



**EXPRO**

## / Corporate Social Responsibility Our commitment

Performance for the financial year  
2012/2013



# Our mission, vision and values

Expro's mission is well flow management. We provide services and products that measure, improve, control and process flow across the lifecycle of high-value oil and gas wells.

Our vision is to be the market leader in well flow management, using the industry's best people, to deliver the highest standards of safety, quality and personalised customer service.

Our core values – **People**, **Performance** and **Partnerships** – describe the essence of the company. They are the enduring principles that our employees live and breathe on a daily basis.



**People** – are the heart of our success. We recognise the value of our people and are committed to providing the working environment, encouragement and personal development to achieve our goals.

**Performance** – getting it right first time, every time. We are passionate about safely delivering excellent quality customer service. We embrace teamwork, individually and collectively assuming responsibility for delivering the highest standard of service.

**Partnerships** – we listen to our customers and build relationships to understand their needs. We innovatively apply, adapt or develop our technologies and services to provide timely and effective solutions.

Our employees have embraced our values, developing seven behaviours that drive the way we work. These are included throughout our report and are; champion safety, embrace teamwork, be accountable, deliver quality, partner customers, communicate effectively, seek innovation.





## Our commitment

I am delighted to introduce Expro's commitment to corporate social responsibility (CSR) for 2012/2013, which details a range of activity across our global operations.

At Expro, we appreciate that all of our stakeholders – customers, employees, suppliers and local communities – expect us to operate and deliver to the highest standards. Their expectations are wide ranging, but our focus and clear direction ensure that we strive to meet and exceed them.

At the heart of this commitment is our determination to achieve industry-leading safety performance across our global operations. I am pleased that this has been recognised for the ninth consecutive year by the Royal Society for the Prevention of Accidents (RoSPA). Expro received a RoSPA commendation for excellence in health and safety at work within the oil and gas sector in the Society's 2013 Awards, which is testament to the hard work and commitment of our employees in creating our positive safety environment.

Through Expro's 40 years in business, we have developed a reputation for outstanding service quality. This has led to Expro, in partnership with our employees, developing new core values and associated behaviours. Our values provide a set of principles and beliefs that guide the company's culture, whilst our behaviours outline the way in which our employees support these values. These are

highlighted throughout our CSR report and are: Champion Safety; Embrace Teamwork; Be Accountable; Deliver Quality; Partner Customers; Communicate Effectively; and Seek Innovation.

Our values and behaviours are integral to the way in which we manage our corporate social responsibility, which plays an ever increasing role across our business.

This includes:

- an absolute commitment to performing safely and preventing harm to our people and the environment
- investing in our people, giving everyone the opportunity to reach their full potential to make Expro a company where people are proud to work
- working hard to be a good neighbour and supporting local causes across the world
- building and maintaining the appropriate partnerships with our stakeholders to ensure our performance meets their expectations and that we protect their reputations
- delivering on our promises

I am proud of what our teams across Expro have achieved this year, operationally, financially and within their local communities.

As you will see from this report, the drive and passion of our people has resulted in a wide range of local and national charitable causes being supported by Expro and our employees around the world.

This is echoed through our financial performance, which for the year ending March 2013, highlighted an increase in revenue of 18.5% to over £775 million (\$1.2bn) on the previous year. This is an exceptional achievement which is testament to the strength of our people and our ability to work in partnership to deliver for our customers.

Our performance has been underpinned by continued investment in people. We have employed more than 1,000 people during this reporting period, and we are continuing to advance the number of development programmes we offer across the business.

Expro now employs more than 5,000 people in 50 countries and this year celebrates its 40th anniversary. We remain committed to investing in our people, our infrastructure and our technologies to ensure that we continue to meet the needs of our customers as we enter our fifth decade in business.

**Charles Woodburn CEO**

# Preventing harm to people

## – our commitment

We are committed to conducting our business in a manner that prevents harm to people. Expro is committed to creating a work culture where prevention of harm is a priority for everyone.

Health and safety has always been of the highest priority in all we do at Expro. We work hard to ensure our people, our work methods and our technology all help to achieve this aim.

Expro people are personally responsible and accountable for maintaining a safe and healthy workplace by ensuring that all applicable health and safety rules, policies and practices are followed. Everyone in Expro is required to proactively prevent harmful situations, even if this means stopping work to correct an unsafe situation.

Managers are also responsible for ensuring safe systems of work are implemented effectively to ensure harm is prevented. Where managers identify someone not following a safe work method they will work with them to ensure compliance.

