



camlin

# Sustainability Report 2023

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# 2023 at a glance



# To Engineer Better Futures



601  
People



£77 million  
In revenue



21  
Global sites



17  
Countries

Trusted to deliver results  
for some of the largest  
infrastructure owners  
across the world

# Camlin Group

At Camlin our Purpose is ‘To Engineer Better Futures.’ It expresses the essence of what we are: it is our DNA. And that’s why we’ve chosen every word very carefully.

## To Engineer:

This describes the precision, care and deliberation that goes into everything we design and build, as well as the way we work. It means more than ‘engineering’ as an industry. It includes everyone as the verb ‘to engineer’ applies to everything we do.

## Better:

Camlin stands for improvement. The word ‘better’ represents what our business is about: we’re here to improve networks. It also confirms that we’re focused on positive outcomes.

## Futures:

There’s more than one future that matters here. We will positively impact on all the futures of our customers, regulators, environments, communities... and of each other. ‘Futures’ reflects Camlin’s ambition and drive, and it shows that we’re always looking out for the next big challenge to solve. ‘To engineer better futures’ will guide Camlin every day, informing the decisions we make and the way we work. Our Purpose isn’t meant to sound complex or tricky to grasp. Far from it. We need it to be easily memorable and meaningful to shape and direct what we’re working towards.



# Optimising Critical Infrastructures

Across Camlin’s 3 business units, Kelvatek, Camlin Energy and Camlin Rail, our unique combination of industry-leading experience, pioneering technologies and value driven partnerships enable our customers to maximise reliability, drive efficiencies, protect their people and accelerate their plans for the future.



## Vision

Our vision is our unique picture of what things are going to look like. It’s what we want to become, and the difference we can make to the world in the long term.

### Our vision is:

‘To optimise the critical infrastructures all around us’. We’re committed to making networks better, by enhancing and improving them because we understand the importance of every network – they are critical to the smooth, efficient and successful running of our societies and economies. As with our Purpose, the wording of our Vision is very deliberate:

### To Optimise:

This is to create something to the best of your ability; To improve, enhance, to make better.

### The Critical Infrastructures:

These infrastructures are a body of systems and networks that are an indispensable part of modern life. The world’s Rail and Energy infrastructures are essential to the effective running of our cities, communities and economies.

### All Around Us:

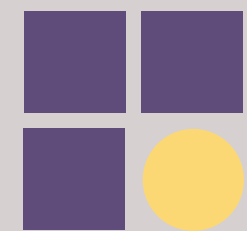
These key infrastructures permeate every aspect of our lives. Regardless of what role we are in, every individual relies daily on the effective operation of these infrastructures.

Our Vision has the capacity to transform our business:

For us to do this, we need to apply it to our business plans. You’ll see the Vision related to our OKRs, at Group level and across each Business Unit which collectively serve the energy and transport industry globally.

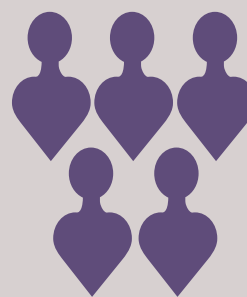
# Our Values

While our purpose is our raison d’etre, our values are our mantra by which we live. These values shape how we work daily – how we make decisions, how we interact with each other, with our customers, with our communities; in short, they define us. They are our culture.



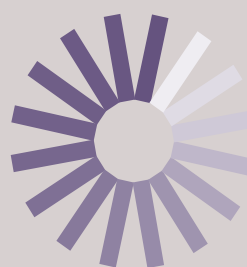
## We won’t accept the way it’s always been done

We always look for and strive towards new ways to improve or look at things differently



## We believe in people

We provide opportunities and platforms for people to share and everyone should feel open to freely giving their ideas and suggestions



## We work together

We try and find ways to introduce more collaboration - both within our own small teams and across the whole of the Camlin business



## We listen to learn

We ask questions to find new information with purpose



## We’re trying to do the right thing

We take time to consider alternatives to get the best outcome, rather than going with the easiest option



# Sustainability Framework

Our understanding of sustainability is deeply embedded within our purpose ‘To Engineer Better Futures’. We have mapped out exactly what this means across the core pillars of Environment, People & Society and Governance & Performance. Our Framework is encapsulated within our sustainability circle below.



# SECTION 1

## Environment:

Business Investment:  
UN SDG 7



Climate Action:  
UN SDG 13



Environmental Portfolio of services  
and solutions: UN SDG 7,9 & 13



Responsible Consumption:  
UN SDG 12



# SECTION 2

## People & Society:

Good Corporate Citizenship:  
UN SDG 4, 8 & 17



Investing in our People:  
UN SDG 3, 4, 5 & 8



Safe & Sustainable Development  
for Society: UN SDG 11



# SECTION 3

## Governance & Performance:

Supply Chain:  
UN SDG 10 & 12



Labour & Human Rights:  
UN SDG 10



Ethical Business Practice:  
UN SDG 16



Sustainable Customer Partnerships:  
UN SDG 9 & 17



SUSTAINABLE DEVELOPMENT GOALS



Find out more





## Section 1

# Environment

Driving Change for a  
low carbon future





# Decarbonising our business - Our commitments

Camlin Group has set ambitious targets to reduce carbon emissions over the coming decades. We joined the Science Based target initiative in 2022 and are committed to a 46% reduction in Scope 1 & 2 emissions by 2030 from the base year set of 2019, with a goal of achieving 100% reduction by 2040. Additionally, we have committed to achieving 100% reduction in Scope 3 emissions by 2050. These goals underscore Camlin’s proactive approach to mitigating our environmental impact and aligning with global sustainability objectives.

- Targeting a 46% reduction in Scope 1 & 2 emissions by 2030 based on a 2019 base year.
- Targeting 100% reduction by 2040, 10 years before the deadline, circa 4.2% reduction year on year.
- Validate Scope 3 target in 2024 after completing more detailed analysis of value chain emissions.
- Committed to achieving 100% reduction in Scope 3 emissions by 2050, demonstrating proactive environmental stewardship.

GHG Quantity Emissions Reported (tCO2e)

	<div>↑1</div> <div>SCOPE 1 Direct Emissions</div>	<div>↑2</div> <div>SCOPE 2 Indirect Emissions</div>
2019	93.08	203.47
2022	77.99	141.37
2023	119.84	153.61





# Decarbonisation Strategy - Partnership with CarbonFit

In 2023 Camlin partnered with CarbonFit to drive a more efficient and advanced approach to managing carbon and energy. By transitioning away from manual spreadsheet-based methods, Camlin leveraged CarbonFit’s online platform for real-time data management, regulatory compliance, and actionable insights. Our partnership with CarbonFit will continue into 2024 as we operationalise these new systems to streamline our data collection and enhance sustainability practices across our operations.

