

Local Content Plan for
Sangomar Phase I Development
D&C Engineering and Ad-Hoc support

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EXCEED

Leading well delivery

Exceed

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EXCEED LOCAL CONTENT

Exceed Local Content Policy

Exceed's senior management team has over 20 years' experience working with multiple major International Oil Companies, including Shell, BP, PWC, ADTI and Weatherford. Since 2005 we have successfully executed on 5 campaigns for clients in Turkey, the East Mediterranean, Myanmar, Senegal and Ghana. From this experience we know that developing a strong local content strategy is key not just for delivering successful business outcomes, but also for promoting sustainable economic growth.

As a result, at Exceed we aim to develop an approach to local capacity building that is participatory and effective. Our overarching strategy is based on involving communities and employees in a positive way throughout the project. This is done through a combination of investment in employment, training and competence development, procuring as many services as possible through locally qualified partners and focusing on sustainability.

Having worked in so many different jurisdictions internationally, Exceed is experienced in forming essential close working relations with local suppliers, developing their capacity and capabilities to service International standards. In simple terms, the Exceed policy when entering a new country is to respectfully develop the local capability / capacity by

Exceed strives to follow three basic principles when entering a new country:

- Do the right thing
- Help local people to succeed
- Treat others as we would expect to get treated

In the event that Exceed is selected as one of Well Management's local partners for Senegal, one of Exceed's primary responsibilities would be to manage the development of local Senegalese Nationals and local supply chain. The way we would define success on this objective spans five categories:

1. Safe delivery in the most environmentally considerate manner possible
2. Protect and enhance the reputation of Woodside and its partners
3. Deliver the productive well stock with reliability and integrity for the complete well life
4. Reduce the time and cost of wells
5. Transfer and embed local capability

Exceed is committed to the development of local Senegalese Nationals and local supply chain, and consider it as a measure of our performance, having done so previously in Turkey, Israel, Myanmar, and Tullow & Aker Energy in Ghana, with success depending on the existing local competence and the term of the contract

- b) **Key lessons learned** from previous relevant experiences and best practices that will be applied to the creation of Senegalese local content:
1. *Set Clear Deliverables*: Clearly defining the project's scope and schedule from the outset is critical to developing and fulfilling local content plans. This includes looking at workload, demand, duration, and defining the minimum – base case – Maximum.
 2. *Avoid Quick Fixes*: Developing and implementing a local content policy requires a long-term perspective, effective planning, investment and perseverance. It is paramount to work collaboratively with Woodside to map out the available positions, define the selection criteria and recruitment process, and then manage the pre-project and on the job mentoring effectively.
 3. *Be Transparent*: Don't set unrealistic expectations within the local market about the quantity of roles available.
 4. *Effective Contingency Planning*: It is advised to have a contingency plan (e.g. redeployment for the local trainees where possible) in the event of any scheduled or unscheduled breaks. This is essential to take care of the trainees and protect Woodside's reputation.
 5. *Fair Recruitment and Selection Policy*: Sensitively and respectfully manage the recruitment and selection process in order to remain impartial (avoid external party involvement)
 6. *Early and upfront Engagement*: Open, collaborative and full engaging collaboration with the local community is essential to understand local supply chain capabilities and break down barriers to participation. Specifically, it is important to:
 - a. Identify what services are required for the project / what is – could be available locally
 - b. Identify what services could be developed locally with investment and training
 7. *Outline Realistic Expectations*: Setting targets beyond the capacity of the local market and available workforce results in unachievable outcomes and associated negative sentiments with other key stakeholders. Targets should be agreed with all stakeholders in advance through early consultation, enrolment and education.
 8. *Invest for the Long-Term*: While there may be short term cost premiums required to develop local suppliers, in the longer term a reliable local supply chain offers better overall value.
 9. *Develop people capabilities*: Human capital requires ongoing investment to retain its value. It is therefore important to make sure all recruited personnel have an assignment mentor to take care of their professional development.
 10. *Maintain Workplace Standards*: Release people who fail to meet HSEQ or Bribery standards irrespective of the perceived fallout. This establishes high standards & expectations.
 11. *Big-Picture Thinking*: Avoid getting preoccupied with reporting requirements. Instead, focus on the intended outcomes and results.

c) Exceed's Quantifiable local content results

Included here are a selection of Exceed's prior local content projects. In all cases, the positive results achieved were a direct result of Exceed's efforts at investing in capacity building and in other local content development initiatives. We are confident that our experience managing these programmes could be applied to the development of a similarly effective local content project in Senegal.

Exceed local content activities include the following with *Ghana being the most significant and analogous:

Client	Region	Local content development
TPAO	Turkey Black Sea	Operations Drilling Engineer, Logistics & Supply Base Management, Night Drilling Supervisor, Wellsite Geo (RT Pore Pressure prediction), HSE support, Contracts and procurement
GGR	East Med	Logistics base management, Contracts and procurement, Finance management
CNPC	Myanmar	Supporting the clients nominated personnel whom had no previous offshore experience: Contracts and procurement, Logistics, Engineering, Project management
Tullow	Ghana	Performance Engineer competence program [PECP] * See Attachment 01 Attachment 02,03 Example Hitch reports
Aker Energy	Ghana	HSE, Wellsite Geo, Wellsite DE, Wellsite DMC, Onshore DMC Development of the Tier 2 suppliers; Onshore Base management – Trucking, Fueling, Waste management etc
Far	Senegal	Working with the local logistics personnel (crane operators, Forklift drivers, stevedores) and supporting the Far Country Manager and Admin Team in The Gambia

d) Existing or previous global or regional initiatives that can be leveraged in the creation of Senegalese local content

Leveraging Previous Relevant Experience : Ghana Case Study

Of Exceed's previous relevant experience, Aker Energy's local content development in Ghana is most comparable to the proposed Woodside Sangomar project. We completed 18 months of operations with 5 wells drilled, 2 Sidetracks and 7 Reservoir Penetrations. Notably, **4 of the 5 wells were in the top 5% performance delivery in IHS Rushmore's deepwater benchmarking**. This not only generated a fantastic sense of accomplishment for the local interns but also yielded very positive feedback from the GNPC and Ghanaian Petroleum Commission.

The main challenges encountered was external influences and the uncertainty regarding the schedule and duration of work – ranging from a single exploration well or a future potential development plan of 26 wells

Operating investment opportunities for the Ghana project were estimated in the region of USD \$ 10 M annualised. Exceed forecasted that the contract would generate 15-20% spend on local content in the first 12 months. This target was met, including the recruitment and development of 11 Ghanaian Interns. Our local staff made up about 30% of our entire staff.

- In Ghana Exceed hired 11 local Ghanaians. EWMG worked closely with the Ghanaian regulator (PC) to recruit 7 interns who later became trainees and 3 other trainees through advertisement in the national papers.
- There was monitored quarterly audit from the PC on the trainees recruited via their database.
- All trainees received BOSIET / iMIST / HUET / Offshore medical inclusive drug screening
- Comprehensive on the job training that span from being assigned a technical mentor and shadowing our technical team through to working at the supply base and offshore on multiple rotations and exposing them to internationally accepted policies and standards.
- Exceed were able to raise the level of HSEQ & technical knowledge for our local employees.
- There was skills and technology transfer with the utilization of our expat staff managing and supervising our local employees.

The interns / trainees recruited for the Ghana project included the following roles:

HSE On & Offshore, On & Offshore DMC, Drilling Engineering, Wellsite Geologists

Local investment was delivered on the following major categories

1. Local personnel in the office and offshore
2. Training and development of local personnel.
3. Use of Local training providers when available and certified / audited to international standards
4. Insurances –Emergency medical etc
5. Professional advice: Legal and Accounting Services
6. Banking fees.
7. Office and accommodation rental
8. ICT equipment (Computers, Phones, Printers, Office Equipment etc.)
9. Security, Transport, Cars and Drivers
10. Travel logistics / Meet and Greet
11. Husbandry services – Food etc.
12. Customs and importation
13. Offshore vessel security
14. Logistics and supply base management
15. Taxes & Fees

The main challenge encountered was substantial uncertainty regarding the schedule and scope of work. As a result of external influence, project plans ranged from a single exploration well to a future potential development plan of 26 wells. Unfortunately, the project has now stalled due to some significant above ground factors:

- FID / field development plans not approved
- Ongoing block unitization negotiations
- Elections scheduled for Q4 2020
- Personnel Health risk due to Covid-19 & limited facilities in country
- Oil price
- Oil demand

The entire project team [local and expats] was released from Aker Energy in December 2019 and the remaining Aker energy team was disbanded during Q2 2020.

Exceed negotiated some continued exposure and development for the Geology interns with Springfield in Ghana, but that exploration project came to an end in Q1 2020. Despite this unfortunate end to the project, Exceed is confident that the local personnel trained during the program can transfer their skills and knowledge to future Ghanaian projects.

- e) Initiatives or solutions that create greater levels of sustained local content through co-investment (i.e. other contractors, Company).

