

# Navigator Gas CSR Update 2021



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# Introduction



**Dag von Appen**  
Non-Executive Chairman

We are a year into our new sustainability strategy, and 2021 has certainly been a year of challenges, changes and opportunities. The media headlines were dominated with constant coverage of the global pandemic and climate change, and we saw the world come together during COP26, stepping up its efforts to combat global warming. We are proud to be playing our part in reducing our environmental impact and creating a more sustainable future for our business and our industry.

In April 2021, we announced the proposed merger of the fleet and business activities of Ultragas ApS with those of Navigator Holdings Ltd. This was successfully completed on 4th August 2021, resulting in the creation of a handysized segment market leader with a combined fleet of 55 vessels. This significant change in the shape of the organisation has helped us identify new synergies and opportunities for internal and external collaboration. We have leveraged our leading position to secure two Approvals in Principle: one for an ammonia-fuelled gas carrier and the other for a CO<sub>2</sub> carrier. These innovations mark a significant milestone in our mission to reduce our emissions and align ourselves with the International Maritime Organisation's (IMO) strategy to reduce greenhouse gas emissions. Navigator Gas will play an active role in contributing to the industry's effort to reduce CO<sub>2</sub> intensity by 40% until 2030 and total GHG emissions by 50% until 2050.

Alongside these efforts, we have continued to evolve our sustainability strategy, and in recognition of our work in this area, we were awarded an EcoVadis Gold Medal for our continued commitment to sustainable business operations. This achievement places Navigator Gas among the top 5% of businesses across different industries that have been assessed by EcoVadis.

In this, our second CSR Report, we will update you on our progress on other key projects and initiatives covering our five chosen Sustainable Development Goals. You will also find our emissions data for the year 2021 together with data on our safety and social performance.

Finally, I would like to reaffirm our continued commitment to the United Nations Global Compact and the Sustainable Development Goals, and we have submitted our Communication on Progress, which is available on the Global Compact website. We will continue to push ahead on key areas of sustainability by addressing our own emissions and by positively impacting the world around us in meaningful ways.

# About Navigator Gas



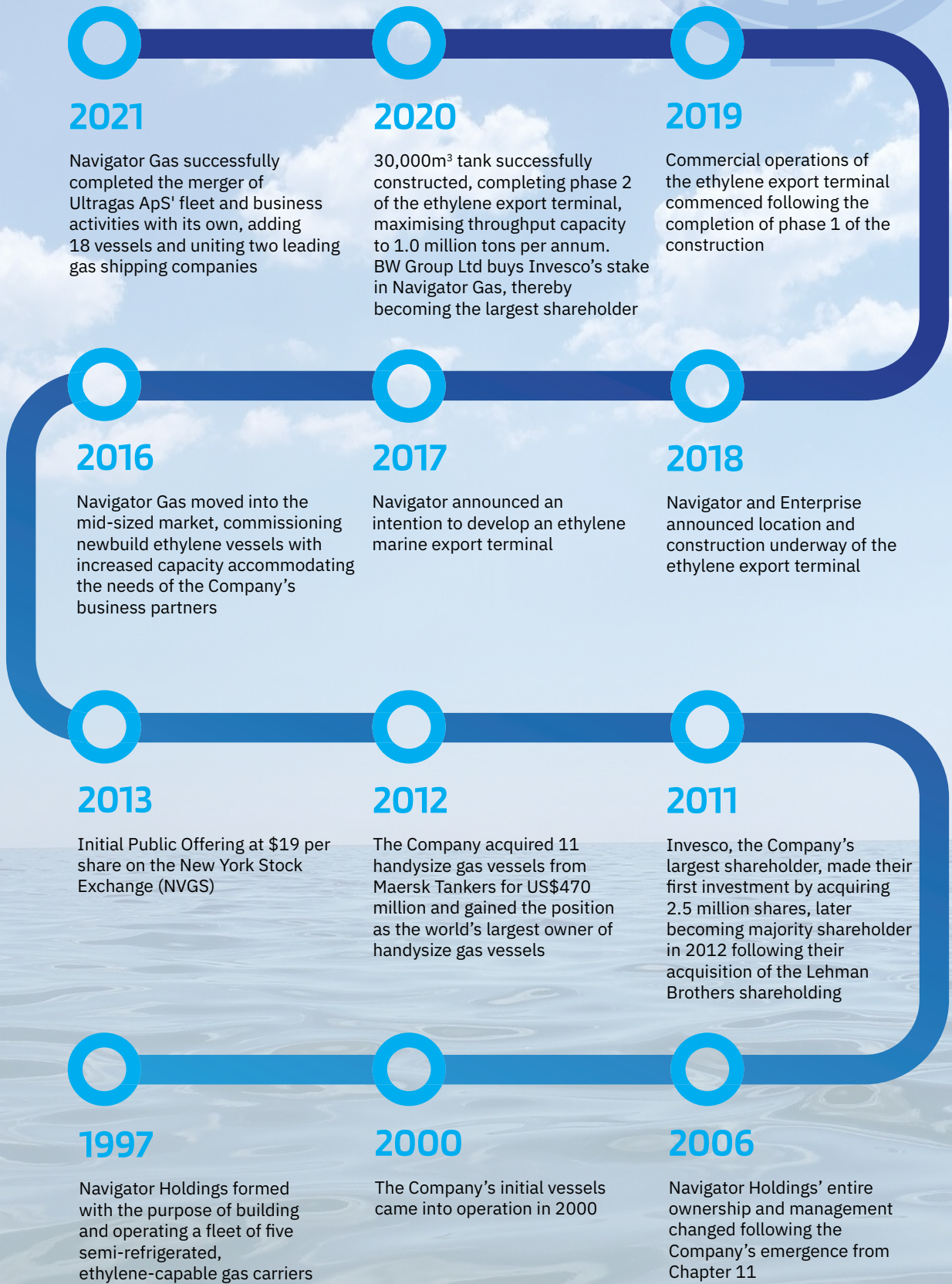
Our company, Navigator Holdings Ltd., is publicly listed on the New York Stock Exchange and was originally formed in the Isle of Man in 1997. Originally beginning as a five-vessel ethylene-capable liquified gas carrying company, we have experienced exponential growth over the last 24 years. As of 2022, we are now the owner and operator of the world's largest fleet of handysize liquified gas carriers. With our 55 seagoing ships, we provide seaborne transportation and regional distribution of liquified petroleum gas (LPG), petrochemical gases and ammonia for energy companies, industrial users and commodity traders. Through consistent and reliable transportation of critical liquified gases across the globe during a year marred by a global pandemic, we are proud of an average vessel utilisation of 88%, demonstrating our strong chartering and operational performance.

Alongside the growth in fleet size, we have continued to develop our joint-venture with Enterprise Products Partners to operate a 'first-of-its-kind' ethylene marine export terminal at Morgan's Point, Houston, Texas. Through combining Enterprise's vast pipeline infrastructure and our technical and commercial capabilities, we have unlocked additional value in the supply chain.

The products that we transport have a positive and substantial impact on our livelihoods. LPG, for example, is a clean and efficient energy source that has the lowest carbon footprint of any off-grid fossil fuel. Commonly used in developing countries, cooking stoves fuelled with LPG rather than wood or charcoal improves air quality and reduces respiratory illnesses. Ammonia is a key component of fertilisers, so is essential for food production and contributes significantly to the fight against world hunger. The petrochemical products we transport are integral to modern life and have applications ranging from medical equipment manufacturing and production of solar panels all the way through to thermal insulation in buildings.

We do all of this with safety, reliability and efficiency at the forefront of our minds as we live up to our commitment: connecting the world today while creating a sustainable tomorrow.

