



# We're in Add Energy

2020/21

A guide to our common platform;  
the context and management of  
Add Energy



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# SECTION A

This section gives an introduction to Add Energy's corporate management system. It also presents the main context of our business, and an abstract of our Corporate Governance as applicable to the Board of Directors.



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# 01. PURPOSE & SCOPE

This document presents the context and the common platform for how **We in Add Energy** manage our business. It defines our standards and requirements, our governance, our behaviour and our leadership. This helps us operate as one team with common goals and according to the highest industry standards.

The information contained herein shall be known to all personnel representing Add Energy whether they are employees, contractors, agents or partners.

**Ole B. Rygg**  
Chief Executive Officer (CEO)

Validity date: 15 January 2020  
Next ordinary review: Q4 2020

This leaflet presents We in Add Energy as valid on publication date. The controlled and official version is at all times available at addshare here: ABOUT - MSYS

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## 02. INTRODUCTION

**We in Add Energy** is the corporate management system that we adhere to. The document contains generic requirements shared between all entities and all personnel working in Add Energy.

The management system has three main objectives:

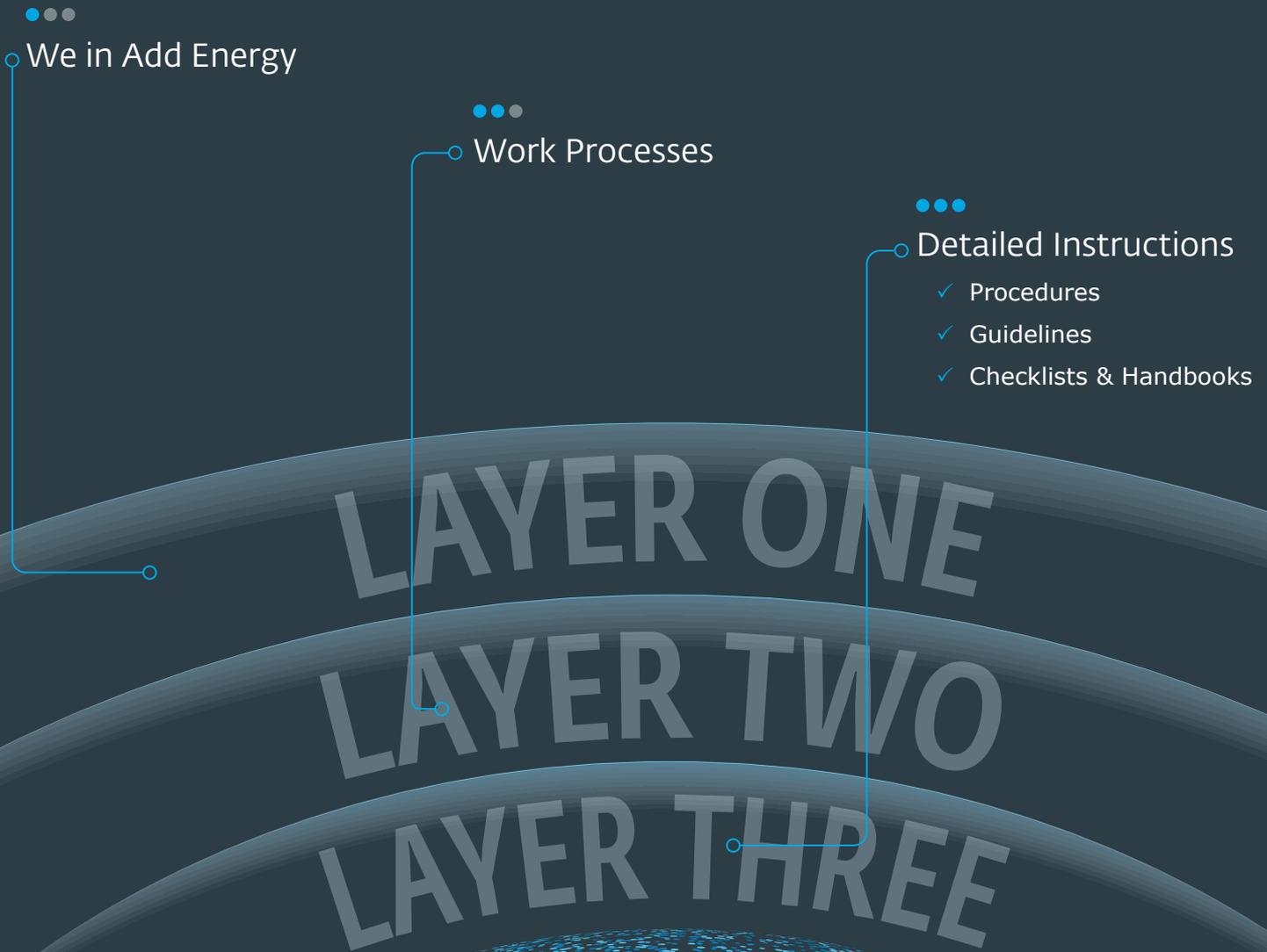
- To ensure that we operate in accordance with our vision and values.
- To ensure that we comply with formal external and internal requirements.
- To drive business performance and continuous improvement through efficient and quality operations and execution.

In short, **We in Add Energy** defines why we do what we do, and sets out requirements for how to do it. It also gives authority to more detailed procedures and guidelines that may be appropriate and adapted to the various activities and locations across Add Energy to achieve our objectives.

The actual content of these detailed procedures and guidelines are presented in documents and systems subordinate to **We in Add Energy**. AIMS is one such subordinate system which contains our common work processes. More detailed business specific procedures and guidelines are located with our Business Segments.

Commitment and compliance to **We in Add Energy** is a requirement for all personnel representing Add Energy. The underlying parts of our management system (from work processes and thereafter) shall be made known and complied with in accordance to each area of application.

