

SHEQ ANNUAL REPORT 2022



sarens

AT SARENS, WE HAVE THE
NOBLE MISSION TO BE THE
GLOBAL REFERENCE IN CRANE
RENTAL SERVICES, HEAVY
LIFTING, AND ENGINEERED
TRANSPORT FOR OUR CLIENTS.

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SIEBERT BRIDGE

CONNECTING SEGUIN ISLAND TO THE CITY OF MEUDON



MESSAGE FROM CEO

CONTINUED IMPROVEMENTS IN SHEQ

In 2022, our global frequency rate improved from 2.12 in 2021 to 1.52 in 2022. The global target is now set to 1.03 for 2023, a total reduction of 28%. The global severity rate improved from 0.06 in 2021 to 0.05 in 2022. The global target is now set to 0.03 for 2023, a total reduction of 16%.

To achieve our targeted frequency and severity rates in 2023, we have launched initiatives to: Intense in-depth training sessions are organised for local SHEQ and management teams. The training ensures better preventative actions are taken to guarantee that accidents and incidents do not occur in the first place and also improved corrective actions are taken post incident.

More in-depth actions are taken to discover the correct root cause of accident and Incidents leading to continued improvement of the SHEQ Management system.

Virtual Training Assistant (VTA)

Sarens is rolling out the new Virtual Training Assistant (VTA). VTA is a new learning management system with two direct foci:

- Operator Training and Certification
- Educating the office and support staff to be compliant with their function within Sarens.

The new VTA is already live in Canada, USA, Mexico, Sarens Nuclear & Industrial Services. New pilot scheme is now live in Western Europe for Depot Managers, Key Account Holders, and Operational Planners.

New Prevention @ Sarens (P@S) App

In May 2022, a New SHEQ management system P@S was designed and implemented. The roll out started in Western Europe and by December 2022 all Business Units underwent the initial training and implementation.

The P@S system replaced the already used ISA App. Through this new system all Sarens employees can access and directly report accidents, incidents, and observations. It also allows them to perform different types of inspections and complete the required last minute risk assessments and toolbox talks. This is a phased roll-out, with further enhancements coming online as the system progresses.

Internal Audits

Our focus in 2022 was to further sharpen our internal audits carried across our business units worldwide. The internal audits initially focused on ensuring that the external ISO requirement were being met. These audit programs and templates were adjusted to ensure that more internal operational issues were checked and verified. The new P@S app is facilitating the new internal audit templates.



WIM SARENS
CEO



SGC 90
UK

INTRODUCTION

2022 has been both an exciting and challenging period for Sarens Global SHEQ. We started the year with a serious Road Traffic Collision in Kazakhstan; however, we were fortunate that our Sarens Truck Driver made a full recovery.

The Global SHEQ Team were able to come together in March 2022 in Rotterdam, for 4 very informative and enjoyable days, during the daily sessions we were able to discuss numerous subjects relating to the issues being faced in individual business units, along with some strategic changes that were being introduced. We were also fortunate to be able to host Wim and Carl Sarens for separate sessions along with Olivier Rosensveig Western Europe Regional Director, they were all able to share their vision and expectations from the Global SHEQ Team

May 2022 saw a huge challenge, with the decision to move away from the previous Document Management System (ISA) however, this also allowed SHEQ to take a huge step forward with the introduction of the new Safety Management Tool "Prevention @ Sarens" or P@S. The new system took several months of design and development before being launched first into Western Europe. It was decided to take a phased in approach with Phase One (Reporting Tool, Observations, Toolbox Talks & Work Place Inspections) going live in Western Europe in Q4 of 2022, this was followed by North America, Oceania, and Northern and Eastern Europe. At the time of writing this article all business units have now completed the training and roll out of the initial phase. The second phase has already started with the roll out with a new Auditing Tool along with Safety Data Sheets, Supplier Evaluations along with a Risk Assessment Tool. The completion of Phase One was followed up by an Evaluation Survey sent directly to the Country Managers & Business Unit Leads to enable to gain important feedback on the implementation and roll-out strategy.

During 2022 Group SHEQ were able to make positive advancements with the continued improvement of the Global Statistics, our Severity Rate decreased by 16% with the total amount of Accidents with Lost Time Days decreasing from 25 in 2021 down to 18 in 2022, this also had a positive improvement with a decrease in the number of Lost Workdays down from 673 to 622 in 2022. There was also a decrease in our Frequency Rate down by 28% from the previous year. Both the Severity Rate and the Frequency Rate targets will stay at the 2022 target.

The total amount of Damages reported globally was also reduced by 10% however, at this time we are not able to place a financial figure onto this reduction.

Another major advancement in Global SHEQ, was the roll out of the Sarens Incident Cause Analysis (SICA) training course, this training is a 2 day course that highlights Investigation, Root Cause and Corrective Action & Preventive Actions, the positives that comes from this training is a broader understanding of the full Investigation process, including the correct level of Corrective and Preventative measures that are required to be put in place to prevent accident and incident reoccurrence, to date this training has been successfully carried out in Mexico, USA, Belgium, NV, Samoco & India with further courses planned.



ANDREW LEES
GROUP SHEQ DIRECTOR



WIND TURBINE
BELARUS

SHEQ MISSION

OUR MISSION

to become the global leader in crane rental services and heavy lifting & special transport projects

WHAT IT MEANS TO SHEQ

Guiding the Organization and our People to excellence, for this:

- SHEQ needs to be an integrated and visible player in all departments.
- We ensure that all employees understand their own responsibility to safety.
- SHEQ to support all our employees with the necessary tools and training so they develop a pro-active attitude towards Safety, Health, Environmental and Quality management.
- To continue to build a SHEQ culture so that it becomes a second nature to all levels.

Goal is zero LTA!

We aim to provide a safe and healthy working environment for our employees, contractors, and visitors. Our SHEQ policy aims to ensure alignment to the Sarens mission and values, where 'Dedication to Safety' means ensuring that harm is not inflicted upon its employees, contractors, service providers, or the environment, Sarens assets, as well as members of the public affected by its operations, infrastructure and all operational activities within the scope of heavy lifting, special transport, assembly, disassembly and maintenance in industry, and infrastructure.

"Every leader in the organization is more and more convinced that he or she has to lead by example in terms of safety, health and quality. This is by far not a checklist that needs to be crossed, it is a state of mind that co-shapes how we work, how we lead our people, how we serve our customers."

Mr. Marc De Boom - Chief HR Officer

SAFETY, HEALTH, ENVIRONMENT AND QUALITY (SHEQ) POLICY

THE SARENS GROUP WILL AVOID HARM TO PEOPLE AND THE ENVIRONMENT

WHILE PROVIDING QUALITY SERVICES TO OUR CUSTOMERS.

The SHEQ Policy aims to ensure alignment to the Sarens mission and values, where 'Dedication to Safety' means ensuring that harm is not inflicted upon its employees, contractors, service providers, or the environment, Sarens assets, as well as members of the public affected by its operations, infrastructure and all operational activities within the scope of heavy lifting, special transport, assembly, disassembly and maintenance in industry and infrastructure.

Sarens management and all employees are committed to well-being and protection of human life, environmental duty of care, protection of assets and customer satisfaction by applying our **Plan-Do-Check-Act (PDCA)** cycle and our **Code of Conduct** in all Sarens activities.

Sarens has integrated safety, health, environment and quality requirements into all activities; more specifically in the **Sarens Project Management Procedure (SPM)** and care for preventive maintenance so that decisions made ensure the consideration of economic development, environmental quality and social equity to continually improve performance and achieve stakeholder requirements.

Sarens commitment to Safety, Health, Environment and Quality management is achieved through:

1. implementation of an integrated management system in accordance with ISO9001:2015, ISO14001:2015, ISO45001:2018 and SCC*P 2017/6.0 (Benelux).
2. achieving compliance with applicable legislation and other requirements to which Sarens subscribes and in the absence of these, setting internal standards to meet the intent of this policy.
3. addressing the needs and expectations of Sarens customers and stakeholders.
4. setting SHEQ objectives goals and measuring our performance (KPIs) against these with the objective of continual improvement.
5. periodical risk-based medical surveillance for all Sarens employees, to monitor and manage occupational health risks inherently present in the nature of our business.
6. SHEQ training and safety based behaviour training for all employees.
7. ensuring that our suppliers and service suppliers meet and adhere to Sarens SHEQ requirements.
8. promoting open communication with all stakeholders and sharing of our SHEQ knowledge.
9. real accountability for all our managers and employees in performing and tracking our SHEQ goals and targets.
10. design, construction and operation of our services in a safe, secure, efficient and environmentally responsible manner.