# About Navigator Gas



**2021**

Navigator Gas successfully completed the merger of Ultragas ApS' fleet and business activities with its own, adding 18 vessels and uniting two leading gas shipping companies

**2020**

30,000m<sup>3</sup> tank successfully constructed, completing phase 2 of the ethylene export terminal, maximising throughput capacity to 1.0 million tons per annum. BW Group Ltd buys Invesco's stake in Navigator Gas, thereby becoming the largest shareholder

**2019**

Commercial operations of the ethylene export terminal commenced following the completion of phase 1 of the construction

**2016**

Navigator Gas moved into the mid-sized market, commissioning newbuild ethylene vessels with increased capacity accommodating the needs of the Company's business partners

**2017**

Navigator announced an intention to develop an ethylene marine export terminal

**2018**

Navigator and Enterprise announced location and construction underway of the ethylene export terminal

**2013**

Initial Public Offering at \$19 per share on the New York Stock Exchange (NVGS)

**2012**

The Company acquired 11 handysize gas vessels from Maersk Tankers for US\$470 million and gained the position as the world's largest owner of handysize gas vessels

**2011**

Invesco, the Company's largest shareholder, made their first investment by acquiring 2.5 million shares, later becoming majority shareholder in 2012 following their acquisition of the Lehman Brothers shareholding

**1997**

Navigator Holdings formed with the purpose of building and operating a fleet of five semi-refrigerated, ethylene-capable gas carriers

**2000**

The Company's initial vessels came into operation in 2000

**2006**

Navigator Holdings' entire ownership and management changed following the Company's emergence from Chapter 11

# Our Values



We play a vital role in the global liquified gas supply chain and we use our assets to create a floating pipeline, helping to connect producers of cargo with their customers and end users. Everything we do at Navigator Gas, to achieve this aim, is underpinned by our ANCHOR values. These values are our guiding principles and they set out how we conduct our business. Integrating these values helps us to deliver a safe, reliable and efficient service to our customers as we chart our course towards a sustainable tomorrow.

## Connecting the world today

Creating a sustainable tomorrow

- Connect our customers with their markets worldwide
- Deliver a safe, reliable and efficient service
- Innovate through creative, viable and original development
- Lead the way to a truly sustainable tomorrow

### Anchor Values

- A Authentic
- N Nurture
- C Collaborative
- H Honest
- O Ownership
- R Resourceful

### Three Pillars

- Safety
- Reliability
- Efficiency



# Our Values

## ANCHOR values



### Authentic

Doing business lawfully, legitimately and transparently in a way which engenders trust and accountability.



### Nurture

Fostering a sustainable way of doing business by contributing to a sustainable tomorrow, cultivating innovation and creating a caring and supportive working environment.



### Collaborative

Working collectively with our customers, shareholders, the community, suppliers and our people towards building a sustainable tomorrow.



### Honest

Being genuine, truthful, transparent and respecting the rule of law.



### Ownership

Taking responsibility for our impact on the world.



### Resourceful

Drawing upon our collective talent, drive and creativity to deliver a safe, reliable and efficient service.



## Our Three Pillars



### Safety

Safety is a personal commitment at all levels of Navigator Gas. We have a shared responsibility to create a safe working environment. This means that we conduct our business by working in ways that prevent workplace injuries and ill health and promote health and well-being.

In our line of work, we deal with complex systems and infrastructure in the harsh environment of the open oceans. To do this safely our committed crews, ashore and afloat, use cutting-edge modern technology to transport and care for the cargo we carry.



### Reliability

Reliability and dependability go hand in hand. As an industry leader in the LPG shipping sector, we use advanced maritime technologies to deliver a best-in-class service. Our technical and engineering experts collaborate to harness that technology and to develop innovative, reliable solutions for our customers and partners.

The maintenance strategies we adopt for our assets assure mechanical integrity, reduce risk and enhance safety. These are essential and indispensable elements of reliability.



### Efficiency

A natural consequence of working safely, reliably and productively is efficiency. Through data-driven decision-making, lean process optimisation and effective cross-functional collaboration we can create value in the energy supply chain. Doing so enables us to manage and reduce the impact we have on the environment as we fulfil our vital role in transporting cargo where it is needed most.

# Our Strategy



Ever since our humble beginnings, we have known that our business plays a critical role in the global logistics chain. With that comes a responsibility to reduce the impact of our global operations on our environment so that we can live up to our aim to create a sustainable tomorrow. The world continues to battle with critical issues including poverty, social inequality and climate change, and we have made a commitment join the fight to solve these issues. In 2020, we aligned our corporate sustainability strategy with the targets and indicators associated with five specific Sustainable Development Goals.

The same five goals were maintained in 2021 and in 2022, we will review our overall progress against these goals and reassess whether we should continue with the same five, or whether different goals should be chosen.

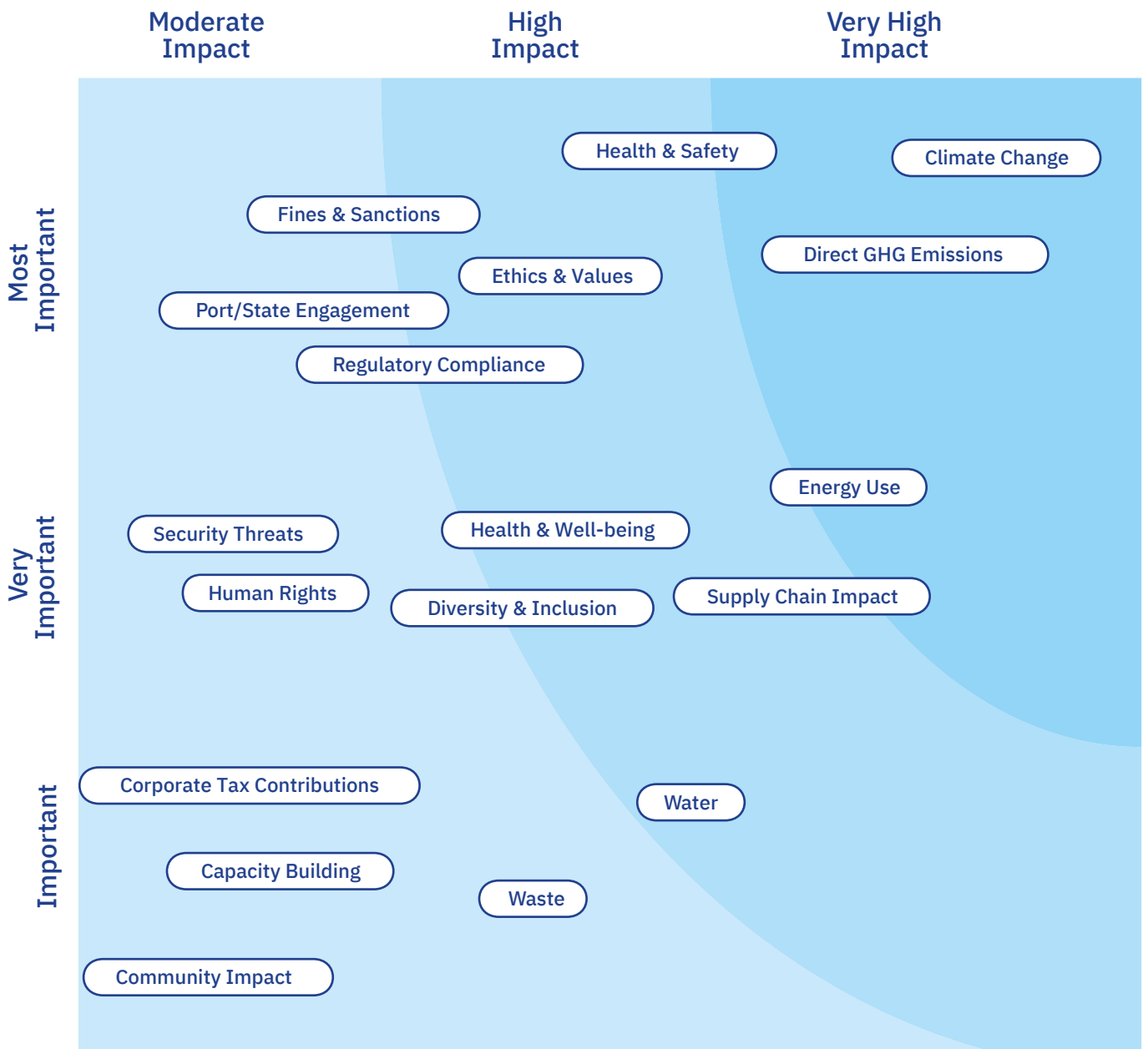
To supplement the development of our strategy even further in 2022. We have engaged the services of an independent consultancy to help us carry out a materiality assessment. This process includes conducting a systematic identification and evaluation of specific sustainability issues and then categorising them to determine their relative importance to our stakeholders and ourselves. We initially identified our stakeholders by examining organisations, entities and individuals across the full scope of our operations, and we then narrowed this list down to key stakeholders based within different interest areas. Concurrently, we mapped out all of the sustainability issues that these key stakeholders could be concerned with. We then continued the process by engaging these stakeholders in a dialogue around these issues using a combination of one-to-one interviews and questionnaires. Generating this data has allowed us to identify recurring issues and attach a level of importance to these issues.