At the root of Expro's approach to achieving world-class safety performance and superior service quality delivery is Excellence in Operations, a strategic focus to drive quality across our business.

Significant safety successes that have been achieved by Expro in recent years demonstrate the highest level of commitment from the Board, management and all employees to work safely and to continuously improve. Such personnel enhance our reputation and protect the reputation of our customers, and we are acutely aware of our responsibilities.

For our latest health and safety statistics, click on the 'About' section at [www.exprogroup.com](http://www.exprogroup.com)



“We strive to be at the forefront  
of safety, in everything we do.”  
Champion safety

# Preventing harm to people



## – our performance

Expro continues to achieve a high level of safety performance, once again outperforming the industry standards during the last year.

We were recognised by RoSPA, receiving a Commended award, our ninth year of competitive achievement in a row.

Our commitment to providing the very highest standards of Health, Safety, Environmental and Quality training for our people has continued apace. We now have all of our mandatory HSEQ training and induction modules available in a range of languages for both online and classroom-based training.

This year, we gave specific focus to process safety and hydrocarbon containment. Our Europe CIS region was a finalist in the 'Innovation in Safety Award' through the Oil and Gas UK Safety Awards scheme with its novel 'No Leak is Acceptable' programme. This programme has been widely applauded by many of our customers.

We also delivered a number of other HSE initiatives, one of which was our focus on hand safety. The campaign included a global 'Time out for Safety'; the issue of an improved safety glove; poster campaigns and consistent communications to our employees through the Chief Executive Officer's quarterly webcast and the Chief Operating Officer's global reviews.

Overall HSE performance				
	12/13	11/12	10/11	09/10
Fatalities	0	0	1	2
Lost Time Injuries (LTI)	5	8	6	6
Restricted Workday cases (RWDCs)	19			
Medical Treatment Cases (MTC)	10	1	3	1
LTIF	0.36	0.46	0.58	0.65
TRCF	2.45	1.37	1.07	0.73

**LTIF** = Lost Time Injury frequency per 1,000,000 man-hour based on OGP definition

**TRCF** = Total Recordable Case Frequency per 1,000,000 man-hour based on OGP definition







# EXPRO

WELL FLOW MAN



Eric Thomford,  
best delegate  
in the GDP  
ADVANCE  
training course

- Well Testing
- Motors
- Subsea Safety
- Drill Stem

Spend on  
training:  
\$6.3m

EDP rollout  
success:  
97%

Expro  
employees:  
5,000+

# Developing our people



## – our commitment

Expro people are at the heart of the success of our business and we strive to ensure that they have the right opportunities to reach their full potential. We are committed to providing our people with the training and assessment that will help them reach their goals.

Learning and development has always been at the core of Expro's business. Our commitment to the personal development of our people ensures that an individual's career progression is linked clearly to their skills, potential and personal ambition.

Significant investment in training in recent years has resulted in the creation of a global network of centres of excellence to enhance learning and development for employees.

The skill, energy and commitment of our people are Expro's biggest assets and we aim to be the employer of choice in our sector. Recent employee surveys have demonstrated a high degree of loyalty among our employees, with increasing numbers stating they would - and do - recommend Expro as a place to work.

Employee turnover is a key performance measure across Expro and we aim to continually take steps to improve retention in our challenging and competitive market.

“ We work together to deliver an excellent service – we coach and learn from others. ”

Embrace teamwork

# Developing our people

## – our performance

Our commitment to making Expro a truly people-focused business made significant progress this year.

Following on from the implementation of Expro's Employee Development Plan programme (EDP), this has now been rolled out successfully across 97% of employees. A key part of the Expro Career Development (EXCD) programme, the EDP focuses on development, not just to help employees succeed in their current role, but also to help them recognise where they aspire to be in their future Expro career.

The EDP programme includes a structured annual review process, incorporating key employee deliverables, and is fully linked to Expro's values and behaviours.

We have delivered considerable success across our range of learning and development programmes and, in particular, have introduced accelerated learning to benefit our people and our business.

Expro's training for operational personnel is now categorised as follows:

- (1) **Competence Linked** – a series of modular courses which are linked to our competency frameworks and are delivered globally, offering both practical and theoretical components.
- (2) **ADVANCE** – a series of accelerated intensive learning programmes have been launched aimed at various different levels of personnel. This new accelerated learning enables new employees to develop – and add value to the business – at a much faster rate.

