



Social - Seaspar

EMPLOYEE HEALTH & SAFETY AT SEA

Instrumental to Seaspar's operational excellence is a strong culture of safety ingrained at all levels of the organization. This unwavering dedication to safety is complemented by a robust and ever-evolving set of safety standards at the top of Seaspar's operational excellence agenda.

Seaspar Ship Management Ltd., a subsidiary of Seaspar Corporation, continued to be audited by DNV for ISM ISO 9001, 14001, and 45001. In 2022, eight of our vessels were audited for ISO 14001 & 45001.

HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION

Seaspan utilizes a 'risks and opportunities' database where all known Occupational Health and Safety ("OH&S") risks are identified based on their probability of occurrence and the severity of their outcomes. Moreover, subject matter experts who have sailed with Seaspan as senior officers and have extensive container ship experience have developed relevant health and safety procedures. These procedures are regularly reviewed and updated per industry development, regulations, audits, inspections and operational feedback. Additionally, Seaspan reinforces employees' qualifications and experience with ongoing professional development and has a robust competency management system in place.

Every day and prior to any job on board a ship, a risk assessment exercise is performed to ensure that risk levels are acceptable. Daily meetings within teams and departments ensure that everyone on board is informed of ongoing jobs and the respective health and safety implications. Seaspan crew members are empowered to cease work without fear of reprisal if they deem the risk levels at the start of a job to be too high.

Seaspan also promotes an atmosphere of responsible behavior and open communication. Employees are encouraged to self-report incidents within a constructive reporting environment. By shifting focus from who caused the problem to how the problem arose, Seaspan fosters an environment wherein mistakes can be leveraged as opportunities for learning, preventing recurrence across the fleet.

Seaspan employs a robust system to investigate work-related incidents, including a process to determine and identify hazards and to derive corrective and preventative measures.

CONTAINER FIRE FIGHTING INITIATIVES

Going over and above minimum SOLAS requirements, We supplied all our ships with the 'hydro-pen'; an innovative tool which can reach, pierce and flood containers on fire on higher inaccessible tiers on deck where conventional fire hoses or personnel cannot reach.

Seaspan's key metrics to monitor performance are:

- Incident reporting
- Near-miss reporting
- Incident investigations
- Internal and external audits
- Port state control inspections
- Office audits and inspections
- Risk Management
- Safety meetings
- SCORA
- Tool box meetings
- Training
- Maritime Resource Management

DUAL FUEL LNG VESSEL PREPARATION

Seaspan took on a number of initiative to prepare its workforce for safe operations of its new LNG dual fueled vessels including:

- employed additional LNG expertise
- researched and developed safe operational procedures
- conducted training for ship and shore staff
- visited LNG dual fueled ships,shipyards, ports
- maintained continual engagement with various stakeholders
- joined the Society of Gas as a Marine Fuel

INITIATIVES AND TRACK RECORD

- 77% of our ships passed port state control (PSC) inspection with NIL deficiencies & NIL detentions
- We provide our ships with a readymade ship/port PSC checklists based on various algorithms if and when a vessel is due for a PSC inspection
- We have engaged Stormgeo to provide our ships with Suez Canal specific weather prior to transiting the canal to avoid an incident in the canal
- We conducted several safety campaigns throughout the year to raise awareness and reduce incidents, supporting:
 - o blackout prevention
 - o engine room fire prevention
 - o cargo fire prevention
 - o safety of navigation
 - o reefer care
 - o ship security
 - o cyber security
- 62 vessels received QUALSHIP 2021 award in recognition of outstanding commitment by United States Coast Guard
- We received a PSC outstanding performance award from Hong Kong Marine Department
- We have embarked on VDR based 'remote navigational audit' regime by NAVTOR, helping raise awareness, share findings, improve situational awareness and reduce navigational incidents
- Two of our vessels were involved in a rescue at sea in the Mediterranean Sea

INCIDENT WORKFLOW



WORKER PARTICIPATION, CONSULTATION AND COMMUNICATION ON OH&S

Seaspan's OH&S Policy prescribes active worker participation and consultation in the development, implementation, and evaluation of occupational health and safety matters. Daily discussions allow ship staff to review safety related matters and assess relevant risks.

