



Centrica Energy Storage Limited

Unity Well Integrity

14-15th April 2026

Due Diligence Audit Report

APPROVAL & ISSUE SUMMARY

EXCEED				
	TITLE	NAME	SIGNATURE	DATE
Audit Team (Authors):	Senior HSE Advisor (Xcd) Wells Technical Authority Production Technician Production Technician	Ross Hynd (Audit Lead) John Simpson (CES+) Adam Harper (CES+) Matthew Stoddon (CES+)	 <i>(signed by Audit Lead on behalf of Audit Team)</i>	06/05/2026
Reviewed By:	HSE Director	Craig Jenkinson	 Craig Jenkinson (May 6, 2026 09:00:45 GMT+1)	06/05/2026
Approved By:	Wells & Decommissioning Manager	Glenn Wilson	 Glenn Wilson (May 6, 2026 13:33:53 GMT+1)	06/05/2026
Agreed By Auditee :	Support Services Director	Niall Cameron		06/05/2026

Issue Summary

Issue Number	Date	Description of Revision or Amendment
1	27/04/2026	Issued for internal review/comment
2	06/02/2026	Final Report issued to Unity and CES+

INTRODUCTION

Audit Objective:

The overall objective of this audit is to review the implementation of your Health, Safety, Environmental and Quality Management System and provide greater visibility on how operations are designed, resourced (both assets and personnel), equipment is maintained and deemed fit for purpose, how service quality issues are managed, and understand any potential gaps or risks particularly in respect to operations with CES+.

Audit Purpose:

- Compliance with agreed contractual arrangements and own internal procedures.
- Highlight where CES+ can work together with Unity to maximise performance.
- Review of Unity's Competency management system in line with OEUK Wells Competence Guideline.
- Identify any risks to the planned operations which may be mitigated through joint action.

Assessment Criteria	
Finding (note - initial finding ratings and content may be adjusted following feedback and validation process)	
Significant or major risk gap against industry Good Practice ¹ or Regulatory Obligation, Contractor or Exceed Systems	
Moderate risk gap against industry Good Practice or Regulatory Obligation or Contractor or Exceed Systems	
Minor risk gap or opportunity for improvement (OFI)	
Required standard achieved, industry good practice met or exceeded	

¹ Industry Good Practice is deemed a combination of Company Approved Procedures, Approved Codes of Practice, Guidance on Regulations, Approved Industry Standards or similar good practice guidance issued by recognised industry bodies.

CES+ Audit Team
Audit Lead – Ross Hynd, Senior HSE Advisor (Exceed)
Auditor – John Simpson, CES+ Wells Technical Authority
Auditor – Adam Harper, CES+ Production Technician
Auditor – Matthew Stoddon, CES+ Production Technician

HSE:

- Management System (accreditation, targets, resources, improvement planning and Net Zero).
- Audit and Compliance (internal auditing, external audits, assurance and management visits).
- Performance (local business unit specific including service quality issues, NPT and NCRs).
- Risk Management (from onshore to offshore, MAH awareness and demonstrating ALARP).
- Incident and Investigation (incident classification, investigation quality, training and learning).
- Observations (observation quality, actions taken, feedback loop, learning and initiatives).
- Lessons Learned (how do you capture, record, share and implement learnings).

Competency:

- Training and Competency Management System.
- Recruitment and onboarding processes for new hires and contractor personnel.
- Crewing allocation and contingency planning.
- Demonstration of competence (onshore and offshore including safety critical positions).
- Competence assurance.

Technical:

- Review of facility (capability, equipment and facilities on site, culture).
- Goods Inward process (backloading/receipt, inspection, repair, storage, mobilisation).
- Goods Outward process (inventory, lead times, assignation, inspection, packing, contingency).
- Project Execution – Equipment lists, maintenance, certification, people and documentation.
- Review of follow up and internal improvements resulting from the incident with CES+.