# Our Strategy



## Our Materiality Process



# Our Strategy

## Our Materiality Process

In the first half of 2022, we kicked off a materiality process at Navigator Gas. The objective was to identify which sustainability issues our stakeholders see as the most important ones for our company to address. As there have been a lot of regulatory, geopolitical and scientific developments in the sustainability landscape, we were keen to understand whether our work around CSR was still aligned to the expectations of our stakeholders.

We worked with an external adviser to conduct our materiality assessment. Together, we identified eight groups of internal and external stakeholders, which we engaged in the process. From an internal point of view, we interviewed colleagues around the business about their expectations. From an external point of view, we engaged clients, shareholders, regulators, lenders, the capital markets, NGOs and sector groups to understand what they view as material issues for Navigator. We used a combination of quantitative and qualitative means to develop our ranking of material issues.

Following guidance from GRI 3: Material Topics (2021), we assessed our material issues not only on the importance to stakeholders but also on the wider impact of each issue. Our materiality matrix is included below.

During the remainder of 2022, we will review the results of the materiality assessment to identify where our sustainability strategy can be broadened and enhanced.



## Data & Business Intelligence

We live in an age where modern business takes place in a data-driven environment, and we recognise the need to enable our business leaders to make decisions which are based on facts, trends and statistics rather than conjecture. At Navigator Gas, particularly in our post-merger form, we utilise a wide array of business systems which all create data. During such a merger, there is inevitably a need to identify how business and enterprise level resources can be consolidated. This process is currently underway.

We have also continued with the development of our 'data warehouse', which is a central repository of data which can then be accessed using data visualisation packages such as Power BI. We need to be able to process the data by applying structure and context and equip ourselves with the ability to filter out irrelevant data. By doing so, we are creating consistently organised, structured and categorised data which is searchable and relevant. Ultimately, we are positioning ourselves to use information to solve business issues and problems. Managing this effectively means we can create knowledge and improve our organisational learning. This essential development will provide us with the building blocks we need to support our decision-making by setting targets, monitoring our organisational performance and ultimately creating knowledge.

During 2021 and the remainder of 2022, we are continuing this long-term project.

# Good Health & Well-being



**Chris**  
SDG 3 Champion

It is true that the phrase ‘safety is our top priority’ is used very frequently, but for Navigator Gas, this holds true. We put safety first in everything that we do, both at sea in our operational environment and also ashore in our office locations. Doing so helps us create the right environment for a positive safety culture to thrive. We are very proud of the fact that, in both 2020 and in 2021, there were no Lost Times Incidents in the Navigator Gas in-house managed fleet.

We have a committed and growing team of multidisciplinary safety and marine experts who are responsible for ensuring that our staff worldwide have the tools and systems they need to operate safely. Our three pillars of Safety, Reliability and Efficiency weave across the safety management spectrum, forming the foundation of our business as a requisite element in our sustainable future.

Our Integrated Management System covers the full range of occupational health and safety, quality and environmental management. The procedures and processes we use in our global operations were certified by DNV in 2021 as meeting the requirements of the ISO 45001, ISO 14001 and ISO 9001 standards.



## Good Health & Well-being



### Health

The global COVID-19 pandemic continued to disrupt businesses around the world, but thanks to our high level of organisational resilience, we were able to continue delivering our high standard of service. We brought together the collective capabilities by collaborating using existing video-conferencing technologies and by placing additional safety measures in place in our offices and on our vessels.

At Navigator Gas, we recognise that we need a healthy workforce to support our operations, and we take every opportunity to promote health and well-being throughout the organisation. Naturally, during the pandemic when government restrictions on the freedom of movement are in place to hinder the propagation of the virus, the possibilities to engage in many communal sports and well-being activities are .

That being said, we took the opportunity to turn challenges into opportunities! As a company that ordinarily has a rich social calendar for its staff, we recognised that we needed to get creative. During 2021, we organised a company-wide cooking class with one of Jamie Oliver’s renowned chefs using Zoom. The fun and engaging activity helped the team sustain its close bond while providing some inspiration for a healthy and nutritionally balanced meal.

And, when one eats, one must exercise! To help keep the team feeling fit and healthy, we organised a step challenge where participants could use wearable technology to count the number of steps they took per day and then compare their performance with that of their teammates’. We had a variety of winners – most picturesque walk, highest walk, best team walk. Our shore event coincided with an activity challenge onboard our vessels and the winning shipboard team were also recognised.

As restrictions began to ease during 2021 we were able to organise team sporting events which included six-a-side football matches on a few occasions. All well-being activities were undertaken in strict compliance with government requirements and guidelines in force at the time.

Alongside welfare activities, our staff enjoy a range of benefits including a comprehensive insurance package with health, life and income protection. For our London colleagues, this cover is available in addition to NHS provisions. For our Polish colleagues, the benefits exceed the requirements of the Polish Labour Code. For our Latvian colleagues, this is covered through private health insurance. These facilities provide our employees with that much-needed safety net in the event of ill health. Additionally, we have a 24-7 Employee Assistance Programme allowing any member of our UK-based shore team to consult with trained advisors who can provide practical advice on a range of issues. For our newly joined Danish and Filipino colleagues, their existing benefits packages will be continued as they were with their former employer.

Creating a safe working environment is an important ingredient of well-being. Our office workspaces are ergonomically designed to promote comfort and safety, and we carry out routine ergonomic assessments of workstations and more detailed risk assessments when needed. During mandatory self-isolation periods in 2021, staff members based ashore were working from home. We provided additional guidance to help them create a safe working environment, which included specific guidance on ergonomics and relevant legal requirements.

Looking ahead into 2022 and towards the presently unfolding humanitarian crisis in Ukraine, our colleagues decided to combine sport and fitness with a charitable effort to raise funds. A series of six and seven-a-side football matches arranged with local business and trading partners have been planned, providing both the opportunity to engage in a healthy sporting activity and also to contribute to the relief effort. Any money that will be raised will be given directly to the UK Disasters Emergency Committee Ukraine Humanitarian Appeal fund.

A range of other sporting activities are in the pipeline, which includes engaging with local gyms to promote sport and exercise and scheduling other inclusive team sports in our respective office locations.

## Good Health & Well-being



### Safety

The maxim that you cannot improve what you do not monitor, and you cannot monitor what you do not measure, holds true for health and safety. We continue to gather measurements and statistics because we believe that it is everyone's right to return home safely at the end of every working day and after every voyage.

Our dedicated team uses technology, data and analysis techniques to identify how effectively health and safety is being managed throughout the organisation. Our recent merger has also provided an additional opportunity to consolidate the technology and systems we use to monitor our safety performance.

Harnessing these synergies enables us to share knowledge and experience, and also to streamline our shore safety support functions.