Partnering with CarbonFit, Camlin Group created a robust carbon reduction plan for the coming 5 years. We have identified and will implement:

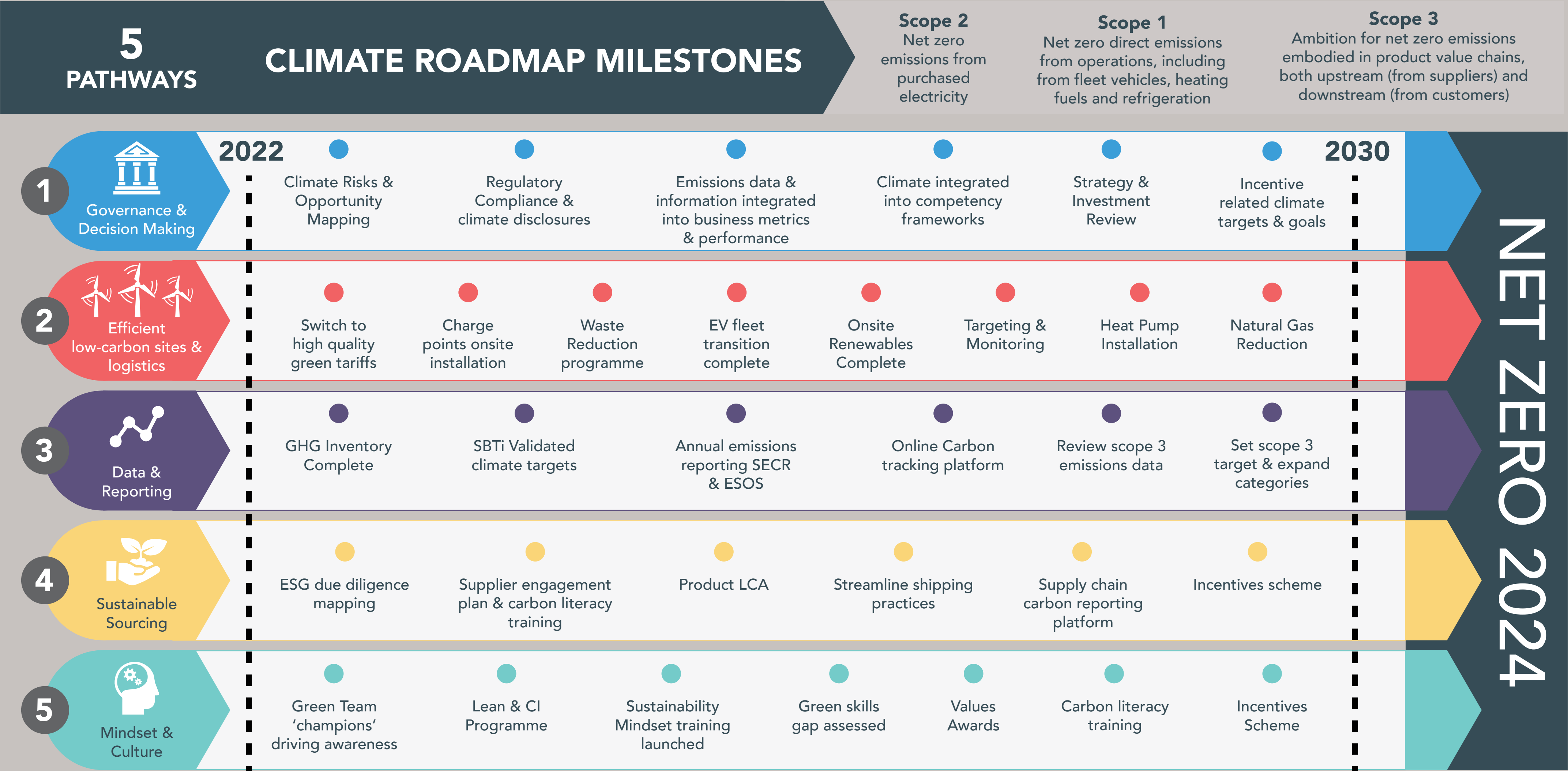
- energy-saving measures resulting in a remarkable saving of 471,422 kWh
- approximately £200,000 in annual cost savings through energy efficiency measures.
- embracing renewable energy solutions as part of our sustainability strategy with solar PV systems installation in 2025 and 2026.

Together with the support of CarbonFit, we aim to drive meaningful change towards a greener future, where environmental stewardship and operational excellence are prioritised.



## Pathways to a Net Zero Future:

- ✓ Governance & Decision Making
- ✓ Efficient Low Carbon Sites
- ✓ Data & Reporting
- ✓ Low Carbon Logistics and Procurement
- ✓ Sustainability Mindset & Culture





# Small Changes - Big Impact

Lean and Continuous Improvement initiatives across Camlin in 2023 are supporting us to drive a sustainability agenda.



Our operations team set up a lean initiative to remove excess packaging and plastic wrap from frequent PCB deliveries and replace these using antistatic carriers. That had multiple positive impacts, by reducing production set-up time and reducing negative environmental impacts.

By eliminating the excess packaging for the PCB deliveries, **a carbon reduction of approximately 27,926.88kg of CO2 annually** was calculated for this small change. To put this in perspective, this would be the same as taking **6 cars off the road for a whole year**.

This lean initiative not only improves processes, and reduces costs, but has a positive impact on minimising our environmental footprint. Scaling up these small changes will help us to achieve our carbon reduction targets, reduce environmental impact and demonstrate improved sustainable ways of creating value for the business and our customers.

In 2024, Camlin will launch a new Sustainability Training Programme across the organisation to build on these efforts and amplify our sustainability mindset and culture.

## 2023 saw Camlin establish its first Green Team!

We know that individually, tackling environmental and climate issues can be hard, so we created an internal team dedicated to helping raise awareness and drive our sustainability goals. The mission of the Green Team is 'to collectively promote a thriving sustainability mindset across Camlin that builds and strengthens our collective capacity to minimise environmental impacts and decarbonise our business'.

## Recycling initiatives in Operations and Production

As part of Camlin's Green Initiative, our Operations Team worked closely with customers to take reuseable packaging crates back for immediate reuse or refurbishment. This initiative alone saves Camlin £22,364 per annum and reduces our carbon emissions by 15.64 (in metric tonnes) and is the equivalent of 556 pallets saved from landfills and 54 cars taken off the road.





Recycling is a key part of the circular economy, and each small change we make to our recycling plays an important part in preserving our precious primary resources and securing the future of our planet. We will launch a new Waste and Recycling plan in 2024 to further drive changes and support circular economy principles.



# Our Products, Services & Equipment - Driving change for a low-carbon future

The power grid is an essential pillar to a sustainable future. Network decarbonisation, whilst still being able to provide reliable power, is the first hurdle for the industry. Yet this drive, coupled with the increasing electrification of transportation and heat, adds an ever-increasing burden on the grid to be reliable. These pressures are occurring in the context of an aging infrastructure, with much already beyond its design life. Energy companies worldwide have consistent issues with capacity, complexity and capability, along with increasing demands of affordability and investment structures.

Through 2022 and 2023 Camlin have been working to enhance our portfolio offering that addresses these fundamental customer needs and provides integrated and holistic solutions to help our customers and partners realise future grid systems through:

-  Advanced monitoring and insights
-  Connected solutions to enable whole network management & visibility
-  Data skills and solutions to minimise risks and optimise performance
-  Deep domain expertise to provide specialist partner services

## Enhancing energy infrastructure to ensure a resilient energy supply – using data and technology to drive efficiency, savings and impact

‘Proactive Management of faults is what you would want as the customer; long unplanned outages that are hard to restore create complaints and disruption for customers’.

Camlin has an industry leading energy product and solutions portfolio across the fault, load and cable health management, asset management and biogas and gas sectors. Across 2023, our teams have been working to create impact dashboards that leverage data and digitalisation to support our customers to run their operations more efficiently, therefore limiting disruption to customers, making cost savings and supporting our commitment to UN SDG 7.





# Expertise as a service

Camlin have REVOLUTIONISED the distribution networks and customer performance through expert services

Since 2015 in the UK our solutions and services have saved:





# 2023 Spotlight - PRESense in action

We're delighted in 2023 to have completed the largest installed rollout of LV monitors for partners, Electricity North West. We're proud to have installed 5400 PRESense units - the only end-to-end LV monitoring platform that has operationalised predictive fault process in non-trial conditions.

