



A KENT COMPANY

HSSE Monthly Meeting

9th April 2026

Agenda

1. Safety Moment
2. Safety Incidents/Alerts
3. HSE Performance
4. E-Obs
5. Haz Hunt
6. Audit & Assurance
7. Regulatory Engagement
8. Competency Update
9. Management System Update
10. BSI Team
11. SCIS – Quarterly Themes – Prevention of Personal Injury
12. Operational HSE
13. AOB

Safety Moment – Spirit Safety Flash – Hose Failure

Where and When

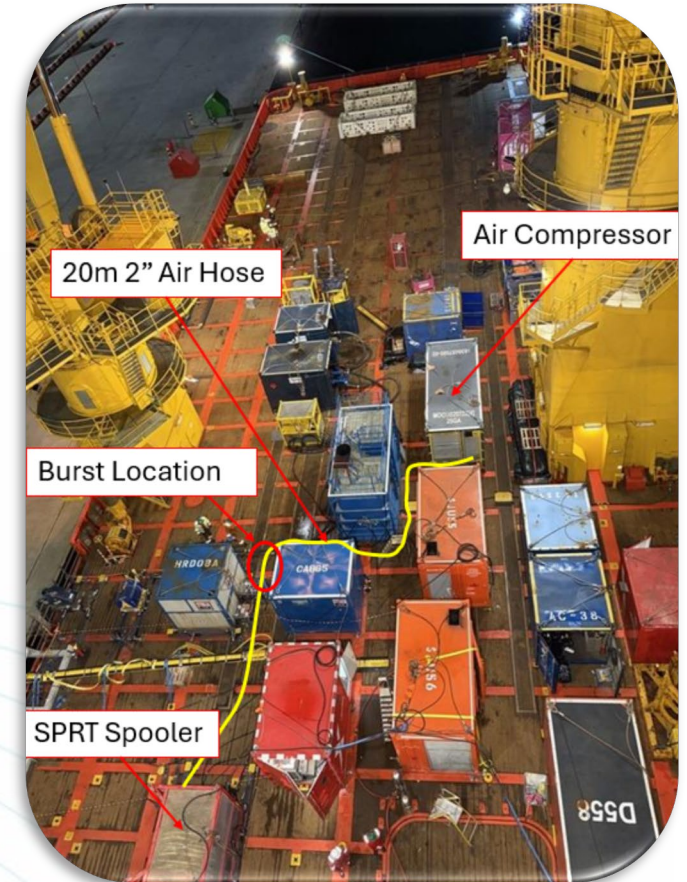
- Edda Freya – Offshore UKCS
- Project – Spirit Energy Seven Seas & Grove WHPS Recovery
- Date – 19 March 2026
- Category - Recycling

What Happened

- During pile dredging operations of the WHPS piles at Seven Seas, using 3rd Party Equipment (Claxton), a 2" air hose failed approx. midway between the discharge side of the air compressor and the spooler. The air hose struck the IP resulting in a muscular injury to upper leg.

Immediate Action

- Dredging ops stopped. TOFS held for all crew.
- Return to work plan developed (MOC), risk assessment carried out & additional controls put in place before returning to work.
- Investigation initiated and currently ongoing.



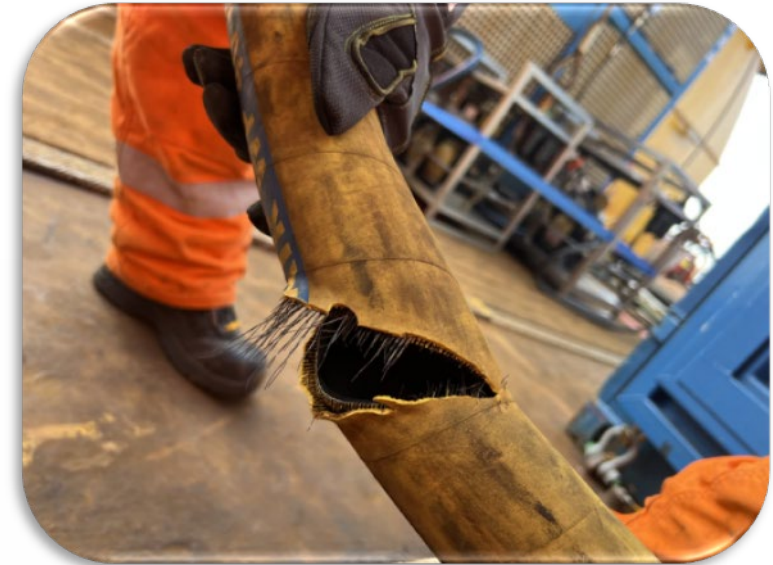
Safety Moment – Spirit Safety Flash – Hose Failure

2” Air Hose

- Tube – Black smooth EPDM conductive rubber
- Reinforcement – High strength steel wire
- Cover – Yellow, smooth rubber, weather and abrasion resistant.
- Working Pressure – 40 bar
- Burst Pressure – 160 bar
- Temperature – minus 30 °C to 120 °C
- Working Pressure at time of failure – 16 bar

