



ANNUAL STRATEGY 2026/27

GB-GMOC-00-PBS-012001

Let's lead with clarity, courage and care as we strive for:

SUSTAINABLE GROWTH OPERATIONAL EXCELLENCE & ORGANISATIONAL RESILIENCE

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INTRODUCING THE 2026/27 STRATEGY

Welcome to the next chapter of PBS's journey – a year where ambition meets action, and every individual will play a vital role in shaping our future. As we unveil our 2026/27 strategy, we're not just building on past successes, we're embracing a distinct and forward-thinking approach and setting a bold course for **sustainable growth, operational excellence, and organisational resilience**.

At the foundation of our strategy are our five Strategic Principles. These **remain the bedrock of PBS but with renewed focus**, they will continue to guide our decisions, shape our culture, and set the standards for our progress and success. They represent the overarching values that unite us and define the direction of our organisation.



To drive the achievement of our five Strategic Principles and advance our key business priorities, **we have launched our seven Strategic Initiatives that will act as powerful catalysts for embedding these values into every aspect of our organisation**. They mark a departure from our previous approach, acting as tools that bring our Principles to life. By aligning each Initiative with all five Principles, we ensure our strategic efforts are integrated and mutually reinforcing, creating real momentum for change.

Central to our new approach is the Strategy Matrix, which maps Initiatives directly against Principles. This matrix cultivates strong connections and mutual support, ensuring our values and strategic priorities are embedded throughout all activities at PBS. By aligning each Initiative with every Principle, we guarantee that these elements work in harmony, creating a network of support and alignment across the organisation (see *Strategy Matrix table in Section 11*).

Each Initiative serves as a focused project or program, representing a distinct area of change or improvement that actively supports PBS' long-term goals and strategic direction by reinforcing our core values. The matrix approach ensures that Initiatives and Principles reinforce one another, rather than working in isolation. By mapping each Initiative into all five Principles, we weave our values and strategic priorities into every level of activity, creating a network of mutual support and alignment.

A significant addition to our approach is the introduction of StrategyLENS (see *Section 15*) designed to track the progress of our entire strategy in real time. Accessible to everyone, StrategyLENS provides complete transparency on the delivery and completion of our strategic objectives, allowing all team members to view and monitor our collective progress.

This strategy is more than a document, it's a shared roadmap paving the way to new achievements, built upon our combined experience and shared ambitions. Powered by Synergy, adaptability, and unwavering dedication, every section outlines clear priorities, decisive actions, and meaningful measures of success. Our mission remains steadfast: to bring together expertise and agility to deliver integrated services that drive value for our clients.

Wherever you sit within our organisation, your voice matters and every contribution counts. Together, we turn strategy into reality - embracing opportunity, celebrating progress, and setting new standards for excellence with sustainable growth, operational excellence, and organisational resilience at the heart of every decision we make.

EXECUTIVE SUMMARY



Adam Mason
Director of Operations

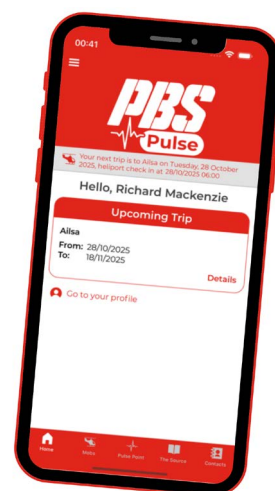
“As we turn the page to our 2026/27 strategy, it's important to pause and reflect on the journey we've taken together since the launch of our 2024/25 plan.

The past year has shown what we can achieve together. We've made significant strides, and our results speak volumes about the commitment, resilience, and belief throughout our organisation.

Key milestones include the successful extension of the GMOC contract with TotalEnergies, the launch of our offshore engagement strategy, and the completion of

more than 200 impactful site visits, all of which strengthened relationships and drove tangible improvements across our operations. Our commitment to team interaction is evident in our regular PBS Live! Events and Pitstops, while our employee engagement survey saw a 15% increase in positive feedback, confirming Team PBS members feel heard and valued.

Innovation and development have been at the forefront of our 2024/25 achievements, highlighted by the rollout of the PBS Pulse App, a newly designed website, and by bringing our training service provision in-house. Expanding our reach remains our key focus, with new opportunities emerging across contracts and client bases. Our investment in competence and capability is reflected in over 40 team members participating in ILM and CMI leadership programmes, the launch of our CMS platform for performance-based assessments, and the introduction of PBS Grow, our mentoring initiative.



The PBS Merit scheme has been particularly impactful, generating savings ideas worth around £5 million and recognising more than 300 colleagues with Core Value Awards. These achievements represent more than just milestones - they are the foundation of a culture committed to growth and excellence.

The industry has acknowledged our efforts, notably through Team PBS' success in the Workforce Engagement category at the Offshore Safety Awards. This accomplishment underscores the significance of our collective commitment.



As we move forward, our strategy remains a practical and transparent roadmap, outlining clear priorities and decisive actions. Guided by clarity, courage, and care, every individual within PBS plays a vital role in turning strategy into reality. Together, we celebrate past achievements and look ahead to new standards of excellence.

Lessons learned from the delivery of our 2024/25 Annual Strategy can be summed up in the following points:



Involve the Team: We achieved great success by enhancing team engagement, encouraging ownership and motivating our teams to perform at the cutting edge.



Embrace Structure: Implementing our Strategic Pyramid allowed everyone in the organisation to visualise, relate and link all PBS activities ensuring alignment and ultimately delivery.



The Bigger Picture: It can be easy to lose sight of strategy delivery as we get dragged away to 'business as usual', rather than concentrating on enhancements to be made. Quarterly reviews and regular feedback keep strategy momentum at the forefront.



Ready to React: An agile approach is certainly required; we often have to sprint to deliver on emerging priorities. In a changing world with unpredictable external factors & policies, we must be able to flex & adapt.



Tell Your Story: It's important to look back and reflect on how far we've come. Let's all think about our positive transformational activity over the past few years to motivate us for the future. *Our Five Years of PBS video is a great example of us 'Telling Our Story'.*

Our 2026/27 strategy is designed to build on these achievements while setting a bold course for the future. This new chapter focuses on driving sustainable growth, enhancing operational excellence, and strengthening our organisational resilience.

Team PBS, Thank You - We have come a long way, and it's because of the collective energy and ownership shown by each of you.