Gaining a deeper insight into the Low Voltage (LV) network has never been more important as the number of Low Carbon Technologies (LCT) increases across the distribution grid in the drive towards Net Zero. With customer behaviours evolving fast, operators are under pressure to accommodate increasingly dynamic, unpredictable power flows which are putting greater pressure on an aging distribution infrastructure. PRESense is an innovative, edge computing enabled LV monitor that provides distributed intelligence and data capture. The monitoring data captured provides information that gives an unmatched picture of load patterns and their impact on network performance.

In addition, PRESense supports a proactive approach to managing cable health, giving clients a clear picture of developing problems to ensure any issues are detected early and can be proactively managed.

PRESense, coupled with other Camlin smart equipment and services, allows us to deliver powerful insights from our clients' fault and load data, enables them to maximise returns from existing network investments, make informed strategic decisions, deliver improved customer outcomes – and most importantly, embrace the opportunities of net zero.

**Edie Net Zero Awards 2023 finalist project under Smart Systems and Flexibility Project of the Year!**



# Safeguarding the delivery of renewable power to electricity grids - Totus TTM

Supporting the renewables sector to reliably deliver green energy to the electricity network is vital in our aims to play our role in supporting the transition to a cleaner energy future. In the drive towards renewable power generation, transformers will play a critical role in connecting wind, solar and hydroelectric generation to the electricity network. Domestically generated energy is more important than ever as governments look to enhance their energy security policies in a globally volatile market. The transformer is one of the most critical pieces of infrastructure connecting the renewables project to the electricity grid. These assets connecting renewable energy to the network are under increased pressure due to intermittent renewable power generation and an undiagnosed fault can lead to a catastrophic failure, taking the transformer offline and resulting in loss of electricity production for an entire facility as well as regulatory fines. Understanding the health of assets in the presence of increasingly complex network operations and load patterns presented by renewable power is necessary to deliver a low carbon future.

## Sector Spotlight - Renewables

We have been working with 3 very large wind farm operators (offshore, onshore and solar) and we are planning on carrying out our first installations of our TOTUS monitoring product in Q1 of 2024 with plans for further opportunities throughout the year.



*We want to continue growing within the renewables market across the UK and*



*beyond. Our end-to-end transformer monitoring solutions deliver key insights into asset health, reducing the risk of unplanned outages and informing strategic decisions.*



**Barry Forster,**  
Account and Regional Director





## Section 2

# People & Society







# Our people & society

At Camlin, people and society are central to everything we do. This means investing in our global Camlin team to ensure we provide an attractive, safe, and rewarding work environment; committing to the wider communities and societies in which we work through active civic engagement; and shaping sustainable development for society via the services and solutions we provide.

Investing in our people - We are committed to building a strong values-based culture where the health, well-being and continuous development of our people is central.



# Investing in Our People Investing in Our Future

We are committed to building a strong values-based culture where the health, well-being and continuous development of our people is central.

Values & Culture - Across 2023 we continued to focus on embedding our values and were delighted to have our efforts to create a positive work culture recognised across multiple platforms.

## Making Camlin a Great Place to Work

In April this year we were proud to receive recognition from Great Place to Work UK not once, but twice! Camlin Group was officially included on both the 'Best Workplaces™' and 'Best Workplaces for Wellbeing™' lists for 2023.

Inclusion on the lists is driven by the responses received by our annual Employee Engagement survey, which measures how our colleagues feel about being a part of Camlin. We are really proud of the positive culture and drive to embrace wellbeing we are creating together in Camlin Group.



## Gaining Kudos for Leading Culture

Our positive workplace culture was further recognised in 2023 when we were included in Kudos' annual Best Culture Awards program in November. Camlin Group is one of only 13 organisations to be named a Culture Leader, recognised by Kudos as having succeeded in building a strong and distinct workplace culture founded on our mission, vision, and values. Receipt of this award is a testament to our commitment to fostering a thriving environment for all employees and truly reflects our continuing dedication to the wellbeing of everyone across our business.



“These Culture Leaders have succeeded in building a strong and distinct workplace culture founded on their organisation’s mission, vision and values. Their investments in people analytics, strategic employee recognition and culture initiatives have made a quantifiable difference in employee engagement and organisational performance.”



# Future Innovators Programme

## ‘Seeking Bright New Minds for a Brighter Tomorrow’

At Camlin we know that work placements can provide degree students with invaluable insights into their chosen industry and the world of work in general. Whilst in previous years we’ve welcomed one or two students into Camlin, 2023 saw 11 students join us on year-long placements. Hailing from multiple universities and colleges, they have taken on roles in diverse departments from all across our UK businesses.

To both celebrate their placement and provide them with a greater insight into the wider Camlin business, all 11 were invited to a two-day Early Careers event at Camlin HQ, in Lisburn. The students met with CEO Peter Cunningham as well as Nuala McDonald (CPO) and the MDs of our Rail and Energy businesses. The students were introduced to all aspects of the business and given a tour of our Lisburn factory by Alistair Finlay (Chief of Operations) and Cate McCandless (Manufacturing Manager).

The Early Careers event was a resounding success and as we move into 2024 our aim is to establish partnerships with a number of universities and expand the placement programme across the global business.



**Hannah Beasant**  
Marketing Placement Student

## Tell us about your placement with Camlin so far?

I’m working with the marketing team, and I’ve already had the opportunity to explore different areas I’m interested in, such as Digital Marketing. I’ve been able to work on webpages, social media and also helping with event planning.

## Tell us about what you’re studying at university?

I’m studying BSc Communication, Advertising and Marketing at Ulster University in Belfast. I really enjoyed the module Digital Communication as this gave me insight into online marketing and the different platforms available for marketers to use; and how we analyse online behaviour.

## Why are you passionate about your chosen field/job role?

I find consumer behaviour quite interesting, and this was one of the first modules of my university course. This spiked my interest in marketing, especially the digital side as you can analyse online behaviour.

## What has been your favourite experience in Camlin so far?

I’ve enjoyed working on webpages using Craft CMS (Content Management System). I like the creative side of marketing more than I anticipated and exploring the different features of Craft CMS has been fun. The marketing team, and everyone I’ve encountered at Camlin, have been very welcoming and willing to help.

# Lifelong Learning & Development - Launch of Percipio

At Camlin we recognise that our people are our greatest strength, and as we continue to grow as a business, the need to provide our people with the tools and opportunities to grow both professionally and personally increases. In August we made a major investment in a state-of-the-art learning and development platform called Percipio.

This AI driven platform provides people with a modern, simple, and intuitive way to learn. Everyone has access to hundreds of pre-set, curated learning pathways, offering a blend of self-paced online courses, hands-on practice and virtual live online classes to help close skill gaps. People can complete skills benchmarks and earn digital badges and the incredible part is that Percipio is available anytime, anywhere and on any device.

Employees are free to choose topics of interest and self-direct their own learning; managers can set learning topics for their teams; and we can design company-wide bespoke learning on important topics, helping us establish 'The Camlin Way' of doing things. Subject areas currently under design include: Our Values; Continuous Improvement; Sustainability; Emotional Intelligence; as well as a programme to support the rollout of the Technical Competency Framework. In addition, a monthly 'Grow and Succeed with E-Learning' email gives employees an opportunity to dip into a chosen topic, with quick links to bite-sized learning modules. Since Percipio has launched, nearly 70% of Camlin colleagues have accessed and used the platform. Over 236 badges have been earned and these numbers are continuing to rise.