Initial Reminders

- Pressurised systems contain significant stored energy and can fail without warning.
- Ensure hoses and connections are properly tested, inspected, secured, and fit for purpose before use.
- Stop work if conditions change or if controls are not clearly in place.
- Always follow the IOGP Life Saving Rules, especially those relating to:
 - Working with mechanical lifting and stored energy
 - Maintaining safe positioning and exclusion zones
- Maintain Situational Awareness - Always identify, prevent and/or stay out of the line of fire, particularly when working with hoses, lifting equipment, or tensioned systems.
- “Am I in the line of fire?” If the answer is yes or uncertain—stop and reposition.



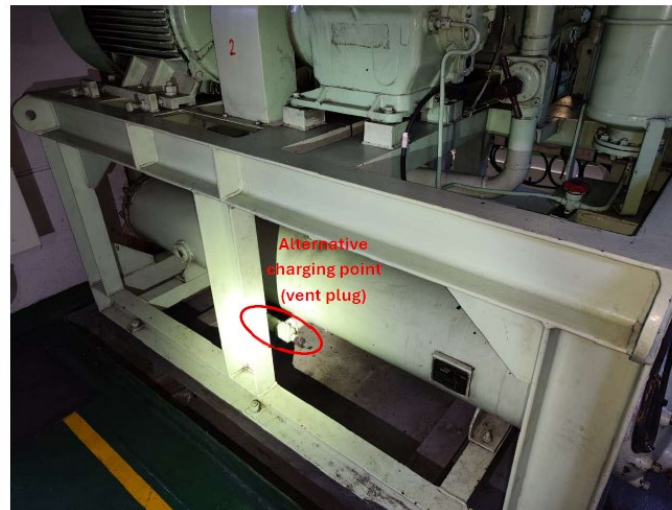
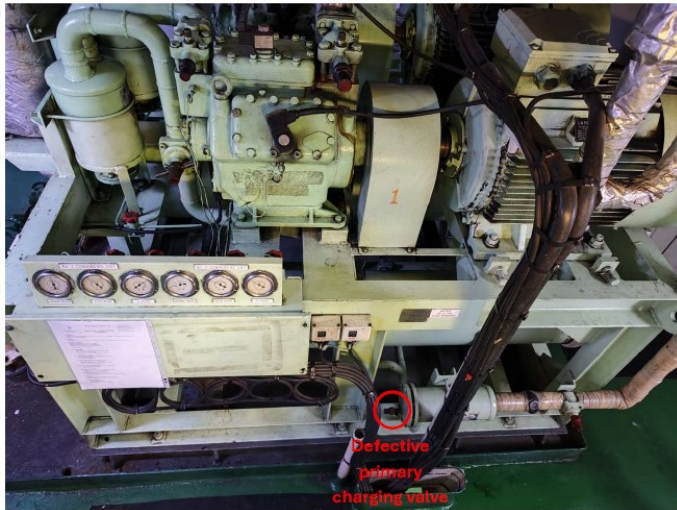
Incident - Cold Burn to Hands (PSV Chief Engineer)

- On 25th March 2026 approximately 1830 hrs, The vessel Chief Engineer was performing work on the AC System. A Freon gas leak occurred during the task.
- While attempting to physically stop the leak with his hands, the Chief Engineer sustained cold burns from exposure to refrigerant gas. The IP reported to the Bridge. The vessel requested Medical support from the Rig.
- 2010 hrs – the West Gemini Medic arrived on board MV Setareh to provide medical support.
- 2055 hrs – The Medic and IP were transferred to West Gemini. Topside support was consulted and a MEDEVAC was initiated by the OIM.
- Exceed WSL notified Exceed Drilling Superintendent for MEDEVAC support. The IP with Rig Medic boarded MV Setareh for MEDEVAC to Lobito.
- 0230 hrs - ETD MV Setareh from the rig's location.

Incident - Cold Burn to Hands (PSV Chief Engineer)

Investigation is ongoing, early indication is that there was a faulty charging valve leading to deviation from standard operating procedure. The system was live while being worked on, which then identifies gaps in the Control of Work, inadequate Hazard Identification/Risk Assessment, incorrect PPE.

The patient was hospitalised in country and went through 2 surgical procedures in that time under general anaesthesia (27th and 30th March). Patient was released from Hospital on the 1st of April and allowed to fly home. Initial information was that Skin grafting was required once swelling is sufficiently reduced, but latest update is that may not be the case.

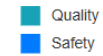


E-Obs

- Employer liability insurance cert in basement kitchen RT2 has expired.
- **Action:** Immediately removed expired cert. Legal to check and update all noticeboards.