STRATEGIC PYRAMID

Our strategy is deeply rooted in our Mission Statement, ensuring that every action is purpose-driven and aligned toward achieving delivery excellence. The Strategic Pyramid serves as our **‘Through Line of Purpose’** at PBS - providing a clear framework that connects our vision, values, and daily operations. Each layer of the pyramid plays a critical role.

MISSION

This is why we exist and why we were created

VISION

This is our desired future position

VALUES

These are at the heart of everything we do

LEADERSHIP FUNDAMENTALS

These set our high standards

STRATEGIC PRINCIPLES & INITIATIVES

These are the specific areas upon which we are focussing our strategic approach for 2026/27

PERSONAL OBJECTIVES & KPI'S

Our own internal performance measurements, and those we have with our clients

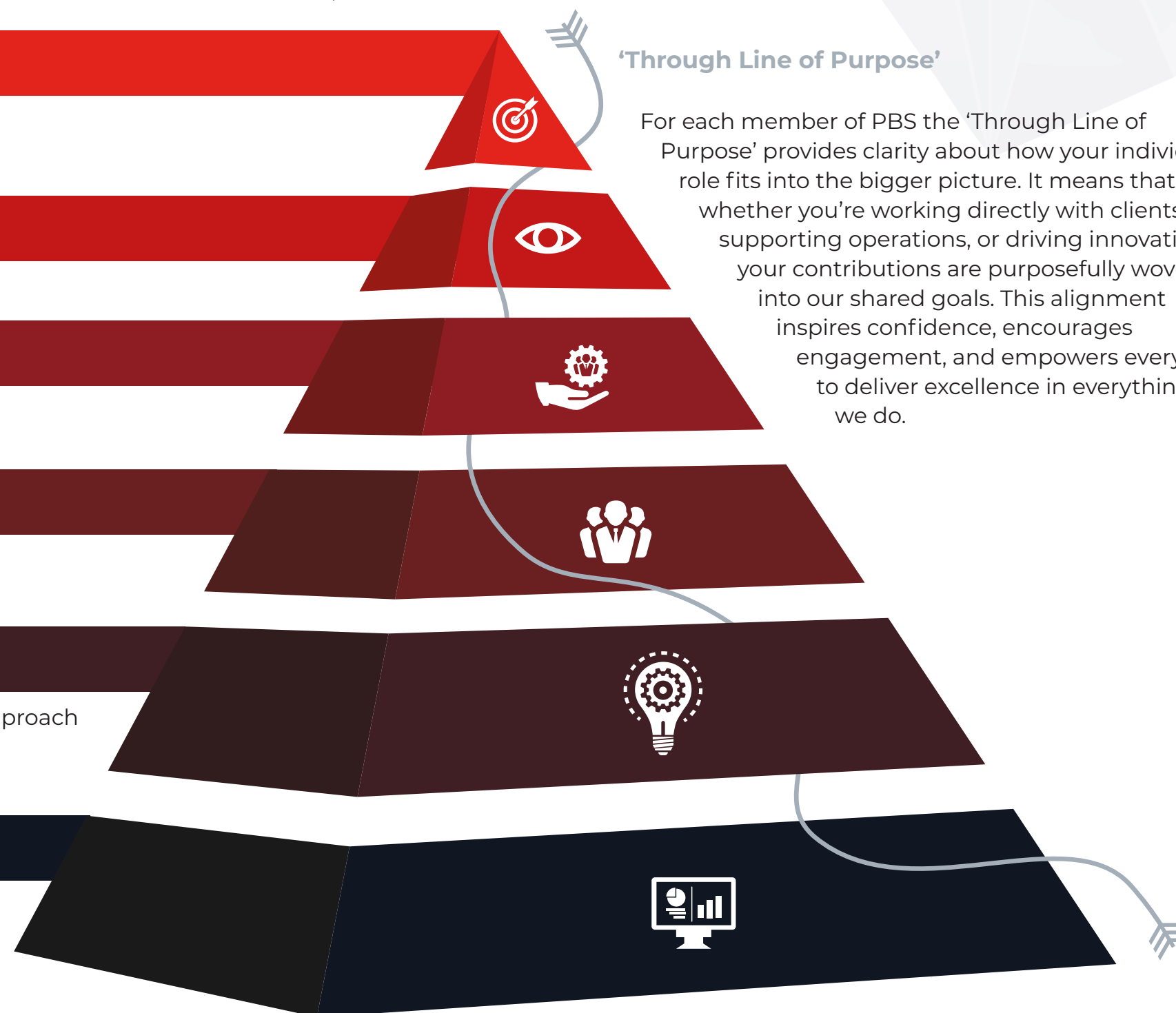
By cascading our strategy throughout the pyramid, we create a direct line of sight from our Mission, our purpose to our daily activities. This structure ensures that everyone at PBS understands how their contributions support our overarching goals and helps us to maintain alignment, accountability, and momentum as we drive forward.

Introducing the ‘Through Line of Purpose’

If you have never encountered the concept of a ‘Through Line of Purpose,’ it’s essentially the guiding thread that connects every aspect of our strategic approach. Think of it as the journey that ensures all our actions, decisions, and efforts are consistently aligned with what truly matters to us as an organisation - our mission, vision, and values.

‘Through Line of Purpose’

For each member of PBS the ‘Through Line of Purpose’ provides clarity about how your individual role fits into the bigger picture. It means that whether you’re working directly with clients, supporting operations, or driving innovation, your contributions are purposefully woven into our shared goals. This alignment inspires confidence, encourages engagement, and empowers everyone to deliver excellence in everything we do.



OUR MISSION

We bring together expertise and agility to deliver integrated services that drive value for our clients.

OUR VISION

We aim to be the multi-sector partner of choice, setting the standard for safety, efficiency, and innovation

OUR VALUES

At PBS, our core values are not aspirational, they're operational. They shape how we lead, collaborate, and deliver. They serve as our moral compass for decision-making and our behavioural benchmark for performance. By embedding these values into every layer of our business, PBS has cultivated a culture of trust, accountability, and excellence.

Core values are the foundation of our identity. They guide how we treat each other, how we engage with clients and suppliers, and how we respond to challenges. They are the thread that connects our offshore and onshore teams, ensuring consistency in behaviour and purpose across diverse environments.



Core Values

Safety

Is more than a value it is at the heart of everything we do. It's embedded in our DNA and guides every decision we make. We are committed to achieving ZERO incidents and ensuring everyone goes home safe, every day.

People

Our people are our number one priority and most valued asset. We want to retain, develop and attract greatness. Caring, listening and empowering each other to do our best is key to our success. Diversity of thought is important - we have some great minds to draw on, let's use them.