Seaspan encourages the participation of seafarers in OH&S related initiatives through:

- annual "Safety Culture" surveys (SCORA) for internal stakeholders
- annual management reviews
- receiving external customer feedback
- seafarer debriefing upon tour of duty sign-off
- annual seafarer forums
- regular mini-town halls with the ships on operations management
- monthly management meetings
- monthly safety meetings



We are proud of our global workforce committed to upholding the Seaspan safety culture of safety first, ownership, operational excellence, sustainability and continual improvement. The Seaspan family culture fosters a sense of belonging and teamwork essential to us achieving our goals and aligning with our core company values.

—ALFRED GOMEZ, DIRECTOR, MARINE STANDARDS, DESIGNATED PERSON ASHORE (DPA) / COMPANY SECURITY OFFICER (CSO)

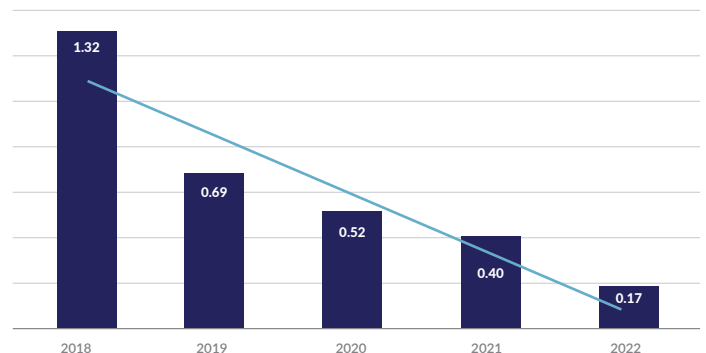
REDUCED INJURY RATES AT SEA

Our Safety, Events, and Environment communications are shared with the fleet via email, which instills the "Seaspan culture" and encourages ownership, accountability and compliance. Our Safety Culture Organizational Assessment enables ships staff to provide feedback on safety and other operations in support of continuous improvement. Ship and shore staff are encouraged to provide feedback without any ramifications.

Furthermore, Seaspan runs various safety campaigns which are focused on increasing seafarers' safety awareness through knowledge and experience sharing between Seaspan's ships and the industry. This approach is focused on augmenting safety behavior, challenging unsafe acts, and improving vessel design and operational safety.

Seaspan has taken significant measures to reduce Lost Time Injuries Frequency (LTIF). In 2022, Seaspan's LTIF was reduced to 0.17, resulting in a 57.5% reduction compared to 2021.

Running LTIF average based on 365 days per year



GENDER DISTRIBUTION AMONG SEASPAN EMPLOYEES (SHORE-BASED AND CORPORATE):

The overall gender distribution amongst all Seaspans shore staff as of December 31, 2022, is 67% male (n: 209) and 33% female (n: 103), representing a slight increase in male representation overall compared to the 2021 gender distribution.

Gender representation in our corporate staff is relatively balanced, which is generally consistent with previous year's findings, and we note that the Manager and Professional level roles are consistent with prior years.

	SEASPAN OVERALL	SEASPAN CORPORATE	SEASPAN OPERATIONS
% of Female	33%	45%	25%
% of Male	67%	55%	75%

In the Operations staff we continue to see lower female representation, which continues to be driven by a heavily male labor pool of seafarers, from which we primarily recruit for these roles given most of these roles require specialized skills and experiences specific to the maritime industry. According to the Chamber of Marine Commerce, female employees make up only about 2% of the world's maritime workers, and most work in the cruise ship industry. Seaspans currently employs about 5,600 seafarers, of which 59 are female (a small, but growing population). Seaspans takes a long-term view at improving the pool from which we can recruit our Operations shore staff. We established a Competence Management System (CMS) aimed to develop our seafarers' technical skills to move to the next rank. This system provides a standardized development tool to evaluate seafarer's skills and readiness to progress to the next rank. This program is implemented across all our seafarers, regardless of their backgrounds, race, and gender. This initiative has supported structured progression of our seafarers to management level ranks onboard, and has enabled female seafarers skills development to be assessed and developed equally to their male counterparts.