Basic stats

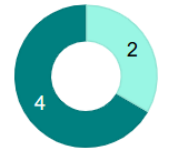
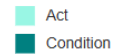
Type



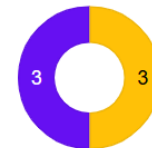
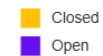
Safe vs Unsafe



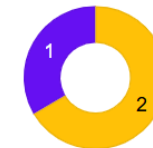
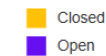
Act vs Condition



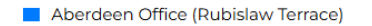
Observation Status



Action Status



Location Breakdown



Office Haz Hunts

EXCEED

DOCUMENT: Office Monthly HSE Inspection Checklist
 DOCUMENT NO: EXCEED-FT-HSE-001
 REVISION: 2
 DATE: 25.09.2022

OFFICE INSPECTION CHECKLIST

Item	Yes	No	Remedial Action Required
Notices			
Is the Health & Safety and Environmental Policy Statements displayed?	✓		
Is the Certificate of Employers' Liability displayed?	✓		
Is the Health & Safety Poster displayed?	✓		
Fire Log Book			
Is there a fire logbook on site?	✓		
Is the fire logbook completed correctly?	✓		
Is the fire alarm tested on a weekly basis?	✓		
Does a competent person examine the fire alarm system every six months?	✓		
Is the emergency lighting tested quarterly?	✓		
Is a fire drill held twice yearly?	✓		
What was the date of the last drill?	✓		Oct - 23
Means of Escape			
Are fire exits, escape routes and exits regularly checked?	✓		
Are fire exit routes kept clear?	✓		Car parked across exit route
Can fire exit doors be opened?	✓		
Do fire exit routes comply with requirements?	✓		
Are fire doors operating correctly?	✓		
Are stair treads in good condition?	✓		
Fire Extinguishing Systems			
Is the scale and type of fire extinguishers adequate?	✓		
Does a competent person examine them annually?	✓		
What was the date of the last inspection?	✓		Nov - 23
Safety Signs			
No Smoking sign displayed?	✓		
Fire Exit signs displayed?	✓		
Fire Points signs displayed?	✓		
Electricity			
Is access restricted to authorized persons?	✓		
Is switchgear labelled?	✓		
Are portable appliances tested?	✓		PAT Test out but scheduled
What was the date of the last inspection?	✓		
Are records kept of electrical tests?	✓		End of Feb



kent

Document Number : KMS-GL-HSSE-HLD-10-TMP.04 Rev 00 Date: 22 Nov 2022

Office HSSE Inspection Form

Office Name : Working Office Inspection Date: Mar-28-2025
 Location Manager: Jacqui Boulert Inspection No: 0577

Item	Points Awarded	Item	Points Awarded
A Risk Management			
1 Dedicated noticeboard identified for HSE	Fully compliant	6 All hazardous substances are stored and used properly	Fully compliant
2 Current HSE Policy statement displayed	Fully compliant	7 Latest HSSE Committee meeting minutes displayed	Fully compliant
3 Current Environmental Aspect & Impact Assessment displayed	Fully compliant	8 9 Habits of Highly Effective HSE Leaders poster displayed	Fully compliant
4 Current Office HSSE Risk Register displayed	1 deficiency	9 Hazard reporting poster (Ind QR code) displayed	Fully compliant
5 Safety Data Sheet (SDS) available for all hazardous substances	Fully compliant		
B Emergency Response			
1 Current emergency evacuation plan displayed	Fully compliant	10 Fire Extinguishers are properly mounted	Fully compliant
2 Evacuation assembly points are known and understood	Fully compliant	11 Fire Extinguishers are properly charged with firing pin secured	Fully compliant
3 Emergency drills have been carried out	Fully compliant	12 Fire Extinguishers have been inspected monthly	Fully compliant
4 Emergency response team and contact numbers displayed	Fully compliant	13 Server room is protected by a fire suppression system	N/A
5 Emergency response team clearly identified in the office	Fully compliant	14 Sufficient first aid boxes are available in the office	Fully compliant
6 Emergency escape routes are identified and unobstructed	Fully compliant	15 Location of first aid boxes is clearly identified	Fully compliant
7 Emergency lighting is installed on escape routes	Fully compliant	16 First aid box inspection checklist have been completed	Fully compliant
8 Fire Alarm System inspected and operational	Fully compliant	17 Automated External Defibrillator (AED) readily accessible	Fully compliant
9 Smoke detectors are installed and operational	1 deficiency		
C Electrical Safety			
1 Office electrical system has been tested	1 deficiency	5 Portable appliances have a current inspection tag (PAT)	Fully compliant
2 Electrical panels clearly labelled	Fully compliant	6 Electrical equipment / leads are free from wear or damage	Fully compliant

Audit and Assurance 2026

- **External Audits**
 - ISO 27001 – Certification Received
- **Internal Audits/Assurance – 2026**
 - Supplier Audit – Helix
- **Planned Audits/Assurance – 2026**
 - EXCEED-PRO-WM-009 – Well Integrity
 - EXCEED-PRO-WM-004 – Well Examination
 - EXCEED-PRO-WM-003 – Well Control
 - Planned Supplier Audits:
 - Restrata
 - Fearnley Group



Regulatory Engagement

UKCS – OPRED

- None

UKCS - HSE

- CES Organisation Change MOC
 - HSE Inspector meeting held on 24th March.
 - CES HSE Inspection (Onshore 22nd April)
 - Offshore Inspection pushed back to June

UKCS – NTSA

- Hartshead Appendix C Submission
 - Submitted (1 months until No Object).