Safety performance statistics and trend analyses drawing from a broad range of data points are gathered monthly. Clear, easy to understand and informative reports are created using this data so that everyone at Navigator Gas can gain an insight into how well we are doing and where more work is needed. An important source of data we use comes from our near-miss reporting programme. A near-miss is an undesired and unplanned event which did not result in harm but had the potential to do so. We use this data to help us identify where potential gaps might exist in our systems. Near-misses also provide a valuable learning opportunity, as we are able to make proactive decisions to take action before an incident has occurred. Our vessels report near-misses as they occur, and we have recently expanded the programme to include all of our shore offices and establishments.



We take pride in recognising and acknowledging safety excellence at Navigator Gas. Our Safety Star programme helps us identify individuals who have contributed extraordinarily to improving the working environment on board their vessel. This could be through raising awareness by reporting near-misses or making use of their Stop Work Authority. We ask each of our vessels to nominate their Safety Stars, and from these nominations, we choose three winners every month.

To share their success and help others benefit from their improvements, we have a section in our quarterly company newsletter, The Sextant, dedicated to our Safety Stars. Our newsletter, published by our ship management team, started life as a short and simple newsletter.

Over time, it has grown into an informative, engaging and entertaining read for our seafarers. We use The Sextant as a key communications channel on a range of subjects including technical articles sharing best practices, safety tips and general interest topics. Each issue contains a 'Fleet Flash' and 'KPI Flash', infographics which provide a visual overview of key safety and technical performance measurements.

During 2022, we have decided to initiate a Safety Maturity Assessment within our business, to help us get an overview of our safety performance from a more qualitative perspective. It will help us take an honest look at ourselves so that we can understand our strengths and weaknesses as well as guiding us as to how we can further improve our performance as a group. We expect the results of this assessment to be available later in 2022.



## Environmental

Our interaction with the environment has a direct influence on our health and well-being, and those around us. We ensure we minimise the impact of our operations on the environment by preventing pollution and reducing our energy consumption. To understand our impact, our technical experts gather and monitor environmental performance data. The focus of the data is on vessel engine emissions, garbage management and marine pollution prevention. As data is becoming richer and more sophisticated, we are presently trialling a real-time reporting solution using sensors providing accurate, uninterrupted and secure data. This provides us with a foundation for increased situational awareness and data transparency, and increased reliability and efficiency.

Within our new combined fleet, we have been able to strengthen our environmental reporting capabilities. Twelve vessels in our fleet have been fitted with sensors, which enables us to acquire data from key systems on board automatically and accurately. We are also developing our reporting tools to include comprehensive greenhouse gas emissions reporting and facilities to enable our teams to understand the environmental impact of commercial decisions.

## Good Health & Well-being



### Dan-Unity

As part of a joint venture with shipping company Evergas, Dan-Unity is the world's first shipping entity focused entirely on carbon capture and storage. By leveraging the collective knowledge and expertise of the two partners' companies, Dan-Unity has the know-how to transport CO<sub>2</sub>, a technically difficult substance to transport in liquid form. We are confident that carbon capture and storage technology will be part of the global solution to address CO<sub>2</sub> emissions. Designs for specialist vessels capable of meeting the technical and safety demands associated with transporting liquid CO<sub>2</sub> have been drawn up, and Navigator Gas is now in a position where it can commission a newbuild vessel for this purpose.



### Quality

Our team of safety professionals ensures that our procedures and processes are aligned with our business strategy. The team identifies every opportunity to improve and streamline our operations. This contributes directly to our excellent safety record and helps us to meet customer needs and requirements. Some of our safety professionals are also qualified mariners, and they have an important role in ensuring we operate our vessels in accordance with regulations, industry best practices and customer requirements. They fulfil an important role in liaising with customer-vetting departments and facilitating vetting inspections on our vessels. Within our shore team, we have qualified health and safety professionals supporting the organisation, including chartered members of professional bodies and institutes such as the Institution of Occupational Safety and Health (IOSH), the Institute of Environmental Management & Assessment (IEMA), and the Institute of Marine Engineering, Science & Technology (IMarEST). We provide support for all shore staff to obtain professional memberships and accreditations.

### Audits

Understanding how well we implement our systems enables us to deploy resources efficiently and effectively. Conducting internal and external audits gives us the opportunity to visit our vessels, our offices and our customers. We work together to maintain the highest standards of safety and quality throughout our operations. Within the ship management division of Navigator Gas, we have several qualified ISO lead auditors who contribute to this process.

The global travel restrictions arising from the pandemic prevented us from carrying out in-person audits of our vessels during 2021. However, securing the cooperation and acceptance of relevant authorities, we were able to implement a programme of remote audits which helped us maintain the quality of our services and operations without compromising the safety of our seagoing and shore-based staff.



## Good Health & Well-being

### Vessel Health, Safety & Well-being

COVID-19 had a significant impact on the crews of vessels worldwide, and for Navigator Gas, we have sometimes been unable to undertake crew changes despite our very best efforts. The need to balance the safety and well-being of our crew members while at all times complying with rapidly changing international health regulations has not always been easy. Our crew planners have worked tirelessly to ensure our seagoing staff were able to return home safely and as timely as possible.

Building on our successful quarterly Safety Day programme, our safety teams create engaging learning materials with specific learning outcomes. This is achieved by facilitating group work and peer exchange, reflective learning and practical sessions. We will be supplementing these materials with short videos covering safety management topics such as risk assessment and risk management. Recent topics have included near-miss reporting, using personal protective equipment and using Stop Work Authority. All of our vessels benefit from a wide range of training resources, including dedicated computer-based training systems, shore-based training and on-board drills. Several times each year, we conduct larger training exercises where we mobilise the shore emergency response team to test the effectiveness of our crisis management capabilities.

The well-being of crew members on board our vessels is a priority for us. Each crew member is provided with internet access free of charge. We also provide a wide range of recreational facilities on board, including gym equipment, entertainment facilities and good-quality accommodation.





# Quality Education

4 QUALITY EDUCATION



**Mary**  
SDG 4 Champion

In the words of a famous human rights activist: “Education is the passport to the future, for tomorrow belongs to those who prepare for it today.” We believe that having access to quality education and learning opportunities is pivotal in ensuring sustainable development. We encourage personal development, and we provide sponsorship opportunities to our employees to study and expand their competency both ashore and on board seagoing ships. Alongside external opportunities, we also have developed our internal training programmes through lunchtime seminars and safety stand-downs. Our company sponsors a well-established cadet training programme, providing us with a source of qualified and well-trained personnel for our vessels and offices.

Further, the recent merger has unveiled opportunities for Navigator Gas staff members ashore to visualise alternative career pathways within the new, larger organisation.



## Quality Education



### OUR CURRENT ACTIVITIES

#### Lunch 'n' Learn

Our 'Lunch 'n' Learn' scheme has proven to be a continued success. These short, bite-sized sessions cover a range of topics aimed at raising awareness of important issues, sharing knowledge and enhancing organisational learning. We have used video-conferencing technology to continue delivering these sessions online for the duration of the pandemic. Some examples of the topics discussed include celebrating International Women's Day and raising awareness of gender inequities, the UN Sustainable Development Goals and Safe Homeworking Set-up. The success of the programme has prompted us to develop an internal 'NavCasts' programme which, similar in style to a podcast, will allow us to convey information and share knowledge across the organisations.

#### Professional & On-the-job Training

Our employees are actively encouraged to identify development opportunities as part of the personal development and appraisal process. Training courses and professional qualifications are provided in accordance with business and operational needs. For example, we support our finance team members through various professional qualifications and exams including CIMA and ACCA. During 2021, we are proud to mention that two of our seafarers were able to take advantage of office secondments to support them in their development to transition into shore roles as Technical Superintendents.

A highlight of 2021 was recruiting our first-ever apprentice in the position of Data Analyst Apprentice, and in 2022 we have been able to recruit a second apprentice to join the CSR and Sustainability team. We occasionally employ individuals with little or no work experience to provide them with an opportunity to learn and develop in a workplace setting. We recognise that some people choose not to pursue a university degree and prefer a more applied approach to learning a new profession. Doing so creates opportunities for professional development as well as a route to progression within the organisation.