SCHEDULE

Date	From	To	Duration	Activity	Person/Position	Comments
14 th April	08:30	09:00	00:30	Kick-Off Meeting	ALL	Introductions, meet the team, audit objectives
	09:00	11:00	02:00	Slot 1		Facility Tour, Goods Inward + Goods Outward
	11:00	12:00	01:00	Slot 2		Incident Action Register / Follow up
	12:00	12:30	00:30	Lunch	-	
	12:30	15:30	03:00	Slot 3		Technical / Projects
	15:30	16:00	00:30	Audit Team	-	Time to consolidate notes, additional data request
	16:00	16:30	00:30	Day Wash-up	ALL	Initial findings, additional data request
15 th April	08:30	09:00	00:30	Audit Team	-	Preparation for the day
	09:00	12:00	03:00	Slot 4		HSEQ
	12:00	12:30	00:30	Lunch	-	
	12:30	15:30	03:00	Slot 5		Training & Competency
	15:30	16:30	01:00	Audit Team	-	Time to consolidate notes, additional data request
	16:30	17:30	01:00	Closeout Meeting	ALL	Discuss findings and close audit

AUDIT SUMMARY

Positive Observations

Facilities/ Technical	- Although it was a busy/congested workshop, it was positive to see that it is being kept neat and tidy in line with Unity's 6S process. - Unity are making use of scrap pieces of equipment from their clients by reusing them for practical training purposes. - It was positive to see that Unity adopt a 2-step verification for packing lists, minimising the potential for human error prior to shipping materials offsite. - Development of new technology that helps eliminate/minimise exposure to personnel e.g. Uni-Logger, Surface Intervention System and Actuator spring retention. - In addition to ISO9001, Unity hold API Q1 accreditation for their HA actuators and monogram which is a comprehensive accreditation scheme more specific to their equipment.
QHSE	- Unity were able to demonstrate a robust approach to managing NCRs from identification through to closeout and feedback. - Positive to see that the Unity Safety Committee meets regularly, includes offshore representation and is active across the business. - Despite being a small team, it was impressive to see the number of internal and external audits being done by the QHSE team (for example 10 critical supplier audits per year). - Unity presented their final incident investigation report, safety alert, incident overview presentation and action tracker to us – It was evident that a thorough investigation had been conducted, looking at the entire process onshore and offshore and it was also positive to see the use of Swiss cheese barrier philosophy in their presentation. The actions are in a good place (only 2 remaining and those are 'in hand') with an agreed process between CES+ and Unity for providing evidence and agreeing closeout of actions.
Competency	- The Competence section within the CES+ Monthly Report (Section 2) is impressive and demonstrates that competency of the Unity staff working on behalf of CES+ is being well managed between Unity and CES+. - For short-term Contractor personnel, Unity utilise a Contractor Q&A Technical Assessment form to test an individual's knowledge across several areas. This form allows them to assess technical ability as well as helping with allocating personnel to workscopes based on that individual's experience. - Unity were able to demonstrate continuous improvement of their Competency Management System (2x recent actions) – 1) Introduce a scoring criteria for the Contractor Q&A Technical Assessment process, and 2) Review of CMS against IADC and IOGP guidance material. - Through a combination of Human Focus (Training database) and Mintra (Competency system) Unity were able to demonstrate that they have a Competence Management framework in place, and they could also demonstrate individual competence as well with ease.
General	- Many thanks to Niall – you were very welcoming and open throughout the entire audit and clearly knowledgeable across several elements of the business. - The '3 click approach' adopted for the Management System makes files easy to locate and therefore reduces the possibility of people creating their own versions. - NPT Tracker and reported performance across several clients in 2026 has been excellent so far. Note: March performance still to be reported (CES+ NPT event).

AUDIT SUMMARY CONT'D

Key Findings

The following finding is highlighted as it relates to a gap against CES+ procedures and industry good practice. Additional context can be found under 'Detailed Findings'.

Audit Section	Description	Owner	Target Date	Ranking
QHSE	Unity procedure requires near misses (non-high potential) to be reported as an observation. Unity do not have visibility of observation cards submitted offshore. CES+'s procedure requires near misses to be reported as an incident. As a minimum, we request that Unity's procedure is revised for CES+, details of observations included in the Unity Daily Reports and individuals working on Rough are briefed on CES+ specific reporting requirements.	Niall Cameron	15 th May 2026	

These additional findings have been classed as minor/opportunities for improvement. Additional context can be found under 'Detailed Findings'.