# THE THREE LAYERS OF THE MANAGEMENT SYSTEM

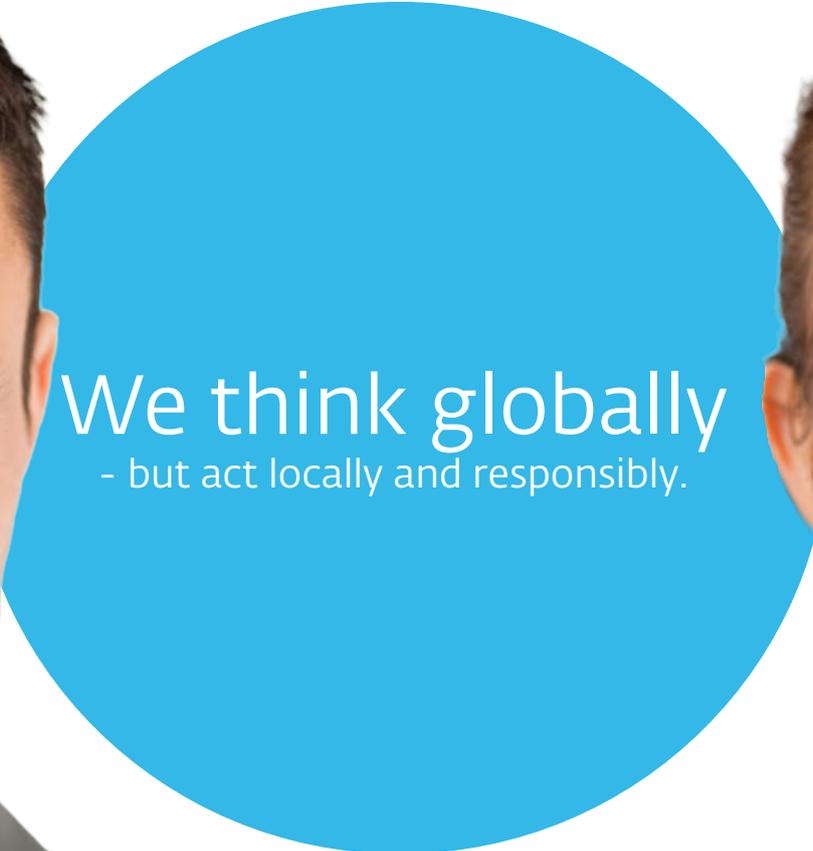


▲ Figure 1 The three layers of Add Energy's management system

## 03. APPLICABLE LEGISLATION

In whatever activity we are involved, or region we are operating in, globally, we shall always comply with applicable legislation, including laws and regulations and international standards for code of conduct and social responsibility. It is the responsibility of the leader of each Business Segment to ensure such compliance. If anyone is ever in doubt, then each individual is obliged to contact their respective leader/manager and seek advice.

As importantly, we make sure to implement our own minimum standards as we seek to support the industry's efforts for continuous improvement. Especially in matters of human relations, HSEQ, ethics, local customs and operational standards, we strive to operate as one team with common goals to support reliable organizations and operations.



We think globally  
- but act locally and responsibly.

# 04. CORPORATE GOVERNANCE

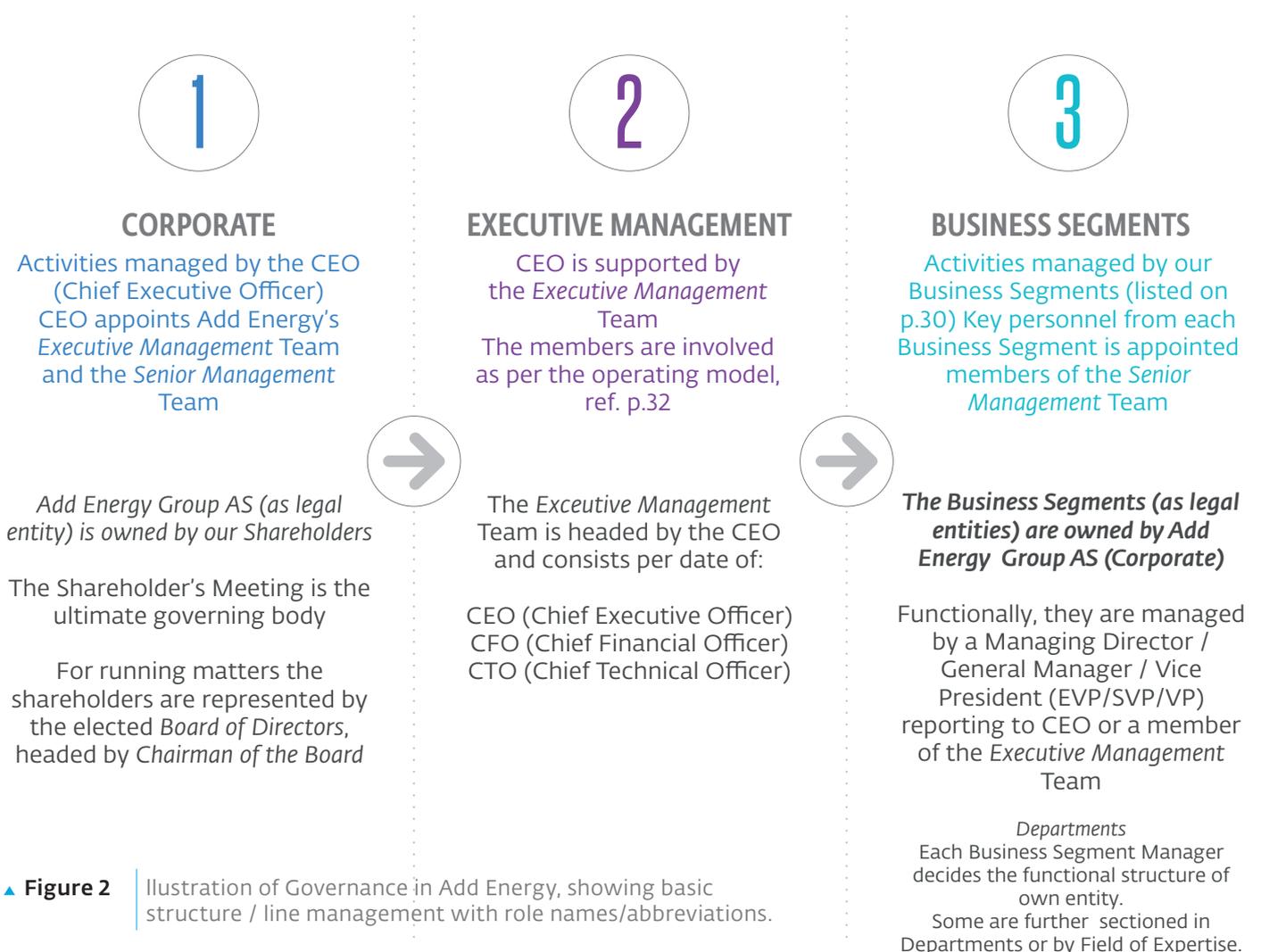
## 4.1 Background and Purpose

The guidelines for corporate governance are intended to clarify the division of roles between the shareholders, the Board of Directors and the corporate management beyond what follows from legislation and the Rules of Procedure.

## 4.2 Governing Bodies and Governance

The content of this chapter is an extract of Add Energy’s Corporate Governance, as regulated by document which has been approved by the Board.

An informative illustration of governing bodies and key roles in Add Energy is shown as follows:



This three-level structure is helpful to keep in mind as a reference throughout this document. The governance on corporate level (Add Energy Group AS) is regulated by law as shown. Other details do not necessarily present our legal structure, but do reflect in essence our operating model.