Policy into practice:

In order to put this policy into practice and avoid incidents and accidents, the **Sarens 10 Life Saving Rules (LSR)** are developed and implemented. All employees are expected to perform their job in accordance with this company philosophy and follow all applicable procedures and instructions including the **Stop & Consult Procedure** as a final **Last-Minute Risk Assessment (LMRA)** before commencement of work. Where necessary, the management will take measures by using our **Consequence Management Procedure**.

In addition to first using **collective protection equipment**, all employees have appropriate **work wear** and **Personal Protection Equipment** that meets the highest standards in accordance with local legislation. The Management team shows clear responsibility and commitment to verify the effectiveness of our integrated SHEQ Management system by completing workplace inspections on a regular basis by the use of the ISA application.

The Sarens Management system is constantly improved by means of **internal audits: local, cross and Group SHEQ**, and **external audits**. A unique Sarens Year Action Plan for each Business Unit is followed up in the **monthly management meetings** and an **annual management review** so that any necessary remedial and prevention measures can promptly be taken to improve performance and efficiency.

In our **2022 strategy** the main emphasis will continue to be our **#zeroharm** campaign with the use of our in-house mascots and internal communication, to ensure that every individual in Sarens is kept informed about our progress. Our reporting tool **ISA** continues to be utilized to ensure that all occurrences are reported and investigated correctly with the right level of improvements being implemented.

SHE-Q Leadership Training is now ongoing to ensure all local business units are trained and competent in dealing with any situation that may occur.

Sarens continues to become a more Carbon Aware organisation with tools being rolled out to track, trend & reduce the overall carbon footprint of our global organisation

This policy statement is available on www.sarens.com and published in all our offices worldwide. It will be reviewed regularly or when changes within our organisation require. The Sarens Group Management is to ensure that the policy remains line with Sarens objectives and strategic priorities.

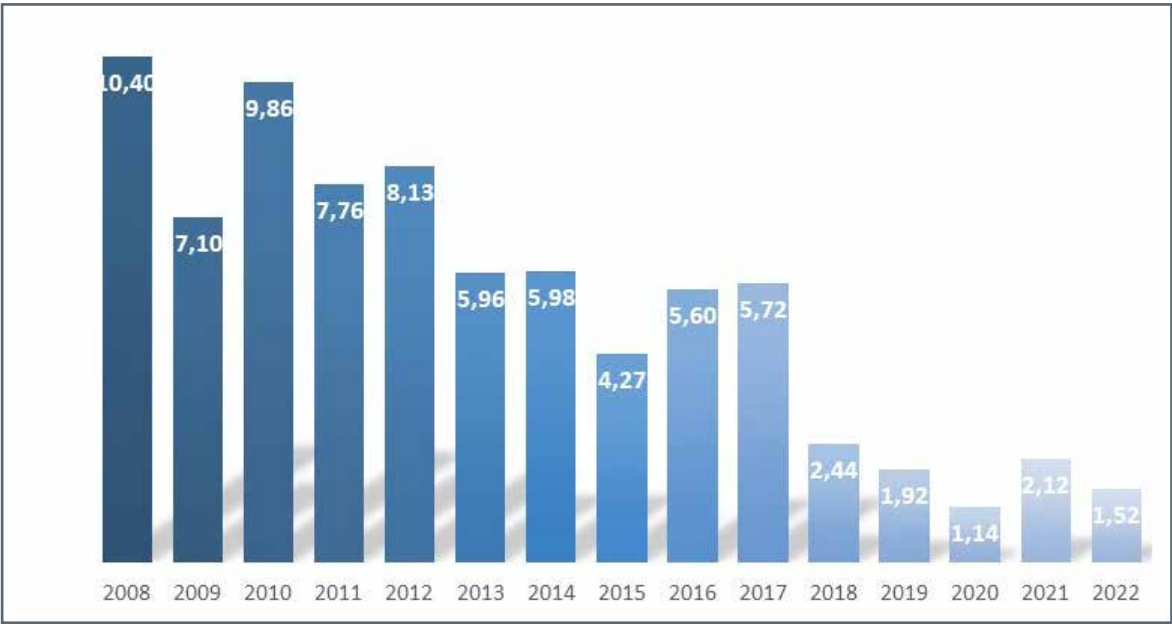
WimSarens
Chief Executive Officer
01/04/2022

PERFORMANCE

FREQUENCY AND SEVERITY RATE (EU)

The frequency rate (Fr) is the number of labour accidents (work stopped more than one day) arisen during a period of 12 months by one million divided by the total working hours.

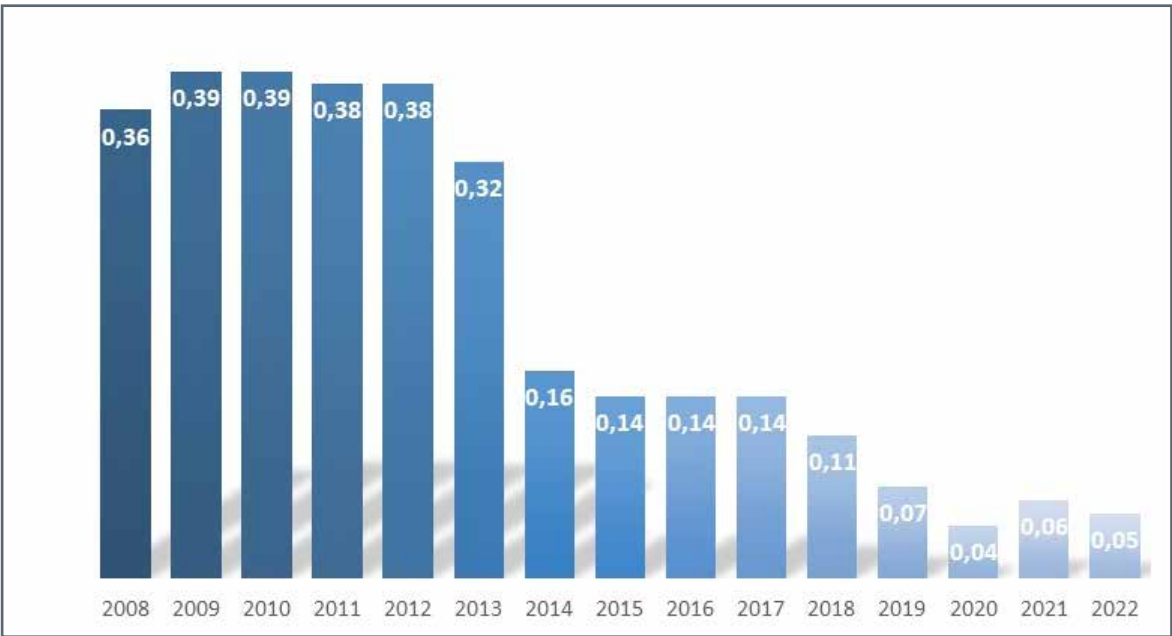
$$\text{Frequency rate} = \frac{\text{number of work accidents with Lost workdays} \times 1 \text{ Mio}}{\text{total working hours}}$$



Severity rate - EU

The EU Severity rate (Sr) is the total number of lost days (due to labor accidents) arisen during a period of 12 months by one thousand divided by the total working hours.

$$\text{Severity rate} = \frac{\text{number of total Lost work days} \times 1.000}{\text{total working hours}}$$



PERFORMANCE

The BUs who have already reached zero for both Fr and Sr have performed extremely well and have shown the high standards they can achieve. The challenge now will be to keep up this level of excellence.

The target for the Group in 2022 for Fr was set at 1.03, where we reached 1.52 at the end of the year. The absolute number of accidents reduced down to 18 (25 - 2021) in 2022 or a reduction of 28%.

For the Sr the target was set at 0.03 in 2022, where we achieved 0.05 at the end of the year. The total days lost reduced to 622 (673 - 2021) this is a decrease of 7,5%. There was no single fatality in 2022.

Absolute figures of accidents - Sarens Group 2022

Country Wise		
Country	# of Total Lost Work Day Cases	# of Total Lost Work Days
Belgium	3	264
Poland	3	104
France	4	51
Kazakhstan	1	50
Egypt	1	48
Samoco	1	42
Projects HUB 2	1	17
Bangladesh	1	14
SNME	1	14
Mexico	1	11
GFS	1	7

PREVENTION @ SARENS (KPI)

Our new Prevention @ Sarens (P@S) Safety Management System was launched in the summer of 2022.

