borr Drilling remain compliant.

# GRI Index

<b>Statement of use</b>	Borr Drilling has reported in accordance with the GRI Standards for the period 01.01.2023–31.12.2023.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	GRI 11: Oil & Gas Sector Standard 2021
<b>References</b>	<a href="#">Borr Drilling Annual Report 2022 (AR)</a> <a href="#">Borr Drilling Code of Conduct (CoC)</a>

## GRI 2

Standard number	Disclosure number	Location/comment	Requirement/disclosure omitted	Reason for omission	Explanation for omissions
<b>Organizational Details</b>					
GRI 2	Disclosure 2-1 Organizational details	pg. 7–9			
GRI 2	Disclosure 2-2 Entities included in the organization's sustainability reporting	a: pg. 9 b–c: AR			
GRI 2	Disclosure 2-3 Reporting period, frequency and contact point	Reporting period: January–December 2023 Contact point: Olu Milne, omilne@borrdrilling.com			
GRI 2	Disclosure 2-4 Restatements of information	No restatements of information for the reporting period			
GRI 2	Disclosure 2-5 External assurance	pg. 68–69			
<b>Activities and Workers</b>					
GRI 2	Disclosure 2-6 Activities, value chain and other business relationships	a–b: pg. 7–10 c: pg. 17 d: No significant changes			
GRI 2	Disclosure 2-7 Employees	pg. 63–64	2-7 b. ii. iii. v.	Not applicable	Borr Drilling does not have any employees of these types (temporary, non-guaranteed hours, or part-time).
GRI 2	Disclosure 2-8 Workers who are not employees	a: pg. 63 b: pg. 62 c: AR			

## GRI 2

Standard number	Disclosure number	Location/comment	Requirement/disclosure omitted	Reason for omission	Explanation for omissions
<b>Governance</b>					
GRI 2	Disclosure 2-9 Governance structure and composition	pg. 52-53	2-9 c. ii, vi, vii, viii	Confidentiality constraints	Borr Drilling does not publish granular information on its governance body due to confidentiality constraints.
GRI 2	Disclosure 2-10 Nomination and selection of the highest governance body		2-10	Data unavailable/Incomplete	This data is currently not available. Procedures for consolidation will be reviewed, and data will likely be provided in the coming reporting cycles.
GRI 2	Disclosure 2-11 Chair of the highest governance body		2-11	Not applicable	Borr Drilling does not have executives serving on the board.
GRI 2	Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts	pg. 52-53			
GRI 2	Disclosure 2-13 Delegation of responsibility for managing impacts	pg. 52			
GRI 2	Disclosure 2-14 Role of the highest governance body in sustainability reporting	pg. 52			
GRI 2	Disclosure 2-15 Conflicts of interest	a: Code of Conduct b: AR			
GRI 2	Disclosure 2-16 Communication of critical concerns	a: pg. 51	2-16 b.	Data unavailable/Incomplete	Though a process for addressing critical concerns is in place, the process for data consolidation has not been formalized yet.
GRI 2	Disclosure 2-17 Collective knowledge of the highest governance body		2-17	Data unavailable/Incomplete	Data on measures taken to advance the knowledge of the highest governance body on sustainability is currently not available, as its consolidation has not been formalized. Our aim is to have this in place in the coming years.
GRI 2	Disclosure 2-18 Evaluation of the performance of the highest governance body		2-18	Data unavailable/Incomplete	Data on measures taken to advance the knowledge of the highest governance body on sustainability is currently not available, as its consolidation has not been formalized. Our aim is to have this in place in coming years.
GRI 2	Disclosure 2-19 Remuneration policies		2-19	Confidentiality constraints	Salary information is deemed confidential and is therefore not reported on.
GRI 2	Disclosure 2-20 Process to determine remuneration		2-20	Confidentiality constraints	Salary information is deemed confidential and is therefore not reported on.
GRI 2	Disclosure 2-21 Annual total compensation ratio		2-21	Confidentiality constraints	Salary information is deemed confidential and is therefore not reported on.

## GRI 2

Standard number	Disclosure number	Location/comment	Requirement/disclosure omitted	Reason for omission	Explanation for omissions
<b>Strategy, Policies, and Practices</b>					
GRI 2	Disclosure 2-23 Policy commitments	a-c: pg. 15 d: pg. 52 e-f: pg. 15			
GRI 2	Disclosure 2-24 Embedding policy commitments	pg. 15			
GRI 2	Disclosure 2-25 Processes to remediate negative impacts	pg. 54	2-25 a, b, c, d, e	Data unavailable/Incomplete	Borr Drilling is currently in progress on developing these procedures. Though grievance mechanisms are in place, the process of consolidating this data is in progress. Our aim is to have this in place in the years to come.
GRI 2	Disclosure 2-26 Mechanisms for seeking advice and raising concerns	pg. 51			
GRI 2	Disclosure 2-27 Compliance with laws and regulations		2-27	Data unavailable/Incomplete	Though this data exists and we have robust procedures surrounding it, consolidating it proved challenging.
GRI 2	Disclosure 2-28 Membership associations	pg. 55			
<b>Stakeholder Engagement</b>					
GRI 2	Disclosure 2-29 Approach to stakeholder engagement	pg. 17			
GRI 2	Disclosure 2-30 Collective bargaining agreements	pg. 49			