#### External Events

Government restrictions on free movement have naturally had an impact on our ability to participate in external events on an 'in-person' basis. However, video-conferencing technology has provided unrivalled opportunities to collaborate and participate in seminars and events. In some cases, using custom-made online conference platforms has remained a feature of many conferences. Staff members and seafarers have participated in a wide range of industry-relevant seminars, which has helped to enrich their experience and provide safe opportunities to network, despite the difficult circumstances imposed by COVID-19.

## Quality Education



### Navigator Gas Company Conferences

For the duration of the pandemic, in-person company conferences have been suspended. However, in previous years we have hosted company conferences where we invite senior and junior officers to participate in lectures, workshops and seminars. These are presented by in-house and guest speakers. By offering internal seminars, we are able to convey important messages to all employees that work within the offices and on board our vessels. Some examples of the seminars may include an in-depth safety talk on new initiatives that we want to be introduced on board the vessels, or even informing the officers on the importance of sustainability and ways to improve our environmental efficiencies. These are just some examples of the seminars we provide to our officers, and it has proven to be an invaluable tool to educate our entire business on critical business functions.

Following our merger, we are looking to optimise how we facilitate conferences, and we are looking to adopt a hybrid online and in person approach. This enables us to maximise internal networking in a cost and environmentally efficient manner.

### Equal Opportunities

In support of equal and inclusive education and employment, Navigator Gas is committed to offering equal employment opportunities. To do achieve this, we are aligned with the UK Equality Act and the UK Modern Slavery Act. We ensure that within our workplaces and candidate application processes we always base decisions on ability and we never discriminate on the grounds of sex, ethnicity, sexual orientation, religion or race.

The table above shows our employee demographics for Navigator Gas and for the former Ultragas/Ultraship entity which was merged with Navigator Gas on the 4th of August 2021. For simplicity, the data has been presented for the two entities separately and from 2022 onwards, the data will be combined.

### Gender Equality

As a participant company of the United Nations Global Compact, we seized the opportunity to engage in the Target Gender Equality. A member of the HR team was designated as the company's representative in the programme, and this colleague networked and engaged in all of the sessions. By doing so, our colleague tackled some of the complex issues around gender equality, the barriers and the challenges. The challenges are even greater when we consider our seafaring staff. According to the IMO and the International Chamber of Shipping, women represent just 1.2% of the global seafarer workforce. While this figure still represents an increase of over 45% based on 2015 data, it is clear that the industry is still a long way from achieving gender balance.

This knowledge is important to Navigator Gas. As the largest operator in our segment, we have a moral obligation to promote gender equality in shipping. As an organisation that has just completed a merger and is now integrating and streamlining processes and systems, we are looking for ways to promote the maritime industry as a career for women. This includes promoting seagoing and shore-based career opportunities.

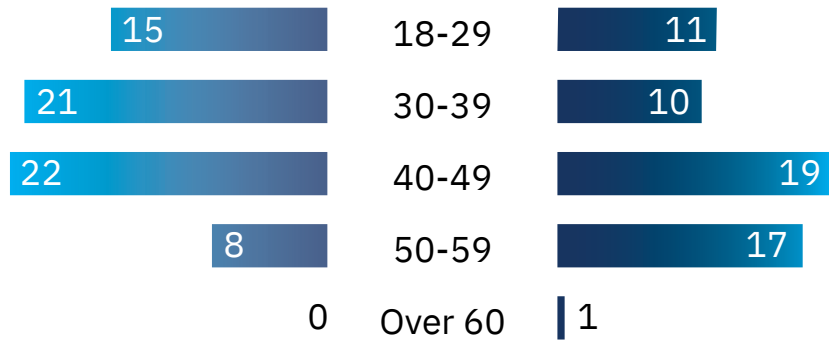


# Quality Education

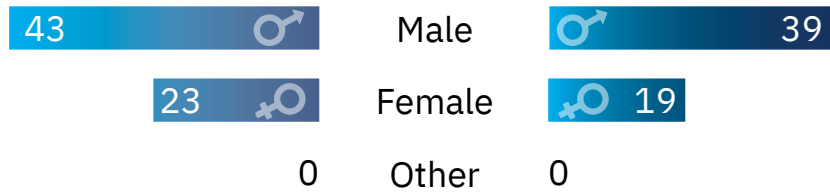
## Employee Demographics



### Age Range



### Gender



### Nationalities



### Recruitment & Promotions



### Attrition Rate





NAVIGATOR JORF

Feeding The World

NO SMOKING

FIRST

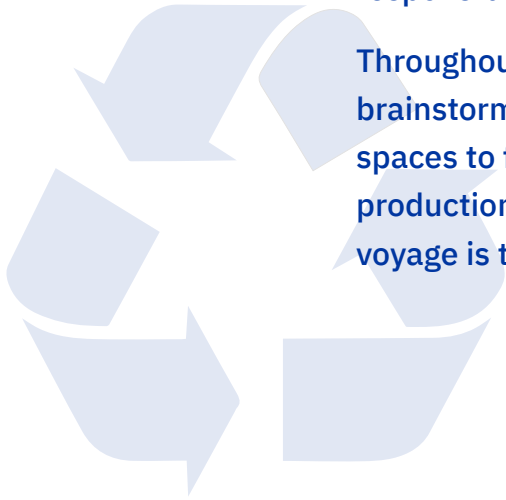
# Responsible Consumption & Production



**Joanna**  
SDG 12 Champion

Humans use the planet for its abundance of natural resources that we harness for food and fuel. However, despite many resources being renewable in nature, we have over-exhausted those resources and inflicted irreversible change on many of our ecosystems. We are committed to implementing marine technologies that offer the potential to do more with less, and to increase resource efficiency without sacrificing economic growth. We hope that our demonstration of leadership in this area will encourage other industry stakeholders to adopt similar practices that promote responsible consumption.

Throughout our CSR journey, we have implemented new initiatives, brainstormed future ideas and created dedicated teams and spaces to facilitate the transition to responsible consumption and production. One area of particular importance to us in our CSR voyage is the focus on responsible procurement.



## Responsible Consumption & Production



### Plastics Reduction

Single-use plastics (SUPs) are widely known to have adverse effects on the environment. While some of these bottles are recycled, those which are not recycled would take over 450 years to decompose (according to the World Economic Forum). Water bottles manufactured from SUPs are severely damaging to the environment.

On the Navigator Gas vessels, SUPs represent around 15 to 17% of all solid wastes produced. To gain a better understanding of the range of SUPs in use on board our vessels, we conducted a fleet-wide inventory which identified 18 different categories of SUPs including plastic drinking water bottles and single-use bottles for cleaning liquids and gels.

To address this issue, we introduced ‘Brita Mypure Professional’ water filtration systems on board four of our vessels. The aim of this initiative was to provide filtered and purified drinking water and eliminate the need to purchase and supply mineral water in plastic bottles. We have also focused on reducing single-use plastics which are typically used for packaging and storage. For example, on some vessels, we have installed a bulk chemical station for cleaning chemicals, so that hand-held spray bottles can be refilled on board.

In response to regulatory requirements in India and Kuwait, we have developed a SUP ‘Ship Execution Plan’, which has been trialled on one of our vessels. The initial results indicate that SUPs can be managed more efficiently, and we are currently exploring how that plan can be adapted to cover the entire Navigator Gas fleet.

## Responsible Consumption & Production



### Supply Chain Efficiency – Delivery Optimisation

Our project to optimise freight deliveries is underway. One tangible example of this is the optimisation of the delivery of calibration gases (span gas). Through a robust vendor approvals process, we have formed partnerships with selected suppliers to provide our vessels with annual span gas deliveries in strategically positioned locations, such as Rotterdam, Houston and Singapore. Alongside the economic benefits of optimising our supply chains, the reduction in transport miles and number of deliveries has the potential to significantly reduce our carbon emissions. We are looking to replicate this delivery optimisation across all supplies used on our vessels, and we anticipate substantial improvements to our supply chain emissions.