*I love the way it points you toward the training relevant for you. And it makes it easy to plan it and do it. There's a sense of personal accountability with it – setting up and managing your own training plans, in line with your personal aspirations and your manager's aspirations for you as an employee, makes it meaningful to your development rather than ticking a box for mandatory training."*

**Jill Cooper,**  
Customer Operations Director



*"Percipio is a great addition to Camlin. The wide selection of subjects and materials available make it a perfect place to start your learning journey. The intuitive interface and anytime access, on phone or laptop, makes it so much easier to keep making progress and complete courses."*

**Vitalie Gremalschi**  
(Kelvatek)



*"I have really enjoyed using Percipio; the platform is engaging, easy to use and delivers a wide range of courses. It's great for both longer and shorter courses; even if you only have 20 minutes to spare in a day you can still complete a course and learn something new, which is rewarding."*

**Alana Smith**  
(People Team)



*"Using Percipio has been a transformative experience for me. The platform's diverse range of courses has not only enhanced my skills but also made learning enjoyable. It's a valuable resource that I'm grateful to have at my fingertips."*

**Guiseppe La Gualano**  
(Data Solutions)



1,527 hours  
logged



4,175 videos  
completed



351 courses  
completed



330 badges  
earned



25 book  
summaries  
completed



12 books  
completed



1 audio book  
completed



13 audio  
summaries  
completed



# Health & Wellbeing

Camlin runs a series of initiatives that support the health and wellbeing of our global teams.

**Digital Wellness Coach** - Camlin launched a new health and wellbeing platform, the Wellness Coach in 2022 and rolled out further promotion in 2023. The tool is available to all our teams globally and is part of our commitment to promote access to health and wellbeing resources, especially with the transition to work from home. The digital wellness platform supports team and individual mental, physical, social and financial wellbeing, offering a truly holistic approach to our wellness. Our teams can use the platform to set challenges that track activities and show how everyone is doing on a leadership board. It is a way to motivate and engage teams outside of work tasks to support team building and promote wellbeing.

**Mental Health First Aiders** We want to equip our people to recognise and respond to the signs and symptoms of a range of mental health issues across our teams. Addressing mental health and wellbeing in the workplace has become essential to building a resilient workforce, something which became evident throughout the pandemic and which continues to influence our workplace engagement. Camlin now has 4 trained employees who have achieved Level 3 Mental Health First Aid certification. This is an advanced level qualification that equips them with the knowledge, skills and confidence to deal sensitively with team members who may be experiencing or struggling with mental health issues while at work and ensure they have access to the right support.

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# Occupational Health & Safety

## Reducing TRIR for 2023

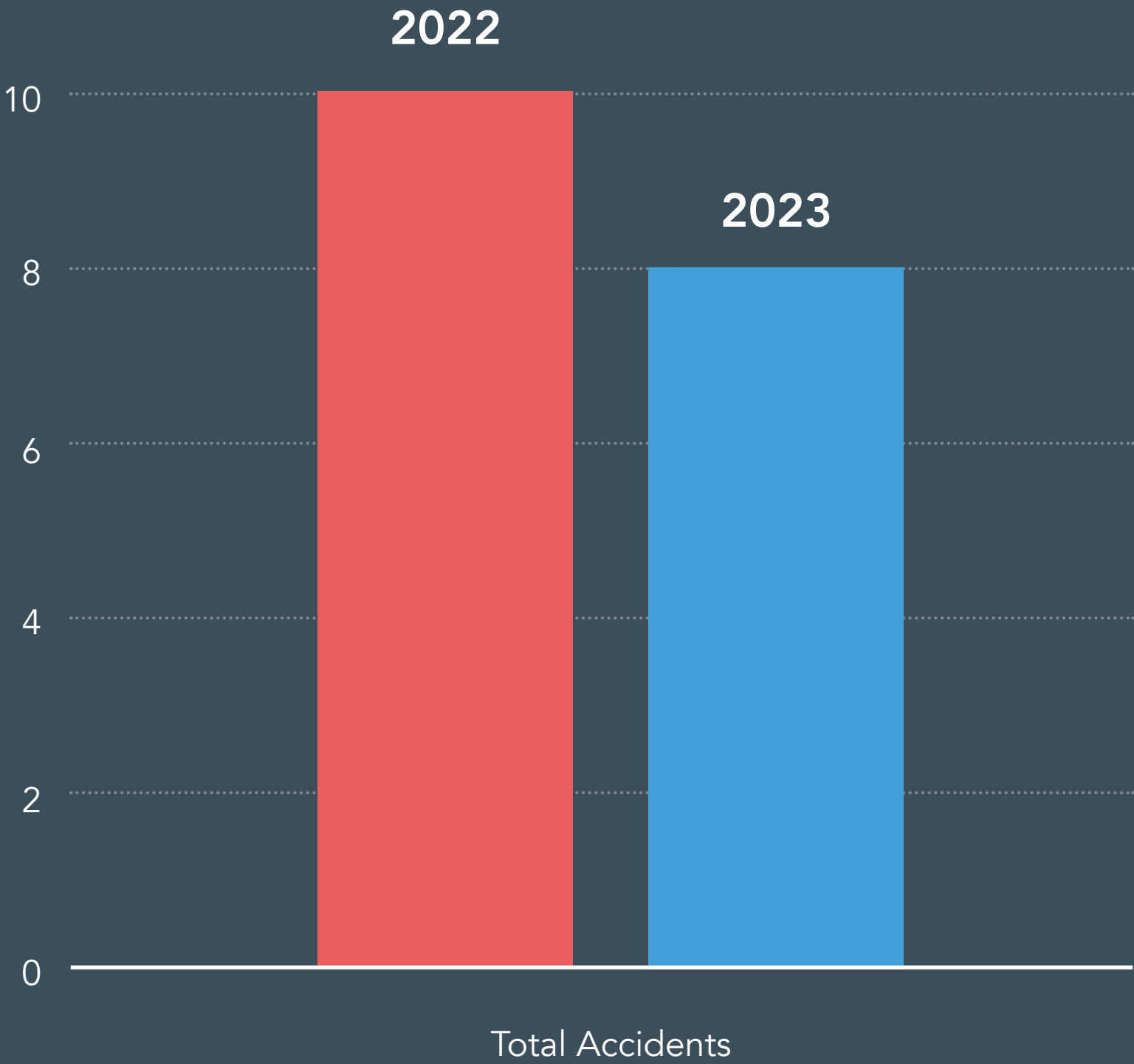
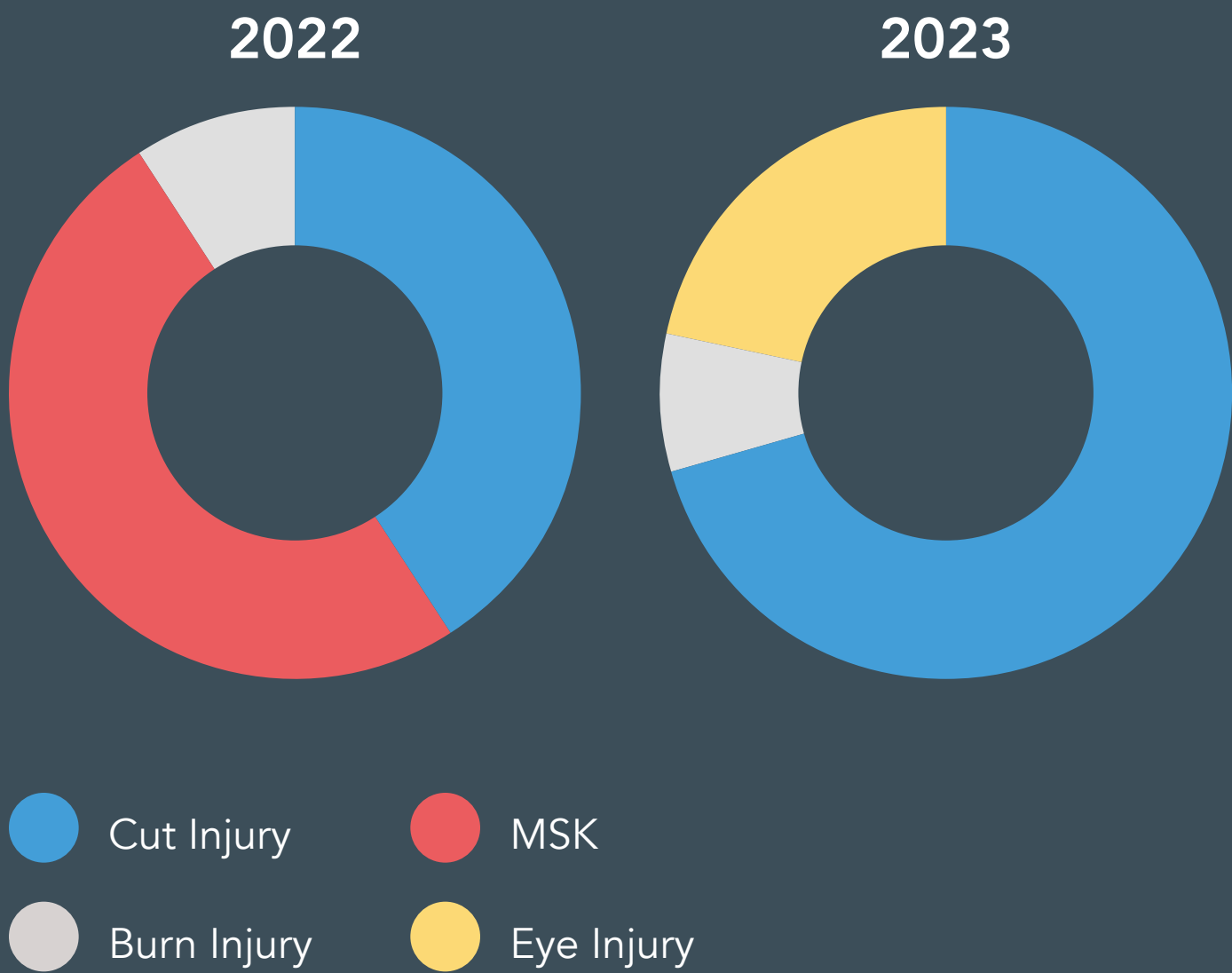
Occupational Health & Safety is a critical pillar for us across our organisation, ensuring all our employees go home safely every day. We do this through a robust HSE reporting system coupled with developing a strong Health and Safety culture through targeted training and awareness programmes.

