2026 QHSE PLAN

Objective	Action Item	Action to be taken	Responsible Person	Close Out By	Q1 Review	Q2 Review	Q3 Review	Q4 Review	Overall Achieved	Notes
	Safety									
Incident free operations are achieved in all areas that we operate	Action Item 1	Where Exceed are managing well operations ensure that a minimum of 1 rig visit is performed by designated Project Manager / Drilling Superintendent, per quarter to actively promote positive safety culture. Also ensure that the assigned SDE conducts at least one visit per well (e.g. pre-spud).	Head of Wells UK Wells Manager Head of Decomm Managing Director	31/12/2026	In Progress					
	Action Item 2	Where Exceed are managing well operations ensure a representative from Senior Management is present at project DWOPS, TWOPS, CWOPS and AWOPS. Senior Management to promote safety culture and reinforce top level commitment to HSE.	Head of Wells UK Wells Manager Head of Decomm Managing Director	31/12/2026	In Progress					
	Action Item 3	Zero Regulatory Reportable Incidents for Exceed Managed Operations	QHSSE Manager Head of Wells UK Wells Manager Head of Decomm Managing Director	31/12/2026	In Progress					
	Action Item 4	Zero LTI's for Exceed Managed Operations	QHSSE Manager Head of Wells, UK Wells Manager Head of Decomm,	31/12/2026	In Progress					
	Action Item 5	Carry out Rig Culture Assessments, where MODU will be on contract for more than 3 Months	QHSSE Manager Head of Wells, UK Wells Manager Head of Decomm,	31/12/2026						
	Action Item 6	Complete Process Safety Leadership Principles Gap Analysis and develop and implement a Process Safety Improvement Plan based on the results.	QHSSE Manager Senior Mng Team	30/06/2026	In Progress					
	Action Item 7	Identify and implement suitable Process safety Awareness for Contractors	QHSSE Manager Head of Wells, UK Wells Manager Head of Decomm,	30/06/2026						
	Action Item 8	Senior Management Personal Commitment to Safety 2026 (Kent) completed and displayed	QHSSE Manager Management Team	28/02/2026	In Progress					
	Action Item 9	Completion of Exceed Wells Safety Case	QHSSE Manager,	31/12/2026						
	Environment									

Accomplish and maintain a level of environmental excellence in all areas in which we operate.	Action Item 1	For Exceed managed well operations ensure that Oil Spill Drills are completed prior to running the BOP on well operations.	Head of Wells UK Wells Manager Head of Decomm Managing Director	31/12/2026	In Progress					
	Action Item 2	For Exceed managed operations no regulatory compliance breaches.	Head of Well Management	31/12/2026	In Progress					
	Action Item 3	Project Waste >60% diverted from Landfill.(reuse/recycle)	QHSSE Manager Head of Wells, UK Wells Manager Head of Decomm,	31/12/2026	In Progress					
	Action Item 4	Office waste >75% diverted from landfill (reuse/recycle)	QHSSE Manager, Managing Director	31/12/2026	In Progress					
	Action Item 5	East Grampian Coastal Partnership - Turning the tide on plastic event.	HSE Lead	30/05/2026						
	Action Item 6	Identify and implement a suitable method to more accurately quantify office waste and recycling	QHSSE Manager,	30/04/2026						
	Quality									
Develop our market leading position through our commitment to formalised QHSE management systems that reflect the requirements of International Standards and continue to support Exceed operations and to ensure that	Action Item 1	Customer feedback forms issued to all clients. Target >50% returned completed. Maintain an average score of 8.0 or more for customer feedback.	Head of Wells, UK wells Manager, Head of Decomm Head of PI	31/12/2026	In Progress					
	Action Item 2	Complete and implement digitisation of the WEP and DDEP	Head of Wells UK Wells Manager Head of Decomm	31/12/2026	In Progress					
	Action Item 3	Integration of online tools internal and supplier NCR registers with audit register, Approved Vendors List and Lessons learned registers	QHSSE Manager,	30/06/2026	In Progress					
	Health									
Develop and maintain a premier Health and Safety Culture for all parties associated with the Company and its operations.	Action Item 1	All personnel to complete DSE Assessment Training. With all DSE actions closed within 30 days.	HSE Department	31/12/2026						
	Action Item 2	Mental Health Awareness, through HSE Meetings. Run a Mental Health Campaign.	QHSSE Manager HR Manager	31/12/2026						
	Action Item 3	Prepare and implement an Exceed Wellbeing Plan 2026	HR Manager	31/12/2026						
	Action Item 4	Exceed Team to participate in the Aberdeen 2026 Kilt walk, raising funds for a selected charity.	HR Manager HSE Lead	30/07/2026						
	Action Item 5	Health Awareness focus sessions through the year, 4 minimum	HR Manager	31/12/2026						
	Action Item 6	Provide Flu Vaccinations for Staff	QHSE Manager	31/12/2026						
	ESG									

Be a proactive partner, leading by example and engaging with key organisations to contribute to the evolution of the energy sector and reducing emissions through the energy transition journey	Action Item 1	Implement CO2e mapping tool (Stepwise) for Well Planning and Ops	QHSE Manager	31/12/2026						
	Action Item 2	Integrate Exceed ESG reporting with Kent	QHSE Manager	31/12/2026						
	Action Item 3	Prepare and publish Exceed Annual ESG Report	QHSE Manager	31/12/2026						
	Action Item 4	Offset Exceed's identified Scope 1, 2 and 3 Emissions	QHSE Manager	31/12/2026						
	Information Security									
Accomplish and maintain a level of Information Security excellence in all areas in which we operate.	Action Item 1	Achieve IMS ISO27001 Certification	ICT Manager MD	31/03/2026	Complete	Complete	Complete	Complete	Complete	Certification Achieved 13th March 2026
	Action Item 2	Prepare and Implement Exceed AI Strategy	Head of Wells UK Wells Manager Head of Decomm Managing Director Head of PI Head of MPD ICT Manager	30/07/2026						
	Action Item 3	Prepare and implement new DR Strategy for Egnyte	ICT Manager	31/12/2026						

QHSSE Plan Approved for issue by: Ian Mills, Managing Director

Date: 13/02/2026