Excellence

We strive for consistent, efficient systems that drive performance. By building reliable, repeatable processes within a strong operating rhythm, we unlock efficient and deliver excellence at every level.

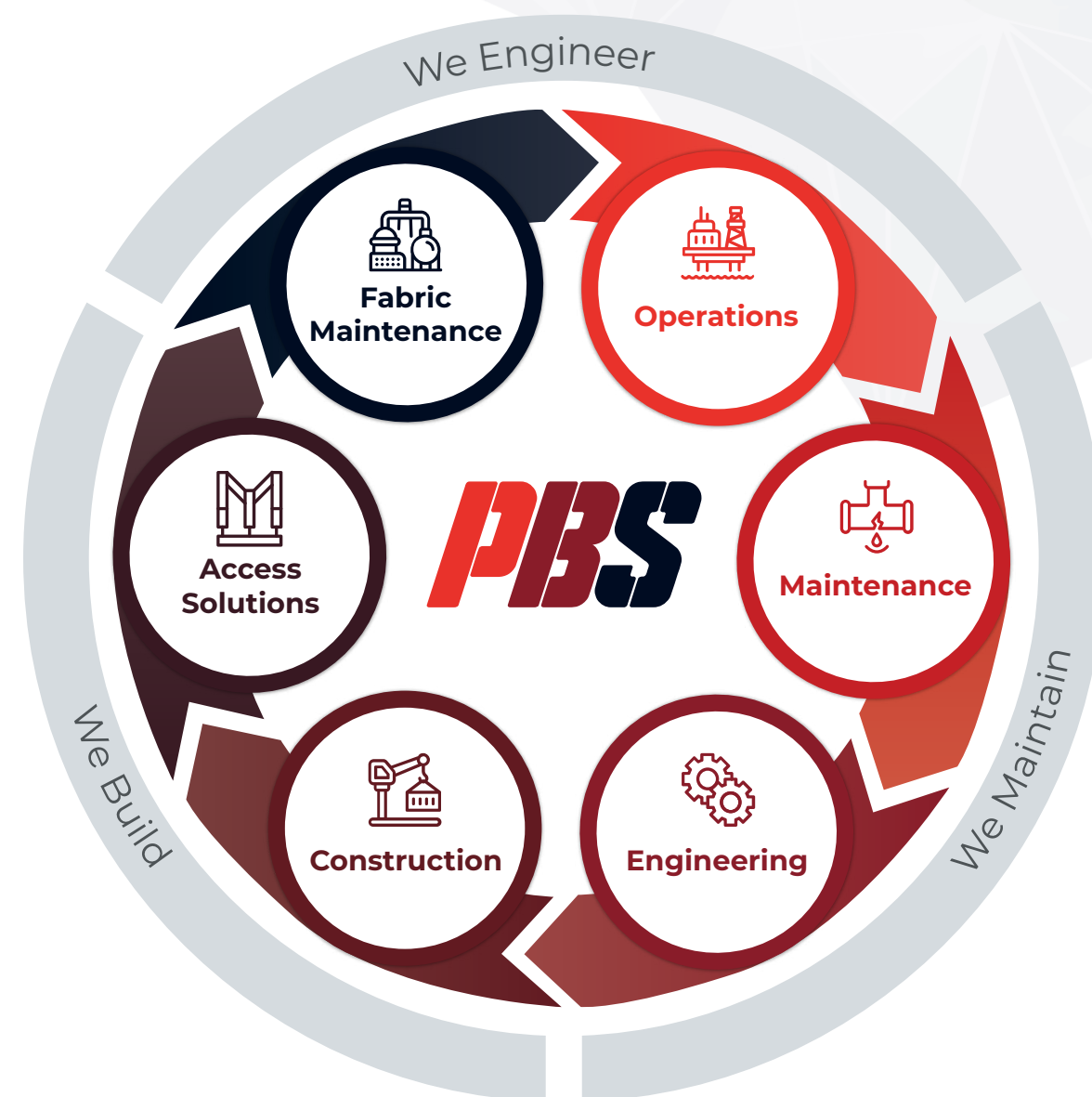
Teamwork

We're a united community with a shared vision, working together to achieve extraordinary outcomes. Integration and collaboration are key to unlocking the full strength and value our consortium delivers.

Integrity

We strive to do the right thing - always. Through our integrity we demonstrate honesty, transparency, and a commitment to doing what's best for our clients, teammates and consortium partners.

OUR SERVICES



Integrated Services, Aligned for Impact

At PBS, our suite of services - Operations, Maintenance, Engineering, Construction, Access Solutions & Fabric Maintenance form the backbone of our commitment to delivering agile, value-driven integrated services for our clients and stakeholders. Each service forms a vital part of our connected ecosystem designed to support safe, efficient, and innovative delivery across every project and asset.

By bringing together specialist expertise from across the energy sector, we ensure that every solution is engineered, built, and maintained to the highest standards. Our collaborative approach enables us to respond rapidly to evolving client needs, drive continuous improvement, and unlock new opportunities - supporting sustainable growth, operational excellence, and organisational resilience.

LEADERSHIP FUNDAMENTALS

At PBS, our Leadership Fundamentals are more than a framework they are the **behaviours that shape our culture**, guide our decisions, and connect every individual to our strategic intent. Positioned at the heart of our **Strategic Pyramid**, they form part of our **‘Through Line of Purpose’**, ensuring that how we lead is as important as what and how we deliver.



We are actively investing in our people to bring these fundamentals to life:

- **Onshore & Offshore Training:** Our leadership development is inclusive of all environments whether in the office or on the frontline.
- **Peer-Led Learning:** We believe in the power of positive peer influence. Our training is designed to be peer-led, ensuring that our Fundamentals are not only taught, but lived and reinforced by colleagues at every level.
- **Coaching Culture:** We are cultivating a coaching mindset, where leaders listen, ask powerful questions, and empower others to grow.



1. CLEAR EXPECTATIONS

Our leaders consistently set a vision & communicate clear expectations. We encourage our people to challenge & ask when things are not clear.



2. OBSERVE PERFORMANCE

Our leaders observe performance & tie our targeted behaviours to results via critical KPIs & metrics. We introduce healthy stretch to challenge our teams.



3. REMOVE BARRIERS

Our leaders proactively remove barriers to performance. We do all we can to assist our workforce to deliver.



4. FEEDBACK

Our leaders provide & actively seek out timely & pinpointed feedback (both positive & constructive). We see feedback as a critical gift. We recognise and celebrate our successes.