These include:

- Graduate Development Programme (GDP) – A 24-month programme aimed at new or existing graduates in the organisation who have not had access to any structured training. The GDP, in partnership with the Group Engineering Scholarship Programme, helps to deliver the next generation of skilled workforce within Expro.
- Forces Fast Track — delivers transferable skills from ex-military personnel, which meet the core skills and behaviours required by Expro.
- Adjacent Technologies – primarily aimed at new personnel with previous oilfield experience to familiarise them with Expro technology and operating practices.
- Product Line Foundation – aimed at new starts with no experience. The programme is very practically based but gives the new recruit intensive learning to enable them to immediately become a valuable member of the crew at Assistant Operator level.

Expro has successfully piloted a GDP and Forces Fast Track to complement the Management Development Programme already in place. Graduate programmes this year delivered 50 employees in to the field, starting at operator level, which is a significant achievement.

Training expenditure for the year was \$6.3m, compared to \$5m the previous year.

Staff turnover was 12.1%, compared to last year's 12.6%. This remains a priority focus area.



# Preventing harm to the environment



## – our commitment

Expro's goal in all of our activities is to prevent harm to the environment as a result of our operations. We take our environmental responsibilities seriously and have adopted a number of sustainable practices across our business to improve our environmental performance.

Our impacts are not those commonly associated with the oil and gas industry as we are a solutions provider and, therefore, not directly responsible for impacts from flaring, venting or field development.

However, we do provide solutions to our customers to eliminate or reduce such impacts, such as wet gas metering, clean burn technology and 'minimum footprint' compact well test packages, as well as separation technology that has been developed to lessen impact on the environment and local communities.

Expro's efforts in developing the next generation of technology are well known. Our service and product offering are designed to save our customers money through innovation and efficiency, and we are conscious of the need to further develop sustainable technologies and practices.

Examples of environmental initiatives in Expro this year include:

- The introduction of a new performance measure on utilities usage, to identify where environmental impacts can be reduced
- Recycling and reusing of laptops across Expro, as well as responsible disposal of unused machines
- Introduction of a new system of waste management and segregation in all UK area sites
- Reuse of wash water for pressure testing in Brazil

## – our performance

“ We inspire and innovate to seek out solutions for every challenge. ”

Seek innovation

### Preventing harm to the environment

Environmental key performance indicators*					
Direct impacts		Quantity	12/13	11/12	% Change
Natural Gas	Emissions from utility boilers	Tonnes CO2	427	236	(+81) (Higher but we have more premises and a cold and long winter)
Gas Oil	Emissions from utility boilers	Tonnes CO2	250	261	(-4)
Waste to Landfill	General inert waste	Tonnes	110.9	113.6	(-2)
Recycled	Wood, paper, cardboard **	Tonnes	170	250.5	(-32)
Recycled	To Treatment	Tonnes	583	–	
Recycled	Office paper	Kgs	19,331	16,081	(+20)
Indirect impacts					
Grid Electricity	Directly purchased electricity	Tonnes CO2	1107	1069	(+4)

\*Data collected for UK operations for 12/13 financial year

\*\*Recycling to treatment was introduced in 12/13, resulting in a reduction in recycling of wood, paper and cardboard. Please see recycling to treatment below for an accurate comparison





“ We take responsibility for  
and pride in our actions. ”

Be accountable



# Being a good neighbour



## – our commitment

At Expro, we strive to have a positive impact on the communities in which we operate and commit to conducting our business with integrity at all times. At the most basic level, we sustain both our employees and suppliers with income. However, we also aim to be the employer of choice in the markets in which we operate and a valued and supportive customer to our supply chain.

Beyond these direct impacts, our people work hard to be good neighbours in the community and are encouraged to support their communities by providing their time and enthusiasm to local events. This includes taking part in sporting events, sponsoring local activities and providing help to those in need.

To continually meet the expectations of the communities in which we operate and to maintain our reputation as a trustworthy and reliable organisation, we aim to conduct our business as a responsible corporate member of the community by:

- Complying with the law of the countries in which we operate
- Supporting the Universal Declaration of Human Rights
- Giving proper regard to health, safety and the environment
- Adhering to Expro's Code of Conduct

Everyone at Expro has a duty to comply with Expro's Code of Conduct to ensure that our business is conducted in a lawful and ethical way.



# Being a good neighbour

## – our performance

We encourage our teams across the world to support their communities through providing their time and enthusiasm to local events. A wide range of local and national charitable causes continue to be supported by Expro and our employees globally, both in terms of time and financial support.