Namibia

- Rhino 2026 Campaign – Initial regulatory engagement

Competency Management System Update

- Thank you to those **that** have completed their competence self-assessments to date.
- Dedicated Competency Assessor in place– Angus McKay
- Priority List of personnel in place with HR monitoring. They will be assessed first.

Wells Personal Competency Management System
CMS Cycle
Establish Requirements & Design CMS
Implement CMS
Maintain & Develop Competence

CMS Progress Tracker	
Complete	40%
Initial Assessor Review – Further Input Required	12%
Awaiting Assessor Review	1%
Self-Assessment in Progress	12%
Not Started	35%

Wellbeing Plan 2026

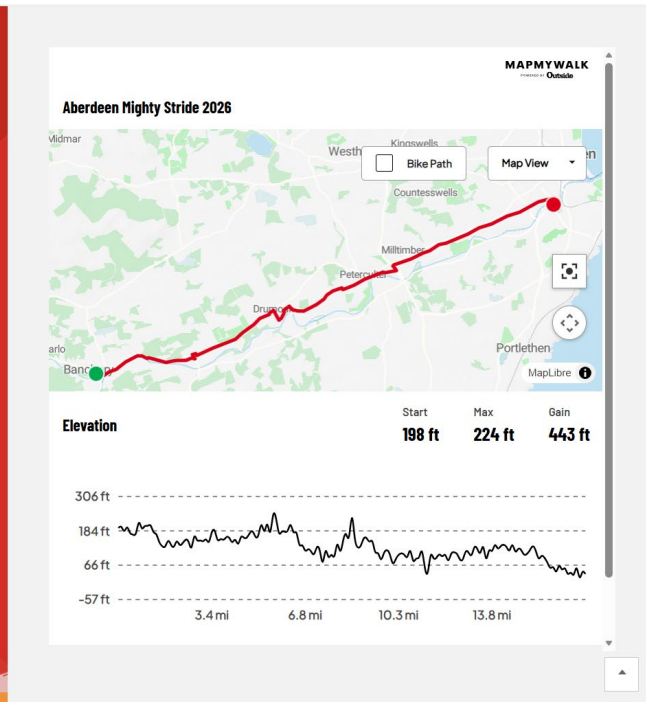
- HR finalising a company Wellbeing Plan for 2026
 - Contains various wellbeing initiatives that will be rolled out through out the year
 - Initiatives will be communicated by HR asap.
 - One Initiative is Exceed participating in the Aberdeen Kilt walk.



Aberdeen Kilt Walk 2026

Aberdeen Kilt Walk – 7th June 2026

- Banchory to Aberdeen
- Raising money for selected charities (TBC)
- Sign up will be set up shortly



Management System Updates

The following Management System updates have been made since the last meeting:

New & Revised Documents Issued:

- EXCEED-PRO-LOG-005 Local Purchase & Services Material Request (MR) Process

Management System Compliance

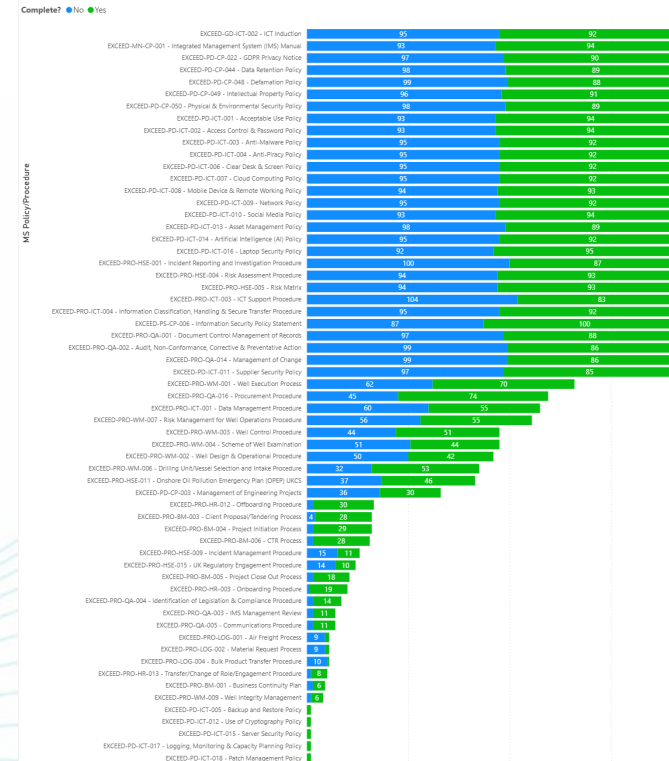
As a reminder, some of these will have been assigned to your accounts in the RIDER competence and training system which must be read and acknowledged. **Some procedures are relevant to all roles not just technical**, so please review your account and complete these asap. To date **50.47%** of these have been done.