5. COACH & ENGAGE

Our leaders coach & engage both their direct reports and others across our team. We cultivate an environment of continuous learning. We initiate conversations necessary to deliver & improve our business.

Why They Matter

- **Strategic Alignment:** Our Fundamentals ensure that leadership behaviours are directly aligned with the delivery of our 2026/27 strategy.
- **Cultural Consistency:** They embed a shared language and standard for leadership across all levels and locations both onshore and offshore.
- **Empowered Delivery:** By modelling these behaviours, leaders create the conditions for high performance, trust, and accountability.

Steps to Drive Positive Change

ASK

Ask people “How can I be a better leader / manager / team member?”

LISTEN

Listen to their answers

THINK

Think about their input - what does it mean?

THANK

Thank people for sharing valuable feedback with you.

RESPOND

Respond positively when receiving input

INVOLVE

Involve people around you to support your change efforts

CHANGE

Change isn't academic - act upon what you learn

Follow up regularly and stakeholders will notice the positive actions you're taking based on their input.

Key Supporting Behaviours

ACCOUNTABILITY

- We work effectively with others to achieve our common goals & targets
- We respect and take cognisance of the diversity of thought, opinion and experience of those around us
- We create an environment of trust amongst our direct reports, our colleagues and our customers

COLLABORATION

- We openly respond to, and accept changing circumstances - we are positive ‘Change Agents’
- We focus on the things we can control and do these to the best of our abilities
- We are prepared to upskill/re-tool and try new challenges
- We test/push our own comfort zones
- We will adopt best practices, no matter their origin

ADAPTABILITY / FLEXABILITY

- We drive a culture of innovative thinking
- We are willing to take calculated and balanced risk by understanding the trade-offs
- We focus on making things more efficient - we remove ‘churn’ from our work flows
- We create an environment where our people are not afraid to fail, but if for any reason we do, we learn from these failures, adapt quickly and take personal ownership and positive action to get back on track.

AGILITY / PACE

- We seek to understand ‘The Bigger Picture’, how the overall business works and what’s critical for us to focus on delivering in the short and long term

SECTION 9

INTRODUCING OUR FIVE STRATEGIC PRINCIPLES



These five **Strategic Principles** serve as our **guiding framework**, shaping decision-making and behaviours across the organisation.

Each principle is **championed by a dedicated owner** whose responsibility extends beyond orchestrating progressive action. They are responsible for ensuring that A3 plans are anchored to Strategic Initiatives, and actively driven forward with barriers to progress swiftly identified and removed.



PRINCIPLE 1 HSE AND OUR VALUES AT OUR CORE

Why it matters: Health, Safety, and Environmental stewardship is not just a compliance requirement - it's a cultural imperative. PBS has embedded HSE into every decision-making layer, from leadership site visits to maintenance protocols. This Principle ensures that safety leadership is visible, measurable, understood and embraced by everyone.

Overview of Purpose:

- Embed robust health, safety, and environmental practices into every process and decision to protect people, assets, and the environment.
- Proactively manage risks and drive continuous improvement to reduce incidents, lower costs, and safeguard our license to operate.
- Champion a culture of safety leadership and accountability at all levels, ensuring HSE is a fundamental value that underpins our long-term success.

PRINCIPLE 2 VALUE FIRST - COST AWARE

Why it matters: Cost efficiency is essential for long-term sustainability. This Principle drives smarter planning, internal capability building, and reduction of overheads without compromising quality or safety.

Overview of Purpose:

- Reduce operating budgets and overheads through smarter planning and execution.
- Enhance internal capabilities to minimise reliance on external vendors.
- Strengthen financial discipline with standardised cost tracking and accountability

PRINCIPLE 3 ACCELERATE GROWTH

Why it matters: Our growth is imperative so PBS can remain competitive and resilient. We must evolve each service line as well as promoting our fully integrated services. This Principle focuses on expanding our offerings, our client base and entering new markets by leveraging our digital capabilities and innovative commercial models to differentiate us in bids

Overview of Purpose:

- Expand service lines and commercial models
- Leverage digital capabilities to unlock new value streams
- Strengthen client engagement through performance transparency

PRINCIPLE 4 PERFORMANCE & PRODUCTIVITY

Why it matters: Operational excellence is achieved through empowered teams, streamlined systems, and automation. This Principle ensures that performance is not just measured - but continuously improved.

Overview of Purpose:

- Drive consistent and measurable improvement in how work gets done by enhancing systems, streamlining processes, and empowering teams to deliver with clarity, speed, and accountability.
- Leverage automation and digital tools to reduce manual effort and improve efficiency
- Simplify workflows and reporting to enable faster, data-informed decisions
- Instill a culture of ownership and continuous improvement across all teams

PRINCIPLE 5 PEOPLE & ORGANISATION

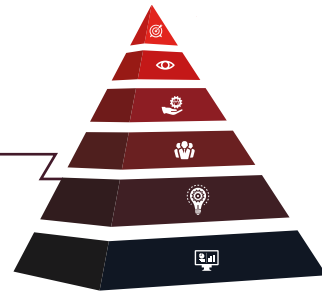
Why it matters: People are PBS' greatest asset. This Principle reinforces leadership fundamentals, embeds core values, and fosters a culture of development and accountability.

Overview of Purpose:

- Reinforce leadership fundamentals and embed core values across all levels of the organisation.
- Align organisational structures and roles to support strategic priorities and future capability needs.
- Uphold a culture of accountability, collaboration, and continuous development.