New Health & Safety training was delivered across 2022 and 2023 to over 50 Operations team members. A specialised 'Manual Handling Training' was launched to help reduce the number of musculoskeletal disorders, leading to improved TRIR rates for 2023.

$$\text{TRIR} = \frac{\text{Incidents}}{\text{Hour}} \times 200,000$$

Less than 3 PER YEAR

Camlin = 1.9 PER YEAR





# Good Corporate Citizenship

Camlin works to strengthen our community commitment and become partners of choice in the communities where we operate. We believe that economic prosperity and social coherence are essential for communities to thrive, and we recognise the important role we can help to play in this. Our Camlin in the Community programme engaged in a variety of community initiatives across 2023 to contribute to this goal, including: Employee fundraising initiatives for local charities, Annual Run in the Dark in aid of the Mark Pollock Trust, Belfast Marathon run, youth sports sponsorships, school technology and equipment sponsorships and donations, as well as others.







# Camlin Group Chief Executive Joins Fellowship Advisory Board, Centre for Democracy & Peacebuilding

In August 2023, Peter Cunningham joined the Fellowship Advisory Board, an exciting time, as they prepared to launch the 2023-24 programme. The board highlighted that they were thrilled to announce Camlin Group as a supporting partner.

Camlin employs almost 600 people worldwide, we are an innovative and world-leading company with headquarters in Northern Ireland, which works to optimise the critical infrastructure that helps to make electricity and rail networks safer, more efficient, resilient and sustainable.

The Fellowship Advisory Board have said: "The Fellowship Programme would not be possible without the guidance of our Board and our supporting partners, so we grateful to benefit from Peter's invaluable insight and Camlin's backing."

Commenting on the appointment to the Fellowship Advisory Board, Peter Cunningham, Chief Executive, Camlin Group said:

"The Fellowship is a unique and inspiring programme for political, business and civic leaders in Northern Ireland who come together to learn, explore and develop new ideas and solutions to some of the most pressing policy issues facing NI and the wider world. It is an honour to be joining the Advisory Board of the Fellowship Programme delivered by the Centre for Democracy and Peace Building (CDPB)."

"At Camlin we firmly believe in trying to do the right thing coupled with the power of working together as two of our core company values, alongside our company purpose 'to engineer better futures', all of which this fellowship programme absolutely embodies. I'm excited to work with these incredible leaders to help make Northern Ireland a hopeful and prosperous place to live for future generations."



# Safe & Sustainable Development for Society

**Safe and sustainable development for society: Optimising critical infrastructures to deliver positive global impact.**

Camlin's services and solutions contribute to the safety and resiliency of critical infrastructures our customers, people and society depend on daily. We work with our customers to ensure a reliable, safe, and efficient energy supply – reducing dangers to the public and keeping disruptions to households and communities to a minimum. In addition, our railway monitoring solutions are helping to drive the Digital Railway agenda, eliminating safety risks for the maintenance workforce, and optimising service continuity for passengers via reduced tear down risk of lines.





# 2023 Spotlight - LineSIGHT - Enhancing Network Safety and Supply

As thousands of households across the UK felt the impact of Storm Agnes earlier this year, we are reminded how extreme weather conditions continue to cause challenges globally. Our UK Energy Business Kelvatek, are actively working to ensure a safe and reliable electricity supply for all, especially during storm conditions.

In October we built our 1,000th LineSIGHT unit, a significant milestone and a great achievement by our teams!

LineSIGHT is our innovative overhead HV network fault location and management solution, capable of accurately locating major outage issues such as faults, downed lines and low hanging conductors.

LineSIGHT is already proving to be a ground-breaking and highly effective technology for managing public safety, storm resilience, network performance, and increasing operational efficiency.

A big congratulations to all our team who collectively helped us reach this milestone, ensuring we continue to drive innovation and sustainable solutions with positive global impact.