## **Implementation and Reporting on Corporate Governance**

The Board of Directors shall ensure that the Company implements sound corporate governance.

### **Shareholders' Meeting**

The Chairman of the Board shall make necessary arrangements which enable the Board to:

- Send relevant supporting information to the shareholders on the resolutions to be considered at the shareholder's meeting by the statutory deadlines for ordinary and extraordinary shareholder's meetings, respectively.
- Ensure that the resolutions and supporting information are sufficiently detailed and comprehensive to allow shareholders to form a view on all matters to be considered.
- Set a deadline for shareholders to give notice of their intention to attend the meeting as close to the date of the meeting as possible.
- Provide shareholders the opportunity to vote by proxy pursuant to the rules in the Limited Liability Companies Act and the proxy signed when Add Energy was founded.
- Ensure that the rules in the Limited Liability Companies Act apply with regard to the presence of the board of directors and CEO at the Company's shareholders' meetings.
- Ensure compliance with the Limited Companies Act with regards to lawful election of a Chairman of the Company's shareholders' meeting.
- Decide if the presence of the corporate auditor is required, or if not; inform the auditor of the meeting, allowing him to participate if he thinks it is necessary.

The Board shall:

- Assist with the agreed arrangements to fulfil the board's role as listed above.

## **Election of the Corporate Board of Directors**

The Board and its Chairman are elected by the ordinary annual shareholders' meeting, in accordance with the Company's Articles of Association and current Limited Liability Companies Act. Add Energy does not have a separate nomination committee.

## **The Work of the Corporate Board of Directors**

The Board of Directors shall:

- Issue instructions for its own work as well as for the executive management with emphasis on clear internal allocation of responsibilities and duties.
- Elect a Deputy Chairman for chairing the Board in the event that the Chairman cannot or should not lead the work of the Board.
- Evaluate its performance and expertise annually.

## **Auditor**

The corporate Auditor shall:

- Present the main features of the plan for the audit of the Company to the Chairman of the Board. The plan shall have been reviewed with the CEO, but the meeting with the Chairman of the Board shall take place without the executive management being present.
- Attend the Board of Directors' meetings that deals with the annual accounts, and at this meeting report material uncertainty regarding the annual accounts and all material matters on which there have been disagreement between the Auditor and the executive management.

In connection with submitting the annual accounts, the Auditor may be asked to comment on the Company's internal control procedures, including weaknesses and proposals for improvement identified during the conduct of the audit.

The auditor may be engaged to provide services to Add Energy within the rules that apply to the Auditor's independence. In case of doubt, the matter shall be submitted to the Chairman of the Board.

The annual report shall specify the services provided by the auditor beyond ordinary auditing. Audit fees shall be reported to the annual shareholders' meeting.



The Board shall ensure a sound internal control and risk management that are appropriate in relation to the extent and nature of Add Energy's activities.

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## 05. AUTHORITIES & CONTROL

### 5.1 Authorities

The CEO and the Executive Management Team operate according to formal authorities defined and approved by the Board. The CFO (Chief Financial Officer) and the Executive Management Team have a right and a duty to report directly to the Board of Directors if they consider that there are grounds justifying this that are not sufficiently acknowledged by the CEO.

### 5.2 Risk Management

The Board shall ensure a sound internal control and risk management that are appropriate in relation to the extent and nature of Add Energy's activities. Internal control and risk management should also encompass corporate values and ethical guidelines.

The Board shall set requirements for sound internal control and appropriate systems for risk reporting and risk management in Add Energy.

By working together and in accordance with our operating model and management system, we make ourselves able to understand and manage risks in everything we do and thereby manage and develop the company in a robust and sustainable manner.



To control and mitigate risk, one needs an accurate picture of what the risks are.

### 5.3 Opportunities and Development

The Board shall continually support management in capturing, evaluating, bullet testing and pursuing business opportunities and development. This aspect is particularly important during strategy and investment discussions, and when new targets and priorities are to be set. An open dialogue between management and the Board in general may ensure added quality and vitality to ongoing business development, even if it is not formally a matter for the Board.

#### **Risk Assessments and Go/No-Go Evaluations**

To control and mitigate risk, one needs an accurate picture of what the risks are. Similarly, evaluations of concrete business ideas need to be based on documented pro's and con's. The documentation that the Board is to base its decisions on must be prepared with this in mind.

An understanding of the inherent risks and opportunities in Add Energy's business, operations and processes and a description of such risks and opportunities to the Board on a regular basis will be crucial for reaching correct decisions and achieving our paramount objectives.

#### **Internal Control**

Internal control includes activities and measures implemented to balance the relationship between achieving business objectives and related risks to an acceptable level. Internal control may include requirements for processes, systems, reporting, audits and documentation.

#### **Control Environment**

The Board's periodic review of risk and preparation of corporate governance and ethical guidelines contributes to a sound control environment, which provides guidance and an effective foundation for appropriate internal control within Add Energy.

# SECTION B

This section defines the top levels of Add Energy's Management System. Our philosophies and policies are presented, and the operating model we apply to achieve our goals.



# 06. MANAGEMENT SYSTEM

## 6.1 Coporate Management System

The management system in Add Energy has three layers, ref. Figure 1 in the Introduction.

Figure 3 below explains the characteristics of each layer.

▼ **Figure 3** | Definition of the three layers in Add Energy's management system.

### We in Add Energy

The top layer in our management system is by definition We in Add Energy (this document).

Contained herein are universal requirements binding to any operation managed by an Add Energy entity, and all personnel operating under the jurisdiction of Add Energy. Even when operating on Client's behalf, all personnel are expected to be in compliance with We in Add Energy, as these are the values and standards we want Add Energy to be associated with.

### Work Processes

The middle layer is our common work processes, also denominated as AIMS. Add Energy has chosen to present our work processes in a flowchart based format identifying purpose, activities and responsible parties and including descriptions to help users understand the requirements and/or best practice. AIMS is available on Addshare in the Management System's site (Addshare is Add Energy's intranet).