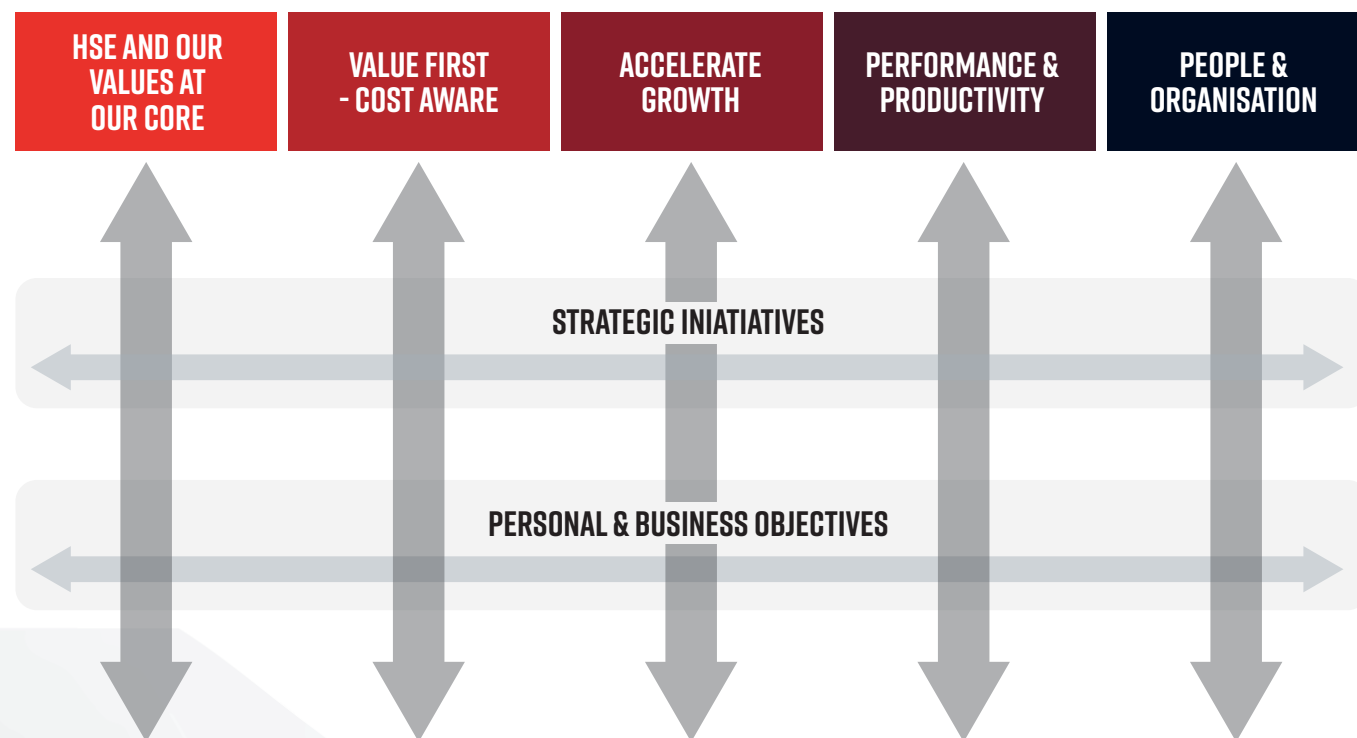


INTRODUCING OUR SEVEN STRATEGIC INITIATIVES



These seven Strategic Initiatives represent the actions that bring our Principles to life. They are not standalone projects - they are purposeful, coordinated efforts designed to translate our strategic intent into measurable impact.

Each Initiative is **led by a dedicated owner**, who drives delivery and monitors progress across all related A3 plans. These owners ensure that every A3 aligns with our overarching strategic direction while supporting the specific objectives of individual business departments. By embedding Initiatives into operational plans and coordinating them across Principles, this keeps our strategy firmly connected to day-to-day priorities and ensures consistent, organisation-wide impact.



INITIATIVE 1 Responsible Business & Sustainability

Integrity, safety, and sustainability in every decision. We embed integrity and sustainability into every choice we make. This initiative ensures compliance, manages risk and creates long-term value for our partners. Growth, innovation, and people development are delivered responsibly—with transparency and respect for our wider social and environmental responsibilities.

INITIATIVE 2 Maintenance As A Service

Transform maintenance into a scalable, value-driven service offering.

Deliver a proactive, subscription-based maintenance model that integrates predictive analytics, remote monitoring, and on-demand expertise. This approach shifts maintenance from a reactive cost centre to a strategic enabler, ensuring asset reliability, optimising lifecycle performance, and reducing unplanned downtime. By leveraging data insights and scalable service tiers, it supports operational efficiency, compliance, and commercial growth across diverse assets and teams.

INITIATIVE 3 Engineering Excellence

Right-first-time engineering, precise and built to scale. We aim to deliver engineering excellence by executing right first time practices, designing for scalability, and creating seamless project services enriched with reusable knowledge — while adapting swiftly to project modifications with precision and efficiency. We continuously challenge ourselves to innovate, elevate standards, and build a future-ready engineering culture that inspires excellence across every project.

INITIATIVE 4 Reimagined Specific Maintenance Contracts

Elevating how we deliver: Built on continuous improvement and vendor excellence. We elevate how we deliver by upskilling our people, driving continuous improvement and embracing innovative solutions. With innovation and vendor excellence at the core, we deliver efficient, aligned, high-value services that are future-ready.

INITIATIVE 5 Next Gen Supply Chain

Streamlined supply chain for delivering seamless success. Efficiency is the heartbeat of competitiveness. A streamlined supply chain transforms complexity into clarity, ensuring that every link operates in harmony. This will modernise supply chain operations with agile, data driven processes to support responsiveness, cost efficiency and strategic sourcing.

INITIATIVE 6 IT/IS Information Management & Cybersecurity

Position digital systems, data and information platforms as key enablers of strategy in a secure environment. Enable our strategy by leveraging robust digital systems for data management and cybersecurity, driving business governance and assurance, developing organisation wide digital competence, and accelerating data driven automation.

INITIATIVE 7 Talent Development & Personal Growth

Opportunity and growth for all, leadership in everyone.

- Unlock potential at every level to fuel collective success
- Promote a culture of coaching and continuous learning
- Embed leadership fundamentals through peer-driven collaboration

STRATEGY MATRIX: PRINCIPLES & INITIATIVES

The Strategy Matrix is a comprehensive framework designed to ensure that our strategic objectives are consistently achieved and firmly aligned with our overarching purpose. By assigning dedicated owners to both Initiatives and Principles, we maintain a dual focus: Initiative owners drive delivery and tangible progress in specific areas, while Principle owners ensure our foundational values guide every decision and plan.