There are a number of possible approaches to promoting greater sustained local content development in Senegal. First, Tier 1 suppliers, including major Integrated service providers and the selected drilling contractors, must outline their local content training plan at the Tendering stage. This will involve taking suitably qualified Senegalese personnel, from trainees to front line supervisors, on & offshore over the 4-5 year duration of the project.

These plans should be submitted and monitored quarterly post contract award with attention and support over the initial 24 months. This should be a key performance indicator with commercial upside tied to realisation and delivery against the plan.

Second, we could also consider ring fencing certain Tier 2 support services, beginning with the less complex activity sets required for the duration of the project and spanning into production / operations. Some areas to consider could be:

- | | |
|-------------------------------------|---|
| • Customs and importation | • ICT equipment |
| • Government Liaison | • Rig Crews |
| • Security | • Tubular running services |
| • Transportation & Trucking | • Tubular Inspection and preparation services |
| • Supply Base management | • Low technology rental equipment |
| • Logistics / Stevedoring / Cranage | • Standby vessels if available |
| • Fuel & Lubricants | • Marine mammal observation |
| • Catering On & Offshore | • Aviation check in / security |
| • Catering supplies | |

It is essential to ensure that through support, education, training that the HSEQ and reliability standards are established and monitored regularly to match those in UK / Australia

- f) Baseline information (surveys, research etc.) that the Tenderer has used to inform itself on the current capacity and capability of Senegalese Nationals and the Local Supply Chain

In order to assess current local supply chain capacity, we have conducted some preliminary market research. This was done on the basis of:

1. Local service providers in the sector
2. Network of Senegalese partners established during Cairn, Far and CNOOC activities
3. Recently conducted recruitment campaign (very low response / engagement)
4. Exceed experience of managing operations for the Far Gambia project
5. Feedback from peers involved with the Cairn E&A campaign
6. Local recruiting agencies

Our research suggests that Senegal's supply chain capacity is underdeveloped and will require strengthening from the bottom up. The biggest opportunity to do so lies in investing in improving education levels in order to increase numbers of highly skilled local workers. The option of simply recruiting from the currently available resources could result in unintended outcomes (e.g. local staff movement / potential for salary increases / resentment). It is therefore not likely to be beneficial in the long-term despite the short-term economic savings.

Given the unique and highly complex work involved in developing a deepwater field, we estimate that developing necessary talent locally will be a journey of 3 to 10 years per individual depending on the roles developed. Our research has also shown that there is great potential with technical graduates from INGP, who have so far received positive feedback from employers.

- g) The organisational accountability and responsibility for local content and contact responsible for the preparation and implementation of the draft Local Content Plan including, name, job title, reporting lines, location and contact details (phone and email)

Name	Position	Location	Email	Phone
Ian Mills	MD	Aberdeen	mills.i@xcd.com	+447740442000
Al Brockie	Head of Wells	Aberdeen	brockie.a@xcd.com	+447802657927
Brogan McPherson	HR Advisor	Aberdeen	mcpherson.b@xcd.com	+447718925864
Kwaku Darko-mensah	Ghana County Manager	Accra / Dakar	darko-mensah.k@xcd.com	+233263774561

Exceed Senegal Local Content Plan

Company is committed to delivering long term economic and social benefits for communities in which it operates;

Having reviewed the scope of work and with due consideration to the four strategic local content pillars we have ranked our ability to contribute and maximise our impact in this order

1. Invest in the professional development of Senegalese Nationals in partnership with Woodside
2. Mentor Guide and support the development of the Local Supply Chain
3. Work closely with local Training, Education Institutions * Exceed / Woodside scholarships
4. Investment in in-country physical infrastructure.

(2.8.4.2) Investment in Senegalese Nationals

Over the course of the project, Exceed would expect to recruit and train local Senegalese candidates to eventually fill all project roles. Ascertaining the competencies and development potential of employees in the local market is an important step in order to do so. Targeted recruitment of employees from other relevant industries who may have useful transferrable skills could also increase the pool of applicants.

At the same time, it is also important to forge alliances with local sector training providers / colleges / universities, and then to communicate the forecasted skills requirements to these institutions. This will help to bridge any training gaps.

A few training provider examples include:

- Relyon Nutec
- BOSIET & HUET centre in Ghana
- Well Control centres
- OPITIO & iMIST

University examples include:

- RGU Aberdeen
- University of Aberdeen
- Herriot Watt
- Strathclyde
- Colorado school of mining
- Texas A&M

At the very outset it is important to collaborate and define the talent and experience is available in the local market or other industries where relevant more industry generic transferrable skills could be available;

The roles Exceed believe will be required for the project have been broken down as follows and during the course of the project it is expected to recruit and train local Senegalese candidates to eventually fill all roles;

1. Non-Technical Support

- a. *Local representative – country manager
- b. *Administration / Travel
- c. *Drivers – following defensive driving and English language training
- d. *HR
- e. *Accounting / Cost controllers

2. Technical Onshore

- a. HSEQ
- b. Technical Management
- c. Engineering; Drilling, Completions, Subsea
- d. Commercial C&P
- e. Operations Geology
- f. Quality assurance / Quality control
- g. *ICT
- h. SME – BOP / MPD/ CML / HPHT

3. Technical Base

- a. Base Manager
- b. HSEQ
- c. Lifting specialist
- d. *Onshore DLC

4. Heliport

- a. *Aviation check in

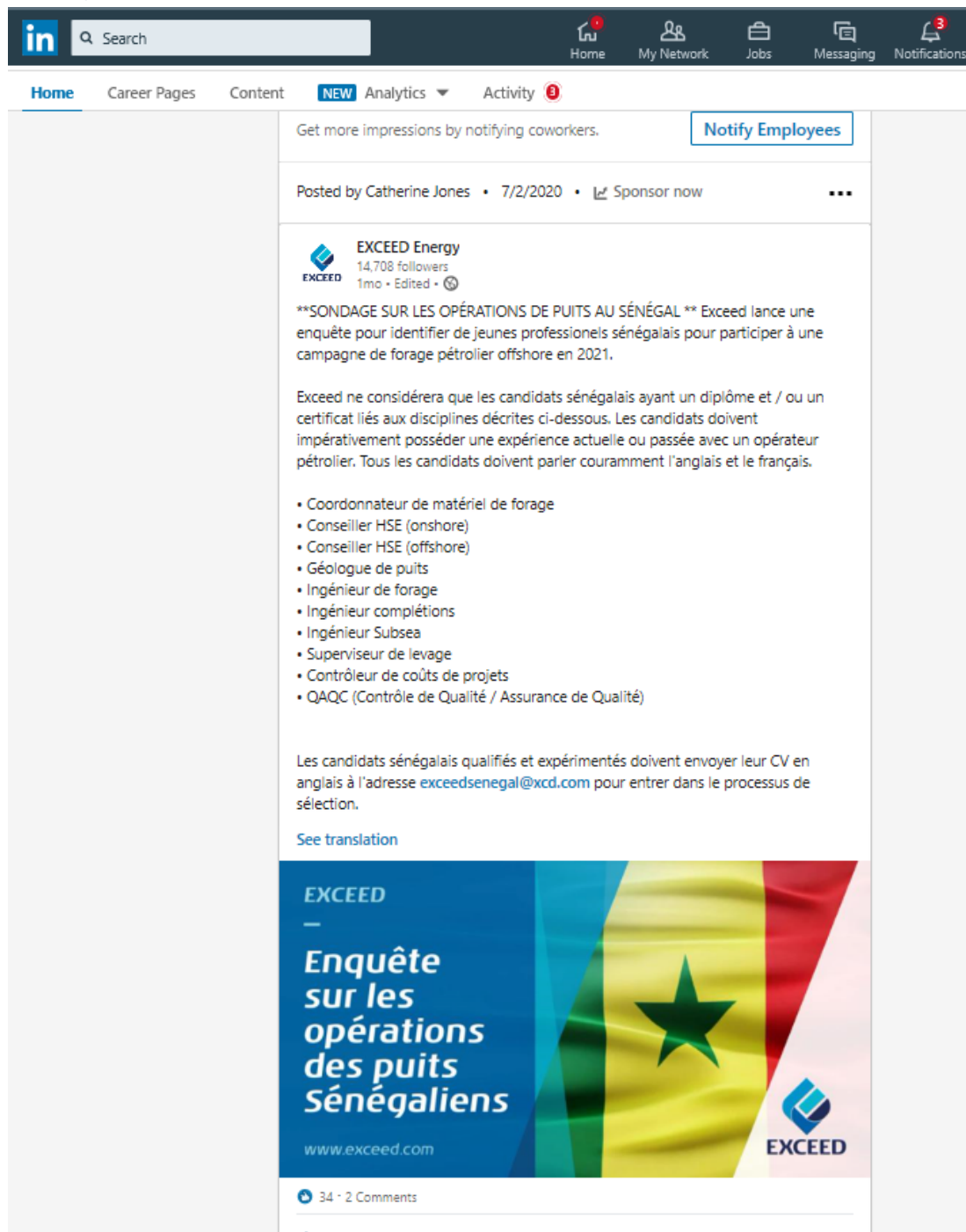
5. Technical Offshore

- a. HSEQ
- b. Drilling, Completions, well testing/ services, Subsea Supervisors
- c. Wellsite geologist
 - i. Data Acquisition specialists – Operations Geophysicists
- d. *Wellsite drilling engineers
- e. Performance coach / *PECP trainees
- f. *Offshore DLC
- g. ICT remote support
- h. Drilling Fluids Supervisor

Roles marked with an *(if required) are regarded as easier roles to fill in the first 12 months with lower frontline risk profiles

Recruitment initiatives to select, train and develop Senegalese nationals will include:

- Career fairs: In the major technical universities, Woodside/ Exceed personnel to give talks on the various technical roles we have available (guest lectures)
- Exceed has already set up recruitment drives on our LinkedIn, professional network to identify Senegalese talent around the world.