## GRI 2

Standard number	Disclosure number	Location/comment	Requirement/disclosure omitted	Reason for omission	Explanation for omissions
<b>Material topics</b>					
<b>Emissions</b>					
GRI 3	Disclosure 3-3 Management of material topic	pg. 23			
Energy	Disclosure 302-1 Energy consumption within the organization	pg. 25	11.1.2 301-1 c. ii c. iii c. iv d.	Not applicable	Borr Drilling does not have heating, cooling or steam, nor do we sell electricity.
Energy	Disclosure 302-2 Energy consumption outside of the organization		11.1.3 302-2 a. b. c.	Data missing/Incomplete	As an upstream service provider in the Oil and Gas sector, external electricity consumption has proven difficult to gather data on. We will first prioritize our own electricity consumption when it comes to reduction initiatives.
Energy	Disclosure 302-3 Energy intensity	pg. 26			
Emissions	Disclosure 305-1 Direct (scope 1) GHG emissions	pg. 24-25			
Emissions	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	pg. 24-26			
Emissions	Disclosure 305-4 GHG emissions intensity	pg. 28			
Emissions	Disclosure 305-5 Reduction of GHG emissions	pg. 24			
Emissions	Disclosure 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	pg. 27			
Emissions	Disclosure 416-1 Assessment of the health and safety impacts of product and service categories	pg. 23			

## GRI 2

Standard number	Disclosure number	Location/comment	Requirement/disclosure omitted	Reason for omission	Explanation for omissions
<b>Material topics</b>					
<b>Waste Management</b>					
GRI 3	Disclosure 3-3 Management of material topic	pg. 30			
Waste	Disclosure 306-1 Waste generation and significant waste-related impacts	pg. 30			
Waste	Disclosure 306-2 Management of significant waste-related impacts	pg. 30			
Waste	Disclosure 306-3 Waste generated	pg. 30			
Waste	Disclosure 306-4 Waste diverted from disposal	pg. 30			
<b>Water and Effluents</b>					
GRI 3	Disclosure 3-3 Management of material topic	pg. 31			
Water and Effluents	Disclosure 303-1 Interactions with water as a shared resource		11.6.2 303-1	Data missing/Incomplete	Water consumption is measured, but data is yet to be consolidated for reporting, as IMO only requires physical logging of data. Though estimations have been made, we are awaiting stronger data quality before publishing.
Water and Effluents	Disclosure 303-2 Management of water discharge related impacts	pg. 31			
Water and Effluents	Disclosure 303-3 Water withdrawal		11.6.4 303-3	Data missing/Incomplete	Water consumption is measured, but data is yet to be consolidated for reporting, as IMO only requires physical logging of data. Though estimations have been made, we are awaiting stronger data quality before publishing.
Water and Effluents	Disclosure 303-4 Water discharge		11.6.5 303-4	Data missing/Incomplete	Water consumption is measured, but data is yet to be consolidated for reporting, as IMO only requires physical logging of data. Though estimations have been made, we are awaiting stronger data quality before publishing.
Water and Effluents	Disclosure 303-5 Water consumption		11.6.6 303-5	Data missing/Incomplete	Water consumption is measured, but data is yet to be consolidated for reporting, as IMO only requires physical logging of data. Though estimations have been made, we are awaiting stronger data quality before publishing.