4 modules were rolled out globally:

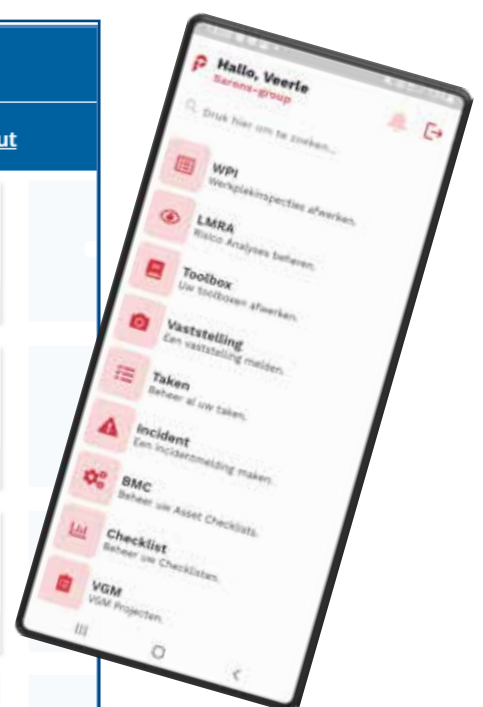
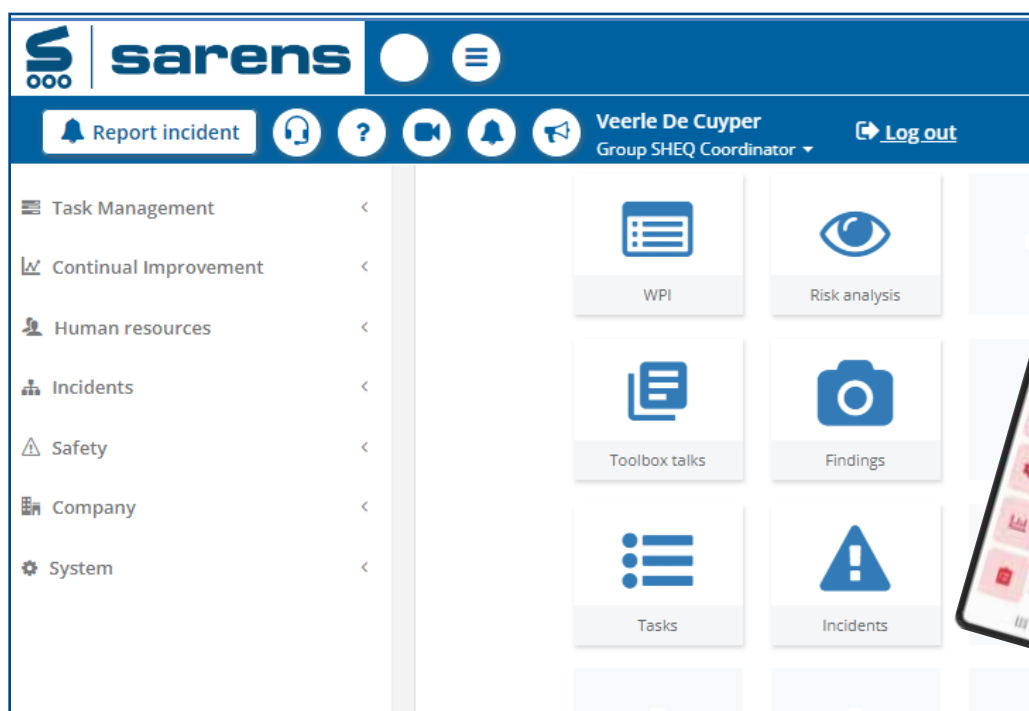
- Observations
- Incidents
- Toolboxes
- Work Place Inspections

1 on 1 personal training was given to the local SHEQ managers and coordinators, to ensure they had a thorough knowledge of the system. After this initial training, each SHEQ employee trained their employees in the local language. Group SHEQ provided the supporting documents and instructions in the form of videos, PowerPoint trainings and e-learning on each subject or submodule.

The new P@S system is available on mobiles devices (as an app) for reporting in yards, on sites and projects. We also have a web version for follow up by management or office staff.

In the second phase of the implementation (Q1 of 2023), an in-depth internal audit program will go live. This internal audit program is a two-fold program:

- The basic criteria and questions are designed in line with the current ISO standard requirements for ISO9001, ISO14001 and ISO 45001. This will ensure that all requirements of the ISO standards are checked and in line.
- Additional information and questions regarding the internal running of Sarens BUs can be checked and verified during internal audits. The new checklists can be used to audit individual departments, individual depots or a complete BU.
- SHEQ leads will be trained on the use of these new tools and the system has gone live in Q1 of 2023.



SINGULAR ROOT CAUSE METHODOLOGY (KPI)

As planned in 2021 our Group SHEQ Director trained local staff (SHEQ and management) on a singular root cause methodology integrated in our new P@S system.

With the information received in the training and the automatic system, our staff are better equipped to investigate each incident or accident and this information provides us the tools for our prevention campaigns in the coming months.

We will continue to train the remaining BUs in 2023.

CONSEQUENCE MATRIX

Date of analysis: 07/03/2023

Matrix

Level	Impact				
	Human impact	Operational impact	Environmental impact	Financial impact	Reputational impact
1	No impact	No impact	No impact	No impact	No impact
2	FAC	Minor equipment is not able to function	Minor (<8 liters spillage)	€ 0 - € 5.000	Negative local media attention
3	MTC	As soon as possible	>8 to <28 liters spillage	€ 5.000 - € 20.000	Negative regional media attention
4	RWC	Immediate attention or intervention	>28 to <200 liters spillage	€ 20.000 - € 80.000	Negative national media attention
5	LTA	Total loss	>200 liters spillage	> € 80.000	Negative international media attention
6	Fatality		Unrecoverable spill or into open water		

Research level

Low

Medium

High

Extreme

1. TYPE OF EVENT (SELECT ONLY 1 OPTION)

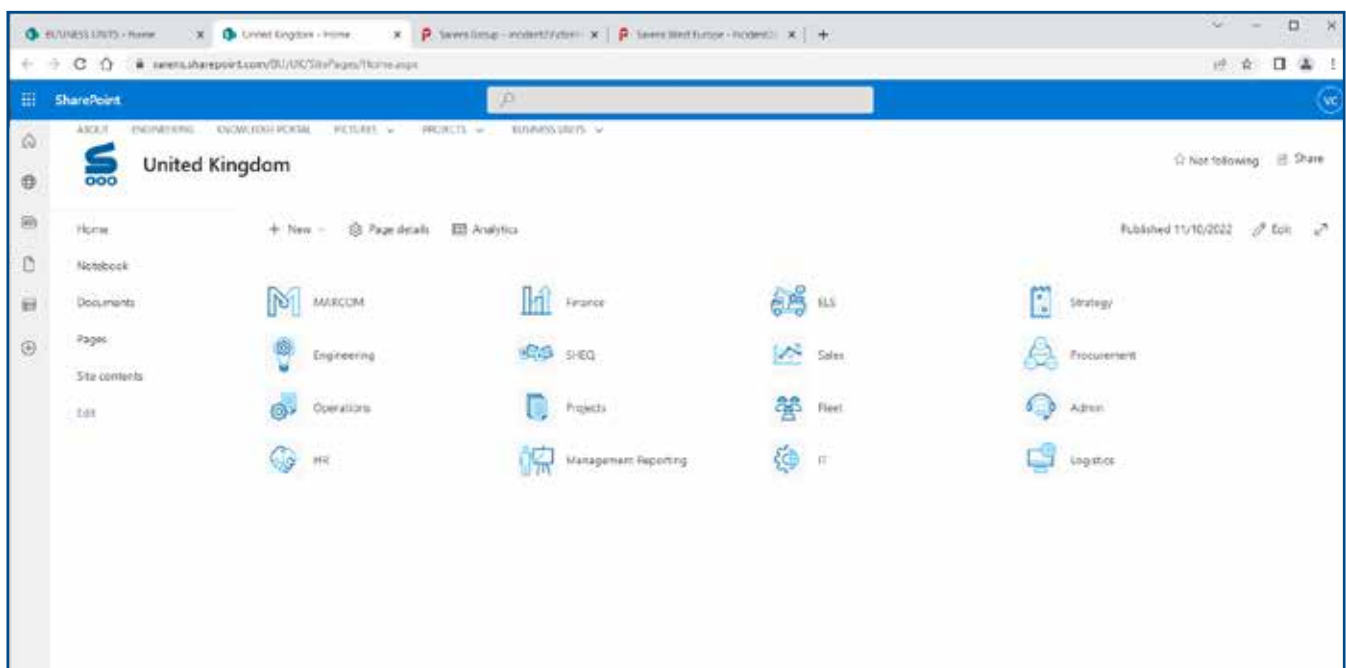
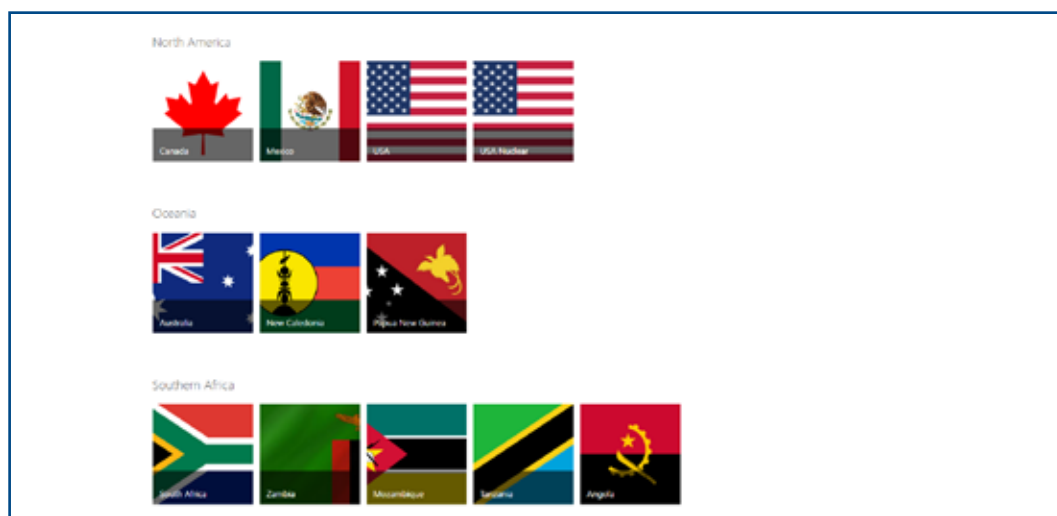