#### INDUSTRY COLLABORATION

##### Trans-it

To bolster our commitment to SDG 12 and engage in more responsible consumption and production, in 2020 we were proud to collaborate with Trans-it, a logistics service provider for the maritime industry. Cooperation between Trans-it and our procurement team allowed us to achieve an important goal in reducing our carbon emissions. By developing a ‘carbon-tracker’ that uses a sophisticated

model to measure the amount of emissions released by a transporting vehicle, such as a plane or a cargo vessel, we are now able to make informed decisions on what modes of transport we use along our supply chain.

Our freight movements in 2021 are given below.

On average, our freight movements emit 2.49 kg of CO<sub>2</sub> per kg of freight we transported in 2021. The industry average, as provided to us by Trans-it is 5.17 kg of CO<sub>2</sub> per kg of freight.

### Marine Purchasing Platforms

The opportunity to consume and produce responsibly does not end with simply reducing emissions. It is becoming increasingly common for companies to use dedicated systems and processes to unlock greater economic and environmental efficiencies throughout their supply chains. We maintain our commitment to investigating new ways to unlock this potential. By collaborating with global supply chain management companies, we are confident that we can expand on our previous initiatives and use comprehensive supply chain management systems to ensure that our suppliers are abiding by the same guiding CSR principles as ourselves.

	No of shipments	Total weight	Total CO <sub>2</sub>	Average CO <sub>2</sub> per shipment	kg CO <sub>2</sub> per kg <sup>2</sup> of freight
Air	110	20699	192959	1754	9.32
Sea	33	17378	3452	105	0.20
Truck	22	46398	4281	195	0.09
Courier	97	2210	15513	160	7.02
<b>Total</b>	<b>262</b>	<b>86685</b>	<b>213205</b>	<b>825</b>	<b>2.49</b>

#### Freight Movements in 2021



# Life Below Water



**Dariusz**  
SDG 14 Champion

It is well known that the oceans are vital for all life on earth, covering around 70% of the surface of our planet. At least half of the air that we breathe is created by phytoplankton (microscopic organisms that live in the sea) creating oxygen in a process known as photosynthesis. The oceans are essential for regulating climate, a process directly affected by the way we use the resources of the earth such as the consumption of fossil fuels leading to an increase in heat-trapping greenhouse gases. As a food source, the ocean has an indisputable role in helping to feed millions of people around the world, not just with fish or crustacea but also algae and sea plants. In terms of biodiversity, it is important to keep in mind that the ocean is not simply just a food source.

A vast number of fascinatingly diverse creatures exist within the oceans, and we continue to discover new species and novel forms of life. The oceans also provide the basis for employment and prosperity. The OECD estimates that by 2030, ocean and maritime industries will employ more than 40 million people. As part of those industries, we rely on the ocean to fulfil our purpose of transporting products to end users. This means that we have a shared responsibility to use the ocean and its resources sustainably.



## Life Below Water



### Our Aims

To be sustainable, we must balance human activities with the oceans' capacity to remain healthy and diverse in the long term. A major part of our values are to contribute to the global economy without upsetting this delicate balance. Implementing the main conventions and regulations adopted by the IMO Member States actively addresses marine pollution, mainly from sea-based sources but also, at least indirectly, from land-based sources. However, we want to exceed these expectations and are committed to minimising our impact on ocean environments.

### Hull Coatings

Some of the measures implemented in 2021 and 2022 include the application of a silicon-based coating to the propellers and the subsurface portion of the hull, reducing drag and consequently emissions due to improved fuel efficiency. The project was deemed successful, and the application of this coating will form part of the standard list of modifications during scheduled dry dockings.

### Ballast Water Treatment Systems

Within our fleet, we have already commenced a programme to install ballast water treatment systems. To date, installations have been completed on five vessels, and installations will continue for the remainder of the fleet during scheduled dry dockings. These systems use ultraviolet light to prevent microorganisms from establishing a reproductive and invasive population in another environment. Preventing this is important to maintain biodiversity.

### Performance Monitoring Equipment

As a consequence of our recent merger and the consolidation of technologies and systems, we will install performance monitoring equipment on our vessels. Two important components are mass/flow metres for bunker fuels and shaft power meters in order to provide real-time and ongoing power-monitoring data on the rotating shaft connected to the ship's propeller.

# Emissions & Environmental impact

The International Chamber of Shipping (ICS) stated that the shipping industry accounts for 2-3% of global greenhouse gas emissions, and with the expectation that global trade will continue to rise alongside GDP and population size, it is essential that maritime organisations introduce GHG-reduction initiatives.

At Navigator Gas, we pride ourselves on seeking out new ways to improve our economic and environmental efficiencies where they are in accordance with international maritime standards. Recent initiatives such as optimising voyage routes and targeting efficient vessel speeds have all contributed to our organisation’s effort to reduce carbon emissions and improve vessel efficiencies. We have also begun to translate these internal efforts throughout our supply chain by measuring carbon emissions and acting upon the information provided.





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## Emissions & Environmental Impact



### Decarbonisation

It is clear that in terms of collective human effort, decarbonisation and stabilising the climate probably ranks among the most crucial. In 2021, during the United Nations Climate Change Conference (COP26), the Glasgow Climate Pact was agreed. Participating nations agreed on a range of items to curb greenhouse gas emissions in order to limit global warming to 1.5 degrees. In 2022, the Intergovernmental Panel on Climate Change (IPCC) issued the sobering second instalment of the Sixth Assessment Report, which states in no uncertain terms that more ambitious actions are needed to address climate risks. In April 2018, the IMO declared its ambition to reduce greenhouse gas emissions from international shipping by at least half by 2050, when compared to 2008 levels.

Given the clear urgency of these messages, Navigator Gas has a responsibility to reduce its environmental impact. To that end, a decarbonisation strategy working group has been formed to carve out our long-term strategy to reduce emissions. That long-term strategy will combine measures which are currently being undertaken, with a view to making changes in the medium to long term to ensure that we are on the right decarbonisation trajectory.

### Climate Alignment & the Poseidon Principles

The extent to which our vessels' carbon intensity aligns with a decarbonisation trajectory meeting the IMO's requirement to reduce GHG emissions by at least 50% by 2050 is known as 'climate alignment'. The metric used to measure this is the Annual Efficiency Ratio, and it is calculated by dividing the sum of the carbon emissions for a given voyage by the product of the vessel's deadweight and the distance travelled during that voyage.

Our performance for 2019, 2020 and 2021 can be found in the table on page 32.