Facilities/Technical	Review doors on Pressure Test Bay and consider introduction of an interlock type system to eliminate the potential for someone to open the wrong bay when only one bay is in use.	
	Management to join workshop TBTs to verify the quality of the conversations taking place, particularly on identification of hazards involved in planned worksopes. Also, conduct a review of the current onshore TBT proforma to ensure it remains fit for purpose, relevant and is structured in a way to help promote good quality discussions.	
	New Client Initiation / Project Planning process – Recommend introducing a process flow that details the steps to be followed for new clients and project planning and execution.	
QHSE	Offshore Site Visit Template – Criteria #5 Emergency Scenarios – “What MAH scenarios are relevant to the work that I am undertaking?” to be added as first question.	
	Support the plan to hire a QC Inspector in Q4 2026 as this will help bolster the QC inspection process given the increasing supply and demand for manufactured equipment. The QC Inspector will become responsible for verifying that manufactured equipment meets the stated specification.	
	Suggest that a QHSE Improvement Plan is implemented to support the 2026 objectives. A clear and concise action plan (1 or 2 items per objective) that is intended to proactively influence performance and is made visible across the business. This should be reviewed quarterly as a minimum and kept live i.e. if performance is not improving as you would expect, agree as a management team whether to continue with the current actions or pivot in a different direction.	
	Offshore attendance at Safety meetings to be encouraged and as meetings are held via MS Teams, suggest to record them for those who cannot attend/not on shift.	
	Support the plan to automate actions within 'MyComplianceManagement' to help increase visibility and remove the need for manual notification and tracking of actions.	
	Take credit for operational savings within your emissions reporting more than base-business related items i.e. 1x truck did 4 drops rather than 4x trucks over travel, utilities use etc.	
QHSE / Competency	Consider introducing a requirement for incident investigation training to help promote quality and consistency in approach to incident investigations.	

UNITY AUDIT – ITEMS FOR FOLLOW UP WITH CES+

The following items were identified during the Unity audit for action or follow up by CES+:

Audit Section	Description	Ranking
Technical / General	Gavin was praised for the feedback he provides however, recommend that CES+ introduce a process for providing performance feedback to key service providers. End of trip feedback by supervision offshore (two-way) which is then relayed onshore.	
	Key service providers to be included on the communication of changes within CES+ (offshore and onshore) i.e. role changes, Wells TA, involvement of Exceed etc.	
QHSE	Bridging Document between CES+ and Unity (CES+ owned document) has not been updated for some time and would benefit from a refresh.	
	Safety Critical Task Analysis conducted following the incident may warrant a revisit as sounded like the original timing was not ideal (key personnel changes).	
	Ability to share observation cards on a regular basis with key service providers, even if it is just the top 3 or 4.	
	CES+ to share a copy of their incident investigation report for the B12 incident with Unity.	