One such example of a network in place to benefit local individuals and worthy charitable causes is the Aberdeen-based charities committee. In the past year, more than 20 separate donations have been made via this committee, to recipients including charity skydivers, cancer charities and community appeals.

Globally, contributions totalling more than \$183,708 were made to local charities and community projects across Expro during this year.

“Effective communication is key. We share information and respect everyone we work with.”

Communicate effectively





## Proud volunteer bears the Olympic torch

Expro cost controller Rhona Hamilton was privileged to run with the Olympic torch along the scenic Aberdeenshire town of Bieldside as it made its way down to the London 2012 Olympic Games.

Rhona was nominated by former work colleagues for her outstanding dedication to charity and volunteer work.

From an early age Rhona has been a proud volunteer and in the past has travelled as far afield as Peru to help build a health centre to make a real difference in peoples' lives.

## Charity football employee match

Expro challenged NOV ASEP Elmar to a charity football tournament in support of Subsea employee Cammy Smith who was battling leukaemia. Cammy decided to drum up support for Friends of Anchor, a charity in Aberdeen that brings together experts and specialist nursing support to co-ordinate care for cancer patients.

Through the combined efforts of Expro and NOV ASEP Elmar, £1,025 was raised for the charity.



## Expro sponsors Celebrate Aberdeen Parade

Expro joined other North East of Scotland businesses in providing sponsorship to the 2012 Celebrate Aberdeen Parade event.

The annual parade brings together voluntary and community bodies, charities and social enterprises.

Expro received a heartfelt letter of thanks from the British Red Cross for its support. Expro also sponsored Alzheimer Scotland, the Disabled Persons Housing Service Aberdeen and the Scottish Spina Bifida Association.

## Toys for Tots: From Expro's heart

Expro employees in Houston have once again shown great support for local community charity Toys for Tots.

Employees can either donate a toy or contribute financially to the scheme, before a shopping spree is arranged for the toys to be distributed throughout the community to children in need.







# EXPRO

## W MANAGEMENT™

“ We build and sustain high value partnerships with our customers and colleagues. ”

Partner customers

EXPRO's mission is well flow management. We provide our customers with the services, products and solutions that improve well flow from their high-value oil and gas assets. We offer a range of solutions across six core areas: Exploration and appraisal, Drilling and completion, Safety systems, Flowback clean-up, Production enhancement and Well intervention.

### EXPLORATION & APPRAISAL TESTING

A leading provider of well testing services, EXPRO offers a range of solutions for exploration and appraisal testing, including well testing, well completion, well intervention and well maintenance.

### FLOWBACK CLEAN-UP

Customised frac flowback well clean-up solutions

### SAFETY SYSTEMS

The market leader in sub-surface safety systems, delivering efficiency and reliability

### DRILLING & COMPLETION

Niche technologies and services for the drilling and completion phase

### PRODUCTION ENHANCEMENT

A global leader in fast-track, cost-effective and enhanced production solutions

### WELL INTERVENTION

We continue to make significant improvements to the way in which we communicate with our stakeholders.

Effective communication with our stakeholders is vital as we develop and sustain the partnerships which allow us to meet and exceed their expectations.

We continue to make significant improvements.

These include:

## Business community

- Voice of the Customer Survey – allowing us to gather detailed customer feedback through direct communication with our Business Development teams.
- Dedicated Global and Regional Account Managers – ensuring a personal approach with our customers.
- Trade shows – opportunities to showcase and discuss Expro's capabilities with new and existing customers.
- Supply chain communications – with key suppliers, on an operational and strategy level, resulting in meaningful relationships aimed at identifying areas of improvements to satisfy Expro and our vendors.

## Employees

- Quarterly communications – including development of our internal magazine, Expressions, and Chief Executive Officer's webcast, linked to our core values and behaviours.
- Employee survey – full implementation of feedback from first major employee survey.

## Community

- Local communities – communicating through our regional teams and through targeted public relations and media relations strategies.
- Media relations – aimed at demonstrating, through local and trade media, Expro's commitment to our core values.
- Charitable work – encouraging our teams to support their communities through providing time and enthusiasm to local events.

During this year, we have developed a number of important partnerships.

These include:

- **Business** – Secretary of State for Business, Innovation and Skills, Rt Hon Dr Vince Cable MP, officially opened our new Well Intervention facility in the Carnegie and Young buildings, Aberdeen.
- **Employees** – Significant development of our new Employee Development Plan (EDP) programme, which includes a structured annual review process and is fully linked to Expro's values and behaviours.
- **Community** – Expro employees in Houston have once again shown great support for local community charity Toys for Tots for children who are in need.