- Recruitment drives/Possible graduate development program:

- Exceed will be committed to the recruitment and development of graduates, actively recruiting graduates from in-country universities. We will also investigate recruiting Senegalese nationals who are currently in education overseas and repatriating them home after graduation.
- Selected Senegalese Trainees will follow the same competence management as is in place for the current Exceed Staff and will be accessible on line via the Exceed Competence Management hosted on system <https://www.ridercorp.com/>

Exceed recognises the criticality of a consistent, effective, and verifiable approach with respect to training and competency. Selected Senegalese Trainees will follow the same competence management as current Exceed Staff. This will be accessible via the [Exceed Competence Management Online System](#). Exceed will certify all Senegalese staff from the basic training, including Offshore medical, iMist, Anti Bribery, FCP, Modern Slavery. All training BOSIET, HUET will be required to gain offshore experience, and all trainees will work toward [OPITO International standards](#).

Training for base management will include Safety awareness training, Banksman rigging and slinging, Forklift training, Permit to work (if applicable) Transport of dangerous goods by Air / Sea / Road, and First Aid. Engineers will be put on the RPG WECF which is the equivalent of the Shell Round I & II training program

Professional development will take place through a combination of on-the-job training (both onshore and offshore), in-house and external training courses, workshops and seminars using expert personnel from our organisation. Exceed has a world class/bespoke competency management system [Rider International] that will be used to manage the competency of the trainees. Subject to role and level of participation on the project Exceed will consider contributions toward scholarships to some select high school graduates interested pursuing petroleum related courses at INPG.

Exceed will collaborate with INPG to select interns for the company with potential to progress into programs and fixed professional roles within the company. Each trainee will be assigned a mentor to maximize the benefit of on-the-job training, and to provide feedback and support to help in their development. Selected Senegalese trainees could be sent to other location, such as our HQ in Aberdeen, to gain exposure to similar project work. Such assignments will enable best practice sharing, effective skills transfer and informal networks across the broader Exceed group.

In the event of any unforeseen breaks in the project schedule, Exceed will make all reasonable endeavours to redeploy and continue the continued professional development of the trainees.

Please refer to attachments

Attachment 05	Exceed Resourcing procedure
Attachment 06	Exceed Onboarding Procedure
Attachment 07	Exceed Competency Assessment Procedure
Attachment 08	Exceed Talent Management Process
Attachment 09	Exceed Competency Interview Questionnaire

(2.8.4.3) Investment in Local Supply Chain

Tenderer must describe the programs, activities, initiatives and procedures it will commit to under the Contract (and has priced in the Rates and Prices accordingly) to increase the competitiveness of the Local Supply Chain with the objective of maximizing local sourcing of goods and services including;

- (a) the results of and conclusions from any local supplier market surveys;
- (b) how subcontracted scopes of work would be deliberately packaged to increase the accessibility of procurement opportunities for the Local Supply Chain;
- (c) creation of alliances, joint ventures, consortia and the like between local and international suppliers in order to promote the gradual transfer of technology and operational know-how;
- (d) ensuring that procurement opportunities remain transparent to the Local Supply Chain;
- (e) approaches that will engage, support and guide the Local Supply Chain to register, pre-qualify and participate competitively in the tendering for contracts to provide goods and services;
- (f) in country resourcing to manage engagement with the Local Supply Chain; and
- (g) collaboration with other organisations e.g. other contractors and suppliers, trade associations, business councils and the like.

Under the current proposed contracting model the selected company will have limited scope as the contracts will be tendered and awarded by Woodside but Exceed can support Woodside with the ongoing management of the contracts with regularly scheduled interventions to raise the capabilities to match those with international oilfield standards.

Initiatives that can result in sustained development of local content requires mapping & matching the local tier 2 supply capability to the Sangomar project requirements beginning with the less complex – High activity sets required over the duration of the project:

- | | |
|-----------------------------|---|
| • Customs and importation | • Tubular running services |
| • Government Liaison | • Tubular Inspection and preparation services. Thread recutting |
| • Security | • Marine / Subsea Riser maintenance |
| • Transportation & Trucking | • Make up break out equipment |
| • Supply Base management | • Fabrication & Engineering |
| • Logistics / Stevedoring | • Low technology rental equipment |
| • Fuel & Lubricants | • Standby vessels if available |
| • Catering On & Offshore | • Marine mammal observation |
| • Catering supplies | • Aviation check in / security |
| • ICT equipment | |
| • Rig Crews | |

It is essential to ensure that through support, education, training that the HSEQ and reliability standards are established and monitored regularly to match those in UK / Australia. Exceed can also support the local providers toward International suppliers to form JV / alliances to accelerate their ability to service contract requirements and develop local competence and capacity

Enrolment and engagement sessions will be scheduled in advance of the contract tendering stage to inform the local supply chain of the forward plans and needs – this will be advertised via the newspapers / media / internet / chamber of commerce / Ministry of Industrial development and Small and Medium industries (MDIPMI), Ministry of Petroleum and Energy Senegal, Ministry of Labour Social Dialogue, Professional Organizations and Relations with Institutions

All SNE development opportunities will be promoted on the African Portal Pool (APP) a pioneering portal sponsored by Woodside. APP is operated by Invest in Africa (IIA) a not for profit organisation, which helps small and medium African enterprises gain access and opportunities to tender and engage in the oil and gas industry. The Senegalese Government recently decreed that procuring goods and services for the oil and gas industry must be conducted through an electronic platform, so being the first mover in the IIA portal has provided an advantage

The process being sponsored and led by Woodside aligned to their Compass values of

- Respect
- Discipline
- Working Together
- Integrity
- Excellence

The Woodside values are very close and congruent to the Exceed Values of **LEAD**



Exceed nominated country manager will work closely with Woodside to explore all opportunities to engage the local supply chain both formally and networking informally

Through Exceed existing international relationships with Scottish Development International, UK department for International trade, GlobalScot network and the UK FCO (foreign and commonwealth office) we will get connect to the Government and business networking events in Senegal to form the working relationships that aid in meeting local expectations efficiently and compliantly.

Exceed has previously conducted operations on behalf of FAR in 2018 and is currently planning operations for Q2_2021 using the Cairn supply base in Dakar and personnel for the Far Gambia project (**contact Kath Norman CEO FAR**) Based on this past experience, the current local capabilities in Senegal are best described as under development. Addressing these inequities will require a great deal of guidance and support.

(2.8.4.4) Investment in Training, Education and R&D Institutions

Tender must describe any programs, activities, initiatives and procedures it will commit to under the Contract (and has priced in the Rates and Prices accordingly) to support training, education and R&D institutions in Senegal (including Institut National du Petrole et du Gaz) to prepare Senegalese Nationals and the Local Supply Chain to meaningfully participate in the Senegal petroleum sector (i.e. scholarships, teaching faculties, research facilities, in-kind support).

In the event of successfully being awarded this contract Exceed will immediately establish a Permanent establishment in Senegal to compliantly service Woodside and support the delivery of the Sangomar development. The process and local partners have already been mapped and defined

Under the current model of a discretionary call off contract with the following variables:

1. How many Exceed personnel will be contracted and the contract term (duration)
2. How many local trainees will be required and supported by Woodside / Exceed

Under these conditions it is impossible to factor and include into the rates and prices – however a simple rule of estimation would indicate that allowing USD\$ 1,100 per day for 10 trainees per annum will allow for Salaries, Pension, social security taxes, medicals, and training. We appreciate that the cost of training will reduce after the initial 3 years with the exception of the ongoing technical training for key engineering positions, but the lower training costs will typically see increasing salary costs as the trainees slot into replacing the higher cost expat positions

(2.8.4.5) Investment in in-country physical infrastructure

Tenderer must describe any planned investments it will commit to under the Contract (and has priced in the Rates and Prices accordingly) in physical infrastructure in-country (i.e. setting up new facilities; investing in plants and support infrastructure; contributing to logistics infrastructure such as roads, bridges and port facilities) to strengthen its own capability to perform the Contract and any investments in dual-purpose infrastructure (Infrastructure that provides public utility to Senegal beyond the scope of the Contract).