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Detailed Findings

Facility / General	- Workshop was more congested than normal due to delays with other client mobilisations (reasons out with Unity's control - items have been in storage longer than expected). - Due to congestion, forklift movements must be conducted using a Banksman. 6S LEAN initiative in place to promote good housekeeping at the facility. Facility was kept clean and tidy despite volume of kit in storage. - Morning Toolbox talks are held by the Workshop Manager and all those from both workshop and stores attend. A sample of TBT forms were reviewed during the audit – some of the fields of the template are lacking or missing information (hazards with planned worksopes and planned operations). Hazards should be relevant to the tasks being undertaken. - Pressure Test facilities onsite. 2x bays side by side (red flashing light to signify if a test is in progress). One or both bays can be in use at any one time. The door handles are close together like a container style door. There is no interlock on the doors so in theory they could be opened mid test. - Unity manufacture a lot of their own equipment – during the tour they showcased some of their new in-house developed tools. Recommendation: - Review doors on Pressure Test Bay and consider introduction of an interlock type system to eliminate the potential for someone to open the wrong bay when only one bay is in use. - Management to join workshop TBTs to verify the quality of the conversations taking place, particularly on identification of hazards involved in planned worksopes. Also, conduct a review of the current onshore TBT proforma to ensure it remains fit for purpose, relevant and is structured in a way to help promote good quality discussions. Positive Observation: - Although it was a busy/congested workshop, it was positive to see that it is being kept neat and tidy in line with Unity's 6S process. - Unity are making use of scrap pieces of equipment from their clients by reusing them for practical training purposes. - Development of new technology that helps eliminate/minimise exposure to personnel e.g. Uni-Logger, Surface Intervention System and Actuator spring retention.
Goods Inward	- Goods Inward Procedure ONS-P-001 describes the process for receipt, identification, verification and inspection of goods received at the Unity facility. - Unity has seen an increase in demand for their own manufactured equipment. Equipment is manufactured offsite by third-parties but assembled at Unity's facility. Currently when manufactured equipment is received at Unity for assembly the QHSE department conducts a review of the documentation provided by the third-party – there is no inspection against the original specification currently carried out. Recommendation: - Support the plan to hire a QC Inspector in Q4 2026 as this will help bolster the QC inspection process given the increasing supply and demand for manufactured equipment. The QC Inspector will become responsible for verifying that manufactured equipment meets the stated specification.
Goods Outward	- Goods Outward Procedure ONS-P-002 describes the process for any goods leaving the Unity facility. - Before items are loaded onto transport for mobilising to the client's worksite, a two-step verification process is in place for checking that packing lists match the packed items. - Container Stock Sheet 2025 Certificate Register reviewed – this lists all the equipment is each of Unity's tooling containers. - CES+ Stock List reviewed – all equipment currently stored in Unity's yard for CES+. Positive Observation: - It was positive to see that Unity adopt a 2-step verification for packing lists, minimising the potential for human error prior to shipping materials offsite.

Project Processes / Documentation	- New Daily Reporting template OPS-F-040 introduced post incident with CES+. Pre-fix added from the CES+ well handover document i.e. well pressures and valve positions. - Unity are a small but very experienced team, it was clear when walking us through their project processes from paper to mobilisation that they know what needs to be done at each step however, there is no one single procedure which explains or provides an overview of the steps that should be taken for a new client or job. Recommendation: - New Client Initiation / Project Planning process – Recommend introducing a process flow that details the steps to be followed for new clients and project planning and execution.	
MAH Awareness	- Since the incident, all Unity Technicians now undertake MAH Awareness Training via the online Mintra platform as stipulated by the updated Training Matrix. - Unity participated in Safety Critical Task Analysis recently with CES+ - awaiting output from the final report. - MAH hazards and safety critical steps are discussed as part of the pre-job briefing/TBT. - Unity are currently in discussion with Salus Technical for assistance with bow-ties – development of bow-ties is planned for Q3 2026.	
Cost Tracking	- CES+ Cost Tracker in place and the Unity team hold regular meetings with Glenn Wilson and Scott Whightman from CES+ to review the tracker and make sure costs are on track and remain as expected for personnel and equipment. - PO Cost Tracker is issued to CES+ monthly.	
Closeout Activities	Test certificates are uploaded directly by Unity to CES+'s Safewells system and approved by the CES+ Well Integrity Engineer.	