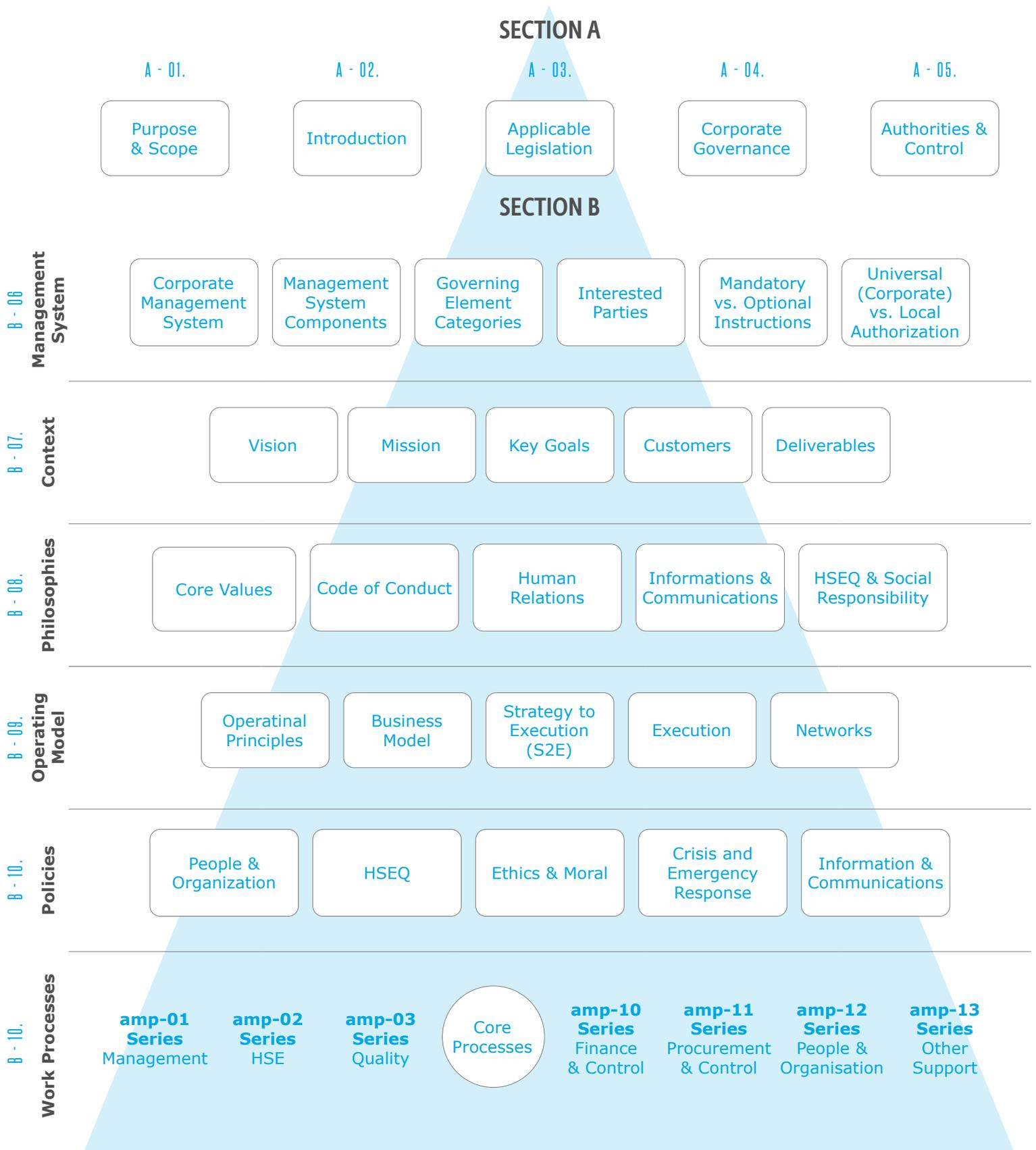
### Detailed Instructions

The bottom layer consists of procedures, guidelines, learning material and user handbooks, checklists and other detailed instructions. These are primarily available on shared network drives and Addshare. These documents are binding to Business Segments or operations wherever adopted as mandatory.

A document on this layer may also be linked directly to a requirement in We in Add Energy, to support companies for instance with training or best practice instructions.

## 6.2 Management System Components

Figure 4 below shows all components of our management system and the relationship to the surrounding conditions under which we operate.



▲ **Figure 4** | The hierarchical components of Add Energy's management system.

Figure 5 below presents the characteristics of each component.

Each governing element is controlled by a (process) owner and maintained by administrators. On work process level and below, the process owners and administrators are appointed functional roles and not necessarily reflected in the organograms.

Layer	Definition/Characteristics
<b>Applicable Legislation</b>	The external requirements that control our business, wherever and whatever are relevant. Refer Section A.
<b>Corporate Governance</b>	The top-level requirements with fundamental rules as applicable to the corporate Board of Directors. Refer Section A.
<b>Context</b>	<p>Vision is an aspirational description of our long-term goals. Mission is our written declaration of core purpose and focus. Both should remain relatively unchanged over time.</p> <p>In short; the “mission is what you do best every day” and the “vision is what the future looks like because of performing the mission so exceedingly well”.</p> <p>The context of Add Energy is also defined by our key goals, by who our customers are and by what type of work we do – our deliverables. Finally, there will always be interactions with other parties in both local and global settings. Refer “interested parties” on p.20.</p>
<b>Philosophies</b>	<p>A collection of fundamental statements presenting the nature and core values of Add Energy.</p> <p>We know that our philosophies are active when they are hard to tell apart from our culture.</p>
<b>Operating Model</b>	A strategic organizational model which illustrates the relationship among the operating entities (Business Segments) and parent company and provides a set of guidelines for both the business architecture and technology infrastructure.
<b>Corporate Policies</b>	<p>Verbal description of universal requirements, applicable regardless of process or situation.</p> <p>We make use of our policies for guidance to design work processes and perform any task – regulated or not – by specific requirements.</p>
<b>Company Policies</b>	Verbal description of locally universal requirements, applicable regardless of process or situation.
<b>Work Processes (AIMS)</b>	<p>Descriptions on how to conduct our business on a day-to-day basis, partitioned into sequential work tasks and with defined start and end events.</p> <p>Work process descriptions are helpful for ensuring a common, consistent and safe practice when performing repetitive work tasks.</p>
<b>Detailed Instructions</b>	<p>Any description provided for guidance or instructions being more detailed or specific than stipulated by the work processes.</p> <p>Such subordinate instructions are defined as and, if appropriate, to ensure an adequate quality or efficiency of the work, which again is determined by each entity or operation.</p> <p>The documents prepared for this layer of the management system may easily exist in more than one version, based on local characteristics and needs.</p>

▲ **Figure 5** | Definition of components of Add Energy’s management system.

## 6.3 Governing Element Categories

The management system comprises of statements which individually are referred to as Governing Elements.