Exceed believes that we have responsibility to give back to the communities in which we work. To achieve this the Exceed Trust was established in 2008 as a UK registered charity with a singular purpose:

**“To make a lasting difference to the lives of children
marginalised by circumstances versus capability”**

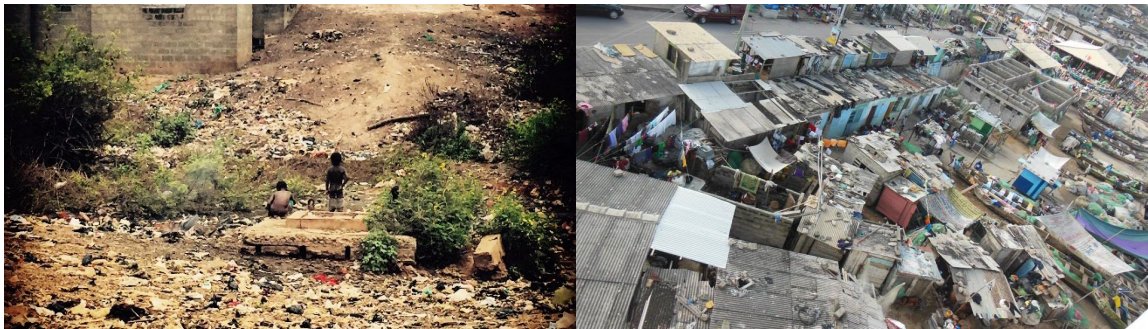
Exceed does not expect there will be any major physical infrastructure investments made in Senegal however during the course of our time in Ghana (from 2009 to now) the Exceed Trust has invested USD \$ 300,000 to purchase 10 acres of land and build a purpose built orphanage for 60 children in Seya Ghana. Some of these children have been rescued from local fishing communities when they proved to be not capable of the work involved in offshore fishing. They are now in the local education system and are being supported to tertiary / apprentice level of education

All of the work undertaken on the design and build of the orphanage was performed using a local architect, builders, Electricians, plumbers and suppliers. Ongoing maintenance and building improvements continue to be provided using local suppliers – including a recent Freshwater & sanitation projects undertaken in 2020

In the event that Exceed is selected as a local partner for Senegal we would aim to replicate the Ghanaian success on an appropriate project in Senegal.

- Becky’s home was established by a local NGO – Becky’s Foundation – in 2012.
- Set up by Seth and Vivian Asiedu, both teachers.
- Mission is to provide a home for orphaned, abandoned or vulnerable children.





(2.8.5) Implementation Plan

Tenderer must set out in sufficient detail how it will implement the programs, activities, initiatives and procedures in its draft Local Content Plan including;

- a) a level 1 schedule summarising the key activities and milestones in the implementation of the draft Local Content Plan;
- b) a summary of the key risks associated with the implementation of the draft Local Content Plan and how these risks will be managed and mitigated;
- c) a preliminary analysis and mapping (influence, support) of key stakeholders (government, business councils, trade associations, employer bodies, NGOs, media etc.);
- d) confirmation of any proposed role of Company in implementation of the draft Local Content Plan; and
- e) confirmation of any proposed role of others (i.e. third parties) in implementation of the draft Local Content Plan.

a) Please see attached a draft Local Content schedule and milestones Attachment 04 / 04a

b) Risk Table

Risk	Mitigation	Contingency
Pandemic	Regular testing Following national guidelines & proven Best practise PPE Quarantine Rapid response strategy to local break outs Emergency response Exercise on how to manage a cluster break out on the rig Advanced auditing of local facilities	Working supporting from Home for all office based personnel Reduce International Travel & Exposure
Oil Price	Keep costs under control Efficient delivery of the Well Construct Contract & Procurement	Synergies and collaboration with other operations WFH / Reduce international travel / exposures
Stability on plan, Schedule	Sticking to the plan Early & regular engagement on change	Understanding opportunities to rig / resource share
External influences on the LC plan	Manage expectations on the impartiality of the selection	Woodside Manage Confidentiality / Data security

Risk	Mitigation	Contingency
	process – people and companies Get pre approval on the selection criteria and the Pre Qualifying evidence / Due Diligence	Minimise the number of personnel involved Communicate the process and results versus soliciting endorsement
Overpromise on LC plans	Manage expectations and set realistic targets	Adjust the plan and reset expectations
Over-estimating Local supply chain capability	Comprehensive mapping and early assessment Selection of those proven already Support to Succeed	Join other operators / sector relevant groups to invest in the LC capability
Time / Investment required to develop local capability	Monitor and report monthly	Invite other potential end user communities to co-invest in the LC program
Challenge to attract international partners Senegalese world bank ranking	Due diligence on local companies Road map for establishing a PE in Senegal Working With regulators to highlight the value of the International partners Provide assurance and the potential for long term quality contracts	What other existing regional partnerships / capability can be called upon Ghana Nigeria
4 year contract	Unfortunately the contract duration will not be long enough to complete training through to level 3 competence for all positions	Contract extension Redeploy onto other Exceed West African projects where possible
A unforeseen break in the campaign	Exceed to explore how to redeploy the “trainees” onto other West African projects or continue training at Exceed head office in Aberdeen	Will require additional funding and investment

- c) Preliminary high-level analysis of Key stakeholders include the following groups
- Petrosen
 - National Institute for oil and Gas INPG
 - Ministry of Industrial development and Small and Medium industries (MDIPMI),
 - Ministry of Petroleum and Energy Senegal, Ministry of Labour Social Dialogue
 - UK NGO Invest in Africa Senegal
 - UK Foreign and commonwealth office FCO
 - UK DIT department of International Trade
 - Scottish Development International
- c) Woodside will take the primacy on the overall local content strategy and Exceed will work in collaboration to define how our proposed local content plan could fit into the Macro plan
- d) Apart from Woodside, Exceed don't envisage any other 3rd parties in the finalisation of the local content plan and then it would be adjusted revised following key stakeholder engagement and local content capability / capacity assessments

(2.8.6) Monitoring and Reporting

Company will, prior to award of any Contract, confirm with the successful Tenderer the monitoring and reporting framework which will be used to measure the success of the implementation of draft Local Content Plan which will include;

- (a) a standardised reporting template;
- (b) quarterly and annual reporting frequency; and

Key Performance Indicators (KPIs) including FTE/Hours by position, local procurement expenditure, value add by goods and services, expenditure on training and capacity building.

- a) Please see attached a standardised reporting template (**Attachment 10**)

 EXCEED LOCAL CONTENT REPORTING TEMPLATE										
Metrics type	Senegalese Workforce			Training		Local Value of spend (USD/CFA)		Local Employee Development	Local Supplier Development	Total Value of spend \$
Metrics	Head count	Manhours	Wages	Type of Training	Value of training for national \$	Indigenous Company	Local partner Scope work in JV \$	Investments to develop local employees/potential workforce	Investments to develop local suppliers - charged \$	
Metric guidelines	Total Number of Senegalese employed	Total manhours of Senegalese employed	Total Wages Paid to Senegalese workforce in USD/CFA	Trainings conducted for Senegalese Employees	\$ Value of training conducted	\$ value of contracts awarded to Senegalese owned vendor	\$ value of contracts awarded to Local Joint venture partner	\$ value of investments in enhancing the capabilities of senegalese workforce employed or potential	\$ value of investments in enhancing the capabilities of senegalese registered suppliers	Total Value of spend \$ as summation of all the Spend items(in Gold)
Contractor Response										