BUSINESS UNITS SHAREPOINT INVENTORIES (KPI)

Sarens decided to move away from local drives and servers and use the cloud system. In addition other folders on SharePoint were reorganised, the goal is to put all information accessible on the Sarens Intranet system.

We built Business Unit pages giving each BU a dedicated place to get organised. Each page is built in the same way giving structured overview. Local staff have 1 assigned location where they start from each day to get updated information on their BU, local and Group procedures and instructions, Links are built from the local BU pages to the knowledge center of the country or the Group page. The most recent file will always be available for all users.

Local flags demonstrate the local identity of each BU.



CLEAR SHEQ DEFINITIONS (KPI)





Clear definitions were set up and used in our new SHEQ management system to identify different types of events that can occur. We adapted them to the current requirements.

All incidents are recorded worldwide in the same way, which gives us a clear pictures of what happens in our company and where the focus on prevention should be.

Reporting is standard and with our new SHEQ reporting system P@S, the identification of issues is straight forward.

We divided the reporting in following categories and subcategories:

- Incident
 - High Potential Incident
 - Theft
 - Environment
 - Near miss
 - Fire
 - Chemical contamination
- Accident
 - First Aid Case
 - Medical Treatment Case
 - Restricted Work Case
 - Lost Time Accident
 - Psychological
 - Verbal
 - Physical
 - Fatality
- Damage
 - Internal
 - External
- Subco's = sub contractors

Category			
<div> Incident</div> <ul style="list-style-type: none"><input type="checkbox"/> High Potential Incident (HPI) ⓘ<input type="checkbox"/> Theft ⓘ<input type="checkbox"/> Environment ⓘ<input type="checkbox"/> Near miss ⓘ<input type="checkbox"/> Fire ⓘ<input type="checkbox"/> Chemical contamination ⓘ	<div> Injury</div> <ul style="list-style-type: none"><input type="checkbox"/> First Aid Case (FAC) ⓘ<input type="checkbox"/> Medical Treatment Case (MTC) ⓘ<input type="checkbox"/> Restricted Work Case (RWC) ⓘ<input type="checkbox"/> Lost Time Accident (LTA) ⓘ<input type="checkbox"/> Psychological - Verbal (PV) ⓘ<input type="checkbox"/> Psychological - Physical (PP) ⓘ<input type="checkbox"/> Fatality (F) ⓘ	<div> Damage</div> <ul style="list-style-type: none"><input type="checkbox"/> Internal ⓘ<input type="checkbox"/> External ⓘ	<div> Subco's</div> <ul style="list-style-type: none"><input type="checkbox"/> Accident ⓘ<input type="checkbox"/> Incident ⓘ<input type="checkbox"/> Damage ⓘ

SHEQ GLOBAL STRATEGY MEETING (KPI)

In March 2022 we were able to organise our SHEQ global strategy meeting again.

This time we chose Rotterdam as central location. Our SHEQ managers from all BUs worldwide joined us for 3 days of meetings, training and discussion about SHEQ. It was a great opportunity to share knowledge, hear more about our SHEQ strategy and plans, and see how we can further develop as a company with regard to SHEQ.

It was also a good to meet our CEO Wim Sarens, Director Technical Solutions Carl Sarens and Western European Director Olivier Rosensveig in a more informal way. They participated in some open discussion that came up in the different sessions.

Our 2 mascots Sam and Sarah lead the way to the meeting location.



“SHEQ is the alpha and the omega of who we are at Sarens. Marketing & Communication is dedicated to showcase our strong SHEQ orientation as an organisation to the world because we know it is the only way for our clients to fully trust us and for our people to return home safely every single day. We are looking forward to intensifying this work with SHEQ in 2023 and 2024 by strengthening our brand’s exposure in relation to how seriously we take Safety, Health, Environment, and Quality. It’s primordial to have an excellent SHEQ department but it is equally important for our people and our clients to know how good we are and have the peace of mind that comes with that knowledge.”

Mrs. Kleopatra Kyrimi – Group Marketing & Communications Manager

EXTERNAL AUDITS (KPI)

Each year Bureau Veritas performs audits in our Business units, to check compliance with the ISO standards: ISO 9001:2015 - ISO 45001:2018 and ISO14001:2015.

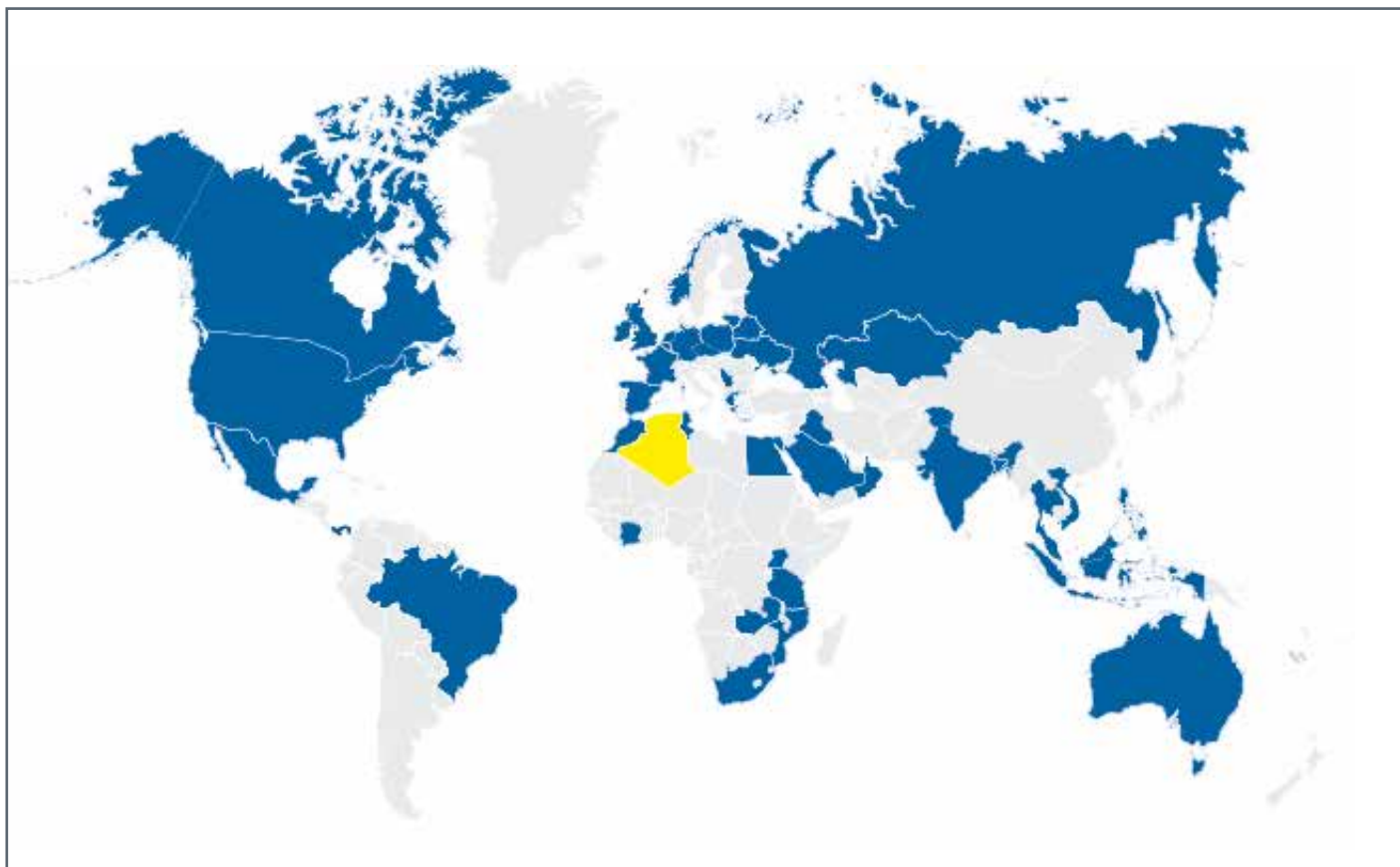
In 2022, following entities were audited:

- Sarens UK
- Sarens Australia
- Sarens Balticum
- Sarens Mexico
- Sarens Iraq
- Sarens Russia
- Sarens Helsinki
- Sarens Maroc
- Sarens Taiwan
- Sarens Egypt
- Sarens Bestuur = HQ
- Sarens Brasil
- Sarens NV = projects
- Sarens Netherlands



For SCC/P our Belgian company Samoco was audited in 2022.