**Kelvatek and  
Operations teams  
celebrate 1,000th  
LineSIGHT.**





# 2023 Spotlight - TrainVue and Theia

Camlin Rail  
saved over  
**50%**  
of manual  
inspection times  
in 2023

## Minimising service disruption and improving safety for the Digital Railway.

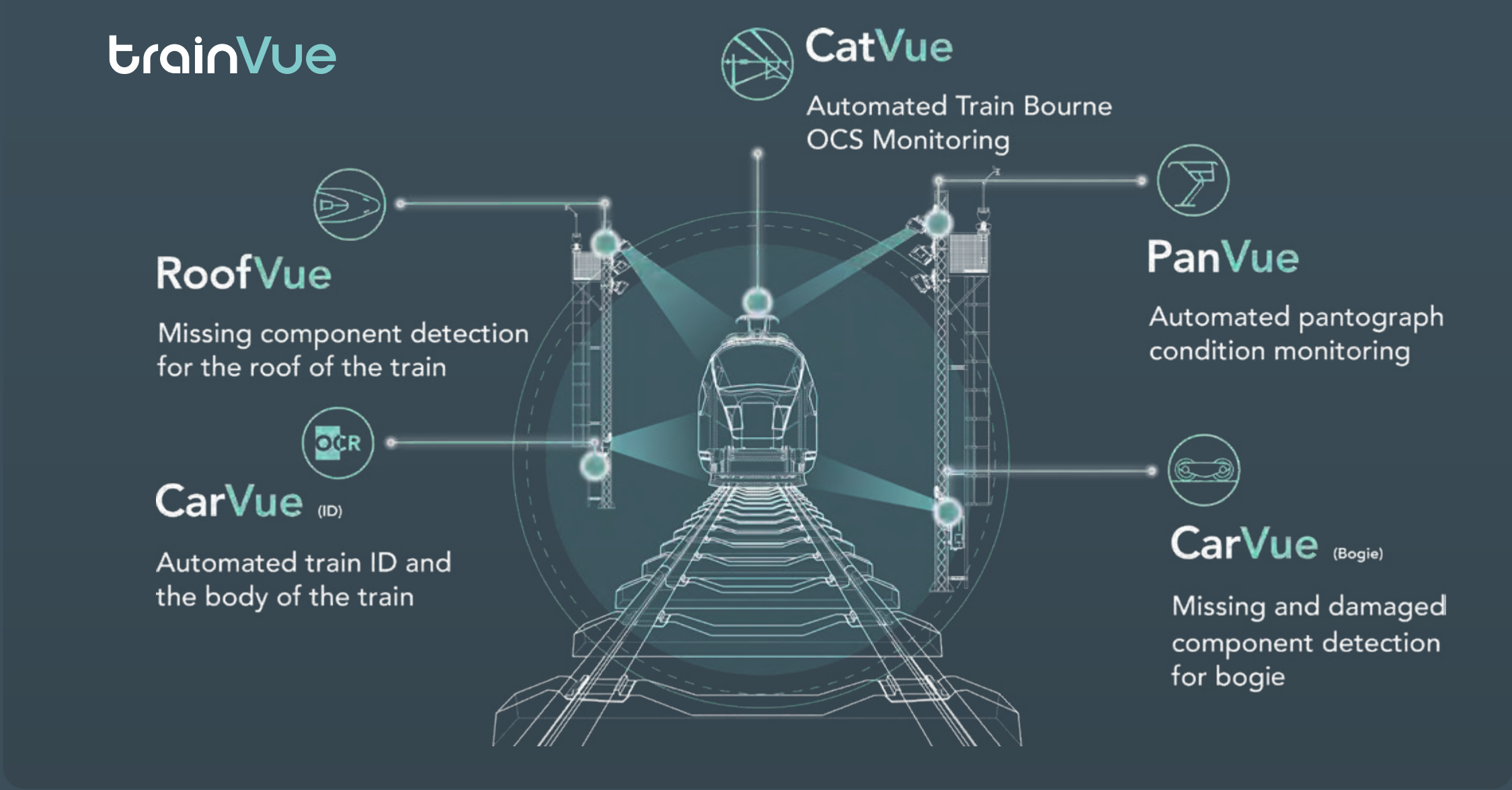
The railway industry is embracing the opportunities of digital transformation to realise safer, more cost-effective operations and deliver greater returns from its fleet investments. At Camlin we're harnessing advanced Machine Learning, data analytics and cloud technologies to help rail companies understand fleet health, optimise maintenance strategies, maximise asset availability, reduce costs – and improve safety for personnel and passengers.

### TrainVue & Theia

2023 saw the launch of TrainVue®, our comprehensive suite of hardware products for wayside monitoring and in-service inspection. Consisting of PanVue, CarVue, RoofVue and CatVue modules, TrainVue offers rail owners a modular platform monitoring rolling stock, including the pantograph and bogie condition.

Theia, the new name for Camlin Rail's cloud-based software platform, in conjunction with our TrainVue® wayside inspection system, enables rail asset owners to pivot from resource-intensive manual inspection to agile, data-driven train

monitoring and condition-based maintenance strategies. As part of Theia, the Fleet View module was released in 2023, which provides a snapshot of individual asset health and an overview of fleet health.



## theia

Theia is the next-generation analysis platform that empowers operators and infrastructure owners to keep fleet assets in prime condition by automating real-time analysis of key rolling stock including pantograph and bogie condition.

 *Theia is a software platform that enables our customers to transition to a smarter strategy, when it comes to visualising data for maintenance and asset management."*

Philip Heaney,  
Technical Director



## Section 3

# Governance & Performance



camlin







# Strong Governance Practices Driving Our Company Performance

Responsible business practices form the bedrock of Camlin's approach to its global operations, going beyond mere legal obligations to ensure we always act in an ethical manner. We need to ensure respect for human rights across our value chains as well as strong and transparent governance mechanisms that act to reassure, build trust with our customers and stakeholders and drive better business performance.



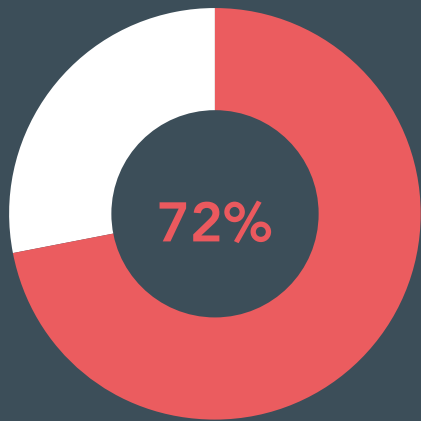


# Building strong and sustainable customer partnerships

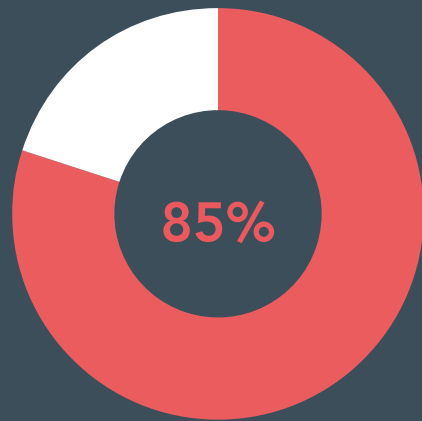
We ensure we deliver quality so our customers can increase their competitiveness, keeping the lights on and people moving in their communities, globally. We want to build trust and partnerships that yield long term and stable business for Camlin as we work with our customers to co-create innovative solutions to the challenges they face in ever changing markets.

**2023 Spotlight:** The CX Engage project, is our customer experience programme aimed at improving overall customer centric approaches, behaviours and focus across the Camlin Group. The project kicked off with a series of deep dive customer interviews across business units to gain insights around levels of performance and customer satisfaction. This is currently followed up by ongoing surveys and Net Promoter Score (NPS) monitoring as a health check for customer experience and satisfaction. The consistent tracking and use of metrics such as Customer Lifetime Value (CLV) to manage relationships with customers is a critical aspect of our sustainability approach, accompanying our maturity as a global business and ensuring we build meaningful relationships based on trust and performance.

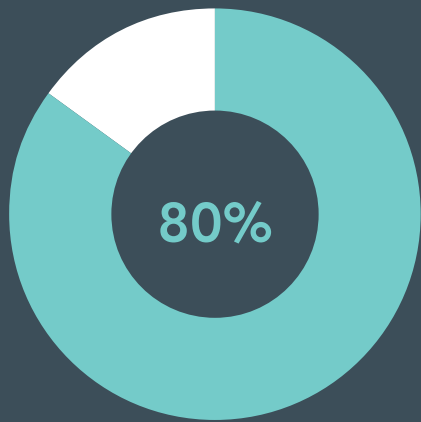
Key survey metrics:



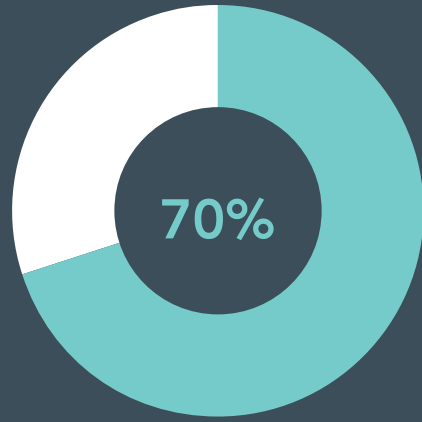
Over 72% of customers surveyed take daily, weekly or monthly actions based on information provided through Kelvatek dashboards.