## GRI 2

Standard number	Disclosure number	Location/comment	Requirement/disclosure omitted	Reason for omission	Explanation for omissions
<b>Material topics</b>					
<b>Asset Integrity and Critical Incident Management</b>					
GRI 3	Disclosure 3-3 Management of Material Topic	pg. 32			
Critical incident management	Disclosure 306-3 Significant spills	pg. 33			
Critical incident management	11.8.3 Additional Sector Disclosure		11.8.3	Data missing/incomplete	To ensure data quality and accuracy, the breakdown of Process Safety Events will first be included in our 2023 report.
<b>Offshore HSE</b>					
GRI 3	Disclosure 3-3 Management of Material Topic	pg. 42			
Occupational Health and Safety	Disclosure 403-1 Occupational health and safety management system	pg. 43			
Occupational Health and Safety	Disclosure 403-2 Hazard identification, risk assessment, and incident investigation	pg. 43			
Occupational Health and Safety	Disclosure 403-3 Occupational health services	pg. 43			
Occupational Health and Safety	Disclosure 403-4 Worker participation, consultation, and communication on occupational health and safety	pg. 44			
Occupational Health and Safety	Disclosure 403-5 Worker training on occupational health and safety	pg. 47			
Occupational Health and Safety	Disclosure 403-6 Promotion of worker health	pg. 45			
Occupational Health and Safety	Disclosure 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pg. 42			
Occupational Health and Safety	Disclosure 403-8 Workers covered by an occupational health and safety management system	pg. 43			
Occupational Health and Safety	Disclosure 403-9 Work-related injuries	a-c: pg. 67 d. pg. 42			
Occupational Health and Safety	Disclosure 403-10 Work-related ill health	a-b: pg. 67 c-d: pg. 42			
Training and Education	Disclosure 404-1 Average hours of training per year per employee	a. ii.: pg. 42	11.10.6 11.11.4 404-1 a. i.	Not applicable	Due to the current composition of Borr Drilling's offshore workforce, dividing training hours by general does not provide valuable insights.
Training and Education	Disclosure 403-10 Work-related ill health	Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs			

## GRI 2

Standard number	Disclosure number	Location/comment	Requirement/disclosure omitted	Reason for omission	Explanation for omissions
<b>Material topics</b>					
<b>Employment Practices &amp; Equal Opportunity</b>					
GRI 3	Disclosure 3-3 Management of material topic	pg. 46			
Employment	Disclosure 401-1 New employee hires and employee turnover	pg. 65			
Employment	Disclosure 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	pg. 66			
Employment	Disclosure 401-3 Parental leave	pg. 66			
Labor/Management Relations	Disclosure 402-1 Minimum notice periods regarding operational changes	pg. 37			
Market Presence	Disclosure 202-2 Proportion of senior management hired from the local community	pg. 37			
Diversity and Equal Opportunity	Disclosure 405-1 Diversity of governance bodies and employees	pg. 64	11.11.5 405-1 a. i-ii b. iii	Confidentiality constraints	Information about the board members' age range, as well as if board/management members are categorized as vulnerable groups, are considered confidential.
Diversity and Equal Opportunity	Disclosure 405-2 Ratio of basic salary and remuneration		11.11.6 405-2	Confidentiality constraints	Borr Drilling does not publish information on remuneration differentiation.
Non-discrimination	Disclosure 406-1 Incidents of discrimination and corrective actions taken		11.11.7 406-1	Not applicable	No cases were recorded in 2023.
Freedom of Association and Collective Bargaining	Disclosure 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	pg. 49			

## GRI 2

Standard number	Disclosure number	Location/comment	Requirement/disclosure omitted	Reason for omission	Explanation for omissions
<b>Material topics</b>					
<b>Human Rights</b>					
GRI 3	Disclosure 3-3 Management of material topic	pg. 35			
Supplier Social Assessment	Disclosure 414-1 New suppliers that were screened using social criteria	pg. 35			
Supplier Social Assessment	Disclosure 414-2 Negative social impacts in the supply chain and actions taken		11.10.9 414-2	Data missing/Incomplete	Borr Drilling is in the process of establishing a screening process via EcoVadis. We estimate that data from these screenings will be available for next year's report.
Forced or Compulsory Labor	Disclosure 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	b.: pg. 35	11.12.2 409-1 a.	Data missing/Incomplete	We take our commitment to avoid forced or compulsory labour seriously and have supplier requirements in order to mitigate this risk. However, a formalized categorization and assessment have not yet been conducted.
Security Practices	Disclosure 410-1 Security personnel trained in human rights policies or procedures	pg. 35			
<b>Local Responsibility</b>					
GRI 3	Disclosure 3-3 Management of material topic	pg. 36			
Indirect Economic Impacts	Disclosure 203-2 Significant indirect economic impacts		11.14.4 203-2	Data missing/incomplete	Borr Drilling has not yet conducted any analysis on this.
	Disclosure 204-1 Proportion of spending on local suppliers	pg. 36			
	Disclosure 413-1 Operations with local community engagement, impact assessments, and development programs	pg. 38-41			
	Disclosure 413-2 Operations with significant actual and potential negative impacts on local communities		11.15.3 413-2	Data missing/incomplete	Borr Drilling has engagement programs with local communities but should expand in extended materiality assessment, e.g. consolidated reporting/monitoring of impacts, stakeholder mapping, etc.