### CII & EEXI

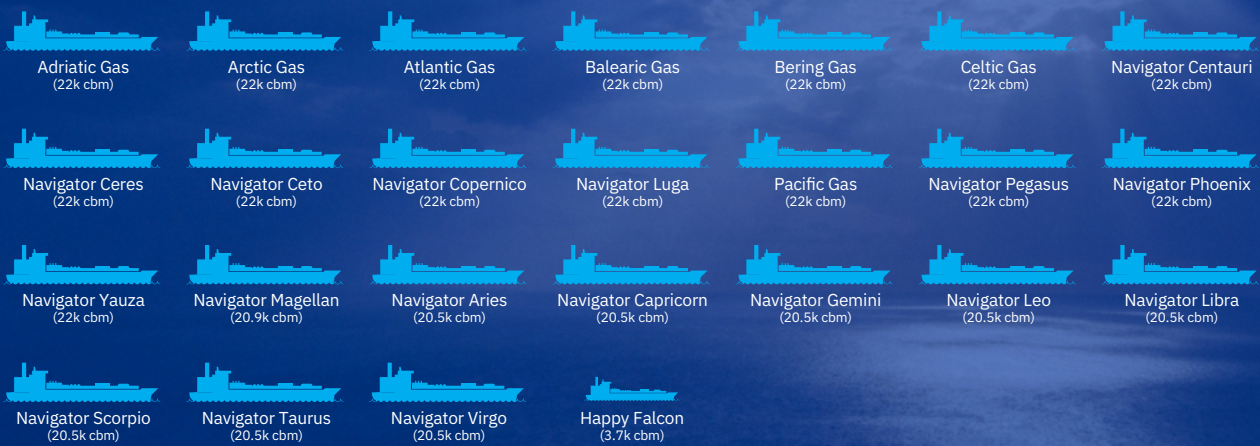
In June 2021, during the 76th session of the IMO Marine Environment Protection Committee, new amendments to MARPOL Annex VI were adopted requiring vessels to reduce their greenhouse gas emissions. The amendments combine a technical and operational approach towards reducing energy efficiency. These new measures will require us to calculate what is known as the Energy Efficiency Existing Ship Index (EEXI) and our annual operational Carbon Intensity Indicator (CII) and associated CII rating. These new regulations are expected to enter into force in late 2022, coming into effect from the 1st January 2023. Our in-house technical experts have been laying the groundwork to calculate these ratings. We have adapted our systems, and in collaboration with DNV, we obtained a first view of our CII ratings, one year in advance. DNV provides us with advisory and data verification services.



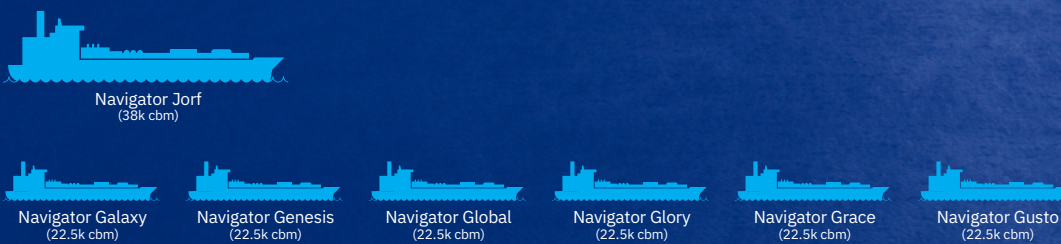
## Ethylene-Capable Vessels



## Semi-Refrigerated Vessels



## Fully Refrigerated Vessels



## Emissions & Environmental Impact



### Carbon Offsetting

Carbon reduction is a key strategic goal, and we are continuously looking for ways to reduce our carbon emissions associated with the operation of our fleet. For those emissions which are presently unavoidable, carbon-offsetting offers a viable solution to enable us to achieve a carbon net-zero voyage. In 2021, we performed a trial carbon-neutral sea voyage with Navigator Capricorn, one of our semi-refrigerated gas tankers. The voyage began in Marcus Hook in the United States and concluded in Jorf Lasfar, Morocco. We calculated the distance the vessel would travel between these two ports and what the associated fuel consumption would be. By using approved conversion factors, we established that the voyage would emit 1,068 metric tonnes of CO<sub>2</sub>. By cooperating with the Norwegian climate and technology company CHOOOSE, we were able to compensate for those emissions by identifying worthy projects which reduce equivalent

emissions somewhere else. For this trial voyage, we chose to support an accredited renewable energy project in the Philippines.

Later in 2021, we performed the world's first carbon-neutral ethylene transport with our vessel Navigator Triton, which carried a full cargo from Morgan's Point in Houston, USA, across the Atlantic Ocean to Antwerp in Belgium. We compensated for the unavoidable emissions in a similar manner, but on this second occasion, we supported a project designed to reduce deforestation in Cambodia.

### Emissions Data Table

A Fleet Sustainability Score is a tool used by financial institutions to quantify how sustainable a fleet is using a weighted AER average. It is common practice to target a low Fleet Sustainability Score as it reflects an optimally low AER rating.

Navigator Gas Fleet				Ultragas/Ultraship Fleet	
	2019	2020	2021	2021	
Number of vessels	38	38	38	17	
Distance sailed	1965766	2392782	2286772	929362	
Total deadweight	787870	787870	787870	284737	
Total CO <sub>2</sub> emissions (MT)	634096	681188	676658	217422	
Mean CO <sub>2</sub> emissions per nautical mile	0.35	0.31	0.30	0.23	
Total SOx emissions (kg)	1748138	1728076	1875710	501085	
Mean SOx emissions per mile	1.115	0.85	0.82	0.54	
Mean AER	16.8	14.5	15.0	17.03	
Poseidon Principles AER Trajectory Value	13.3	12.9	12.6	12.60	
Percentage deviation from Trajectory Value	+26%	+12%	+19%	+35%	
<b>Fleet Sustainability Score</b>	<b>1.29</b>	<b>1.12</b>	<b>1.19</b>	<b>1.35</b>	





## Poseidon Principles

The four pie charts illustrate the percentage of vessels in 2019, 2020 and most recently 2021 that bettered the respective Poseidon Principles trajectory value for each year. In 2019, we can see that five out of 38 (13.2%) of our vessels achieved an AER rating below the target set by the Poseidon Principles, while 33 out of 38 (86.8%) did not. When comparing our 2019 data to our 2020 data, we can see that 12 out of 38 (31.6%) of our vessels achieved an AER rating that bettered the 2020 trajectory value set by the Poseidon Principles, up by seven from 2019. In 2021, 10 vessels from Navigator Gas bettered the 2021 trajectory value, down by two from 2020. Seven Ultragas/Ultraship vessels achieved the trajectory value for 2021. Pinpointing the exact cause of our fleet's AER variation is challenging due to the uniqueness of each vessel. However, we can attribute this to a number of factors that have been previously mentioned, such as the use of alternative fuels and weather routing. Two additional factors that we believe were important to our success is a reduction in fleet speed (eco-speed) and increased vessel utilisation.

In 2019, we had an average utilisation of 86.34% and an average fleet speed of 13.63 knots. In 2020, there was an improvement in both metrics, with an increased vessel utilisation of 86.85% and a slower average fleet speed of 13.35 knots. In 2021, the improvement continued with an average utilisation of 88% (Navigator Gas legacy fleet only) and a slower average speed of 13.23 knots than 2020 and 2019 figures. Increased vessel utilisation means less waiting at anchor and shorter periods of stay in ports, which ultimately leads to improved energy efficiency.

## Other Initiatives

We have a range of smaller-scale initiatives which are progressively being implemented across the entire fleet. On example is the use of LED lighting on board our vessels, which consume less electricity than alternative lamps.

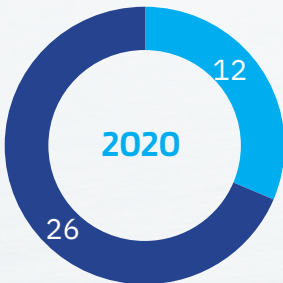
Technical optimisation includes the implementation of an EcoSauer system, which reduces the pressure in compressed air systems, reducing the power demand on shipboard generators and consequently reducing fuel consumption. An initial assessment of the results following installation showed an average reduction of 191 metric tonnes of CO<sub>2</sub>.

# Emissions & Environmental Impact



### 2019 (Trajectory Value 13.3)

5 vessels achieved the trajectory value  
33 vessels did not



### 2020 (Trajectory Value 12.9)

12 vessels achieved the trajectory value  
26 vessels did not

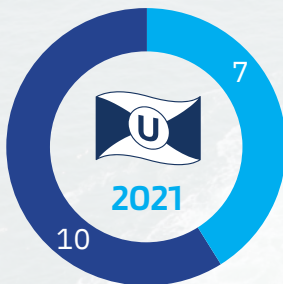
- Achieved
- Did not achieve



### 2021 (Trajectory Value 12.6)

#### Navigator Gas

10 vessels achieved the trajectory value  
28 vessels did not



#### Ultragas/Ultraship

7 vessels achieved the trajectory value  
10 vessels did not

- Achieved
- Did not achieve



# Peace, Justice & Strong Institutions

16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



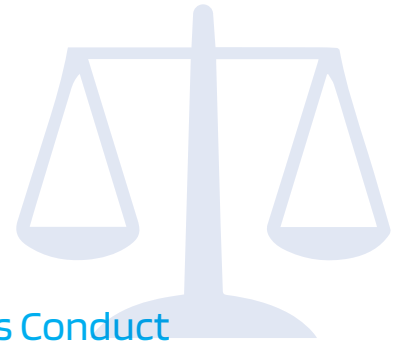
Alex  
SDG 16 Champion

The maritime industry thrives in a peaceful environment. For our industry to continue to grow sustainably, we see it as an imperative for maritime businesses to uphold the rule of law. In support of this, the International Maritime Organization has a global legislative framework covering many aspects of ships and shipping.