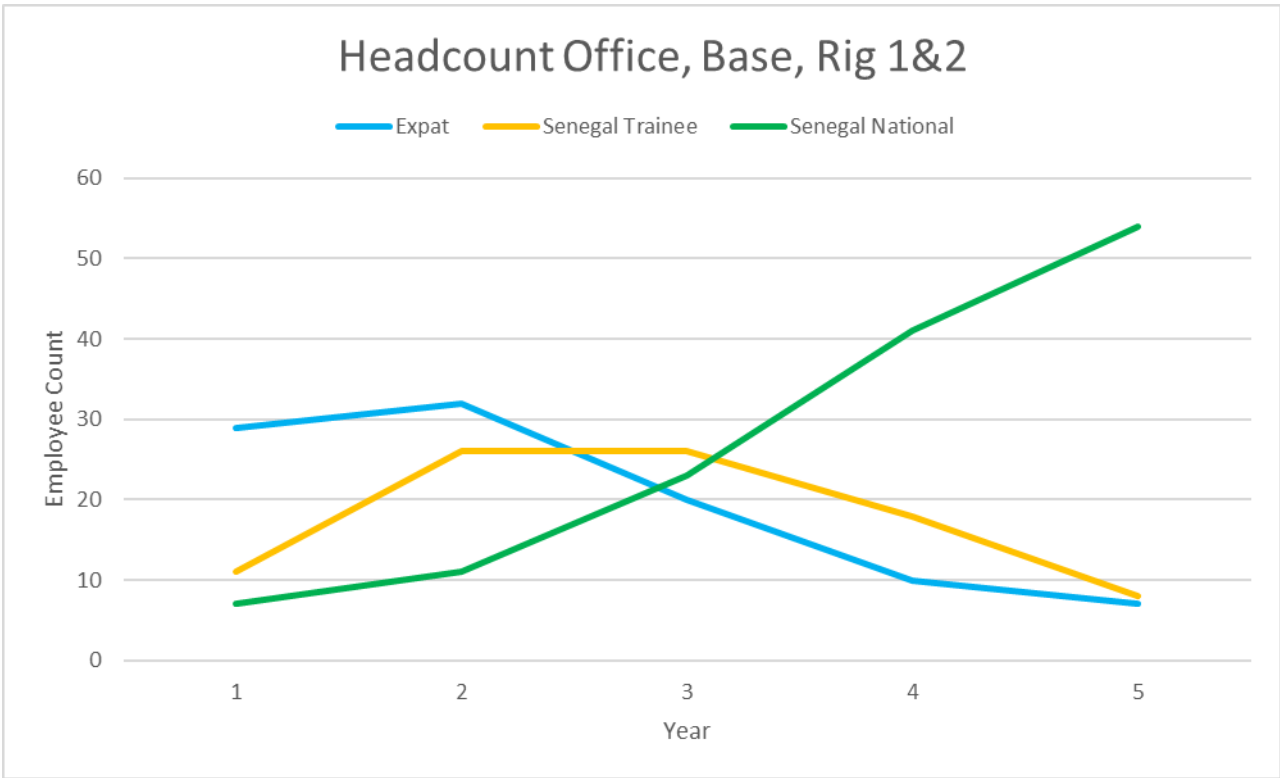
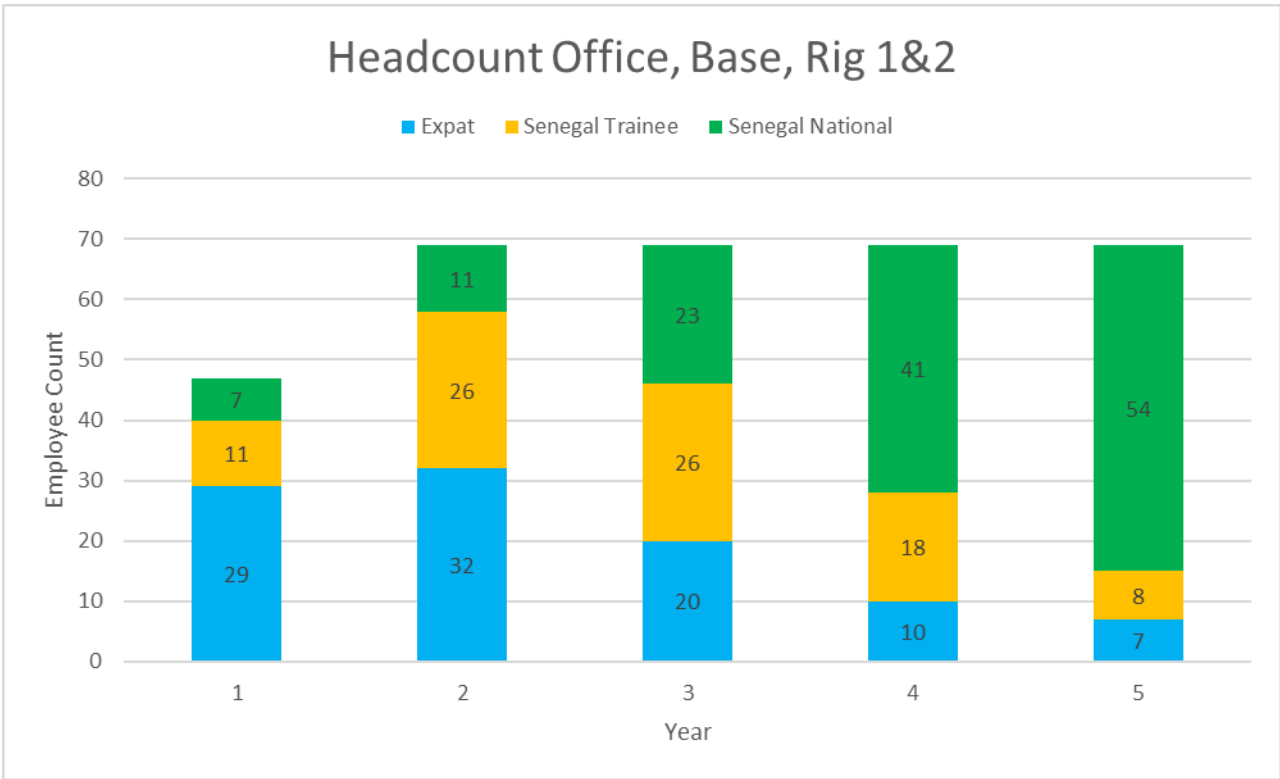
- b) It is proposed that the data is recorded monthly by the country manager and Published quarterly with an action plan to continually improve & adjust the plan to reflect actual progress

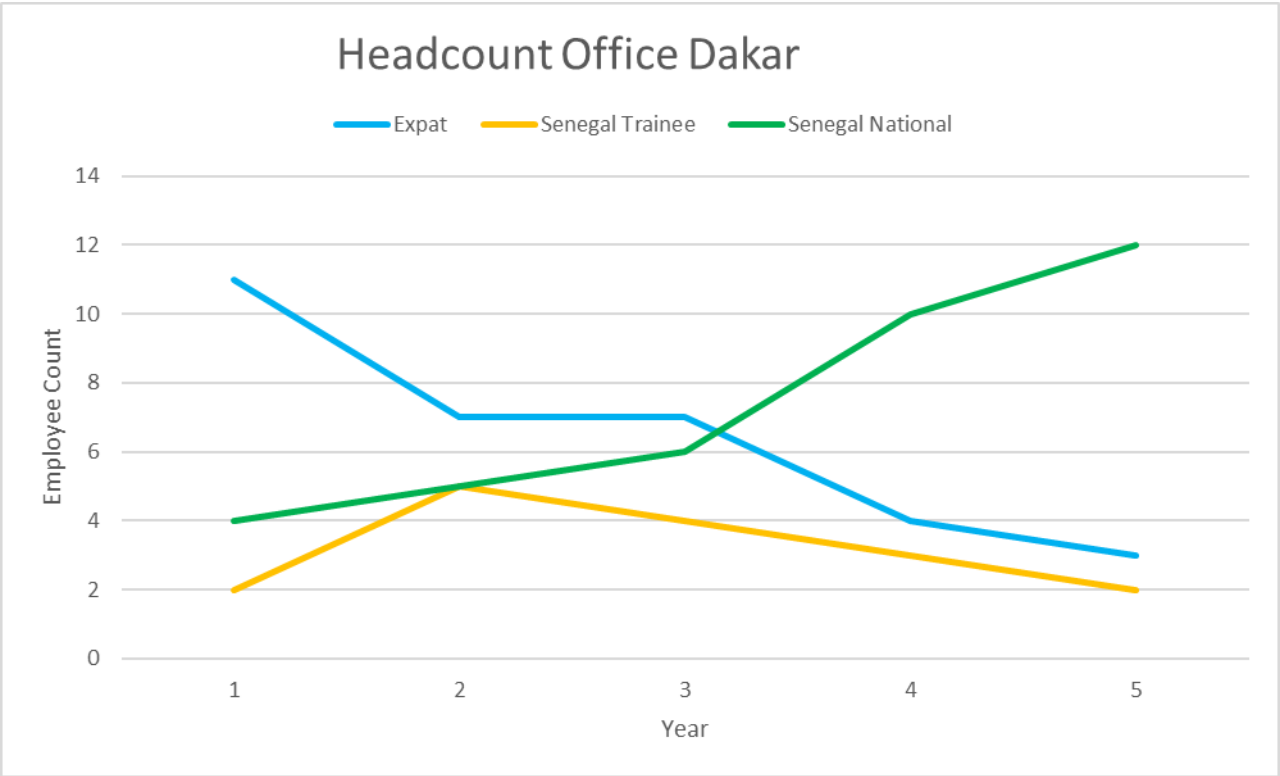
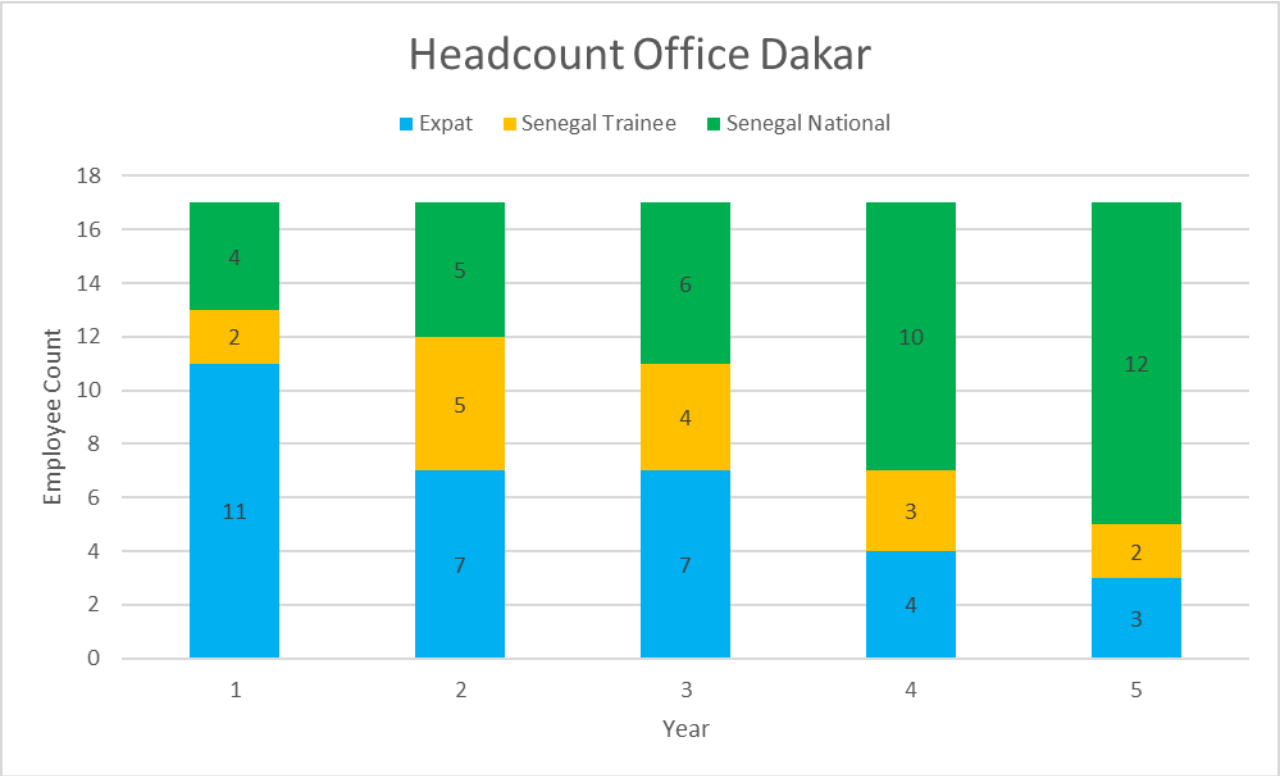
(2.8.7) Local Content Forecasts