Building and nurturing these relationships with our stakeholders supports Expro's vision to be the global leader in well flow management.

# Our financial performance

Expro delivered strong annual results for the year ending March 2013, which highlighted an increase in revenue of 18.5% to \$1.2bn on the previous year, or 20.6% on a constant currency basis.

These results were driven by a growth in activity across the company's eight business units, combined with a shift in the business mix towards higher value subsea safety systems and production systems. This delivered a higher operating margin of 24.2% and Headline EBITDA growth of 44.7%, to \$290.8m.

Strong performance continued in Expro's largest business unit, Europe CIS, with revenue growing by 13.6%. This was driven by increased well testing business in the UK and subsea and drill stem testing activity in Norway.

Sub-Saharan Africa revenue closed 15.4% higher than the previous year, which was bolstered by enhanced subsea activity in Angola and well testing demand across the region.

Asia's increased revenue was driven by the Australian market, as well as subsea activity in China, resulting in a very positive year, ending 29.5% higher than 2012.

Middle East North Africa finished 5.2% higher due to a strong performance in Saudi Arabia, particularly well testing.

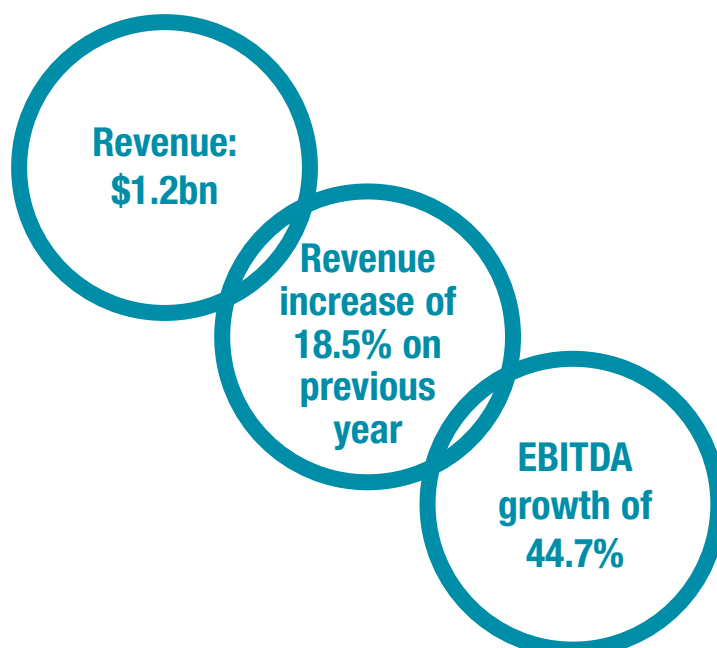
In North American Land, revenue declined by 7.2% as a result of lower gas prices and reduced rig activity/numbers

in gas basins. However the North America Offshore business exhibited steady growth and finished the year with revenue up 16.7%. This was primarily driven by strong levels of well test, subsea and perforation activity in the Gulf of Mexico.

Latin America had an excellent year, with revenue growth of 52.9% thanks to buoyant wireline activity, combined with increased activity in well testing, fluids and subsea work in Brazil.

Expro PTI, the company's production solutions business, also demonstrated extremely strong results and high growth, with an increase in revenue of 67.9% in comparison to the previous year. Equipment Sales continued to deliver notable growth, improving revenue by 31.8% on the previous year.

Expro's strong EBITDA performance, coupled with the bolstering of the balance sheet through the sale of the non-core Connectors and Measurements business, enhanced Expro's capital structure and ability to generate cash to reinvest into the core business.

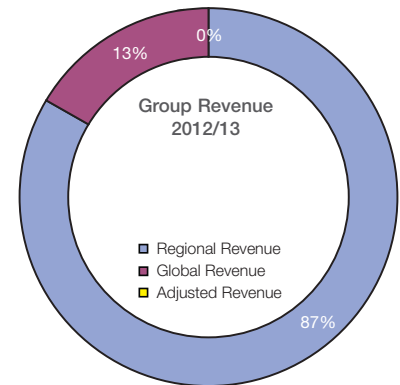




## Financial Performance

Overall financial performance		
	12/13	11/12
Turnover/Revenue	<b>\$1200.7m</b>	<b>\$1175.9m</b>
• regional revenue	\$1042.7m	\$911.3m
• global revenue	\$158m	\$229.6m
• adjusted revenue	\$0m	\$34.9m
Spend on goods, materials and services	(\$598.1m)	(\$608.8m)
Employee costs	(\$451.6m)	(\$430.4m)