Management System	- The integrated Quality, Health, Safety and Environment Management System is described in the QHSE Management System Manual QA-M-001 and is SharePoint based. - Unity maintains certification in ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 and API Q1. ISO Surveillance Audit scheduled for week commencing 4th May 2026. - ISO certification applies across all three of their sites i.e. Aberdeen, Great Yarmouth and Denmark. - QHSE Policy QA-POL-001 is in place and signed off annually by the Unity CEO. - Management System is common across the three Unity sites however some forms or templates are allowed to remain location or country specific (Level 5 documents). - Only the QHSE team are authorised to and can physically make changes to the Management System (QHSE oversee Document Control in relation to the MS). - Until recently Unity did not include details of changes to procedures between revisions – they are now currently working their way through procedures to include a revision log. Positive Observation: - In addition to ISO9001, Unity hold API Q1 accreditation for their HA actuators and monogram which is a comprehensive accreditation scheme more specific to their equipment. - The ‘3 click approach’ adopted for the Management System makes files easy to locate and therefore reduces the possibility of people creating their own versions.	
Annual Objectives and Improvement Planning	- QHSE Objectives 2026 QA-OB-001 explains Unity’s annual objectives for the year. Objectives are a combination of both strategic and location specific objectives. - Management meet quarterly to review performance against the objectives. - There are objectives, a quarterly dashboard and actions within individual business units to address however, these are not pulled into one integrated QHSE Improvement Plan. Recommendation: - Suggest that a QHSE Improvement Plan is implemented to support the 2026 objectives. A clear and concise action plan (1 or 2 items per objective) that is intended to proactively influence performance and is made visible across the business. This should be reviewed quarterly as a minimum and kept live i.e. if performance is not improving as you would expect, agree as a management team whether to continue with the current actions or pivot in a different direction.	
QHSE Performance	- Unity shared their statistics for the UK business over the last 5 years. Main takeaways were the incident with CES+ and the realisation by Management that performance and culture may not have been as good as they thought before the incident occurred. The incident brought to light several issues and triggered the need for internal improvement across Unity. - Only high-potential near misses are tracked and reported up to management in Unity i.e. Near Miss - Reportable. Non-high potential near misses are reported as observations. - UK NPT Tracker reported zero NPT so far in Q1 2026. Reporting currently being finalised for March 2026 – NPT event during CES+ operations not yet included – awaiting full details.	
Observations	- Step Change in Safety’s eObs system is being used by Unity to record observations both onshore and offshore. - Unity Technician’s record the number of observations raised in their daily reports but no details on what was observed. - CES+ do not currently share observations raised onboard Rough with Unity. Recommendation: - CES+ to look at ability to share observation cards on a regular basis with key service providers, even if it is just the top 3 or 4. - Unity procedure requires near misses (non-high potential) to be reported as an observation. Unity do not currently have visibility of observation cards submitted offshore. CES+’s procedure requires near misses to be reported as an incident. Unity only currently track and report on high potential near misses. As a minimum, we request that Unity’s procedure is revised for CES+, details of any observations raised are included in the Unity Daily Reports and individuals working on Rough are briefed on CES+ specific reporting requirements.	

QHSE Resource	• Unity Support Services Director is the Head of the QHSE function and reports directly into the CEO. 2x QHSE Advisors directly report into the Support Services Director. • QHSE team supports both onshore and offshore operations. • Third-party support is utilised on an ad-hoc basis: - Quensh – Advice and support on HR or Quality related matters. - Salus Technical – Process Safety Engineering support including support with development of bow-ties. • Volunteer run Safety Committee that meets on a quarterly basis (with no management present) to discuss and drive forward QHSE related improvements and initiatives. • There is no QC resource within the team currently although there is budget allocated to hire a QC Inspector in Q4 2026. Positive Observation: • Positive to see that the Unity Safety Committee meets regularly, includes offshore representation and is active across the business. • Offshore attendance at Safety meetings to be encouraged and as meetings are held via MS Teams, suggest to record them for those who cannot attend/not on shift.	
Incident Investigation	• Accident & Incident Reporting Procedure H&S-P-027 sets out the minimum standards for the investigation, analysis and reporting of incidents and near misses within Unity. • When an incident or near miss (high potential) occurs offshore, Unity's Senior Technician will fill out an Initial Incident Report H&S-F-039. Accident Book B1-510 is the onshore equivalent for incidents that occur at a Unity base. Although titled 'initial report', this reporting template is used to record 'minor' investigations. • For serious injuries i.e. where the casualty requires hospital treatment, where the injured person fails to return to work or any incident in which a member of the public has been injured then the QHSE team will complete an investigation and record it using the Incident Report H&S-F-038. • Unity does not currently stipulate a standard incident investigation methodology or require formal investigation training for personnel. As a result, the quality of investigations may vary depending on the experience of the individual conducting them. Notwithstanding this, the investigation for the CES+ incident was carried out to a high standard. • Centrica 3B Gas Release Action Tracker in place with CES+. CES+ verifies closeout of actions. Only one action open (Review of Unity CMS against IADC and IOGP latest guidelines). Recommendation: • Consider introducing a requirement for incident investigation training to help promote quality and consistency in approach to incident investigations. Positive Observation: • Unity presented their final incident investigation report, safety alert, incident overview presentation and action tracker to us – It was evident that a thorough investigation had been conducted, looking at the entire process onshore and offshore and it was also positive to see the use of Swiss cheese barrier philosophy in their presentation.	
Non-Conformance Reporting (NCR)	• Non-Conformance Procedure QA-P-030 defines the process for identification, control and addressing of non-conforming products and/or services. • All internal and external NCRs are raised and followed up using the MyCompliance Management software. • Unity walked us through an example NCR (#497 – Delayed provision of tooling from supplier) from start to finish to demonstrate end-to-end how the NCR process works. • QHSE department reviews open NCRs monthly. • Although not a formal requirement, within Unity there is an internal attempt to review, assess, investigate and feedback on the way forward for NCRs within 30 days. Positive Observation: • Unity were able to demonstrate a robust approach to managing NCRs from identification through to closeout and feedback.	