Since the start of our Group certificate in 2019, we see more countries in compliance with the 3 ISO standards:



AWARDS RECEIVED IN 2022

As in previous years, Sarens received awards in 2022:

- Our colleague in Bangladesh received an Occupational Ergonomics award for maintaining business and creating awareness for the SHEQ guidelines.
- A certificate was received from TCO for completing the job safely without any HSE violations.
- Sarens has received a RoSPA Gold Health and Safety Award for working hard to ensure our staff and clients get home safely to their families at the end of every working day. Organisations receiving a RoSPA Award are recognised as being world-leaders in health and safety practice. Every year, nearly 2.000 entrants try to achieve the highest possible accolade in what is the UK's longest-running H&S industry awards.
- We were honoured to receive the Environment Award at the Heavy Lift Awards 2022. Sarens is recognised not only for enabling but also accelerating the energy transition. Sarens presented its wide-ranging approach to sustainability through several environmental initiatives, from changes to its organisation, electrifying its fleet, stripping out zinc from hydraulic oil, installing 2,886 solar panels at its headquarters to partnering on projects that reduce CO2, to name a few.
- Sarens has earned an [EcoVadis rating](#) after a rigorous and complex assessment process. EcoVadis is one of the major global ESG (environmental, social, and (corporate) governance) organisations and has so far rated over 75,000 trading partners worldwide.
- Sarens also successfully completed a client compliance questionnaire on Comply Works for General Electric. The platform helps employers and suppliers manage the compliance of their suppliers, sub-contractors, workforces and worksites.



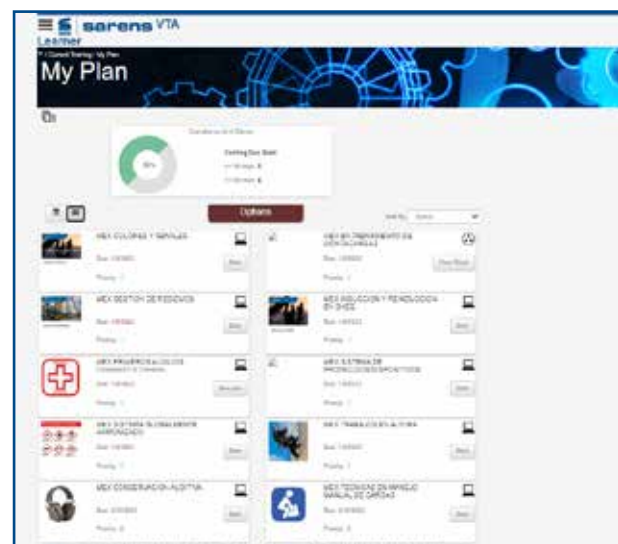
<p>GE Score Card</p> <p>Score: 100</p> <p>Contractor Class: Severe</p> <p>Class Compliance: Approved</p> <p>Verified: 2023-03-15 22:35:34</p> <p>No Deficiencies</p>	<p>100%</p> <p>Completed</p> <p>Quick answers published</p> <p>Last answer published: 2023-03-13</p> <p>Last question: 2023-03-13</p> <p>Go to Questionnaire</p> <p>More details</p>
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As we move forward into 2023 the VTA system will now start to move into Western Europe, followed by the rest of the Sarens World.

1. Firstly, it acts as a training matrix for all Sarens Employees, this allows specific training courses to be allocated and tracked to all Sarens employees.
2. The second function is that the system allows all our field employees to build their own skills matrix. There is a function that allows all of our crane operators, riggers and technicians to upload and store all of their external training certificates and qualifications within the system.

Mexico has already begun with the VTA system, and for all personnel located outside the Sarens' facilities, training is provided online. A monthly follow-up is carried out to verify that workers are constantly undergoing training.



HIGHLIGHTS 2022 - SAFETY TRAINING

- Fire exercises are organised in all our BUs on a regular basis. In HQ they were organised twice in 2022, giving the opportunity to our staff to refresh their knowledge in case of emergency.
- In Mexico the fire prevention and emergency response training is provided to the members of the emergency response team.
- In coordination with our client BGC (Shell), our staff in Iraq participated in a practical training conducted by the road transportation authority. They explained the effects and complications associated with accidents and highlighted the importance of buckling up the seat belt while driving.
- A 3rd party specialized training company gave an advanced training of AGT to the involved staff and supervisors to explain the proper SSOW procedure of SIMOPS activates which includes H₂S gas release to learn about the risks of H₂S gas and how to respond in emergency situations. In addition to that the correct use of gas detection devices to control the risks associated with working inside oilfields were explained.



HIGHLIGHTS 2022 - SAFETY TRAINING

- First Aid Training for office and yard staff were given at Sarens training centre in Kazakhstan and India.
- In HQ, our first aiders received their yearly “refresher” training. They also had a course with new employees who followed the first aid course. The training is organised in small groups.
- In Mexico all personnel in the yard and offices are invited to do the first aid training. Our goal is that each staff member acquires the knowledge of first aid, so they can assist in emergency situations until specialized health personnel arrives.
- Also in Mexico, as well as in our other BUs, constant drills are carried out to improve our emergency response. This helps us to evaluate quicker and correct an effective response to possible real emergency situations.
- In Kazakhstan they organised an oil spill control training for operators and riggers at their training centre.



HIGHLIGHTS 2022 - SAFETY TRAINING

- March 2022 saw the brand new Sarens Nass Middle East Training Academy introduced to review and upskill our employees. New mandatory training programs are being delivered to blue and white collars.
- In the USA, 8 employees across 6 departments trained and were certified to perform first aid, CPR, use of an AED, and Narcan training. The certification is valid for two years
- At HQ, Sarens Projects organised an evacuation exercise with climbing team GRIMP. Skylotec rescue device for rescue at heights of maximum 120 meters is acquired. Examples of use are rescue of a man basket, rescue of high port crane, portal cranes, gantry cranes, The SP SHEQ team is now trained to instruct operators in the use of this device.



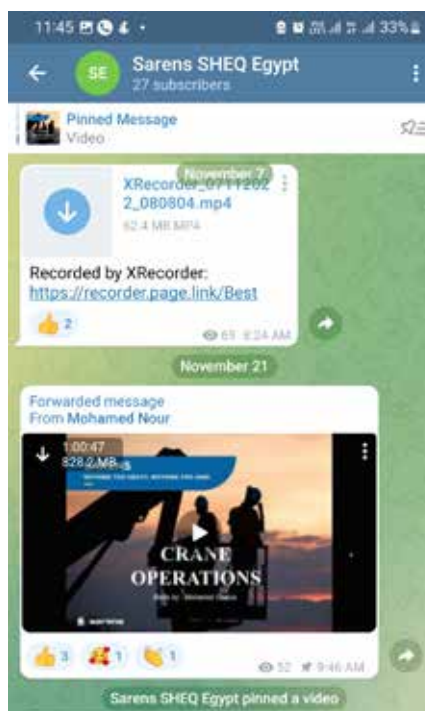
HIGHLIGHTS 2022 - SAFETY TRAINING

- Different Safety trainings: MEWP, TCVT, Ecol, Working at height, rigging,were organised in the new training center at HQ - Wolvertem (BE).
- Due to lack of crane operators on the market our internal training school was opened in Sochaczew. The pupils have the opportunity to start employment at Sarens when positively evaluated after finishing the course. Afterwards they continue their training under supervision of an experienced crane operator.
- Our new SHEQ coordinator of SP organised a session on how to correctly wear and use a harness and lanyards at HQ.
- Safety moments and lessons learned are regularly done on site in Thailand.
- Before each job, we will do a pre-start safety talk to all workers to identify the potential and associated hazards and to go over the live saving rules. During this session we also check the use of PPEs. Thailand sent us pictures of these toolboxes.