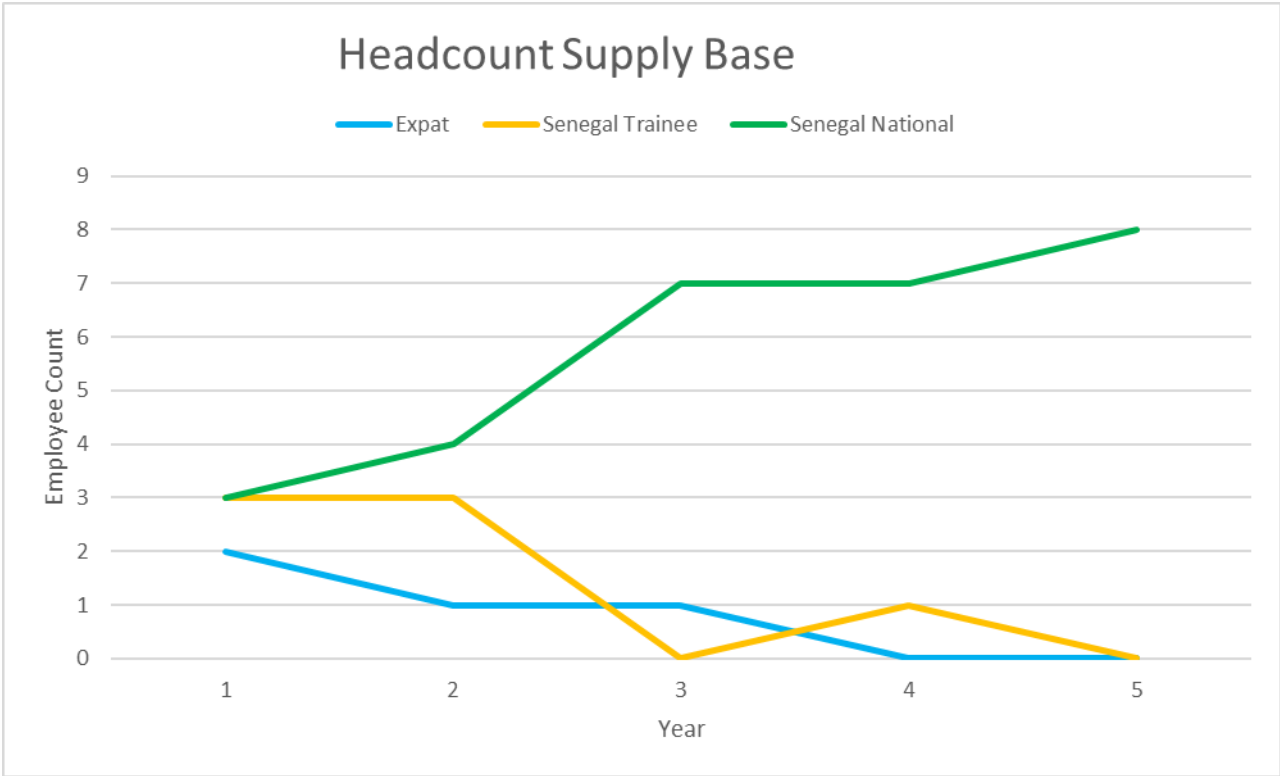
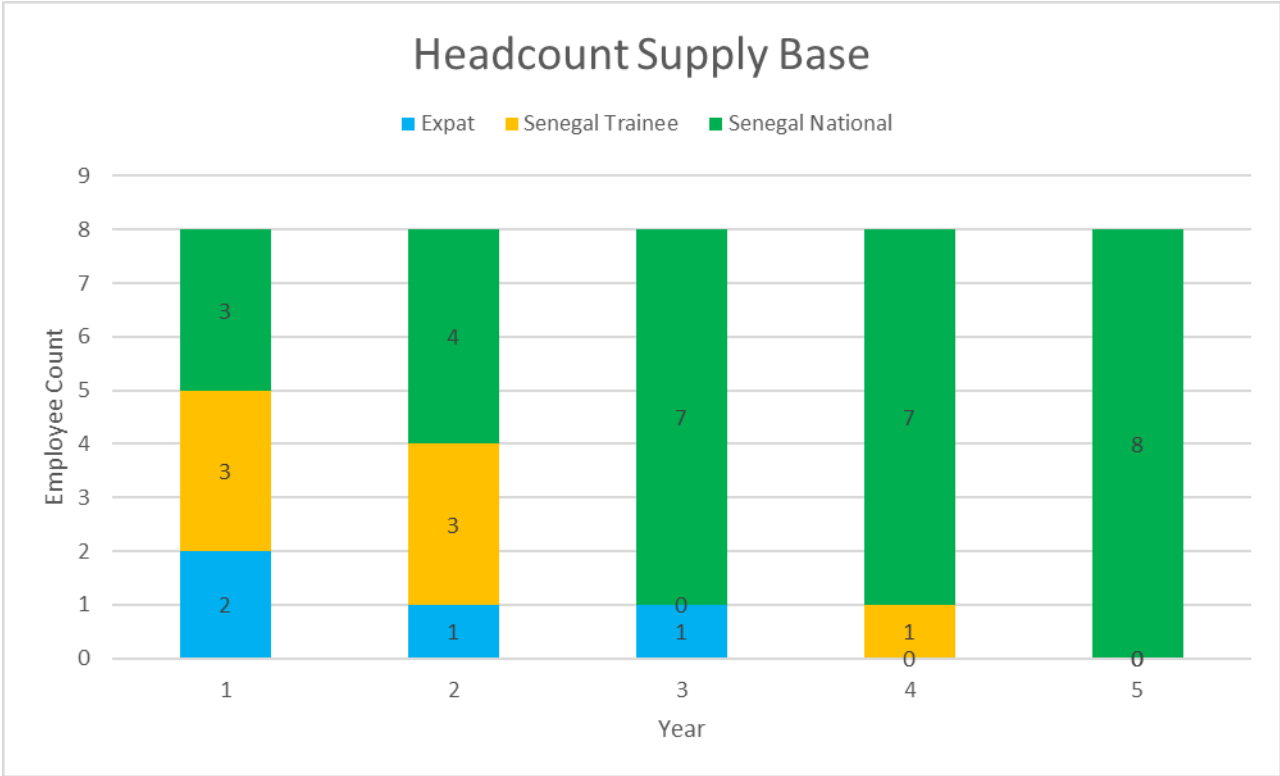
Tenderer must prepare and submit the following Local Content Forecasts (with high and low ranges if necessary) that it expects to manifest through the successful implementation of its draft Local Content Plan.