This initiative has led to numerous female seafarers progressing to junior management ranks. We can see female seafarers progressing through the ranks just as quickly as their male counterparts. In addition, in 2023 we are focused on a broader outreach program for female seafarers in entry-level positions. While this is a longer-term strategy, it demonstrates our commitment to establishing this talent pool and will pay off longer term in our shore-based operations.



NON-DISCRIMINATION AND EQUALITY OF SEAFARERS

Using various tools such as our CMS and Performance Management, Seaspan has been able to promote fair and equal progression for both female and male seafarers to higher ranks onboard our vessels. Due to the diverse backgrounds of the seafarers, each ship deck becomes a global workforce, with representation from many cultural experiences and perspectives. This can lead to a more enriching work environment, as a diverse team benefits from learning from each other and brings diverse viewpoints to the table.

Seaspan has made strides in promoting women to higher ranks within the company's seafaring department. These initiatives and contributions are important steps to support important conversations and initiatives promoting equal opportunities in the maritime industry.

Seaspan's commitment to promoting women and ensuring diversity on their ships not only benefits the company but also contributes to the larger conversation around gender diversity and inclusivity in the maritime industry.

By promoting equal opportunities for all seafarers, Seaspan is joining other companies in the industry who are working tirelessly to promote gender diversity and inclusivity.



SEASPAN HIGHLIGHTS

EQUAL OPPORTUNITIES

Seaspan has set several initiatives to promote equal opportunity/treatment onboard Seaspan vessels, piloting on 20 vessels initially, including:

Seaspan provides further learning opportunities to our Masters (Captains) on various topics enabling them to manage and promote equal opportunity practices onboard vessels, as well as to enforce Seaspan's workplace anti-harassment and bullying policies to separately educate their crew on board on sexual / racial / nationality sensitization and the Seaspan workplace harassment policy and anti-harassment and bullying policy.

An instant messaging app group has been established for 20 vessels (as a pilot) allowing members and the company to engage in meaningful dialogues on onboard experiences.

Gender sensitization training called "Women on Board of Seaspan Vessels" provided by 3Cube Medicare for all officers joining ships with females onboard to promote awareness on harassment and bullying - 15 ships have completed this training to date, and more

are being added to the program, with plans to retrain all seafarers every six months.

Female seafarers are provided with contact information of women employees in the office (4 personnel at various offices) so they have a safe and comfortable liaison for discussing personal matters.

Seaspan introduced a confidential reporting system onboard vessels for seafarers to report any violations and have an extensive Bullying and Harassment Policy in place that employees need to sign-off on and adhere to throughout their employment. Additionally, several members of the respondents include some of our female employees to allow female seafarers to connect with should they choose to do so, all of which is intended to promote a safe space for our seafarers to raise their grievances. Any violations of company policies are investigated extensively and that proven violations are addressed immediately and appropriately.

INCLUSIVE HIRING

Seaspan has been hiring female seafarers for over nine years, with our first cadets being hired out of

the Philippines and South Africa.

Seaspan established a competence management system aims to provide standardized assessment and evaluation process for progression for seafarers.

GENDER DIVERSITY TRAINING

Seaspan is in close touch with gender diversity champion organizations like

the International Woman Seafarers Foundation, Maritime SheEO, MUI Women Wing Heads, in addition to Nautical colleges we have partnered with across all our manning regions.

ACCOMMODATION UPGRADES

Seaspan provides guidance to ensure that accommodations and facilities onboard

our vessels are conducive to our seafarers in line with Maritime Labour Convention and additional medical supplies are provided on board by 3Cube Medicare to ensure diverse needs for all seafarers are met. Specifically, some notable facilities include:

Additional washroom and changing space close to the upper deck have been designated for female seafarers and have fitted additional washing machines and dryers in the laundry specifically for female seafarers with installation planned for our new builds

ONGOING TRAINING

In 2022, Seaspan had a 1445 data collection report done by the Sailor Society, sampling Africa, India and the Philippines, which was shared with the supervisors to understand the cadet's mindset enabling the improvement of the training.