PRINCIPLES →	HSE AND OUR VALUES AT OUR CORE		VALUE FIRST - COST AWARE
INITIATIVES ↓			
RESPONSIBLE BUSINESS & SUSTAINABILITY	Safety, sustainability & compliance are our core commitments to people, planet and resilient business driven by duty & guided by compliance.	We are committed to reducing waste & driving sustainable success through continuous upskilling & smart spending	
MAINTENANCE AS A SERVICE	Integrate proactive safety checks and environmental controls into all maintenance activities and service offerings.	Remove low value administrative tasks from our daily business	
ENGINEERING EXCELLENCE	Capture and share lessons learned from HSE incidents; use data to drive safer engineering standards and practices.	Reduce rework and duplication via centralised knowledge systems	
REIMAGINED SMC	Through careful vendor selection, we reduce the import of risk, minimise waste, optimise delivery and ensure resources are utilised efficiently.	By boosting internal capability and driving efficiency through innovation and vendor excellence, we deliver higher-value services at lower cost while maintaining quality and long term sustainability.	
NEXT GEN SUPPLY CHAIN	Prioritise responsible sourcing, safe logistics, and supplier HSE performance in all supply chain decisions.	Drive procurement savings and inventory	
IT/IS INFORMATION MANAGEMENT & CYBERSECURITY	Use digital tools to monitor, report, and improve HSE performance; enable real-time visibility of safety metrics.	Reduce manual reporting and duplication through automation. Build a useful report in Power Bi to provide insight.	
TALENT DEVELOPMENT & PERSONAL GROWTH	Empower everyone across the organisation to strengthen HSE leadership, while recognising proactive safety and positive behaviours	Cultivate cost-aware leadership and shared accountability to strengthen efficiency at every level	

This approach supports long-term focus and persistent alignment, ensuring both immediate actions and overarching objectives are continuously championed across the organisation.

Importantly, the matrix visually demonstrates how these elements are interconnected - illustrating the flow between initiatives, principles, and ultimately organisational outcomes. Through this structure, every Principle and Initiative links to and supports the others, enabling seamless collaboration and reinforcing that both day-to-day actions and long-term goals are collectively advancing our mission.

ACCELERATE GROWTH	PERFORMANCE & PRODUCTIVITY	PEOPLE & ORGANISATION
Ensure that every step towards revenue growth is grounded in integrity, accountability & sustainability, building value whilst preserving tomorrow giving return on investment	Productivity is no longer just about output; its about impact - creating a future where business growth of global responsibility move forward hand in hand	Putting people at the heart of responsible business, we align organisational strength with sustainability to encouragr innovation, accountability & shared success.
Increase our customer base through the delivery of visible USPs	Use technology to optimise all aspects of maintenance by removing administrative/ repetitive waste and focus on value add tasks. Leverage analytics to identify areas of improvement	Optimising value from each and every team member, focus on value adding activities and harnessing both specialist skills and diversity within the organisation.
Monetise engineering insights through consultancy or data products	Automate KPI/KFI population and link to performance hubs	Develop internal knowledge networks and mentoring programmes
Ensure that optimised delivery processes & aligned vendor performance establish a scalable SMC model that supports growth & strengthens our responsiveness to new opportunities.	Removing wasted effort from our processes and systems, alongside clearer vendor expectations, helps us improve performance and deliver more productive SMC services.	By upskilling teams and enhancing our capability, we elevate how we deliver and create a more capable, agile and motivated organisation ready for future needs.
Leverage supply chain agility to support growth and responsiveness	Enable data-driven sourcing and logistics	Align supply chain roles with strategic priorities and digital tools
Use data platforms to support client- facing analytics and reporting.	Identify a unified system that connects previously disconnected processes, improving efficiency, data accuracy & enabling better collaboration & decision-making.	Promote Digital Capability & Adoption, Ensure Data Privacy & Compliance and Cybersecurity Awareness at all times.
Advance a culture where commercial intelligence and client-focused skills are shared by all, making every contribution count	Simplify workflows and embed automation to enhance productivity and organisational agility	We build organisational resilience and growth by advancing talent, aptitude, embedding inclusive succession, and cultivating a culture where everyone can lead and thrive.

A3s

For the final layer of our strategy, each of the seven Strategic Initiatives will be supported by dedicated A3s. They play a pivotal role in translating our high-level strategic ambitions into actionable, measurable outcomes across the organisation. Serving as dedicated frameworks for each of the seven Strategic Initiatives, A3s ensure alignment between daily actions and our overarching mission. By providing clarity on objectives, responsibilities, and expected results, these tools encourage ownership, transparency, and continuous improvement. The bi-directional nature of A3s enables each Initiative to both support and draw strength from our core Strategic Principles, ensuring that progress in one area creates momentum throughout the organisation. In this way, A3s act as essential connectors - embedding strategic intent into everyday operations and empowering individuals and teams to drive meaningful, sustained impact.

Each A3 will be bi-directional: They will clearly articulate how the Initiative supports and is enabled by each of the five core Strategic Principles.

This approach ensures that every Strategic Initiative is not only owned and actioned, but also fully integrated with the broader organisational direction - creating a dynamic, cross-linked strategy where progress in one area accelerates progress in others.

They will all tie to organisational and personal objectives, ensuring our strategic pyramid carries from our mission to individual drivers.



A3s act as bi-directional connectors, ensuring alignment & feedback between principles & initiatives.

ROLES & RESPONSIBILITIES

Effective strategy execution relies on clear roles and responsibilities at every level of the organisation. This section outlines the key stakeholders involved in delivering our strategy, detailing their engagement levels, communication routines, and specific areas of accountability. By establishing transparent ownership and expectations, we ensure alignment, encourage collaboration, and drive progress toward our strategic goals.

	ENGAGEMENT LEVEL	COMMUNICATION FREQUENCY	RESPONSIBILITIES
Strategy Director Adam Mason <i>Define the Vision & Strategy</i>	Manage Closely	Monthly Strategy Review, Ad Hoc Updates	Strategic Oversight & Unblock Delivery from Parent Organisations
Essential Stakeholders PBS Steer Co <i>Strategic Oversight and Unblock Delivery</i>	Manage Closely	Monthly Strategy Review, Ad Hoc Updates	Strategic Oversight & Unblock Delivery from Parent Organisations
Essential Stakeholders Asset Managers <i>Align A3s to Asset Priorities</i>	Keep Satisfied	Monthly Asset Check-In	Align A3s to Asset Priorities
5 x Strategic Principle Owners <i>Orchestrate A3s and Remove Barriers</i>	Manage Closely	Weekly Manager Check-In, Monthly Review	Orchestrate A3s & Remove Barriers
7 x Strategic Initiative Owners <i>Lead Initiative Delivery and Track A3s</i>	Manage Closely	Weekly Manager Check-In, Monthly Review	Lead Initiative Delivery & Track A3s
Strategy Delivery Teams <i>Support Delivery and Provide Expertise</i>	Keep Informed & Take Expert Advice	Weekly Team Sync	Support Delivery & Provide Expertise

Strategic Principle Owners:

Own and champion Principles across the organisation.