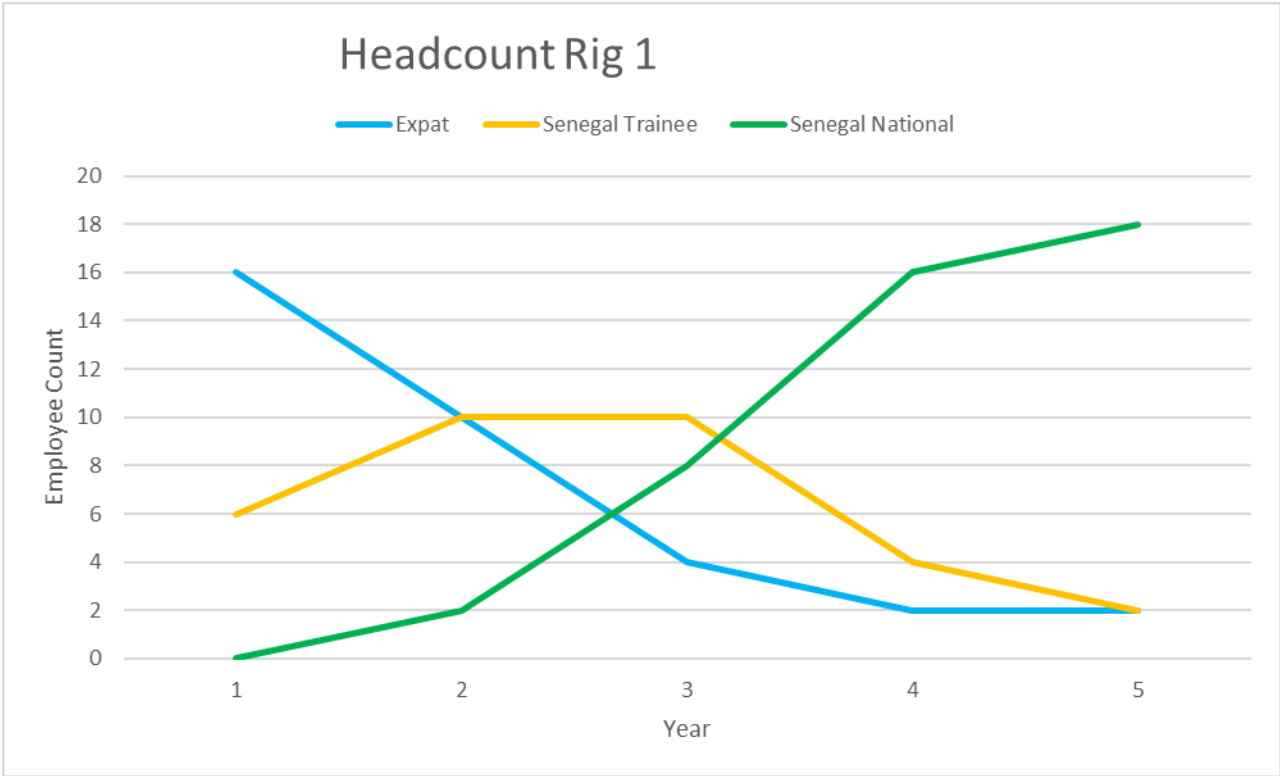
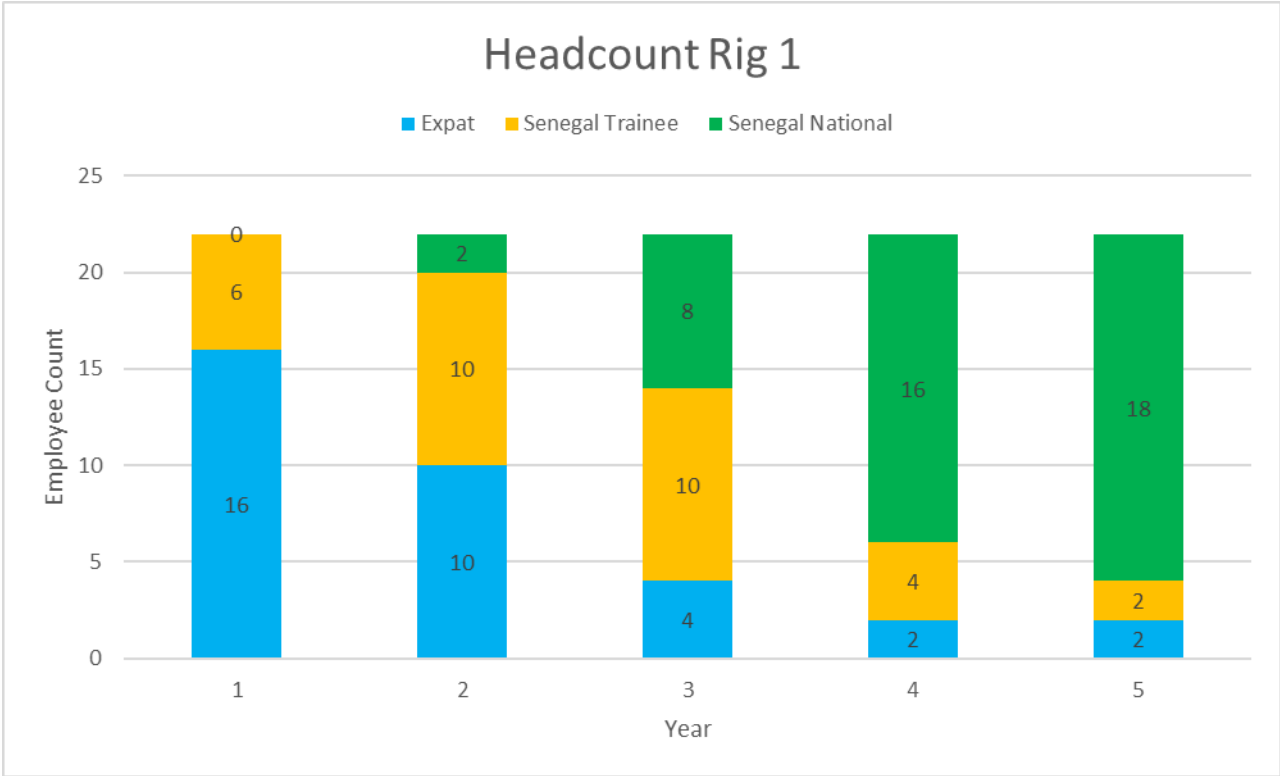
- (a) Senegalese Nationals employed directly by the Tenderer or indirectly by Subcontractors in the form of a histogram over the life of the Contract. Histograms must be prepared for each of the Labour Classifications set out in Appendix 1 and distinguish where Senegalese Nationals will be resident outside Senegal. The unit of measure for the histogram will be Full Time Equivalent (FTE).
- (b) Goods to be procured directly by the Tenderer or indirectly by Subcontractors from the Local Supply Chain mapped against the Supply Chain Categories set out in Appendix 2.
- (c) Services to be procured directly by the Tenderer or indirectly by Subcontractors from the Local Supply Chain mapped against the Supply Chain Categories set out in Appendix 2.