If you can't login to RIDER then contact HR

With the various updates to the management system and the creation and expansion of more general business support procedures and ISO 27001 requirements, please ensure you are familiar with the procedures being implemented.

If you unsure about anything, please get in touch with the relevant head of department to clarify or go through the requirements with you.

Everything is given some time to implement and bed in but, after that time we **will have to begin raising internal NCRs where procedures are not being followed, with corrective and preventative actions raised to address the causes.**

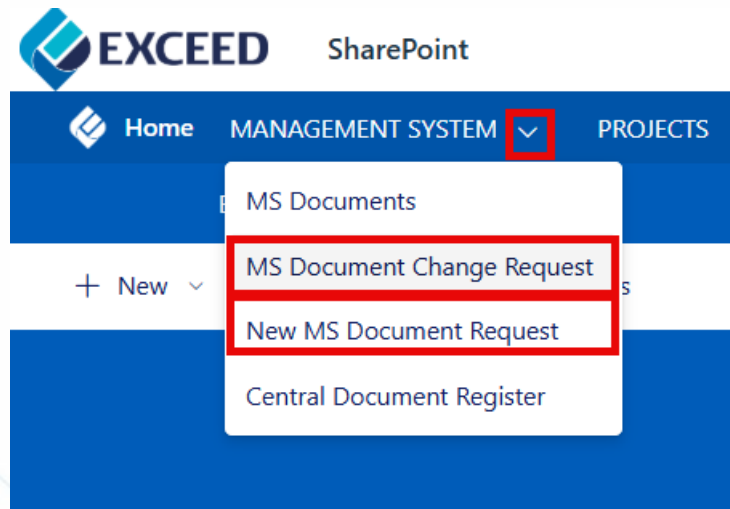


Management System Updates

Some Policies and Procedures are now passed their 3-year review cycle (**28 in total** – 18 policies and 11 procedures) so the document owners will be emailed to ask for these to be reviewed. Any other management system documents needing updated, please email dcc@xcd.com

Some departments still lacking on procedure so please prioritise for inclusion in Management System this year and liaise with Doc Control as required

If you notice any issues with current management system documents, you can also submit a 'MS Document Change Request' which is accessible via the Intranet. In addition, you can also, submit a request for a new MS Document if required:



Business Support Improvements (BSI) Team

Reminder that the Business Support Improvement (BSI) Team is in place to drive business improvements from a business support perspective, primarily focusing on process efficiencies and interdepartmental interactions and communications. More info can be found on the Intranet page.

Suggestions for potential process/system/integration improvements received and reviewed. Awaiting approval on the forward plan which will then be communicated.

EXCEED

SharePoint

Search in SharePoint

Home

MANAGEMENT SYSTEM

PROJECTS

ICT

QHSSE

HR

FINANCE

SUPPLY CHAIN

WELLS TEAM

SUBSURFACE

MPD

PI

LEGAL

BSI

Edit

+ New

Promote

Page details

Immersive reader

Analytics



Business Support Improvements (BSI) Team

Business Support

Meet the Team



Bob Fraser
Head of Finance



DI
David Ilyine
Legal Counsel



Cameron Reid
Supply Chain Manager



DS
Dave Spooner
UK Wells Manager



Graeme Coghill
Head of ICT



Brogan Thomson
HR Manager



Sarah Humphries
Technical Assistant



Tim Wigham
Head of Performance Improvem...



Step Change – Q2 Themes



Quarterly Themes

Engage - Educate - Reinforce - Validate

Continuing to make our sector the safest place to work by preventing predictable incidents

Q1

Jan Feb Mar



Prevention of Major Accidents

- Appreciate how your routine activities interact with barriers which keep us safe
- Be better equipped to recognise when a barrier has been impaired and know what action to take to report it
- Understand how your decisions affect the risk of major accidents

Q2

Apr May Jun



Prevention of Personal Injury

- Enhance awareness of personal hazards and the potential for personal injuries
- Reinforce the hierarchy of control in reducing personal risk
- Understand how your decisions affect the risk of personal injuries

Q3

Jul Aug Sep

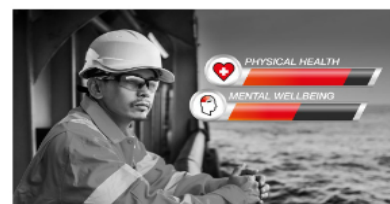


Safe Lifting, Working at Height and Preventing Dropped Objects

- Improve hazard awareness of routine lifting tasks and their potential to cause a major accident
- Identify and manage hazards related to working at height
- Increase awareness of potential dropped objects and their effects

Q4

Oct Nov Dec



Wellbeing and Work Environment

- Improve understanding of physical and mental wellbeing
- Increase awareness of environmental health impacts
- Improve communication and better understand your colleagues

Step Change in Safety – Prevention of Personal Injury

SAFETY MOMENT

Hand Safety



Hand Safety

How do you ensure your hands are not in the line of fire?