## GRI 2

Standard number	Disclosure number	Location/comment	Requirement/disclosure omitted	Reason for omission	Explanation for omissions
<b>Material topics</b>					
<b>Local Responsibility</b>					
	11.15.4 Additional sector disclosure		11.15.4	Data missing/incomplete	Borr Drilling collects grievances from local communities, but consolidated reporting is not yet in place. Under threshold for next year.
	11.7.4 Additional sector disclosure	<a href="#">Corporate Responsibility</a>			
	11.7.5 Additional sector disclosure	Local Responsibility	11.7.5	Not applicable	Due to the nature of our operations, no structures are left in place. Upon completion of projects, rigs are moved to other locations.
	11.7.6 Additional sector disclosure		11.7.6	Data missing/incomplete	Data missing or incomplete
<b>Responsible Business Conduct</b>					
GRI 3	Disclosure 3-3 Management of material topic	pg. 57			
Anti-competitive Behaviour	Disclosure 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No incidents recorded in 2023			
Anti-corruption	Disclosure 205-1 Operations assessed for risks related to corruption	All operations are routinely assessed			
Anti-corruption	Disclosure 205-2 Communication and training about anti-corruption policies and procedures	pg. 57			
Anti-corruption	Disclosure 205-3 Confirmed incidents of corruption and actions taken	No incidents recorded in 2023			
Anti-corruption	11.20.5 Additional Sector Disclosure	<a href="#">Fleet Status Report</a>			
Anti-corruption	11.20.6 Additional Sector Disclosure	AR			
Economic Performance	Disclosure 201-1 Direct economic value generated and distributed	AR			
Economic Performance	Disclosure 201-4 Financial assistance received from government	AR			

# Omission Index

Topics in the applicable GRI Sector Standards determined as not material.

Sector chapter	Sector disclosure	Reason for omission	Topic disclosure	Explanation
11.2 Climate adaptation, resilience, and transition	11.2.1	NA	Disclosure 3–3 Management of material topics	The topics of climate adaptation, resilience, and transition have in 2022 fallen below the threshold of reporting. In 2024, we conducted a TCFD assessment, and more granular details of this will be reported next year (see pages 70–71 for the TCFD summary).
11.2 Climate adaptation, resilience, and transition	11.2.2	NA	Disclosure 201–2 Financial implications and other risks and opportunities due to climate change	
11.2 Climate adaptation, resilience, and transition	11.2.3	NA	Disclosure 305–5 Reduction of GHG emissions	
11.2 Climate adaptation, resilience, and transition	11.2.4	NA	Additional Sector Disclosure	
11.4 Biodiversity	11.4.1	NA	Disclosure 3–3 Management of material topics	Through our TNFD assessment, topics related to biodiversity are assessed but have in 2023 fallen below the threshold of reporting. This is due to more direct and imminent impacts Borr Drilling has identified. The topic will be continuously assessed.
11.4 Biodiversity	11.4.2	NA	Disclosure 304–1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	
11.4 Biodiversity	11.4.3	NA	Disclosure 304–2 Significant impacts of activities, products and services on biodiversity	
11.4 Biodiversity	11.4.4	NA	Disclosure 304–3 Habitats protected or restored	
11.4 Biodiversity	11.4.5	NA	Disclosure 304–4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	
11.7 Closure and rehabilitation	11.7.5	NA	Additional Sector Disclosure	Due to the nature of our operations, no structures are left in place. Upon completion of projects, rigs are moved to other locations.
11.8 Asset integrity and critical incident management	11.8.4	NA	Additional Sector Disclosure	Borr Drilling does not have sand mining operations, and this is therefore not applicable.
11.16 Land and resource rights	11.16.2	NA	Additional Sector Disclosure	Borr Drilling has not caused the resettlement of local populations, and this is therefore not applicable.
11.17 Rights of indigenous peoples	11.17.1	NA	Disclosure 3–3 Management of material topics	The topic of indigenous peoples has been assessed and is not deemed material. Borr Drilling continues to work with local communities to ensure the mitigation of negative impacts and reinforcement of positive ones.
11.17 Rights of indigenous peoples	11.17.2	NA	Disclosure 411–1 Incidents of violations involving rights of indigenous peoples	
11.17 Rights of indigenous peoples	11.17.3	NA	Additional Sector Disclosure	
11.17 Rights of indigenous peoples	11.17.4	NA	Additional Sector Disclosure	
11.21 Payments to governments	11.21.4	Confidentiality constraints	Disclosure 207–1 Approach to tax	Due to confidentiality constraints of sensitive information, Borr Drilling does not wish to report tax information.
11.21 Payments to governments	11.21.5	Confidentiality constraints	Disclosure 207–2 Tax governance, control, and risk management	
11.21 Payments to governments	11.21.6	Confidentiality constraints	Disclosure 207–3 Stakeholder engagement and management of concerns related to tax	
11.21 Payments to governments	11.21.7	Confidentiality constraints	Disclosure 207–4 Country–by–country reporting	
11.21 Payments to governments	11.21.8	NA	Additional Sector disclosures	Given our nature as a service and equipment provider, Borr Drilling does not purchase oil/gas from states.
11.22 Public policy	11.22.2	NA	Disclosure 415–1 Political contributions	No such contributions have been made.