Risk Management	• Risk Assessment Procedure H&S-P-001 sets out the process for conducting risk assessments and demonstrating ALARP. • Unity maintains a database of general risk assessments covering all their tasks/operations. • CES+ prepares the Well Programme and associated Operational Risk Assessment. As part of the programme and risk assessment review, Unity Operations Supervisor will review the list of existing general risk assessments and if there is a gap in requirements, will then contact the QHSE department to request a task/scope specific risk assessment is prepared. • Example risk assessments shared: Onshore Pressure Testing PRE-RA-001, Offshore Pressure Testing PRE-RA-004, Air Powered Hand Tools OPS-RA-007 and Use of Pumps OPS-RA-012. • Unity Technicians receive risk assessment training via an eLearning module. This training is repeated every 3 years.
Audit and Compliance	• Audits and Inspections Procedure QA-P-010 describes the audit and inspection framework for both internal (site and corporate level) and external reviews. • Audit Schedule QA-R-004 lists all the internal and external audits planned for the year, their purpose and the Lead Auditor. • Support Services Director predominantly conducts the external supplier audits with the QHSE Advisors predominantly covering the internal audits. • There is approximately 40-50 'critical' suppliers in the Unity Approved Vendor List (AVL). Suppliers are audited within their first year then 3-yearly thereafter. • Internal processes are typically audited every 6 months. • Via MyCompliance Management software, Unity has an 'Offshore Site Visit' template for conducting assurance at the worksite. Original intention was for Management to conduct these checks however restraints on bed space means Unity now intend to propose to their client that this can be done as a cross-discipline assurance check for work done by Unity. • The Offshore Site Visit template was utilised by Unity Management as part of the return to work following the incident offshore onboard Rough. Recommendation: • Offshore Site Visit Template – Criteria #5 Emergency Scenarios – “What MAH scenarios are relevant to the work that I am undertaking?” to be added as first question. This will help frame the conversation in the context of the work being carried out by the Unity Technician as opposed to general actions to take in event of an emergency onboard Rough. Positive Observation: • Despite being a small team, it was impressive to see the number of internal and external audits being done by the QHSE team (for example 10 critical supplier audits per year).
Lessons Learned	• Lessons extracted from pre/post job briefs, NCRs and incidents mainly. Unity does not maintain an internal Lessons Learned database. Due to the nature of Unity's work, any identified improvements are incorporated directly into existing procedures or processes, effectively closing the loop at that stage. • Safety alerts are developed when a shared learning opportunity presents itself and this is shared across the Unity business.
Net Zero	• Unity's Net Zero commitments are outlined in their annual Carbon Reduction Plan, produced by Net Zero International (third-party) using data provided by Unity. • 2025 Target for Scope 1-3 emissions = 214.4tCO₂e. Actual performance in 2025 = 290.9tCO₂e. The overall main contributing factor to Unity's emissions profile and the sole reason for exceeding their 2025 target is related to business travel (specifically planes)(planned <40tCO₂e in 2025, actual ~140tCO₂e). The reason for this extra travel is due to new entities being established in Perth, Australia and Houston, USA. • Unity's reporting focuses on operational and people-related activities—such as waste, water usage, commuting, business travel, and utilities (gas/electricity)—rather than emissions directly generated by core technical operations. Recommendation: • Take credit for operational savings within your emissions reporting more than base-business related items i.e. 1x truck did 4 drops rather than 4x trucks over travel, utilities use etc.