Line of Fire

- Whether gripping, moving or feeling, hands are critical to most of the physical work activity that we carry out.
- Hand hazards such as:
 - Sharp objects, Heavy Objects, Pinch Points, Hot and cold items, Entanglement in rotating parts.

Think about line of fire and hand placement during tasks.

- Can we put controls in place to move hands away from points of injury?
 - Push / Pull tools for manoeuvring crane lifted items.
 - Tool adaptors like finger savers.
- Are we Situational & Spatial aware?
- Are we conducting 360o/20 second scans.
- Have we selected the best hand protection?

Impact



Chemical



Cut Resistant



Electrical



April – Stress Awareness Month

- Work-related stress is often driven by how work is designed, organised, and managed, including:
 - ◆ excessive workloads
 - ◆ lack of support
 - ◆ unclear roles & responsibilities
 - ◆ poorly managed change

When these risks are left unchecked, they impact both our people and performance.

- **Reach out** – start conversations with your team.
- **Recognise** – spot the signs and causes of stress.
- **Respond** – act on the risks you’ve identified.
- **Reflect** – review what has been done and lessons learned.
- **Make it routine** – regularly check in on how people are coping.





A KENT COMPANY

Operations HSE

Sonangol Operations: Angola

- **Katambi 2 Appraisal Well**
- Ran and cemented 20" Casing at 2872m
- TD 17 ½" x 20" Hole Section at 4800m
- Currently running 13-5/8" x 14" Intermediate Casing
- Preparing to Drill 12-14" by 13-1/2" Hole section
- **Burututu-1 Exploration Well**
- In direct continuation of Katambi-02 on West Gemini
- Define Phase Ongoing.
- Block 05/06 - 230m Water Depth

Pacassa Development

- Borr Grid arrived in the field 17/3/26
- Rig Accepted 24/3/26. Hammered 30" conductor
- Currently rigging up Halliburton services
- Preparing to Drill 26" hole section



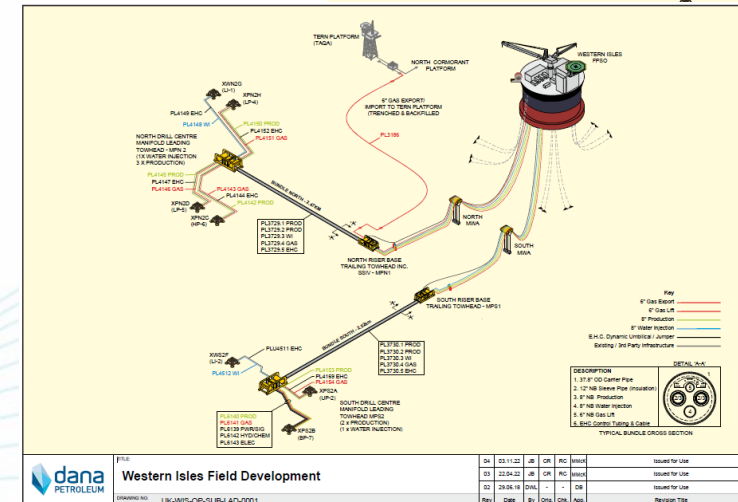
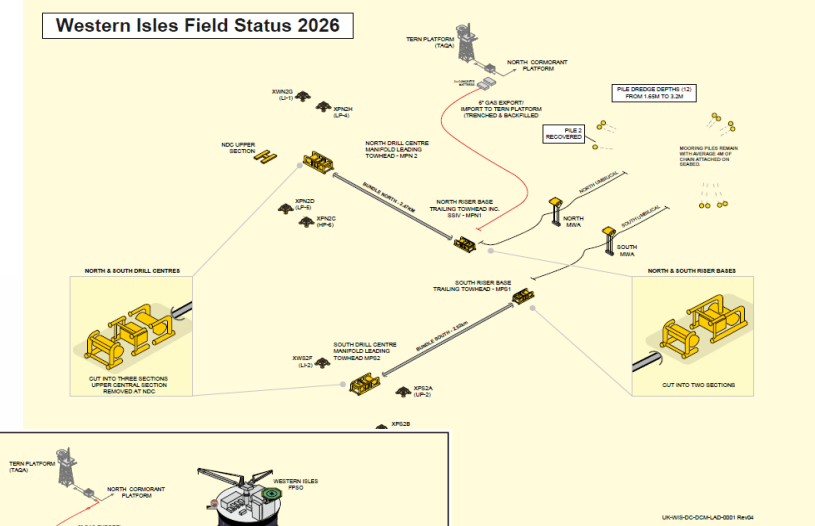
Dana Western Isle LWIV - UKCS