COMMUNITY ENGAGEMENT

Seaspan not only operates at sea but also engages with communities around the world through its local offices. These regional crewing stations organize various programs such as charity tree plantings, children's art contests, and "friends and family" events to bring people together as part of the Seaspan family. Additionally, Seaspan regularly donates to charitable causes in the seafaring community and the communities it operates in. In the future, Seaspan aims to find more opportunities to expand its family and build stronger relationships with its local and global neighbors.

BENEVOLENT FUND

The Benevolent Fund is a demonstration of Seaspan's commitment towards the well-being of its seafaring team members. This fund has been established to support seafarers who have suffered significant monetary loss or damages due to unforeseen natural calamities, disease outbreaks, armed conflict or severe/fatal injuries or illness. In line with its "Seaspan Cares" initiative, the company aims to offer a sense of solidarity and understanding to its team members during times of difficulty and vulnerability.

One of the unique aspects of this fund is that Seaspan matches the total donations generated by sea and shore-based employees on a per-case basis. This means that the company not only encourages its employees to donate, but also amplifies their contributions by matching them. The consolidated donations are then directly transferred to the affected member(s) or their immediate next of kin.

The establishment of the Benevolent Fund underscores Seaspan's recognition of the valuable contributions made by its seafarers and the important role they play in the company's success.

In 2022, Seaspan had employees who suffered from unforeseen calamities and armed conflict in their home region. With the support of the rest of the seafarers and shore staff, Seaspan allotted a portion of the Benevolent Fund amounting to a total of USD\$ 400,000.00 to assist 120 seafarers. Furthermore, Seaspan supported three shore staff affected by similar circumstances and allocated an additional USD\$ 12,000.00 to these employees to provide temporary relief as they work their way back to firmer footing.



SUPPORT UKRAINIAN SEAFARERS

At an organizational level, we have actively supported our Ukrainian seafarers during these challenging times. We recognize the unique challenges that Ukrainian seafarers face during these difficult times and have taken steps to support their mental health and well-being.



BANKING

The conflicts in Ukraine have added a layer of banking challenges for Ukrainian seafarers. In addition to the economic instability, it has severely impacted the availability and accessibility of essential banking services for seafarers. To alleviate these concerns, Seaspan has partnered with leading fintech providers to offer seafarers e-Wallets and international debit cards to allow for unhindered access to financial services irrespective of location.



COMMUNICATIONS & CONNECTIVITY

Seaspan has also taken steps to improve communication between seafarers and their families. The company has provided seafarers with access to reliable internet and phone connections, which can be a lifeline for seafarers away from home during conflict. It has allowed seafarers to stay connected with their families and loved ones, even when they are thousands of miles away.



MENTAL HEALTH RESOURCES

We partnered with Sailor Society to offer seafarers and their families virtual counseling services. These services allow seafarers to access confidential mental health support from trained professionals, regardless of location.



TEMPORARY ACCOMMODATION

For the Ukrainian seafarers and their families who evacuated to the safety of neighboring countries during the outbreak of war, our regional teams and manning partners assisted them in securing temporary accommodation.



CORPORATE SOCIAL RESPONSIBILITY

As a part of Corporate Social Responsibility, several activities were arranged at various crew manning regions – Ukraine, Sri Lanka and China. These campaigns aimed to raise awareness of the sacrifices and challenges seafarers and their families. Various forms of art, including paintings, TikTok videos, and talent videos, were used as mediums to convey the message.

A blood donation campaign was also organized in Sri Lanka at a time when local authorities had communicated dire need for blood products. This was a tremendous success and a proud moment for the Seaspan family.