Add Energy operates with three categories of Governing Elements, as presented in Figure 6 below:

Governing Element	Definition/Characteristics
 <b>Requirement</b>	<p>Defines what is to be achieved, and possibly why.</p> <p>Typically expressed with SHALL. Synonymous with "mandatory".</p> <p>Conformance is mandatory. Deviations (exemptions) need approval.</p>
 <b>Best Practice</b>	<p>Explains how to fulfil a requirement.</p> <p>Typically expressed with SHOULD. Similar to "conditionally optional".</p> <p>Conformance is optional on condition that purpose is maintained. The alternative solution needs to be equally good or better, or not relevant for the case.</p>
 <b>Information</b>	<p>Text with informative value only.</p> <p>Typically expressed with IS or ARE.</p>

▲ **Figure 6** | Definition of categories of governing elements in Add Energy's management system.

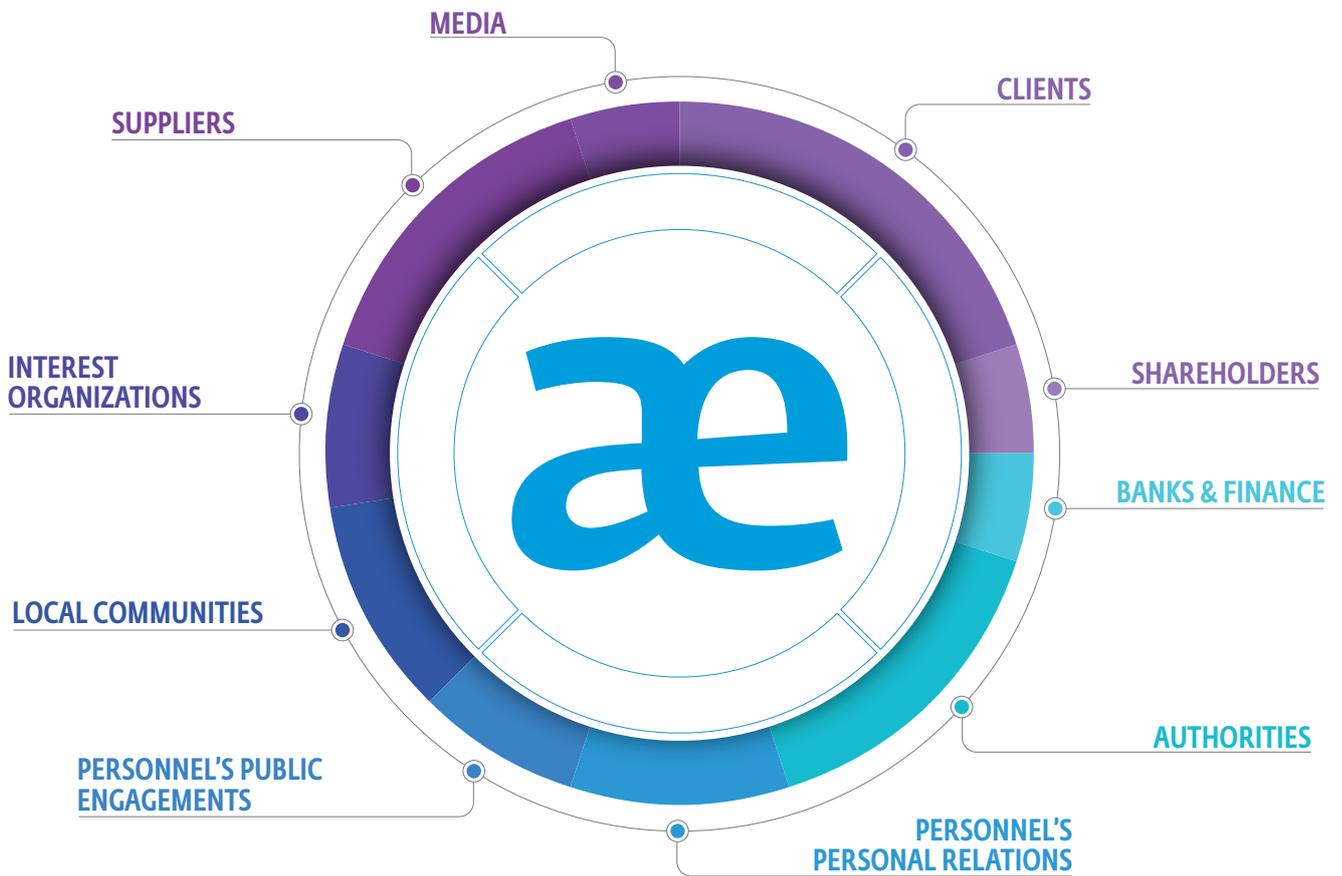
Each Governing Element has an Owner who is ultimately responsible for it. For instance, for the instructions stated in our work processes in AIMS, there will be a Process Owner who controls the construction and contents (requirements, best practices and information elements) provided with each process. Our Process Owners are normally either the leader of a Business Segment, or holds a corporate role.

## 6.4 Interested Parties

The Owner of a Governing Element shall keep and maintain a list of relevant personnel / positions from whom he or she may need to consult or inform before changes are made to it. These persons are defined as Interested Parties. Any substantial changes to activities, operations, procedures or practices, written or not, shall always be evaluated in context of our Interested parties

before implementation. This will allow appropriate and necessary involvement to ensure consequences to be captured, that the change is fit for purpose, that it is in agreement with legislation and obligations, and generally in compliance with our philosophies and policies.

Add Energy's Interested Parties are illustrated as shown in Figure 7 below.



▲ **Figure 7** | Add Energy's Interested Parties

## 6.5 Mandatory vs. Optional Instructions

Governing Elements subordinate to a work process (detailed instructions) will normally be in the category Best Practice or Information in Figure 6 above. The work process from which the Governing Element has its authorization will define area of application and determine if it is a requirement (mandatory), a best practice (optional) or just for information.

The partition in Governing Element categories is not shown on the top layer since everything contained in **We in Add Energy** are per definition requirements owned by the CEO.

## 6.6 Universal (Corporate) vs. Local Authorization

Corporate standards and regulations are global (universal) and binding to any operation managed by an Add Energy entity. Any Business Segment within Add Energy can operate based on locally developed standards and regulations, but then always in addition to relevant universal (corporate / global) versions. Such local amendments cannot override corporate standards. Under extraordinary conditions, a formal deviation handling may be applied for. (Refer "exemption" in Figure 6).

Occasionally detailed instructions will reference direct to the top layer of our managing system without a specific authorization given. In such cases the instruction document should explain which type of Governing Element is relevant for which area of application.

The key goal of Add Energy is to work closely with customers to support their efforts to gain their license to operate and ensure operational excellence.



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## 07. CONTEXT

### 7.1 Vision

Add Energy's vision is to be leading in niches and unique in combination.

### 7.2 Mission

Our mission is to deliver engineering and software solutions to the energy industry thereby contributing to improved recovery and regularity under safe, compliant and environmentally friendly conditions.