HIGHLIGHTS 2022 - SAFETY

- To boost the visualisation of the 3-point rule in Belgium during toolboxes, stickers have been placed on equipment where the operator gets on and off.
- The depots in Belgium organise frequent information moments where lessons learned are discussed. This moment is further supplemented by a practical part to check whether everything was understood and this is also an opportunity to share knowledge.
- The best STOP & CONSULT is awarded on a quarterly basis in Belgium.
- Sarens Egypt launched a private SHEQ channel on Telegram to show training videos to all blue collar workers. The videos can easily be seen on mobiles and they contribute in raising the safety awareness of supervisors, crane operators and riggers. The two main topics are rigging safety and crane operations. The training is provided in the local language.
- Early 2022 the Regional SHEQ team in Bahrain started a campaign to improve the Safety culture within the organization and raise SHEQ awareness. Individual employees need to play an active part in raising the standards and improving the culture. In August the campaign was successfully rolled out to the regional staff in Bahrain. The general message is clear and also translated. This helps us to get a strong message across to all employees.
- Sarens Projects placed posters in the equipment containers with QR code to easily consult the Safety Data Sheets of chemicals stored on Sharepoint, our intranet.



HIGHLIGHTS 2022 - SAFETY

- Identification of High Risk Activities (HRA) is very important in all our business units so that they are highlighted to the employees and additional control measures understood. Each BU of the Middle East was challenged to design a new sign board to post in the work areas of the workshops or yard to remind the employees of the HRA's.
- Also in the Middle East, in order to support our workforce, we have developed a key card that provides all employees with a statement of authorization to apply "Stop and Consult" in the event that any situation, task or request is deemed unsafe or has the potential to be unsafe. These cards carry the employees name and a copy of the Stop and Consult Card, and can be shown to any client should he try to challenge the employee to proceed when he feels he should not. This is further backed up with every operator having the contact number of the country manager and SHEQ officer in each crane.
- At the yard of HQ, portal crane 16 is equipped with a multi-rail with Falcon descender system for safe (un)loading of trucks. The operator is always attached above his head while rigging loads on/ off trucks.



My Name is: _____

As an employee of Sarens Nass Middle East or Abdulla Nass & Partners Co Ltd. I am fully empowered by the Board of Directors and Senior Management to invoke the company **STOP+CONSULT** policy in the event that, from my experience, I feel that any action, task, or operation is unsafe or has the potential by proceeding to become an unsafe act or condition.

I am fully empowered to **STOP** operations and seek further advice from my superior and request further control measures to be implemented before proceeding.

STOP and CONSULT

LAST MINUTE RISK ANALYSIS (LMRA)

STEP 1 ... 7	ACTION
Step 1 STOP	→ your activities
Step 2 CONTACT	→ your superior
Step 3 ANALYSE	→ circumstances and risks
Step 4 DECIDE IN CONSULTATION	→ about the measures to be taken: • additional instructions • other tools or equipment • additional PPE
Step 5 TAKE APPROVAL	→ corrective measures
Step 6 OBTAIN PERMISSION	→ from your superior to resume your activities
Step 7 RESUME	→ your activities

HIGHLIGHTS 2022 - SAFETY

- Renewal of the gangway along the portal cranes in HQ avoid tripping and slipping hazards.
- Due to the law change in Poland, considering diesel exhaust as cancerogenic, the workshops installed an effective ventilation system and conduct exposure level measurements. In addition to that, a diesel exhaust ventilation system was installed in the workshop in Sochaczew.
- Sarens in Thailand has a monitoring system for light, sound and heat in the workshops and yard to observe hazards from machines, atmosphere, etc. The data is analysed and workers are informed how to avoid the risks. Doctors are consulted in case of extremely risk. Employees change workplaces in case the he or she is not fit for the job. Reports are shared with our management and the Thai Government.
- The 51st National safety day celebration at Chennai Yard in India included a safety oath of all staff on site.



HIGHLIGHTS 2022 - SAFETY

- Sarens Iraq participated in the ROO (BP) Operation Contractor Safety Leadership Annual Meeting, which was held in the offices of the South Rumaila Oilfield. Top achievements were highlighted during this event and they ensure to maintain the safe and smooth operation of all projects.
- The national safety day was also celebrated at the Rajasthan Refinery India. Here the safety oath was also included.
- New LSR cards and stop and consult cards were designed for Samoco in Belgium, to make the procedures clearer for our staff.



LSR LIFE SAVING RULES

COMPULSORY

I always wear the prescribed PPE.

I correctly apply the client's work permit procedure.

I execute a LMRA prior to the start of the works. I apply the STOP & HOLD procedure if the situation is not safe!

I use the necessary CPE and PPE to work safely at height.

FORBIDDEN

I never work when I am under influence of alcohol and/or drugs!

I never smoke outside of the designated areas!

I never use or take along my cell phone in plants where this is forbidden!

STOP AND CONSULT !!!

1 STOP YOUR ACTIVITIES

2 CONTACT YOUR SUPERVISOR

3 ANALYSE CIRCUMSTANCES & RISKS

4 DECIDE ABOUT MEASURES TO BE TAKEN

5 TAKE APPROVED CORRECTIVE MEASURES

6 OBTAIN PERMISSION FROM YOUR SUPERVISOR TO RESUME YOUR ACTIVITIES

RESUME YOUR ACTIVITIES

HIGHLIGHTS 2022 - SAFETY

- In India Safety Badges were distributed to show the importance of Safety Week.
- In addition to the visual life saving rule cards, LMRA cards were designed for our local staff at Samoco in Belgium.
- To complete the package, Samoco invented [a safety game](#) to raise safety awareness. Click on the link to start the game!

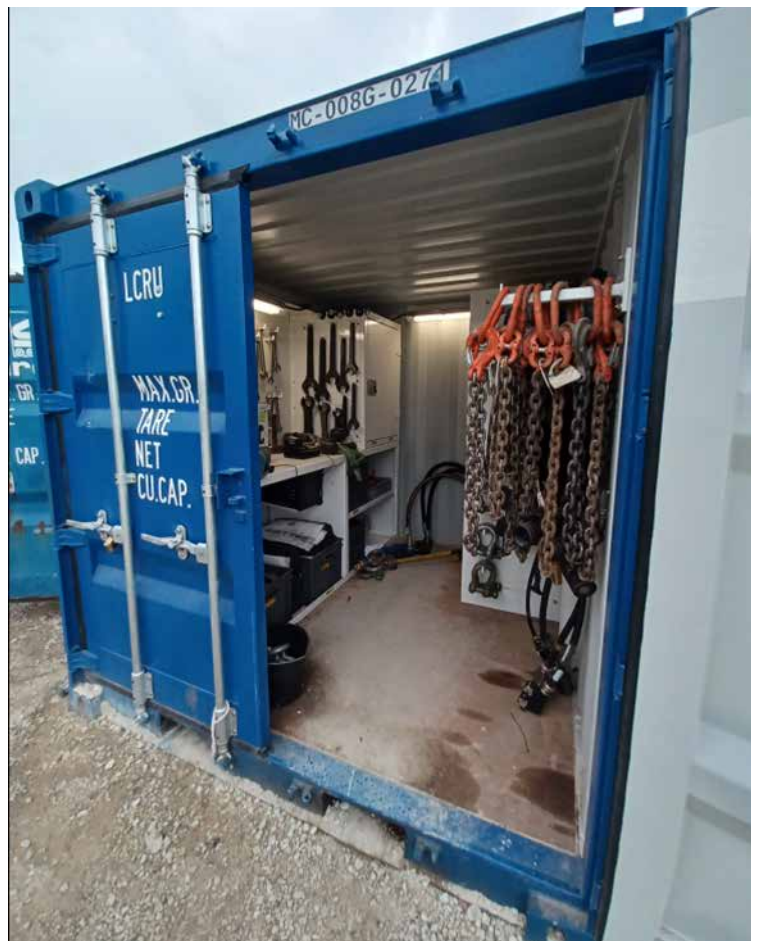


CHECK LMRA		ACTIE - INTERACTIE - REACTIE
0		Heeft u vooraf in uw omgeving gekeken? Traject, elementen in de buurt, af te leggen weg?
1		Mijn venster en spiegels zijn proper, banden, toestel, orde en netheid zijn in orde?
2		Wordt het toestel gebruikt als trekkend middel? Is dit middel geborgd (borgpen)
3		Is de belading van de last veilig geborgd en stabiel geplaatst? En ken ik het gewicht?
4		Ik heb nagedacht over de invloed van de wind, vooral als de lading veel wind vangt?
5		Het terrein en traject is stabiel en ik heb weet van putten op het terrein?
6		Tijdens het rijden, stapvoets hou ik mijn spiegels ook in de gaten.
7		Ik voorkom te bruuske bewegingen of schokbewegingen