WELLNESS AT SEA

In 2016, Seaspan began our partnership with Sailors Society to launch the Wellness at Sea program, and have since provided seafarers with the necessary support to maintain their mental and emotional health, as well as building a sense of community on board and onshore. The program is highlighted as an integral part of Seaspan Cares initiatives. This service provides a 24/7 toll-free helpline, which is available in multilingual languages, and is dedicated to supporting crew members experiencing personal difficulties.

In 2022, we donated \$50K USD to Sailor's Society to support their initiatives in promoting wellness for seafarers.



Wellness at Sea
FROM SAILORS' SOCIETY


Sailors'
Society

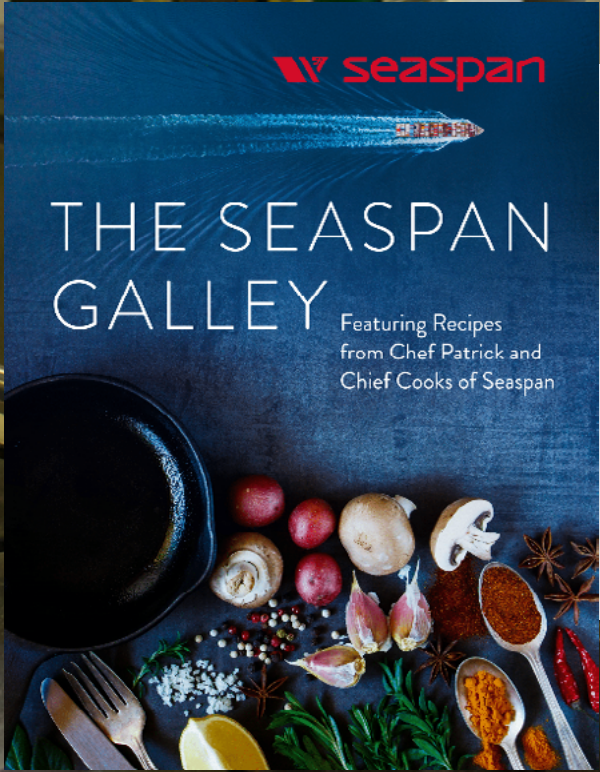
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SEASPAN & ISWAN

Seaspan supports the International Seafarers Welfare and Assistance Network (ISWAN), especially on the Social Interaction Matters (SIM) Project. The SIM Project has a primary objective to encourage social interaction on board. The project recognizes the importance of crew coming together during their leisure time and the contribution improved mental and physical well-being makes to efficiency and safety.



Seaspan is featured as a partner shipping company of ISWAN and started supporting the SIM Program for phase 2 trials. To further collaborate on the development of the project and other initiatives, Seaspan donated \$50K USD to ISWAN in 2022.



UPGRADING THE CULINARY EXPERIENCE ONBOARD

To ensure that our crew has access to industry-leading cuisine onboard, we have engaged the services of culinary expert Chef Patrick Alban to support our Chief Cooks onboard.

There is constant engagement at a fleetwide level to motivate our galley teams to augment performance with contests and social media engagement channels. We recently created a cookbook containing time-tested recipes from our Chief Cooks serving onboard vessels and catering to diverse taste palates.

RECRUITMENT AND RETENTION OF SEASPAN EMPLOYEES

Seaspan's global staff is a core pillar of the business. The attraction, retention, and engagement of top talent are one of our key priorities.



SEAFARERS

Seaspan recognizes the value of seafarer retention as a direct link to enhancing operations and delivering a strong value proposition to customers. Seafarers play a critical role in Seaspan's operational excellence, and as such their retention is a priority that is consistently measured as an internal success indicator. The aim is that seafarers truly enjoy their time working on Seaspan vessels, ensuring that they aspire to re-join Seaspan even after completion of contractual obligations.

Seaspan's recruitment approach is primarily focused on developing cadets into highly competent senior officers. Since 2002, Seaspan has nurtured cadets to become top performing officers and engineers, and many have progressed to Master and Chief Engineer ranks.