### 7.3 Key Goal

The key goal of Add Energy is to work closely with customers to support their efforts to maintain their license to operate and ensure operational excellence.

### 7.4 Customers

Our main customers are energy companies, government agencies and trade organizations.

### 7.5 Deliverables

Our deliverables comprise competence, software, training, integrated services, expert advisory services and solutions.



# VISION

is to be leading in niches and unique in combination.

# MISSION

to deliver engineering and software solutions to the energy industry thereby contributing to improved recovery and regularity under safe, compliant and environmentally friendly conditions.

## 08. MANAGEMENT PHILOSOPHIES

### 8.1 Core Values

People's behaviour and decision-making is formed by their values. In an organization, our "combined values" are what form our culture. However, it is a dynamic circle; our culture is also influenced by individual people's actions and over time this may cause shifts in our value set. In Add Energy we want to cultivate certain values to be shared by all and to help us operate as One Team with Common Goals.



◀ Figure 8 | The core values of Add Energy

### 8.2 Code of Conduct

We want Add Energy to be known by both Clients and third parties as professional, trustworthy and respectful. This also sets the standard for the way each of us behave as Add Energy representatives.

Add Energy's reputation depends on professionalism and competence, and is also dependent on a high level of ethical conduct in everything we do. We expect our personnel to act with due care, integrity and objectiveness and to refrain from any actions that could undermine confidence in Add Energy or its clients.

Further details are presented in our Ethics and Moral policy and underlying documents. Please also refer to our HSEQ and Social Responsibility philosophy.



▲ **Figure 9** | An illustrative way of further explaining what our core values are

### 8.3 Human Relations

We want Add Energy to be an excellent place to grow and contribute. People are our most important assets. It is our ambition to be an employer of choice.

All Add Energy personnel are entitled to a minimum of one annual private conversation with his or her Line Manager or Coordinator. This internal arrangement is called the add appraisal, and shall include an open-minded and dialogue type format, with focus on competence, development, work performance and HSEQ.

We encourage a system with safety officers (in Norway VO, verneombud/safety delegates) to safeguard health, safety and the environment, and matters relating to the working environment. The implementation is however adapted to regional / national legislation and local custom. Employees uncertain of their local safety officer arrangement may consult their leader/manager or the coordinating Safety Delegate (HVO) for assistance and guidance.

Further details are presented in our HR Policy and in various underlying documents.

## 8.4 Information and Communications

In Add Energy we want to have an open line of communication to ensure sharing of knowledge for continuous improvement, collaboration and improved brand recognition. We strive to be clear and consistent in our communication methodology.

The protection of information is a priority in Add Energy. Our philosophy is to protect equally the interests of Add Energy, our clients and personnel. Information owned by our Clients or third parties shall always be treated as 'Confidential' or as agreed with the information owner. We expect nothing less of our partners, suppliers and subcontractors. Our Security Policy requires each individual to be foresighted and vigilant and take precautionary actions against potential threats that may compromise the above.

Further details are presented in an Information and Communications Management Policy and underlying documents.

## 8.5 HSEQ and Social Responsibility

We want Add Energy to be in compliance with all applicable regulations and expectations. We operate with zero tolerance for HSEQ misconduct and do not accept compromises with people's health, regardless of status as own personnel or third party. We make it our responsibility to act with social responsibility.

Reference is specifically made to universal principles of human rights, labour, the environment and anti-corruption as declared by the UN Global Compact's ten principles. We expect all personnel, operations and entities (Business Segments) acting under the management of Add Energy, to abide by these principles.

We in Add Energy want to manage HSEQ risks and ethical dilemmas rather than experience their consequences. It rests with each individual to always take a precautionary approach against undesirable events and towards continuous improvement. This calls for conscientious and vigilant behaviour from all personnel. We encourage all to openly share what may be perceived as an ethical dilemma with leaders/managers or other colleagues to ensure openness and proper evaluation. This is in line with our One Team, Common Goals approach, and in order to safeguard the interests of the individual, the company and the society at large.

## 09. OPERATING MODEL

The purpose of our operating model is to serve as a tool to achieve our vision, mission and goals in compliance with our management principles.

Performance is about delivering on promises and continuously improving and developing. Core elements of the operating model in Add Energy are:

- Our organizational principles which illustrates the business architecture and relationships among the operating entities (Business Segments) and parent company.
- The “strategy to execution (S2E)” process which defines the key principles of our planning and performance management.

Performance is about delivering on promises and continuously improving and developing.



## 9.1 Organizational Principles

We strive for a lean organizational structure for simple and efficient operational execution and management. Our main organizational principles are:

- We achieve operational efficiency and create value based on a clear business model (refer below), a clear strategy and targets, clear corporate requirements and defined authorities. There are two defined role types – line and support respectively.
- Line functions are of two types: 1) The Line Managers with profit and loss responsibility for a Business Segment, and 2) other personnel with responsibility for a project, department and/or team of people. The Line Manager role applies regardless of how many people that report to him or her, and regardless of contract type or fraction of employment for these personnel.
- Support functions are typically Finance, HSEQ, HR, Business Development, Sales and Marketing and Process Owners.
- Subject specific networks are established to connect people across the organisation and ensure experience transfer, collegial specialist support and collaboration.
- Responsibilities and authorities are established through the process of delegation in the line, and through the assignment of tasks to support roles.

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## 10. BUSINESS MODEL

The activities in Add Energy are organized by Business Segments.

Each Business Segment is headed up by a Vice President (EVP/SVP/VP; sometimes denominated as Managing Director / General Manager). He/she has complete profit and loss responsibility for all activities and operations within his/her segment.

The activities in the business segments of Add Energy include:

- Asset and Integrity Management
- Consulting
- Operational Support
- Safety & Risk Engineering
- Technical Risk
- Well Control & Blowout Support
- Well Engineering
- Well Management

## 10.1 Strategy to Execution (S2E)

We manage and develop our business according to the Strategy to Execution (S2E) concept which covers the five most important dimensions to our business:



▲ **Figure 10** | The top five Management Dimensions in Add Energy

The S2Es tie financial numbers and other KPIs directly to strategic goals and actions (execution), and is revised at least annually.

## 10.2 Execution

### **Business Follow-up**

Business follow-up is a key leadership responsibility and a continuous monitoring activity in the line organization. The business follow-up naturally covers all dimensions as per the strategy to execution (S2E).