• Scope

- “Kill and Plug” the seven (7) Western Isles Wells (*),
- (*): *In preparation for the future permanent reservoir abandonment with a cement plug by a rig campaign in 2027/28/29 (TBC).*

• Project Delivery Team

- Exceed provides:
 - Well Engineering and Project Management services
 - Sub-contracted downhole intervention services
- Helix provides LWIV services
- **Close working relationship maintained between all parties essential for successful project delivery**



Dana Western Isle LWIV - UKCS

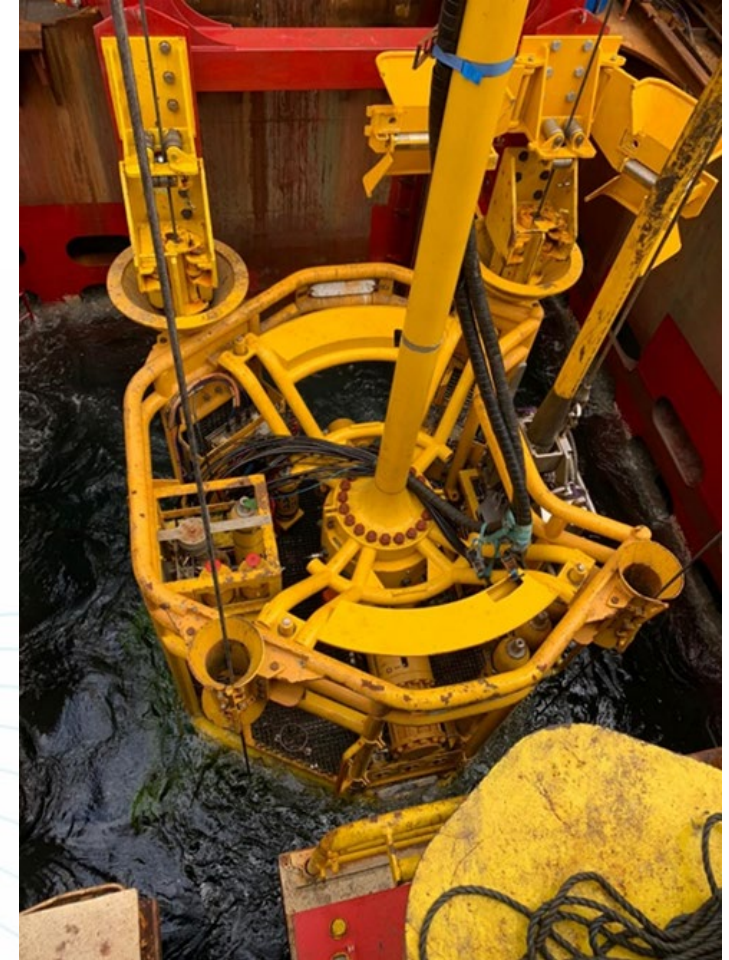
HSE and Operations Key Success Factors

- Health and Safety
 - Health and safety of personnel
 - Rigorous adherence to Helix safety management systems by all personnel
- Protection of the environment
 - Zero reportable environmental incidents
 - Strict adherence to environmental permits and management procedures and
 - Rigorous monitoring for, and reporting of, spills
- Focus on planning and execution of operations
 - Well Intervention, Killing and Plugging require careful planning, robust well monitoring and excellent communications throughout.
 - Including with the “Boka Northern Ocean” Boskalis vessel doing subsea infrastructure removal operations within the field.

Dana Western Isle LWIV - UKCS

The well objective is to prepare the wells for the future full abandonment.

- Recover canopies (Debris caps)
- Establishment of barriers for SIL deployment
- Recover crown plugs
- Install bore protector sleeve
- Bullhead and drift tubing
- Punch tubing
- Bullhead tubing / annulus
- Set deep set plug / Test well envelope
- Sever tubing
- Set shallow retrievable plug c/w POS & Pressure transponder
- Recover SIL and install pressure receiver
- Carry out ROV as left survey