Competency Management System (CMS) and Roles and Responsibilities	• Training & Competence Procedure QA-P-025 and Competency System Manual CMS-MAN-001 describe Unity's Competency Management System. Unity's CMS and associated processes are common across all three of their sites i.e. Aberdeen, Great Yarmouth and Denmark. • Human Focus is Unity's online training platform where personnel can access their training requirements and records and complete their required online training modules. • For the assessment, monitoring and tracking of personnel competency, Unity utilise a software package provided by Mintra. • Operations Coordinator fulfils the role of Training & Competency Coordinator within Unity and is the System Admin for both Mintra and Human Focus systems. • Operations Supervisors are responsible for the competence of their own direct reports onshore and offshore. • Unity's CMS is not certified however it is regularly audited by their clients – Unity recorded 42 days in 2025 where they participated in client audits. • Individual competency of Unity staff is demonstrated through a combination of eLearnings, evidence-based competence and assessment by the Unity Internal Assessor. This process is repeated 3-yearly with the exception being if re-training is identified as being required following an incident, procedural changes or changes to an individual's role. Positive Observation: • Through a combination of Human Focus and Mintra provided software, Unity were able to demonstrate that they have a Competence Management framework in place, and they could also demonstrate individual competence as well with ease. • Continuous improvement of the CMS (1x recent action) – 1) Review of CMS against latest IADC and IOGP guidance material.
Training and Competency Matrix	• Training matrices cover both technical and soft skills e.g. Communication, Management 101 and Decision Making. • Training and competency profiles are determined by the highest hazard or complexity of operation that Unity staff may encounter. • For training requirements specifically, there is no difference between Technician and Senior Technician however, they do differ in experience level and competency. • Competency requirements for non-technical positions are not covered however Unity has indicated they intend to extend this and cover both technical and non-technical positions. • If a particular requirement has expired, the Technician is not deemed 'incompetent', it means they are unable to work unsupervised in that area until their competence is renewed.
CES+ Contract	• 4x Unity Technicians are currently provided to CES+ on an ongoing basis (3x Senior Technicians and 1x Technician who is in the process of being made up to Senior level). 1x Unity Technician identified as contingency for CES+ but if availability were to change then Unity also has access to an internal ad-hoc staff pool or failing that can hire agency staff. • Contract specific Training & Competency matrix in place for the CES+ contract. MAH Awareness Training has been added as a requirement for all Technicians. Matrix contains the requirement for Senior Technicians to hold their IWCF Level 3 for Well Control. Note: There is a plan in place with CES+ for the Senior Technicians to obtain their IWCF Level 3. • CES+ Monthly Report (March 2026) shared to show how training and competency is managed with CES+ – Section 2 reports on contract specific requirements and a monthly status. • Feedback is provided regularly by Gavin Mundie (CES+) however, there is no agreed process with CES+ for obtaining feedback from offshore. • End of Trip Feedback (within Unity) – Senior Technician provides end of trip feedback to the Technician (this is two-way with feedback also provided back to the Senior Technician). Recommendation: • CES+ to introduce a process for providing performance feedback to key service providers. End of trip feedback by supervision offshore (two-way) which is then relayed onshore. Positive Observation: • Competence section within the CES+ Monthly Report (Section 2) is impressive and demonstrates that competency of the Unity staff working on behalf of CES+ is being well managed between Unity and CES+ (overview of Contract Safety Critical Roles, competencies that are expiring, compliance with matrix, recent training undertaken and gaps being actioned).