Development and performance are in practice, monitored via:

- Monthly finance meetings
- Monthly reporting
- Annual S2E/planning process
- Continuous dialogue
- Separate meetings as required
- Audits and subsequent follow-up
- Subject specific networks/ collaboration platforms
- Management meetings
- Board reporting and Board meetings

### **Executive Management Team**

Add Energy has an Executive Management Team which is referred to as our top management committee. The Executive Management Team is headed by the CEO and meet as arranged by him/her. It is composed as follows:

- CEO (Chief Executive Officer)
- CFO (Chief Financial Officer)
- CTO (Chief Technical Officer)

The purposes of the Executive Management Team and meetings are:

- To set the direction and define the strategy
- To share, inform and facilitate understanding as basis for cross fertilization and collaboration
- To build a common team spirit and culture in a "One Team, Common Goals" approach
- To resolve matters as required
- To ensure business follow-up, monitor performance and ensure execution according to S2E

## Senior Management Team

Add Energy has a Senior Management Team which is an extension of the Executive Management Team. It is headed by CEO and meet as arranged by him/her. It is composed as follows:

- The Executive Management Team
- The Managing Director or the Vice President in charge of each of the Business Segments (EVP/SVP/VPs as relevant)
- Other key personnel if relevant (as appointed by the CEO)

The Senior Management Team combined is responsible for the complete operations, management and development of all Add Energy activities.

## Networks

In addition to the formal line organization and all informal regular sharing and collaboration, Add Energy operates based on subject specific networks/collaboration teams. The number and nature of these networks / collaboration teams vary over time and should be demand/'need' driven.

The main purpose of such subject

specific networks is to connect people across the company and ensure experience transfer, collegial specialist support and collaboration, and to keep relevant information in one place and available to all relevant personnel to ensure effective sharing and compliance. As an example, subject specific working documents may typically be shared and discussed in these networks as a form of hearing before they are published.

The Add Energy intranet Addshare is set up to effectuate and assist the organization in this respect.

To date, the following Addshare sub-sites are regarded as our main global internal collaboration teams:

- Business Segment sites (for the Operations dimension)
- Finance and Accounting
- People & Organization
- Quality, Health, Safety and Environment
- Market Intelligence & Contracts
- Information Technology
- Safety, Ethics and Integrity (for Safety Delegates / Verneombud)
- Emergency Response

# 11. POLICIES

## 11.1 People and Organization

As a global competence house, Add Energy has the highest ambition when it comes to attracting, developing and retaining the best people in our industry. By best people we mean the combination of academic and/or practical and professional experience, culture, values and performance.

Achieving our vision requires our employees, contractors, leaders and decision makers from each part of Add Energy to operate with our policy and key principles at the forefront of how we do business.

In Add Energy, our philosophy is to inspire one another by encouraging openness, trust, respect and stimulating creativity, innovation and enthusiasm. We are “One Progressive Energy” – and our values are fundamental in our culture and organizational philosophy that drives our decisions and support our progression.

The highest ambition when it comes to attracting, developing and retaining the best people in our industry.



We have established the following objectives to align our group, encourage best practice for our staff and promote shareholder confidence:

- Be an excellent place to grow and contribute.
- Build Add Energy's reputation, industry and public trust by our professional conduct and competence at the highest level.
- Encourage staff to build competence through new and varied challenges in the work environment and via formal training.
- Foster safe working environments with a strong HSEQ focus.
- Be an employer of choice to attract talented professionals.
- Embrace the ethos of contemporary management.
- Provide clear leadership, measure performance and reward appropriately.
- Promote a culture of open communication, collaboration, free thinking and creativity.

The effectuation of this policy (work processes and detailed instructions) is subject to local or regional differentiation as appropriate for clarity and conformity within the given internal and external framework, for instance as written personnel handbooks or guidelines, or in employment contracts.



Embrace the ethos of contemporary management

## 11.2 HSEQ

### **Quality**

Add Energy wants to provide first class services to our Clients according to agreed scope.

The management and personnel of Add Energy are responsible for Quality Control and Reviews, seeking continual learning and improvement by active use of our Quality Management System. The Company is committed to achieving customer satisfaction and full compliance using quality reporting and procedures which will be operated to meet or exceed the requirements of ISO 9001:2015.

**Our goal** | is satisfied and repeat Clients.

### **Health**

A sound mind and a healthy body is an asset for the employee and thus for the organisation as a whole and also for our Clients.

We want people to enjoy time at work. We want Add Energy to be regarded as an excellent place to grow and contribute.

**Our goal** | is to achieve the lowest absence levels in the industry.

### **Safety**

Our mind-set is zero accidents and zero harm. Safety has first priority. No compromise. Risk assessment and a continuous focus on safety planning and awareness during execution of work is therefore central in Add Energy. It should also be known and exploited that Safety and Risk Management is one of our core business capabilities.

**Our goal** | is zero accidents, zero harm and full compliance with applicable laws and regulations.

## **Security**

The protection of people and information are overriding priorities in Add Energy. We always strive to be foresighted, vigilant and take precautionary actions against potential threats.

Our personnel shall always feel safeguarded and our Clients shall have no reservations in trusting their data and other belongings with us.

**Our goal** | is personnel who feel safe, no loss of integrity and no inappropriate release of information.

## **Environment**

In Add Energy we have built a sustainable business model that rests on respect for resources and the external environment. We support the precautionary approach principle towards operational environmental challenges.

Any personnel and entity of Add Energy, when opportunity presents, is expected to actively undertake initiatives to promote environmental responsibility and to encourage the development and diffusion of environmentally friendly technologies.

**Our goal** | is to continuously reduce the environmental impacts from our business operations.

## 11.3 Ethics and Moral

### Human Rights

Add Energy supports the protection of internationally proclaimed human rights. Societies where human rights are respected are more stable and provide an improved environment for business. Any personnel and entity of Add Energy, when opportunity presents, is expected to contribute to fulfilment of these rights, and especially in ways that are relevant to our core business.

This may or may not make us operate in areas where protection of human rights issues is insufficient – depending on circumstances and a fair position to contribute towards raised standards. We restrain and withdraw from projects and activities that make us complicit to human rights abuse.

**Our goal** | is to actively seek opportunity to uphold and improve human rights for anyone influenced by our activities.

### Labour Standards

We believe that Add Energy's People and Organization Policy expresses general labour standards that are sustainable and therefore good for business. Yet we recognize labour standards also to be under influence of factors such as (but not limited to) education levels, financial status, political stability and social security arrangements. In an operation or business environment, where the circumstances or conditions could be a threat to fundamental labour standards, it is the sum of factors that is important to the individual workers and their families.

As a minimum, we see it as our pledged responsibility to be vigilant for potential child labour, all forms of forced and compulsory labour and discrimination in employment and occupation, and to take action in duly understanding of the causes and consequences for the people involved. We support the freedom of association and the effective recognition of the right to collective bargaining.

**Our goal** | is to actively seek opportunity to uphold and improve labour standards for anyone influenced by our activities.