Over 85% of customers surveyed said they rated it very easy to work with Camlin Rail.



Over 80% of customers surveyed were very satisfied with the data quality and reliability of Kelvatek dashboards.



Over 70% of customers surveyed are very satisfied or satisfied that Camlin Rail understands and meets their business needs.

## Talking innovation and the road to Net Zero with our customers at EIS 2023!

The Kelvatek team attended this year’s Energy Innovation Summit in Liverpool as Silver Sponsor. The 2 day event delved into the topic of innovation across the utilities industry and how we can all work collaboratively to meet the needs of our customers. All this is underpinned by the drive towards Net Zero.

The Summit, held on the 31st October and 1st November, highlighted the struggles that the energy industry is currently facing and the increasing need to support the demands of Low Carbon Technologies connecting to the Grid under a new and more strict regulatory regime..


It was great to connect with many of our existing friends across the industry, as well as making exciting new connections.



The Kelvatek team attending this year's Energy Innovation Summit in Liverpool.



# Ethical & Transparent Business Practice



Camlin adhere to the highest standards in conducting all our business affairs through robust compliance and anti-corruption policies, training and education.

## 2023 Spotlight - ISMS and ISO2700

To safeguard stakeholder trust Camlin recognises the need to ensure that our business operates smoothly and without interruption for the benefit of our customers, shareholders and other stakeholders. Camlin's ISMS strategy is a key pillar of our governance approach and ensures we build stable and secure stakeholder relationships, based on trust and quality. In 2022, the UK part of our business, Kelvatek, was awarded ISO27001 certification, and across 2023 we have been steadily working towards the entire Group being ISO27001 compliant in the near future. Camlin's ISMS campaign includes a full training programme to be completed by all employees and a new ISMS incident reporting system as well as a full suite of ISMS policies. Our commitment to ISMS ensures we mitigate any risk of security breaches and shows our customers and partners we have taken the right steps to ensure their data is safe with us.

## 2023 - Improving Business Metrics through Betterworks

Camlin are committed to improving accountability and transparency across our organisation. 2023 saw the launch of a new Betterworks platform to enhance visibility and coordination of strategic objectives across the organisation. This has provided us with a powerful tool to Prioritise, Align, and Deliver our Objectives and Key Results (OKRs). This platform ensures that our objectives are clear, our teams are aligned, and our efforts are focused on achieving remarkable outcomes. With specially developed and comprehensive training materials, the platform was successfully rolled out in September and company-wide adoption is currently in progress. Camlin also have a cross functional OKR team in place. These OKR Leaders are tasked with championing best practices, providing training and driving continuous improvement within their respective business areas.



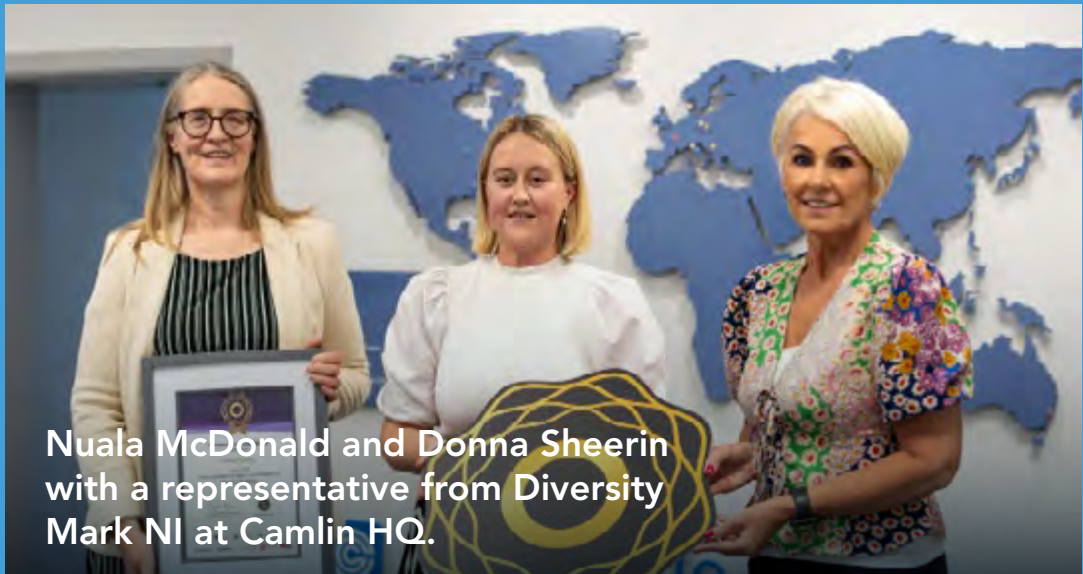
# Part 3 - Labour & Human Rights

We are committed to the dignity and equality of all human beings across our operations and minimising any reputational risk through policies, training and education. Linked to our ethical business practice activities, is an accompanying emphasis on integrating key labour and human rights across our business. This focuses predominantly on working conditions within Camlin which collectively contribute to reducing inequalities, raising awareness on discrimination and diversity as well as promoting a more inclusive workplace.

## Diversity Mark

We are delighted to have been officially awarded our Bronze Accreditation by Diversity Mark. Our application for the award was reviewed by an independent panel, and we proudly join 175 other businesses across NI who have received Diversity Mark Accreditation. Our work continues, however, and our focus for the next year will be the completion and formal launch of our newly updated Equality, Diversity & Inclusion Policy alongside the roll-out of EDI Awareness Training for all sites, teams, and colleagues. Camlin Group is growing steadily, and as part of our recruitment drive, we will be making concerted efforts to first improve the Gender Balance across all areas of our business, then expand our focus as we push for Silver and Gold Accreditation in coming years.

*“Receiving Bronze Accreditation marks a fantastic start for our diversity journey, but we know this is only the beginning. We’re striving to make Camlin a diverse and welcoming environment,*



*because we know that embracing different ideas and acknowledging different perspectives is a vital part of building a better future for our business and our planet.” – Nuala McDonald,*  
**Chief People Officer.**

Whilst Diversity Mark is an NI focused organisation, our drive to grow and improve covers all of Camlin Group as we work with colleagues, customers, and partners to build a better future. With continued hard work and support we are creating diverse and creative spaces where our people can embrace innovation.