RESPONSIBILITIES

Orchestrate progressive action across the organisation aligned to the Principle

Ensure every A3 plan supports both the Strategic Principle and departmental objectives

Align A3s with organisational objective setting, enabling traceability from strategy to execution

Facilitate cross-functional collaboration to ensure Principle relevance across departments

Monitor progress and remove barriers to delivery within their principle area

EXPECTATIONS

Be a visible champion of the Principle across the business

Provide clarity and direction to A3 owners and contributors

Ensure data confidence and ownership clarity in reporting and delivery

Drive engagement and accountability within the Principle

Report on Principle-level performance and lessons learned

Strategic Initiative Owners:

Lead delivery of Initiatives aligned to Principles.

RESPONSIBILITIES

Lead the delivery of A3s that apply the Initiative across all strategic Principles.

Ensure consistency and alignment of Initiative application across departments.

Drive momentum and collaboration, acting as a connector between Principle owners and delivery teams.

Monitor and measure progress, ensuring outcomes are sustainable and impactful.

Provide subject matter leadership and challenge status quo where needed.

EXPECTATIONS

Be the custodian of the Initiative's intent, ensuring it delivers strategic value.

Maintain visibility of all A3s linked to the Initiative and their status.

Ensure Initiative integration into business planning, budgeting, and performance reviews.

Actively engage with stakeholders to remove blockers and enable delivery.

Encourage a culture of continuous improvement and innovation.

Shared Expectations

Both Principle and Initiative Owners are expected to:

Attend monthly strategy meetings and weekly manager check-ins to review A3 progress

Provide updates & escalate support needs where required.

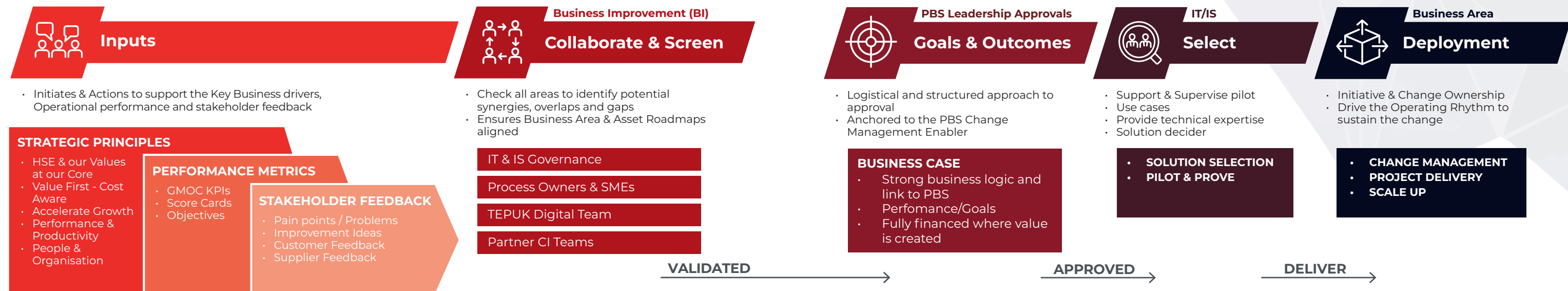
Champion alignment with PBS Leadership Fundamentals:

- Clear Expectations
- Observe Performance
- Remove Barriers
- Feedback
- Coach & Engage



STRATEGY DELIVERY ENABLERS

TECHNOLOGY & INNOVATION GOVERNANCE



CHANGE MANAGEMENT

Change management will be a crucial enabler if we are to successfully deliver our six strategy principles. All actions required to enable our strategy will require a change therefore a structured approach of preparing and planning changes is important to PBS.

One of the key objectives of change management in our strategy implementation is to minimise disruption. Strategy execution may require changes in processes, technologies, and roles within the organisation. Change management ensures that these modifications are carefully planned and implemented to minimise disruptions to daily operations, productivity and client service. The following 3 phases of Change Management will support delivery of our strategy if embraced and utilised correctly:



BRAND ALIGNMENT

Our brand's visual identity is likely the first thing someone interacts with, and it's also something that our prospective and existing customers will continue to interact with.

People are going to interact with the PBS brand through different channels, therefore we need to provide a consistent experience despite the different mediums, documents, presentations and reports. That's why it's important that all of the PBS brand visual identity is really well defined. PBS have clear visual guidelines which include everything from logo, images, font and colours.

PBS have a branding guidelines which are required to be followed for the below:

- ✓ PBS Documents
- ✓ PBS Presentations
- ✓ Reports
- ✓ Email Signature
- ✓ Screen Savers
- ✓ MS Teams backgrounds
- ✓ Tender Submissions
- ✓ Online and Social Media content
- ✓ Our Website
- ✓ Our Intranet

For any support in enabling any of our strategy principles with the correct PBS Branding please see the Branding Guidelines page on our Intranet or contact our communications team via: communications@pbs-offshore.com

MONITORING & MEASURING PROGRESS: STRATEGYLENS

StrategyLENS is part of our new approach to strategy at PBS, it's our central strategy hub that will help us to effectively measure, evaluate, and review our strategic progress against the plan.

What's in the name?

Bringing our vision into focus - **StrategyLENS** enables us to Learn, Evaluate, Navigate & Showcase.

L – Learn: Capture and share ideas, insights, and lessons across the organisation.