To support Seaspan's growing fleet and provide sufficient time for cadets to progress, Seaspan has partnered with key manning agencies in the Philippines, Ukraine, Sri Lanka, China, and Romania to recruit seafarers. These manning partners are fully compliant with the Maritime Labour Convention regulations and are reviewed on an annual basis, both by a local competent authority and a classification society.

Seafarers will typically work onboard Seaspan vessels for 4-9 months at a time. Seaspan recognizes seafarers' need to reset and spend time away from work during leave periods, to recharge and connect with their families and loved ones. Accordingly, Seaspan aims to relieve our seafarers promptly upon completion of their contract.

Never has the need for social connection been as apparent as during the COVID-19 pandemic. During this challenging period, Seaspan has found creative ways to maintain social connections while ensuring safe physical distancing guidelines are observed. Quarterly Town Halls are held between the shore team and each vessel to ensure continuous dialogue. Similarly, Seaspan's seafarers can stay connected to their families via increased internet allotments. This sense of community and connection is a core reason why seafarers return to Seaspan for tour after tour.



CORPORATE EMPLOYEES

Seaspan's holistic approach to employee engagement starts with our first contact with them in the recruitment process. A wide-reaching and inclusive approach is required to attract top talent. Seaspan seeks out a broad range of candidates, using various sourcing methods, and offers internships across all our locations to find the best talent from diverse communities and backgrounds.

Once "on boarded", Seaspan works to grow and develop employees' skills to provide career progression and opportunities to engage in fulfilling work.

We offer all leaders integrated leadership development to achieve the company-wide benefits of building strong leaders. The training focuses on enhancing leadership skills in the current world of uncertainty, ambiguity and complexity.

RETENTION RATE

Retention of seafarers is measured through the percentage of seafarers who upon concluding a contract sign back on for another. For the year ended December 31, 2022, Seaspan's retention rate for all seafarers was 95.49%. The retention rate for Senior Officers was 95.10%, Officers was 94.52%, and non-Officers was 97.20%.

Our retention rate for shore-based positions in 2022 was 85.9%. Retention in all of our regions across all of our shore-based employees.

TIMELY RELIEF AND DISCHARGE OF SEAFARERS

COVID-19 travel restrictions have continued to make global mobility a challenge for all, with seafarers impacted more than most. Despite these challenges, 96.98% of our seafarers were relieved and discharged from their duty within their 'Tour of Duty' in 2022.

EMPLOYEE BENEFITS

Seaspan recognizes that there are multiple dimensions to employee well-being and offers employees, in addition to market-competitive compensation, the following benefits programs:

- Medical, vision and dental insurance
- Prescription drug coverage
- Life and disability insurance
- Access to mental health services and mental health benefits
- Employee Assistance Program
- Work from home arrangements, including internet subsidy
- Maternity and parental leave
- Retirement savings programs
- Paid time off and holiday pay
- Tuition reimbursement
- Discount programs

In 2022, Seaspan had the opportunity to review and enhance the mental health benefits programs, expand fitness benefits to include wellness activities and offer complimentary webinars on various wellness topics.

Since the height of the COVID-19 pandemic, Seaspan has adopted a more hybrid environment, and we have formalized a work from home policy and a hybrid workforce.

COLLECTIVE BARGAINING

Seaspan complies with and supports the Maritime Labour Convention, 2006, which safeguards seafarers' fundamental rights to freedom of association and recognizes the right to collective bargaining. Seafarers employed on board Seaspan vessels are covered under a Collective Bargaining Agreement negotiated with the Hong Kong Seafarers Co-ordination Committee (Merchant Navy Officers Guild, Amalgamated Union of Seafarers, and the Hong Kong Seamans Union) and through a Special Agreement with the International Transport Workers Federation (ILWU 400 Canada, Maritime Union of India, National Union of Seafarers of India, and Associated Marine Officers and Seamen Union of the Philippines).

Through these Collective Bargaining Agreements, Seaspan, its seafarers, and trade unions ensure equal employment opportunities and establish fair wages and working conditions favorable to all parties.