*“We are on a Group-wide, global diversity journey and the changes and growth we’re driving for will affect and benefit every part of our business. It’s going to take time to make the right choices and implement long-lasting change, but we’re excited to see what the future holds. If we’re going to make our business the very best it can be, we’re also going to need your support.*

*We are pleased to announce the pending formation of the Camlin Group Diversity, Equity & Inclusion Steering Group – a group of individuals drawn from all areas of our business, who will provide employee representation in the creation of new diversity and inclusion initiatives and act as a sounding board and guiding voice for our ongoing diversity journey.”*

**Donna Sheerin,**  
**People Partner – Operations**



*We’re striving to make Camlin a diverse and welcoming environment, because we know that embracing different ideas and acknowledging different perspectives is a vital part of building a better future for our business and our planet.*

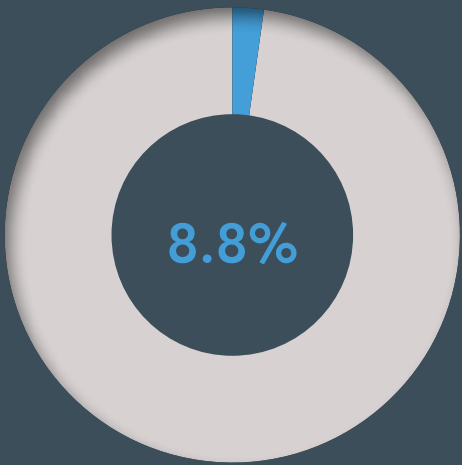
**Nuala McDonald,**  
**Chief People Officer**



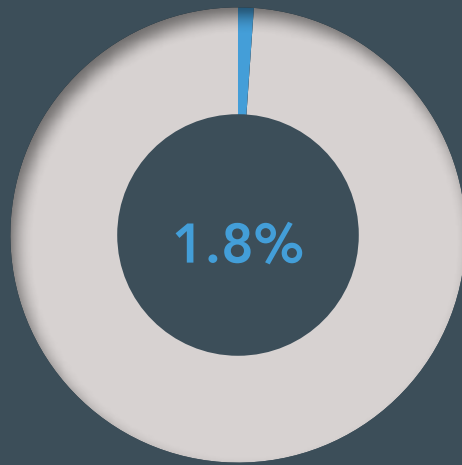
# Gender Pay Gap Report

In 2023 we published our Pay Gap Report for 2022. Our work through the Diversity Mark challenge will support the actions needed to drive change, especially in the areas of training and development, supporting women in STEM and the adoption of family friendly policies as outlined previously.

Mean Gender Pay Gap



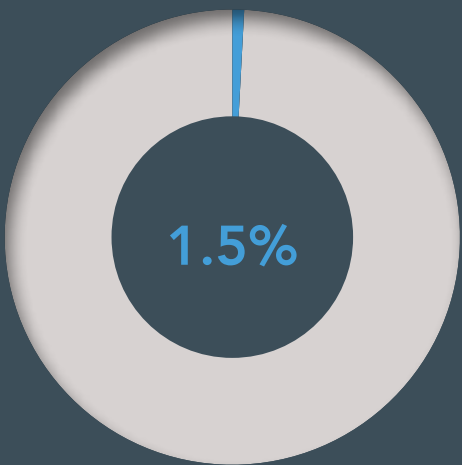
Median Gender Pay Gap



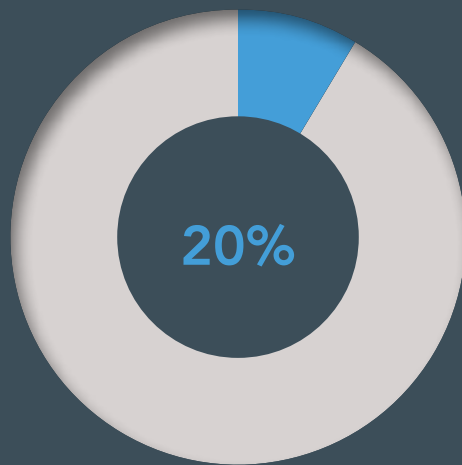
Proportion of Females



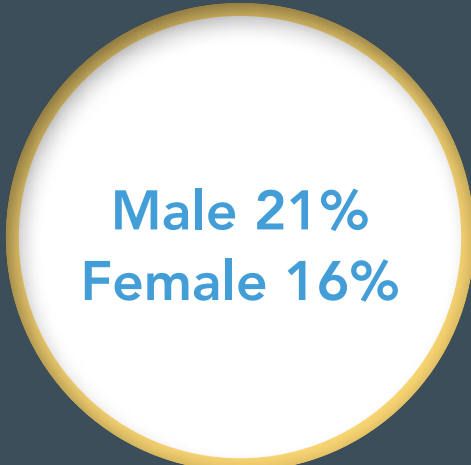
Bonus Mean Pay Gap



Bonus Median Pay Gap



Bonus Proportion





# Supply Chain

We are working to ensure a resilient supply chain through enhanced engagement and capacity building initiatives. As a first step to better understanding our supply chain, we began a mapping assessment to identify where there are gaps and risks across the social and environmental spheres. We updated our supplier policies to include ESG principles and are now working towards incorporating this into contractual obligations with our suppliers. As we move into 2024 we plan to launch a series of initiatives which will help us better understand sustainability across our supply chain including a Life Cycle Assessment project and supplier audit initiative. We are currently collaborating with partners CarbonFit to develop key training modules aimed at building carbon emissions reporting capabilities across our supply chain.

## Power through Partnership

In September, we hosted a Camlin Supplier Day in which we shared our story, our vision, and our commitment with strategic partners. As part of this event the suppliers heard presentations from each business unit and got a deep dive factory tour exploring our core products. We look forward to building deeper partnerships with key suppliers into 2024.



“ There have been some challenges through the year with component supply and process stability, but output is on track to have increased by over 50% from 2022 levels.







# Sustainability Highlights

## Raising the Flag for Sustainability

We were happy to support the UN Sustainable Development Goals Flag Day, helping to raise awareness of the set of 17 Global Goals and demonstrate our commitment to working collectively to drive positive change for a sustainable future by 2030. The UN Sustainable Development Goals (SDG) were first established and adopted across the world in 2015. At Camlin, we are a proud member of the UN Global Compact and have identified 12 goals which we impact, including 3 which we call 'Priority Goals' – these are the goals where we have the most potential to drive real change and focus attention.



## Silver Rating EcoVadis

In 2023 Camlin has worked hard to improve our sustainability rating, and our collective efforts were recognised earlier this year when we proudly received a silver medal from EcoVadis. Using EcoVadis, we can demonstrate to our customers and partners that we are fully committed to a sustainable future and are consistently driving progress in this area.

We are now in the top 25% of companies with a silver rating in 2023, having made significant improvements from our previous Bronze rating.



## Camlin Priority Goals



SDG 13 Climate Action – Take urgent action to combat climate change and its impacts.

- Work with our partners and customers to deliver a reliable, robust, flexible Grid of the Future that achieves the ambitions of net zero
- Climate Action strategy to decarbonise our operations by 2040



SDG 7 Affordable and Clean Energy – Ensure access to affordable, reliable, sustainable, and modern energy for all.

- Our services and solutions enhance energy infrastructure, deliver reliable supply and limit power outages to communities



SDG 12 Responsible Consumption and Production – Ensure sustainable consumption and production patterns.

- Embed sustainable practices across our manufacturing and product life cycle
- Reduce waste
- Increase energy and water efficiency



Sustainability Management at Camlin: How do we operationalize sustainability and track progress?



Sustainability Key Performance Indicators across ESG

Environmental KPIs

 Carbon Emissions	 % Green Energy	 Waste & WEEE	 Renewable Packaging
 Water Consumption	 EV Fleet Transition	 Product Carbon Footprint	 Environmental Policies and Standards

Governance & Performance KPIs

 Risk Management & Reports	 Customer Surveys	 Supplier Engagement Plan	 Ethics and Anti-Corruption Violations
 Audit Reports	 ISMS Incident Reports	 Governance Policies, Standards & Practices	

Social & People KPIs

 Community Projects Funded	 Graduates & Apprenticeships	 Training & Development Hours	 Health & Safety Incidents & Injuries
 Diversity & Inclusion Metrics	 Labour Policies, Standards & Practices	 Certifications & Validations	 Employee Engagement Survey



Camlin is playing a key enabling role, working with our partners and customers, to deliver a robust, flexible and sustainable Grid of the Future that achieves the ambitions of Net Zero.

Internally, we are committed to a net zero future by 2040 and ensuring we implement urgent Climate Action mitigation measures across all our operations to help achieve this.

SDG Goal 13

Take urgent action to combat climate change and its impacts