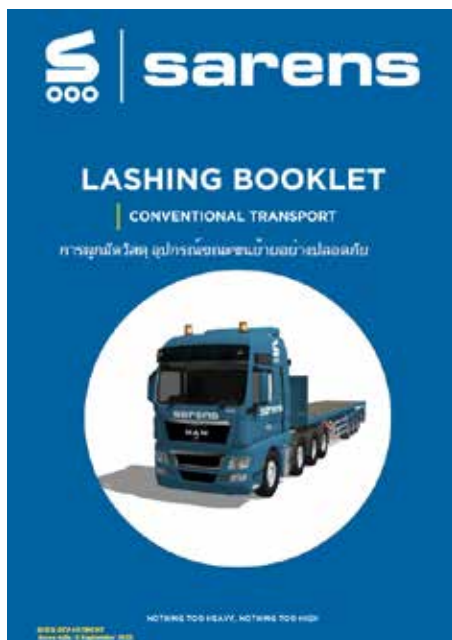
HIGHLIGHTS 2022 - QUALITY

- The Sarens staff in the USA wrote a compliant Quality Assurance Manual. This document defines specific duties and responsibilities for various managers and departments with regards to quality. It also established the base requirements for 18 different aspects of quality include designing, document control, procurement, marking of items, and handling of non-conformances. They also started twice a week trainings on different elements of the SNIS Quality Assurance Program to educate all departments on different policies and requirements to be NQA-1 compliant.
- In HQ the renewal of equipment containers guarantee order and tidiness on the yards. The containers each have a list of available equipment, first aid kit, ladder, inspected lifting equipment, spill kit, all in line with the specific equipment. Each type of equipment has its dedicated container.
- All project information is stored online on Sarplan now. It provides clear access management, clear structure, official documents, ... The system is accessible online and offline, thus available to use on all project sites.



HIGHLIGHTS 2022 - QUALITY

- SHEQ redesigned the lashing booklet for the transportation work in Thai. This manual helps our staff to tie the goods properly, so it is safe to transport them. The local workers e.g. the rigging team can access this information by scanning a QR code and printing it on the trailers, trucks and on the job site.
- In Thailand we gather all the equipment after use at the project or in the yard to make improvements. Staff wash, clean, paint or attach reflective stripes if needed. They also repair damaged things if they can be reused later. Thus, reducing waste in Thailand.
- Internal auditor trainings are organised in India on a regular basis.



HIGHLIGHTS 2022 - QUALITY

- Sarens inaugurated its revamped operator training centre in Wolvertem (HQ), increasing its capacity both for classroom and practical crane training operations. The centre has also included ESTA's European Crane Operators License in its courses.
- Staff in Malaysia performed an NDT Test for the SCX2500 Luffer Welded Joint.
- Magnetic particles to the telescopic hydraulic cylinders of the cranes were tested to ensure a safe and quality operation of the equipment in Mexico.
- 2022 saw the launch of 2 new depots in SNME, one in Dubai and one in Abu Dhabi. With both came the client demand that the businesses held ISO certification for ISO9001, ISO14001 and ISO 45001. This was a new certification audit process and was successfully completed within a short 6 month timeframe.



HIGHLIGHTS 2022 - ENVIRONMENTAL

- Sarens USA (Nuclear department) acquired an electric powered fork lift. This reduces the volume of fossil fuel used and the amount of exhaust. They also acquired a spill containment pallet for hydraulic oil. They have spill kits for battery acid spills and oil spills and oil waste disposal cans.
- A heating audit was conducted in HQ. We were looking at the production efficiency, examined whether the size of the boiler suits the building's heating needs and checked if the central heating appliance (boiler) needed replacing. The heating system is in perfect condition, economical, safe and environmentally friendly.
- Electric charging stations are provided at all buildings in HQ.
- We are continuing and maintaining the housekeeping, 5S and cleaning after work. The floor and soil must not be contaminated with oil, greases, or chemical substance. All the chemical containers must have tags and SDS shown the workstation. South Africa is a good example of this way of working.



HIGHLIGHTS 2022 - ENVIRONMENTAL

- A new exhaust system was placed in the technical solution workshop in HQ and also a new tank distribution system on coated floor (liquid-proof).
- To improve waste segregation at Sarens Ghent (BE), different waste bins were placed (1 per waste category).
- In HQ a new water drainage system with pumps was placed in the garage pit, to avoid having groundwater in the pit, mixing with chemicals, having to work in the water...
- As part of our Environmental Plan for the Brakpan yard (SA), a waste sorting facility was set up and managed by a certified waste management company. Also a lot of material from the Brakpan depot, that would have been sold as scrap metal, was used in the revamp of the new offices. By doing this, they managed to take a little bit of the yard in the offices and created a look that represents the crane industry.



-
- البصمة الكربونية**
- # CARBON FOOTPRINT & ITS IMPACT
- CO₂**
- | Sector | Percentage |
|--------------------------------|------------|
| Industry | 20% |
| Electricity & Heat | 18% |
| Agriculture | 15% |
| Road Transportation | 10% |
| Land Use Change & Forestry | 9% |
| Waste | 14% |
| Petroleum Refining | 2.6% |
| New Road Transportation | 4% |
| Fuel Production & Transmission | 4% |
| Buildings | 6.4% |
| Other Energy | 9.6% |
- التصحر**
LAND USE CHANGE & FORESTRY 9%
- وسائل النقل و المواصلات**
ROAD TRANSPORTATION 10%
- المخلفات**
WASTE 14%
- التكرير**
PETROLEUM REFINING 2.6%
- النقل و الوقود**
NEW ROAD TRANSPORTATION 4%
- الصناعة**
INDUSTRY 20%
- الكهرباء و الحرارة**
ELECTRICITY & HEAT 18%
- الزراعة**
AGRICULTURE 15%
- المباني**
BUILDINGS 6.4%
- طاقة أخرى**
OTHER ENERGY 9.6%
- إنتاج و نقل الوقود**
FUEL PRODUCTION & TRANSMISSION 4%



HIGHLIGHTS 2022 - ENVIRONMENTAL

- On the back of COP26 it was decided to employ an Environmental Officer in the Middle East and to set up some actions and targets to ensure the business was heading in the right direction with regards to environmental and sustainability. In 2022 RM SHEQ trained to become an Associate member of IEMA (Institute of Environmental Management and Assessment). New Environmental KPIs were imbedded to the monthly reporting to record the data required for a full study of carbon emissions and footprint to be commenced in 2023. Business initiatives that started are:

- Reduce, Reuse and Recycle Policy.
- Waste Management
- Minimization of waste disposal to landfill
- Reusing oil drums as barriers and waste bins



GREEN

CERTIFICATE

Green Land
RECYCLING LLC

Issued To : Sarens Nass Middle East LLC.

Address : CEO Building, Dubai Investment Park 1, Dubai, UAE.

Issue Date : 16/11/2022

Description of service : Destruction & Recycling

Total weight received : 906.5 Kg

Date Received : 02/11/2022

Date of Completion : 16/11/2022

MATERIAL DETAIL

Waste Description	Quantity	Percentage Recycled	Percentage to Landfill
Metal waste	605 kg	100%	0%
Rubber waste	301.5 kg	100%	0%
TOTAL 906.5 Kg			

Green Land Recycling certifies acceptance of the material referenced on this document and that all the material are associated components in the shipment listed below have been dismantled and have been destroyed pursuant to all applicable laws including environmental and waste management regulations. The destruction process will ensure that all the material is destroyed and unusable in its original state.

Green Land Recycling certifies that the recycling of these materials has not harmed human health or the environment in the United Arab Emirates or elsewhere.

Green Land Recycling took ownership of these items upon receipt at the Green Land Recycling Processing Facility and this document is solely for your records and information.

We'd like to thank you for making the effort to fulfill your company's environmental responsibilities by using a licensed Recycler.

FFOS, DIRC WAREHOUSE COMPLEX, DIP 2, DUBAI, UAE.

+971 4 2227598 - hello@greenland-recycling.com

www.greenland-recycling.com

REF NO: GL-5240319

HIGHLIGHTS 2022 - ENVIRONMENTAL

- Other initiatives e.g. in Sarens Middle East are:
 - Environmental awareness to employees
 - Think before you Ink campaign
 - E Signature software being sourced to reduce paper usage.
 - Save water and electricity posters
 - Zero paper cups
 - Full review of industrial recycling
 - Compliance check in all countries against local Environmental legislation
 - Tree planting
 - Using AC drain out water for watering plants
 - Hazardous waste storage containers and tanks are labeled indicating their contents.
 - Built bund walls to store used oils.
 - Allocated areas for storing hazardous waste.
 - Grey water testing conducted to check the presents of heavy metals for safe disposal.
 - LMS training - Environmental operational control to understand the aspect and impact caused by the activities to the environment.