Any Other Business

- Next Monthly HSE Meeting - Thursday 14th of May 2026



Monthly HSE Meeting

Name	Attendance	Response
Garry Bell <bell.g@xcd.com>	Required	Accepted
Graeme Coghill <coghill.g@xcd.com>	Optional	Accepted
Callum Taylor <taylor.c@xcd.com>	Optional	Accepted
David Ilyine <ilyine.d@xcd.com>	Optional	Accepted
Jamie Fraser <fraser.j@xcd.com>	Optional	Accepted
Kelvin MacGregor <macgregor.k@xcd.com>	Optional	Accepted
Ed Pritchard <pritchard.e@xcd.com>	Optional	Accepted
Dave Spooner <spooner.d@xcd.com>	Optional	Accepted
Nick Gray <gray.n@xcd.com>	Optional	Accepted
Finlay Lennox <lennox.f@xcd.com>	Optional	Accepted
Zander Buckett <buckett.z@xcd.com>	Optional	Accepted
Donald MacLeod <macleod.d@xcd.com>	Optional	Accepted
Andrew Murdoch <murdoch.a@xcd.com>	Optional	Accepted
Darren Stuart <stuart.d@xcd.com>	Optional	Accepted
Bob Fraser <fraser.b@xcd.com>	Optional	Accepted
Mark Keith <keith.m@xcd.com>	Optional	Accepted
Lewis McCulloch <McCulloch.l@xcd.com>	Optional	Accepted
Steven Nicol <nicol.s@xcd.com>	Optional	Accepted
Bliss Stewart <stewart.b@xcd.com>	Optional	Accepted
Dave Craig <craig.d@xcd.com>	Optional	Accepted
Paul Sutherland <sutherland.p@xcd.com>	Optional	Accepted
Jack Fiddes <fiddes.j@xcd.com>	Optional	Accepted
Norman Hollister <hollister.n@xcd.com>	Optional	Accepted
Emma Beattie <beattie.e@xcd.com>	Optional	Accepted
Neil Watt <watt.n@xcd.com>	Optional	Accepted
Hannah Begg <begg.h@xcd.com>	Optional	Accepted
Cameron Reid <reid.c@xcd.com>	Optional	Accepted
Catherine Jones <jones.c@xcd.com>	Optional	Accepted
Sam Evans <evans.s@xcd.com>	Optional	Accepted
Al Brockie <brockie.a@xcd.com>	Optional	Accepted
Emma Hollister <hollister.e@xcd.com>	Optional	Accepted
Derek Wasyliszyn <wasyliszyn.d@xcd.com>	Optional	Accepted
Bob Livingstone <livingstone.b@xcd.com>	Optional	Accepted
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Andy Turnbull <turnbull.a@xcd.com>	Optional	Accepted
John Anderson <anderson.j@xcd.com>	Optional	Accepted

Kwaku Darko-Mensah <darko-mensah.k@xcd.com>	Optional	Accepted
Sarah Humphries <Humphries.s@xcd.com>	Optional	Accepted
Sarah Todd <todd.s@xcd.com>	Optional	Accepted
Tim Wigham <wigham.t@xcd.com>	Optional	Accepted
James Parr <parr.j@xcd.com>	Optional	Accepted
Mark Thomson <thomson.m@xcd.com>	Optional	Accepted
John Simpson <simpson.j@xcd.com>	Optional	Accepted
Stuart Duncan <duncan.s@xcd.com>	Optional	Accepted
Paul Bain <bain.p@xcd.com>	Optional	Accepted
Euan Cargill <cargill.e@xcd.com>	Optional	Accepted
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Kevin Alexander <alexander.k@xcd.com>	Optional	Accepted
Ross Hynd <hynd.r@xcd.com>	Optional	Accepted
Promise Ogie <ogie.p@xcd.com>	Optional	Accepted
Bart van de Laar <vandelaar.b@xcd.com>	Optional	Accepted
Brogan Thomson <thomson.b@xcd.com>	Optional	Accepted
Danielle Zwart <zwart.d@xcd.com>	Optional	Accepted
Jennifer Rennie <rennie.j@xcd.com>	Optional	Accepted
Donald.D.Macleod@shell.com <donald.d.macleod@	Optional	Accepted
Keith Stewart <stewart.k@xcd.com>	Optional	Accepted
David King <king.d@xcd.com>	Optional	Accepted
Karly Fox <fox.k@xcd.com>	Optional	Tentative
Rufat Mammadbayli <mammadbayli.r@xcd.com>	Optional	Tentative
Bill Cruickshank <cruickshank.b@xcd.com>	Optional	Tentative
Sophie Dowson <dowson.s@xcd.com>	Optional	Tentative
Gareth Clark <clark.g@xcd.com>	Optional	Declined
Lee Taylor <taylor.l@xcd.com>	Optional	Declined
John Payne <payne.j@xcd.com>	Optional	Declined
Scott Ruddock <ruddock.s@xcd.com>	Optional	Declined
Gordon Green <green.g@xcd.com>	Optional	Declined
Exceed All Company <everyone@xcd.com>	Required	Didn't respond
Michelle Ball <ball.m@xcd.com>	Required	Didn't respond
Kenneth Paulo <paulo.k@xcd.com>	Optional	Didn't respond
Glavan Menezes <menezes.g@xcd.com>	Optional	Didn't respond
Neil Yeoman <neil.yeoman@nkyconsulting.co.uk>	Optional	Didn't respond
Neil Yeoman <yeoman.n@xcd.com>	Optional	Didn't respond
Juliusz Wilczynski <wilczynski.j@xcd.com>	Optional	Didn't respond
Steve Foster <foster.s@xcd.com>	Optional	Didn't respond
Yulia Whalley <whalley.y@xcd.com>	Optional	Didn't respond
Hazik Gilani <gilani.h@xcd.com>	Optional	Didn't respond