Flag states and port states implement maritime laws and regulations to create prosperous, safe, secure and environmentally responsible trade. Ship owners and ship operators have their role to play in complying with those laws, through eliminating bribery and corrupt business practices, by engaging in responsible and ethical business, and by respecting the rule of law.



## Peace, Justice & Strong Institutions



### Our Aims

To function effectively, we need to have a solid foundation of governance within our business. We have clear policies, processes and systems in place to ensure that we comply with national and international legislation, regulations and industry best practices. We actively encourage and, where possible, support our business partners and suppliers to do the same. We are working to eliminate all forms of corruption, bribery and facilitation payments in all areas of our business. We promote accountability, transparency and ethical business conduct throughout our operation and in our supply chain. There is a range of techniques at our disposal to help us tackle corrupt behaviour. These include vendor risk and impact assessments, reporting and supply chain management processes.

### Human & Labour Rights

At Navigator Gas, we believe in a principles-based approach to the way we do business, and fundamentally, this invokes a duty towards ensuring that human and labour rights, anti-corruption and ethical practice. For this reason, we openly support the 10 principles of the United Nations Global Compact and the United Kingdom Modern Slavery Act, 2015. We have incorporated these into our Company Code of Conduct.

In our own operations and our business dealings with others, we fully support and respect internationally proclaimed human rights protections, and we take steps to ensure that Navigator Gas is not directly or indirectly complicit in such abuses of those rights.

Further, we support the abolition of all forms of forced or compulsory labour, and the effective abolition of child labour.

As part of our efforts to innovate, we recognise that we have a responsibility to encourage the development of technologies which reduce our negative impact on our environment.

### Ethical Business Conduct

All Navigator Gas staff members and contractors are required to read and accept the provisions of our company Code of Conduct. We do this because we recognise that a strong governance structure is essential in stamping out all forms of corruption and malpractice, including extortion and bribery. Our Code of Conduct covers a range of topics and clearly defines the expectations and requirements we have of our employees.



This includes:

- That our Code of Conduct applies to everyone, including contractors
- Setting out everyone's responsibilities under the Code of Conduct
- Our commitment to the law
- Our commitment to health, safety and the environment
- Our commitment to the company, including information security
- Our commitment to our shareholders, our customers and to our communities.

In 2022, it was decided that Navigator Gas should join over 100 other companies forming the Maritime Anti-Corruption Network (MACN). This global business network is working towards a vision of a corruption-free maritime industry by eliminating all forms of maritime corruption. We made this choice because it is important for us to play our part in this vision and to contribute to a culture of integrity and ethical business in shipping.

# Peace, Justice & Strong Institution



## Whistleblowing

Navigator Gas is committed to conducting business with honesty and integrity, and our expectation is that everyone within our company and everyone we do business with maintains high ethical standards. We value our culture of open communication but we also recognise that a situation could arise where it is necessary for an individual or one of our external business partners to make a ‘whistleblowing’ disclosure, for instance, if there is a deviation from compliance with applicable laws or our Code of Conduct. To make this possible, we have created the Navigator Gas Ethics Portal. This anonymous reporting facility is accessible at <https://ethics.navigatorgas.com>. The Portal allows reports to be made independently on the internet or by telephone at no charge to the caller. The Portal is available 24 hours a day, 365 days a year, and supports over 300 languages. Reports can be made confidentially or anonymously if desired. Any report or call made using the Portal is received and processed on behalf of Navigator Gas by Convercent, a third-party provider that is independent from our company.

## Fulfilling Our Duty

We would like to take this opportunity to recognise the crew of our vessel Navigator Gusto that were on board in December 2021. During routine operations, a member of the deck crew noticed that a person was in the water, waving their arms, apparently in distress. Following established training routines and springing into action, the crew proceeded to their stations to perform emergency duties that have been rehearsed and practised so many times before. The vessel’s rescue boat was dispatched and the distressed person was recovered from the water a short time later. Shortly afterwards, the distressed person – an Arabic speaking female – was transferred to a dedicated search and rescue vessel and taken ashore for further assistance. This situation represents one of many occasions where seafarers fulfil their statutory duty to render assistance to people in distress. We thank the crew of the Navigator Gusto for their vigilance and prompt response during this emergency situation.



**Navigator Gusto Rescue Boat Team**  
3rd Officer M Shalyakin,  
3rd Engineer A Chikati  
and AB S Mailapelli

The rescue boat was waterborne 7 minutes after the initial observation.

# Peace, Justice & Strong Institutions



## Awards & Recognition

### EcoVadis Gold Medal



### Dan-Unity



Dan-Unity CO<sub>2</sub> A/S, a Navigator Gas 50/50 joint venture with Evergas A/S, awarded an approval in principle for a 22,000 cubic metre capacity CO<sub>2</sub>-carrying vessel by classification society ABS

### Approval in Principle for Ammonia-fuelled Vessels



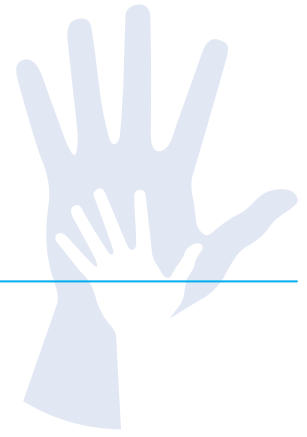
Awarded an approval in principle for an Ammonia fuelled gas carrier by classification society DNV AS

### Best CSR Report



Awarded '**Best Integrated Logistics CSR – Global 2021**' as part of the Capital Finance International CSR Awards 2021

# Charitable Support



We believe that it is important to support our communities, and given that we have an international presence, those communities are not necessarily tied to a fixed location.

In 2021, we increased our shore-based presence. In addition to our offices in London, Gdynia and Riga, we now also have shore-based personnel in Houston, Copenhagen and Manila. This list shows the charities the company and/or its staff have supported during 2021.

## International Seafarers' Welfare and Assistance Network (ISWAN)



Through our annual membership, we support ISWAN in their work to promote and support the welfare of seafarers all over the world. Their activities include the provision of a 24-hour helpline, projects and campaigns in support of seafarers' welfare. We recognise that seafarers have a vital and challenging role in the international logistics chain. We are proud supporters of ISWAN.

## The Mission to Seafarers



With a long history, The Mission to Seafarers has supported seafarers in 200 ports and 50 countries. They provide various types of support on a charitable basis, including pastoral support, advocacy and a range of practical facilities in Seafarer Centres such as internet access and transportation to local amenities.

## British Red Cross



Bringing help and assistance to those in need, providing emergency medical aid and supporting victims of modern slavery and trafficking are just a few of the wide array of support activities provided by the British Red Cross. They have helped in some of the world's biggest emergencies, and we are very proud to have been able to support their work as part of a company charitable event.

## Przedsiębiorcy Pomagają



The Foundation brings together entrepreneurs, businesses and individuals who are interested in helping those in need. Working in cooperation with Social Welfare Centres, the Foundation helps to renovate and equip community facilities, conduct charity auctions and host charitable events. The Foundation has been in existence for eight years and has received support from over 1,000 donors, conducted 25 successful charitable auctions and processed more than 43 tonnes of gifts!

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