TRAINING & COMPETENCY

Role Progression and Development	• Typical experience levels – Assistant Technician <2 years experience, Technician >2 years experience, Senior Technician >5 years experience and Supervisor >8 years experience. • Where the Client provides Supervision e.g. CES+ Well Services Supervisor, Unity's Senior Technician will fulfil the role of the Unity Supervisor and is allowed to work unsupervised. • Before a Technician is promoted to Senior Technician, the individual will fulfil the Senior Technician role under observation by a current Senior Technician for a minimum of 3x trips. • When an individual is promoted from Technician to Senior Technician, their Training and Competency profile is reset, and the individual must undertake all the requirements again. • To reduce the potential for competence degradation, Operations Supervisors conduct an onshore briefing with their Technicians when a new job comes in – this is an opportunity for Technicians to indicate their familiarity with the kit and where required, request additional refresher training in the workshop prior to mobilisation.
Competence Assessors	• John Bain, retired Unity Operations Manager, has been retained as the current Internal Assessor for Unity. John was D32/33 qualified but recognising that this is an outdated qualification and as part of succession planning purposes, Ron Legge is currently planned to replace John this year. It is Unity's intention that Ron will obtain his TAQA award. • Unity do not currently utilise an external Assessor resource.
Contractor Competency	• When no Unity staff personnel are available (between Aberdeen, Great Yarmouth and Denmark), Unity will go out to the market for ad-hoc resource. • For short term assignments typically less than 6 months, contractors will be assessed using the Short Service Employee Competency Q&A Technical Assessment form CMS-F-094. If contractors are being hired for >6 months, then their competence will be assessed and managed under the Unity CMS using the same process applied to staff employees. • The Contractor Q&A Technical Assessment form is made up of ~100 questions and covers several areas for example steps involved in decommissioning work, stinging operations and removing XTs. Individuals score themselves initially before having their responses tested by a Unity Operations Supervisor. On the example presented, it showed that the individual had responded honestly and was knowledgeable in some areas but not all. This information then helps the Operations Supervisor determine their suitability for certain roles. Positive Observation: • Continuous improvement of the CMS (1x recent action) – 1) Introduce a scoring criteria for the Contractor Q&A Technical Assessment process. • Contractor Q&A Technical Assessment form allows them to assess technical ability as well as helping with allocating personnel to worksopes based on that individual's experience.



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References

Document Title	Document Reference
Goods Inward Procedure	ONS-P-001
Goods Outward Procedure	ONS-P-002
Container Stock Sheet 2025 Certificate Register	-
CES+ Stock List	-
Daily Reporting template	OPS-F-040
CES+ Cost and PO Trackers	-
QHSE Management System Manual	QA-M-001
QHSE Policy	QA-POL-001
QHSE Objectives 2026	QA-OB-001
HSE Statistics 2020-2025 (incl. 2026 YTD)	-
UK NPT Tracker	-
Accident & Incident Reporting Procedure	H&S-P-027
Initial Incident Report	H&S-F-039
Incident Report	H&S-F-038
Centrica 3B Gas Release Action Tracker	-
Centrica 3B Gas Release Incident Investigation Report	-
Centrica 3B Gas Release Incident Overview Presentation	-
Centrica 3B Gas Release Safety Alert	-
Non-Conformance Procedure	QA-P-030

Document Title	Document Reference
Risk Assessment Procedure	H&S-P-001
Onshore Pressure Testing Risk Assessment	PRE-RA-001
Offshore Pressure Testing Risk Assessment	PRE-RA-004
Air Powered Hand Tools Risk Assessment	OPS-RA-007
Use of Pumps Risk Assessment	OPS-RA-012
Audits and Inspections Procedure	QA-P-010
Audit Schedule	QA-R-004
Offshore Site Visit template	-
Annual Carbon Reduction Plan	-
Training & Competence Procedure	QA-P-025
Competency System Manual	CMS-MAN-001
CES+ Training & Competency Matrix	-
CES+ Monthly Report (March 2026)	-
Competency Q&A Technical Assessment form	CMS-F-094

Unity QHSE Audit Report (Final)

Final Audit Report

2026-05-06

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