### **Anti-Corruption**

Add Energy does not tolerate corrupt practice in any form, including extortion and bribery. We do not support use of hidden payments and fringes or other benefits, and no entity or person engaged by Add Energy is authorised to accept such hidden payments. In Add Energy we always speak openly and we consult with our Line Managers and colleagues when in doubt.

Corruption is a major hindrance to sustainable development, with a disproportionate impact on poor communities. By engaging in corrupt practices, it is also internally undermining our collective ability to act under high ethical standards. Please refer to Add Energy's Anti-Corruption Guidelines for further guidance.

**Our goal** | is never to tolerate or be associated with corruption, extortion or bribery, or any other unethical behaviour.

### **Social Responsibility and Sustainability**

The fulfilment of our core values and HSEQ and ethical policies will to a large extent also put the principles of corporate social responsibility into practice. The purpose is to achieve sustainable development within social, cultural, economic and/or environmental conditions for people or communities potentially directly or indirectly affected by our operations. The difference made from exercising corporate influence may be limited, however we see it as important to always look for improvement potentials and act on them. Add Energy shall refrain from engagements with companies, operations and business conditions if there is doubt that it supports sustainable development.

**Our goal** | is to be regarded as a valuable asset and an accountable organization by the society influenced by our activities.

## Drugs and Alcohol

We in Add Energy are responsible and concerned about the wellbeing of our people. It is expected of everyone to maintain their capacity to comply with Add Energy's philosophies and policies at all times when a person is at work, attending an official Add Energy event (including business travel) or in any other way is representing or acting on behalf of Add Energy.

No personnel working for or on behalf of Add Energy will be intoxicated or under the influence of alcohol or drugs at work, or consume same during working hours or in the work place (i.e. offices, site installations, construction sites etc). Social arrangements and representation within the company premises are exempt when approved by Business Segment Managers.

The organisation will ensure responsible parameters around social settings where alcohol is offered, and the organisation will similarly expect each Add Energy representative to act with responsibility. On business travel, conferences (etc.) and generally during representation, each individual has a personal duty to limit their alcohol consumption in such a way that he or she clearly does not risk compromising personal or company reputation. Misuse of other drugs and narcotics is not accepted and prohibited in all contexts.

Some Clients operate with contracts that reserve the right to test personnel for drug and alcohol consumption. Add Energy may agree to such terms provided the personnel working on these contracts in due time have been presented with related expectations and sanctions.

**Our goal** | is never to tolerate or be associated with alcohol or drug abuse.

### 11.4 Crisis and Emergency Response

The wellbeing of the Add Energy employees, consultants and their families globally is of fundamental concern to our organization. Plans and associated emergency procedures/response teams shall be established, as required, to manage and respond to any crisis and emergency situation involving Add Energy personnel.

**Our goal** | is to secure people, as well as reducing negative consequences and impact on assets, environment and reputation.

## 11.5 Information and Communications Management

### **General Requirements**

A healthy culture for information sharing is important in a continuous strive for quality improvement. In Add Energy, all personnel are expected to share information internally as required to conduct their duties in an informed manner and to secure their ability to fulfil our philosophies and policies in everyday work. In addition, transparency and information sharing has a positive effect on the general work environment.

The information owner is responsible for any classification required to protect privileged information. The Add Energy Project Manager or Coordinator is acting on Client's or third party's behalf to ensure fulfilment of distribution restrictions. It is a line management responsibility in Add Energy to make effective arrangements as necessary and to make them known to affected personnel.

All communication from and within Add Energy or our business operations shall be reliable, accurate and comply with a high professional and ethical standard. This includes acknowledging credit to the relevant sources used and responsible authors, and the permission to use it.

The CEO shall be consulted in advance and kept informed in any case involving media exposure.

### **Company Information**

No employee or contract personnel shall communicate with or convey company information or opinions on corporate or company behalf in any public forum without prior approval from the CEO.

Public information or statements about Add Energy and our projects or operating entities (Business Segments) shall only be arranged by the CEO. Members of the Executive or Senior Management Teams, or a person/s appointed by these members, may make statements to the media provided prior authorisation has been received from the CEO.

## **Technical Information**

In the matter of communicating technical knowledge, associated professional expertise and general organizational experience, all personnel will need authorisation from their Line Manager before releasing this level of information. The Line Manager has a duty to define a case by case authorization after considering issues like potential breach of confidentiality, reputation, ethics in general and internal matters like strategic timing, format, coordination with other parts of the organisation etc. The matter should be discussed with relevant personnel as required by context.

## **Personal Communication**

This article deals with contexts not covered by any of the above articles. This includes work related personal comments and statements in a non-official capacity (without authorization), but also when operating with no direct relation to Add Energy, for instance via social media.

On an individual basis, Add Energy supports the freedom of speech for everyone. However, with as highly skilled and educated personnel as engaged by Add Energy, we do expect of our people to exercise good judgment in any forum exposed to Clients or the public. This calls for an appropriate understanding of communication and media forums by all personnel, including how information is easily disseminated (sometimes unconsciously) in social media such as Facebook, YouTube, public blogs etc.

In order to protect own credibility and Add Energy's reputation, each individual is therefore requested to:

- Be polite and sensitive to cultural, political, religious and social differences.
- Refrain from comments that can be interpreted as slurs, demeaning, inflammatory, etc.
- Refrain from racist, narrow-minded or other types of discriminating statements.
- Consider the value of spreading one-sided negativity, as opposed to giving your input to a constructive debate.
- Be responsible. Anonymous statements that you could not stand by in open forum should normally not be expressed.

Regardless of context and choice of media, all personnel are responsible to ensure that personal statements which may have work related contents are always clarified, either via a verbal or written disclaimer, that they are not expressing or otherwise representing Add Energy's viewpoint (when given without authorization).

### **Privacy Policy**

Add Energy commit to protecting the privacy of individuals' personal information as stated for instance in EU's General Data Protection Regulation (GDPR). When collecting, using, holding, disclosing and otherwise managing personal information, we shall all comply with applicable legislation, but as a minimum we also require all personnel to familiarize themselves with:

- Examples of personal information and sensitive personal information.
- Whether they handle and/or store such data in their work.
- How such data is secured by themselves and by Add Energy in general.
- The procedure when approached by personnel, clients or external people, who want to make use of their right to be informed, to rectify, erasure, and restrict own personal data.
- How to use a restrictive practice (for instance to share no more personal information than as required to do the job, even if the information owners give their written consent to it).



**add energy**

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**Services offered:**

Well Management, Well  
Engineering, Well Servicing,  
Well Integrity, Reservoir & Flow  
Simulations, Safety and Risk