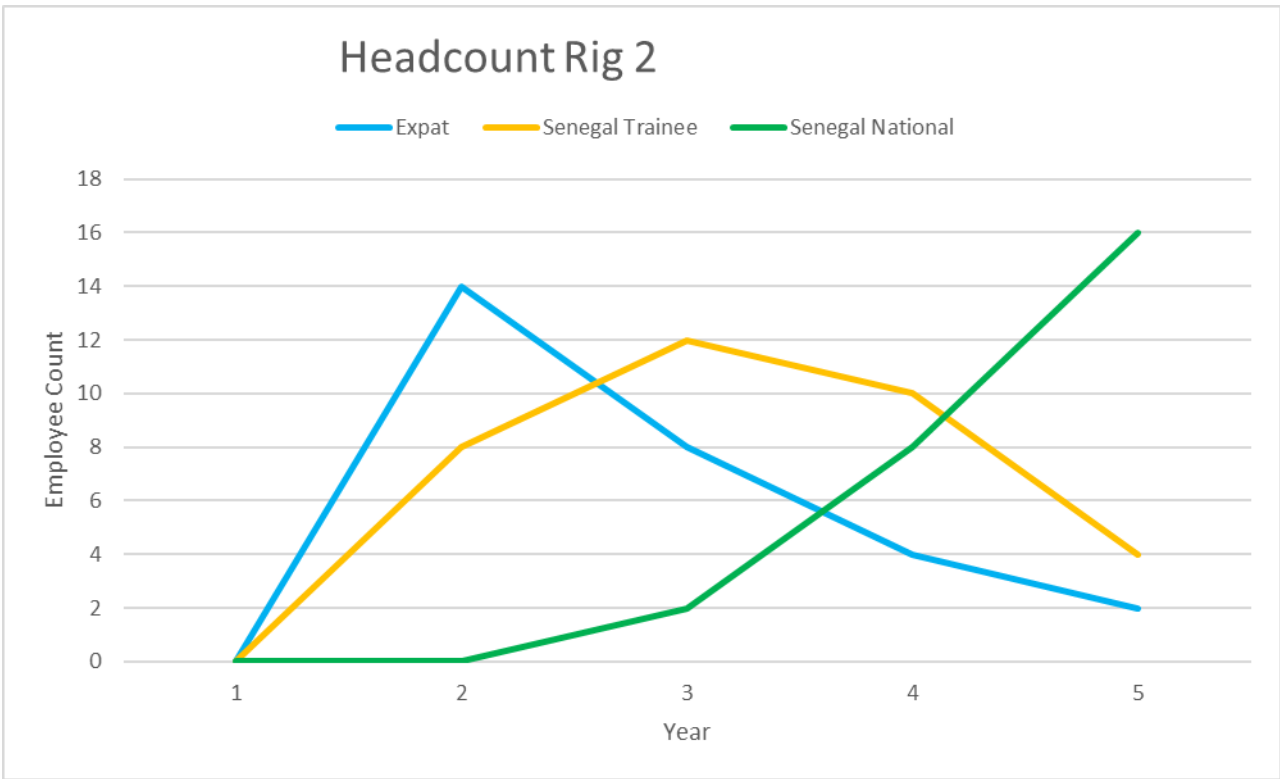
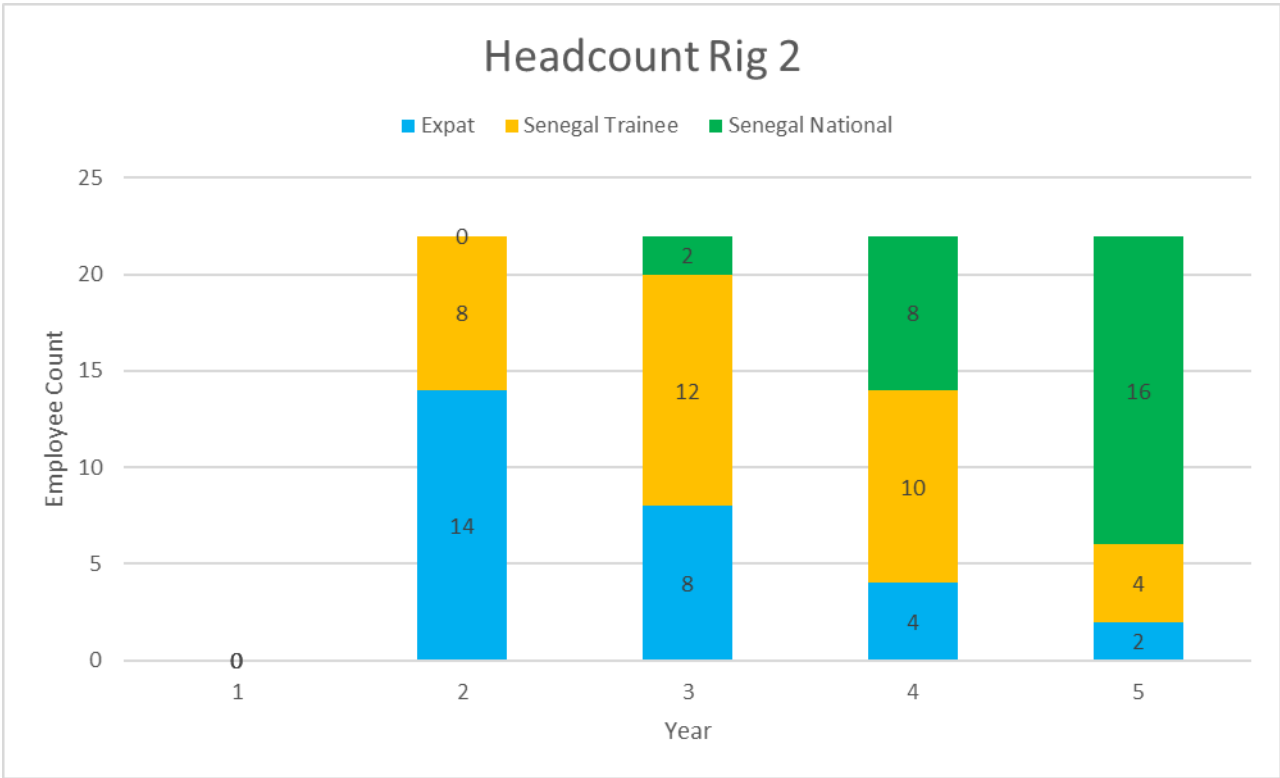
a) Senegalese Nationals development schedule











- b) Goods to be procured directly by the Tenderer or indirectly by Subcontractors from the Local Supply Chain mapped against the Supply Chain Categories set out in Appendix 2. Local personnel in the office and offshore
1. Training and development of local personnel.
 2. Use of Local training providers when available and certified / audited to international standards
 3. Insurances –Emergency medical etc
 4. Professional advice: Legal and Accounting Services
 5. Banking fees.
 6. Office and accommodation rental
 7. ICT equipment (Computers, Phones, Printers, Office Equipment etc.)
 8. Security, Transport, Cars and drivers
 9. Travel logistics / Meet and Greet
 10. Husbandry services – Food etc.
 11. Customs and importation
 12. Offshore vessel security
 13. Logistics and supply base management
 14. Taxes & Fees
- c) Services to be procured directly by the Tenderer or indirectly by Subcontractors from the Local Supply Chain mapped against the Supply Chain Categories set out in Appendix 2.

Services that can result in sustained development of local content requires mapping to local tier 2 supply capability to the Sangomar project requirements beginning with the less complex – High activity sets required for the duration of the project and spanning into production / operations phase:

- | | |
|-------------------------------------|---|
| • Customs and importation | • Aviation check in / security |
| • Government Liaison | • ICT equipment |
| • Security | • Rig Crews |
| • Transportation & Trucking | • Tubular running services |
| • Supply Base management | • Tubular Inspection and preparation services |
| • Logistics / Stevedoring / Cranage | • Low technology rental equipment |
| • Fuel & Lubricants | • Standby vessels if available |
| • Catering On & Offshore | • Marine mammal observation |
| • Catering supplies | |

Exceed Local Content Plan Summary:

Exceed believes in development of local content in all markets it works in. By implementing policies that increase the local content of activities, we aim to increase the opportunities for local businesses and individuals in the extractive industry value chain, thereby increasing growth, incomes, and ultimately human development. Exceed has a proven track record of delivering successful local content programmes in Turkey, Israel, Myanmar and Ghana (on behalf of Tullow & Aker Energy).

Throughout our work, Exceed regards the following as key measures of success:

1. Safe delivery in the most environmentally considerate manner possible
2. Protect and enhance the reputation of Woodside and its partners
3. Deliver the productive well stock with reliability and integrity for the complete well life
4. Reduce the time and cost of wells
5. Transfer and embed local capability

As the project proceeds our Local Content Plan would evolve to specifically address how we intend to recruit suitably qualified / experienced Senegalese nationals. However, it is intended that Exceed's presence in Senegal would be positive through the hiring and training of Senegalese nationals and employment of local support assets, with no negative impact on the delivery of the project and a positive impact to Senegal.

It would be our goal to provide all of our employee's exposure to the highest levels of leadership within the industry and develop local Ghanaian employees through education and participation in industry recognised professional development programs. Exceed would provide both onshore and offshore employees with formal training and a broad range of experience to develop them into the next generation of oil and gas leaders for Senegal.

In addition, Exceed would also work closely with the Senegalese authorities to support their local development plans and to ensure Senegalese competence and career progression is managed to ensure safe and efficient operations is safeguarded during the transition. Our goal would be to help these emerging Senegalese grow and succeed.

It is important to note that under previously referenced projects Exceed had a critical mass of technical leaders and frontline supervisors, and our ability to positively impact was under our control. This needs to be balanced against the fact that we have no line of sight with regards to the composition of the team on this project. Nevertheless, you can count on us to do whatever we can to ensure that the Woodside Local content plan is delivered successfully during our term and involvement.





EXCEED

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Exceed is the trading name of the following Companies: Exceed (XCD) Holdings Ltd, Exceed Performance Ltd, XCD Ltd, Exceed (XCD) Canada Ltd, Exceed Torridon Ltd, Exceed I-Vision Ltd, Exceed Well Management Ghana, Exceed MPR Limited, Exceed Norge AS, Exceed Mexico Limited S. de R.L. de C.V