**Group Revenue**  
Expro revenue by  
regional / global split  
12 months to 31st  
March 2013



Regional business revenue	2012/13	2011/12
Europe CIS	\$331.4m	\$297.8m
South & West Africa	\$236.3m	\$205.7m
Middle East North Africa	\$84.4m	\$80.2m
Asia	\$89.9m	\$69.7m
North America Land	\$69.9m	\$75.4m
North America Offshore	\$102.4m	\$88.0m
Latin America	\$128.2m	\$94.3m
<b>Regional Business Revenue</b>	<b>\$1042.7m</b>	<b>\$911.3m</b>

(Figures are rounded to the nearest £0.1m)

Global business revenue	2012/13	2011/12
Connectors & Measurements	-	\$130.4m
Wireless Well Solutions	-	-
Equipment Sales	\$38.3m	\$29.1m
PTI	\$119.9m	\$71.2m
Expro Meters	-	-
Elimination of intra-group sales	(\$0.33m)	(\$1.21m)
<b>Global Business Revenue</b>	<b>\$158.0m</b>	<b>\$229.6m</b>
Expro Meters	-	\$4.3m
AX-S	-	\$31.8m
Elimination of intra-group sales	(\$0m)	(\$1.28m)
<b>Total Adjusted Business</b>	<b>-</b>	<b>\$34.9m</b>
<b>Total Revenue</b>	<b>\$1200.7m</b>	<b>\$1175.9m</b>

(Figures are rounded to the nearest £0.1m)

# Delivering on our promises

To ensure we deliver on our promises to stakeholders, we have established core management processes. These include risk management systems, policy and control frameworks, performance measures and reporting systems, and an independent audit function.

## Managing risk

Risk assessments are reviewed by the business biannually. A summary of the risk registers resulting from this process is provided to the Board for formal review and approval.

In addition to commercial and financial risks, this process covers all of our material corporate and social responsibility risks, covering safety, security, environmental, vendor and customer management. Significant changes to the risk profile of the business which occur between the reviews are reported to the Board.

## Policy and control

Corporate and social responsibility at Expro is directly linked to our risk management process. We recognise that, as a global company, we have to set clear leadership and expectations and apply controls to ensure we deliver consistently across our business.

The Board sets policy and appoints directors who are accountable and responsible for alignment of policy and implementation. Existing policies related to corporate and social responsibility are published on the corporate intranet.

Each area of our business must align with the corporate policies and they are encouraged to adopt additional policies as appropriate to their area of operations, provided they do not conflict with corporate policy.

## Verifying performance

Expro has continued to develop an internal verification process for the management systems, data and implementation of corporate and social responsibility issues in order to ensure the veracity of reported information.

A comprehensive programme of audits is carried out, which results in performance improvement reports being raised to document, agree and track close-out actions to address audit findings. The visibility and control of actions has been greatly improved with the introduction of the latest version of database software – EPITrak – which is used to track actions required to generate continuous improvement.

Each action is held online, provides a transparent audit trail for verification purposes and is subject to third-party audit during our certification audits for ISO 9000 and ISO 14000.

## Business process auditing

Expro also conducts internal audits to an agreed programme across all aspects of the business, in addition to the corporate and social responsibility auditing highlighted here. This includes auditing of business and operational processes and financial systems, and is carried out by an independent internal audit function, reporting directly to the Audit Committee.

“ We focus on delivering operational excellence to all our stakeholders. ”

Deliver quality

Expro's mission is **well flow management**. We provide services and products that **measure, improve, control** and **process** flow from high-value oil and gas wells, from exploration and appraisal through to mature field production optimisation and enhancement.

Our vision is to be the **market leader** in well flow management, using the industry's best people, to deliver the highest standards of **safety, quality** and **personalised customer service**.

We provide a range of solutions across **six areas of capability**:

- Exploration & Appraisal Testing
- Subsea Safety Systems
- Drilling & Completion
- Flowback & Clean-up
- Production
- Well Integrity & Intervention

Expro's **40 years** of experience and innovation empowers the company to offer **tailor-made solutions** for customers across the energy sector. With 5,000 employees across 50 countries, Expro offers a **truly global service solution**.



For more information on Expro's commitment to  
**Corporate Social Responsibility**, please visit our website:  
[www.exprogroup.com](http://www.exprogroup.com)