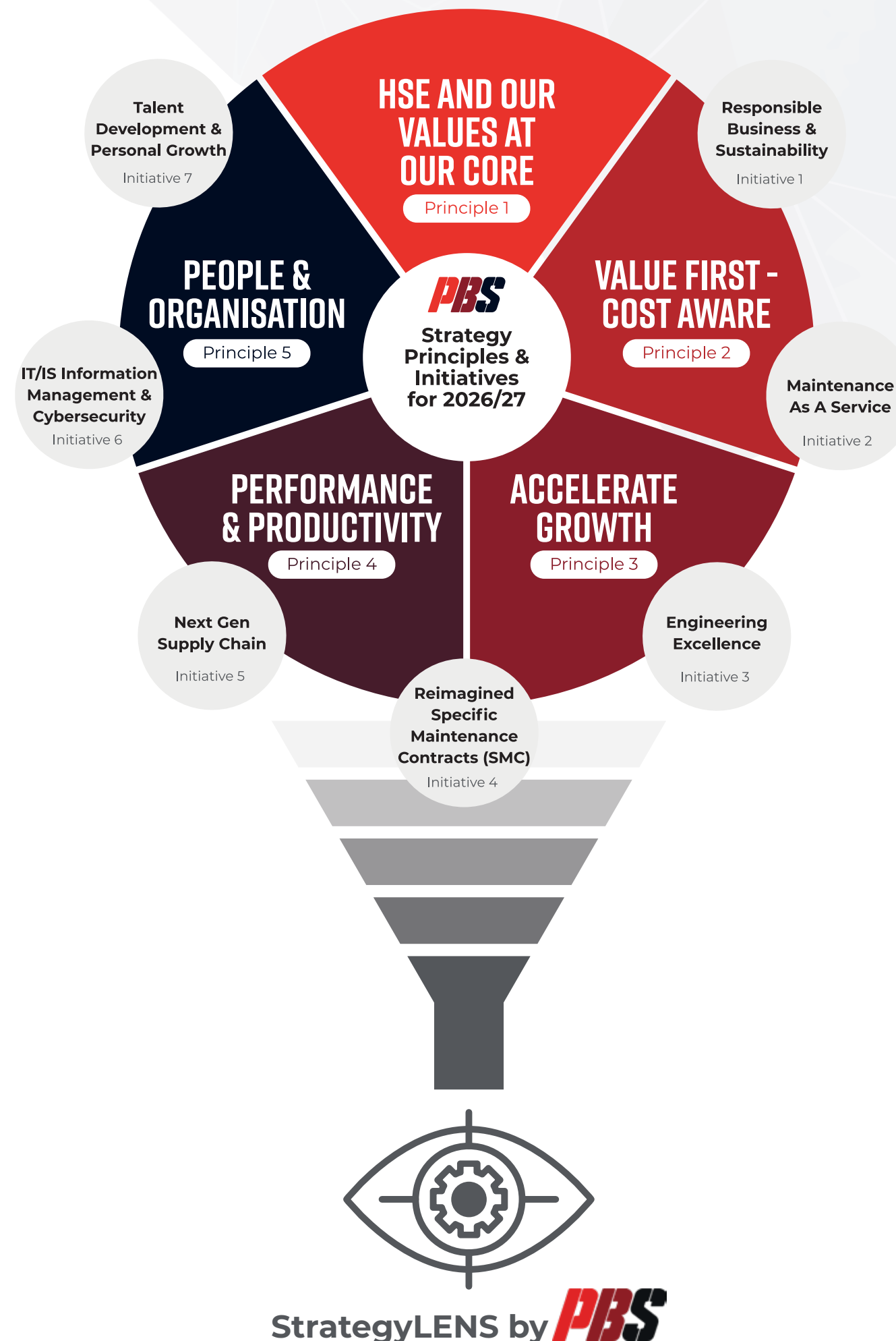
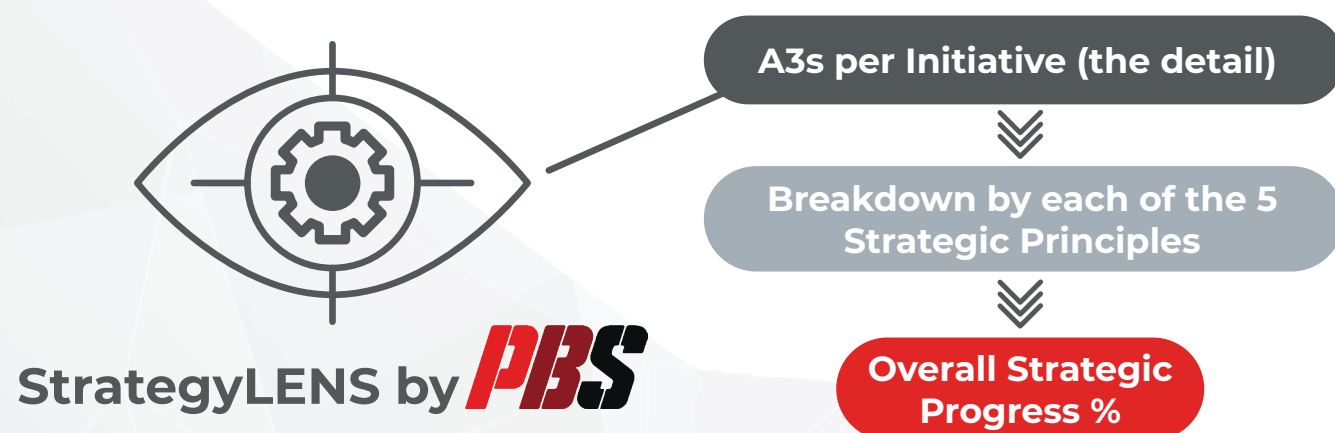
E – Evaluate: Continuously assess strategic progress and performance against goals.

N – Navigate: Guide teams through strategic priorities with clarity and direction.

S – Showcase: Transparently demonstrate progress, ownership & impact to stakeholders.

StrategyLENS will serve as a single source of truth, promoting transparency and visibility across all levels of the organisation. It will encourage accountability and ownership, motivating teams to engage meaningfully with our strategic goals. By reducing duplication of work and improving collaboration, StrategyLENS will generate greater interest in our progress and streamline efforts. Crucially, it will also make it easier to demonstrate progress and status to stakeholders, ensuring clear and consistent communication of our achievements and areas for improvement.

While business leaders widely recognise the importance of strategy, research consistently shows that only a small percentage successfully carry their strategic plans through to delivery. Our approach aims to close this gap by embedding discipline, clarity, and shared responsibility into how we track and realise our strategic ambitions.



SIX LESSONS FOR SUCCESSFUL LEADERSHIP IN STRATEGY

These lessons learnt summarise what works. Keep them in mind as we move into the 2026/27 strategy - they're here to guide decisions and actions every step of the way.

01 

ACTION OVERCOMES ANXIETY

Delivering the strategy is just as important as designing it. Taking decisive action helps reduce uncertainty and builds momentum.

02 

LEAD WITH POSITIVITY AND CONSISTENCY

Accountability matters. Stay resilient and consistent in driving the strategy you helped shape.

03 

AMBITION IS CONTAGIOUS

Surround yourself with people who share the vision and understand the importance of changing the business while keeping it running.

04 

MONITOR & MEASURE PROGRESS

Track and share progress in one central place so everyone knows what's done and what's next.

05 

ENGAGE THE WHOLE TEAM

Avoid the 'frozen middle' by ensuring everyone understands their role and contribution to success. Communication is key.

06 

CELEBRATE SUCCESS

Recognise progress and success along the way. Delivering strategic change is challenging - be proud and grateful for what's achieved.





BUILT FOR WHAT'S NEXT

PBS

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