HIGHLIGHTS 2022 - HEALTH & WELL BEING

- Each year, we have a campaign “give your colleague a compliment” in HQ. You can take a “compliment” from the examples on the wall and give it to your colleague as a token of appreciation.
- Sarens Egypt conducted a mental health and well being (stress) survey, as an indicator tool to measure our employees’ health and well being. Employees respond to the survey anonymous and according to their work conditions of the last six months. The survey included 35 questions and covered i.e., demands, control, management support, peer support, relationships, role, change. Analysis of the survey was done to start remedial actions.
- “Fitness at Work” medical examinations were conducted in Iraq in cooperation with BGC (Shell). We want to make sure that our staff are physically capable to perform their work without any health or ergonomic related issues.



1. I am clear what is expected of me at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I can decide when to take a break	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Different groups at work demand things from me that are hard to combine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I know how to go about getting my job done	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I am subject to personal harassment in the form of unkind words or behaviour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I have unachievable deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. If work gets difficult, my colleagues will help me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I am given supportive feedback on the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I have to work very unsocially	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I have a say in my own work speed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I am clear what my duties and responsibilities are	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I have to neglect some tasks because I have too much to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I am clear about the goals and objectives for my department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. There is friction or anger between colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I have a choice in deciding how I do my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I am unable to take sufficient breaks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. I understand how my work fits into the overall aim of the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. I am pressured to work long hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. I have a choice in deciding what I do at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

AL MOWASAT AL-SALAM, Basra, Iraq | AL MOWASAT OCCUPATIONAL HEALTH CLINIC | info@al-mowasat.com

Contractor Certificate for Fitness to Work in BGC Projects Iraq

Name of Employee: Hussain Muhammad Adib
 Date of Birth: 1/5/1984
 Nationality: Iraq
 Identity no.: 005022996
 Employer: Sarens
 Expiry Date of Certificate: 13/03/2023

I certify that I have checked the identification of the above individual and that they have undergone a medical examination to Shell Remote Site Work Standard or the OGUK/NOGAPA medical or equivalent standards of fitness (See OGUK Medical Guidelines for fitness to work offshore.) I further certify they meet the following additional criteria, and they are fit to work in remote locations in Iraq:

- To work in a hot climate (temperatures in excess of 50 C in Summer)
- To have the physical fitness wear body armor and helmet for prolonged periods of time
- Has no medical conditions that are likely to cause significant ill health during their deployment
- Are not taking medication that would cause a serious adverse health effect if stopped suddenly
- Have no psychological/mental health issues that would impact on their ability to work in Iraq
- HIV, VDRL, Hepatitis B, and Hepatitis C status have all been checked for visa purposes.

(All personnel will require testing to have an exit visa issued)

Suggested Restrictions/Accommodations:

Examining Doctor Name: Dr. Ali Salem Al-Mansoori
 Clinic Name and Address: Al-Mowasat Hospital, Basra
 Email Address: info@al-mowasat.com
 Contact Telephone: (+964) 782 500 4211

Signature: [Signature]
 Date: 13/03/2023
 Clinic Stamp: [Stamp]

AL MOWASAT AL-SALAM, Basra, Iraq | AL MOWASAT OCCUPATIONAL HEALTH CLINIC | info@al-mowasat.com

Contractor Certificate for Fitness to Work in BGC Projects Iraq

Name of Employee: Mahdi Yousif Rajhi
 Date of Birth: 4/5/2000
 Nationality: Iraq
 Identity no.: 00511439
 Employer: Sarens
 Expiry Date of Certificate: 13/03/2023

I certify that I have checked the identification of the above individual and that they have undergone a medical examination to Shell Remote Site Work Standard or the OGUK/NOGAPA medical or equivalent standards of fitness (See OGUK Medical Guidelines for fitness to work offshore.) I further certify they meet the following additional criteria, and they are fit to work in remote locations in Iraq:

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 Date: 13/03/2023
 Clinic Stamp: [Stamp]

HIGHLIGHTS 2022 - HEALTH & WELL BEING

- Sarens Kazakhstan new office was inaugurated by Ludo Sarens.
- Also in Kazakhstan, our colleague won a sport competition conducted by our client Kentech.
- Sarens Malaysia celebrated different events:
 - Chinese New Year Celebration Lunch.
 - Labour Day Celebration Dinner.
 - Diwali Celebration Dinner.
 - Year-end dinner.



HIGHLIGHTS 2022 - HEALTH & WELL BEING

- Sarens in the Middle East, ran a campaign on heart health and blood pressure monitoring for all employees.
- Sarens Nuclear, commenced after work cook outs on Friday afternoons. The event has several benefits, i.e. raising moral of office staff, giving an additional delight to look forward to, encouraging comradery amongst employees and their families, ... They also celebrate each employee's birthday with a simple card and cupcake. As such they acknowledge each person as being significant to the team regardless of position or seniority. Thus Joe Yustus, VP of the Nuclear division, also had a special birthday surprise of balloons on his birthday.
- Sarens Nuclear hosted the first SNIS Holiday Party. They gathered office and remote staff for multiple days of training to recognize all of our collective work and accomplishments and give the opportunity for many remote and office personnel to meet for the first time.



HIGHLIGHTS 2022 - HEALTH & WELL BEING

- In HQ the “warmest week” with Sarens Challenges was organised to raise money for charity. Part of this week was selling desserts, waffles, darts tournament ...
- Each year employees at HQ have the opportunity to receive a free flu vaccination.
- A sunny lunch corner was built at the yard in HQ near the main building, offering our office staff the opportunity to take their lunch outside. Sarens summer kick off was an event to start the summer holidays.
- SHEQ in cooperation with HR, also promoted the use of bikes. We offer the possibility to lease a bike and pay it off partially every month. The “Get your move on the bike event” in July and September was organised in addition to this.
- A lot of plants and some artificial grass was incorporated into our office space in South Africa. There are several benefits of having greenery in the office. After a day of hard work, or on our lunch break, our staff can also make use of the “play” area e.g. dartboard, boardgames, ...



HIGHLIGHTS 2022 - HEALTH & WELL BEING

- New toilets were installed at the technical solutions hall in HQ, disconnected from ground water pumps.
- The dining room of the workshop in Poland was renovated.
- Our new office space in Bedfordview, Johannesburg adds quality to the Sarens Siba BU. It sets a very professional image for our clients. The open plan setup enables us to communicate with each other freely and has a positive influence on our work quality.
- Our physical health awareness day was held in March 2022 in South Africa. The session started off with a visit to the testing station (set up outside due to COVID regulations). Testing included monitoring weight, height, individual blood sugar levels, blood pressure, heart rate and cholesterol.



HIGHLIGHTS 2022 - HEALTH & WELL BEING

- Sarens Thailand provided the AKT test kit for screening the COVID-19 at the yard and sites/ projects. We also still provide alcohol, gel and masks. After testing and sharing the results, we keep record for reference.
- Sarens Thailand concerned about Hierarchy of Control especially Administrative Control, we provide drinking water with ice, arrange the period working and provided the rest area during hot summers. Continuous health checks are also done frequently.
- The safety briefings on COVID in India were still done in 2022 on a daily basis.
- A drawing competition in India with prize distribution was organised for our local staff.



MODULE TRANSPORT



HOUSTON
USA

ENDING NOTE

Looking forward to 2023 there will be again many challenges ahead:

- Sarens new Prevention @ Sarens (P@S) Safety Management System - roll out phase 2 & 3 including an audit module, supplier and customer satisfaction, risk assessments, SDS sheets available on the app, management reviews, etc.
- 2023 being the recertification year for Bureau Veritas for the Group recertification
- New SHEQ branding to raise SHEQ awareness
- Further roll out of VTA system across the globe
- More SICA training for the remaining business units
- International SHEQ meeting



“Within Operations and Fleet, adherence to our SHEQ policies is not something that is optional; it is something that we have to follow day in day out and only by working SAFELY, taking care of our physical and mental HEALTH, respecting the ENVIROMENT and delivering a QUALITY service, will we succeed and grow, both on a personal level and as team Sarens.

All members of the team, whether it be SHEQ, Operations, Fleet, Sales, Finance and HR are required to succeed, and our ultimate goal is for our individual team members to go home at the end of the working day the same as they started and for the company to grow and be the reference in Crane Rental, Heavy Lifting and Engineered Transport.”

Mr. Dave Smith - Group Fleet & Rental Operations Director



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