



PEOPLE MANAGEMENT, LEARNING AND DEVELOPMENT

This document sets out how PGS ASA and its subsidiaries (“PGS”) manages its people and workforce. Our ambition is to ensure equality, inclusion, and diversity among our employees, and attract, engage, develop, and retain a highly skilled and engaged workforce.

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A Management Approach

A.1 Our Policies

PGS is committed to providing a positive, inclusive, and sustainable working environment. This is reflected in several of our governing documents, such as in our Code of Conduct and People Policy with related governance documents. These, and the related documents of *Core Values*, *Corporate Responsibility*, *Leadership Principles*, *HSEQ Policy*, and *Personal Data Protection Manual* can be consulted in the ESG document section at www.pgs.com, as well as our annual sustainability reports.

A.2 Responsibilities

The PGS ASA *Board of Directors* is overall responsible for ensuring a proper organization of PGS' business and operations. This includes reviewing and approving the People Strategy as being part of the overall PGS Corporate Strategy and ensuring that the Company through policy and otherwise actively combats unlawful discrimination and promotes inclusion and equality of opportunity and treatment. The Board has mandated its *Remuneration and Corporate Governance Committee* to assist the Board in reviewing the Company's overarching people strategy, including succession planning for EVPs and other senior management and potential assessments for key positions. The overall responsibility for implementing the proper policies and practices lies with *PGS' President and CEO*.

The organizational responsibility for the oversight and follow up of PGS' labor practices and human relations management lies with the *Senior Vice President Global HR*. This is enabled through a structure of regional responsible HR professionals located in our three main offices. HR is an integrated part of our Group and Regional leadership teams. HR employees provide support to all business areas through development and implementation of the HR strategy and alignment with business strategies.

A.3 Communication and Engagement

Our employees shape and improve our business. Good leadership is essential. To build trust and effective relationships, we need to maintain open and frequent dialog and feedback. In addition to day-to-day communication with our people - offshore and in our offices - we conduct regular surveys to gather feedback and insights on employee wellbeing and the way we do business.

Leaders need to be visible and communicate clearly with the entire workforce. Our Leadership Principles lay out the standards all PGS leaders aspire to meet. We communicate the big picture about our business through our CEO newsletters, webcasts, town-hall meetings, department meetings, one-to-one meetings, and during personal visits by managers to offices and vessels.

We also engage with our employees through surveys. Our People Pulse surveys, which we conduct since 2006, allow employees to provide feedback around motivation, work environment, collaboration, transparency, leadership, and other parameters related to our culture as a company. We aim to continually understand how we can improve the way we communicate, lead and work. The results enable us all to communicate more closely around the things that will improve our everyday work and working relationships.

PGS has also employee participation at Board level. Three out of the ten members of PGS' Board of Directors are employees elected by the PGS employees. One of these employees serve on the Audit Committee while two serve on the Remuneration and Corporate Governance Committee.

PGS appreciates the importance of maintaining a good relationship with employees, trade unions and organizations. We regularly engage with these to discuss important topics. Each region and location have autonomy to establish relations with unions, building good relationships and receiving advice and input on local issues.

Moreover, PGS engages in the wellbeing of employees and promote a healthy work-life balance. We provide our employees with access to employee assistance programs and support resources to keep mentally and physically fit and healthy.

The results of the surveys are assessed, and measures implemented, as required.

A.4 Employment

We are committed to ensuring employment security and responsible workforce planning. We are a contributing member to Transparency International Norway. We treat all individuals fairly. We adhere to the relevant laws in the countries we operate and, and to international principles, guidelines, and conventions, including the *International Labor Organization's (ILO) Core Conventions on Labor Standards*, the *United Nations Global Compact*, the *OECD Guidelines for Multinational Enterprises*, the *International Bill of Human Rights*, *United Nations Universal Declaration of Human Rights* and the *United Nations Guiding Principles on Business and Human Rights*. In addition to these international commitments, we also adhere to the standards outlined in the *UK Modern Slavery Act* and the *Norwegian Transparency Act*. We do not tolerate any breaches of these principles and work towards ensuring employees feel confident in raising concerns to management without fear of retribution.

All PGS workers are earning a fair wage. Compensation is updated regularly to reflect the work tasks and external economic factors. PGS provides for workplace flexibility, such as flexi-time outside of core working hours and banking of hours, hybrid workplace and for working time reduction (such as part time arrangements, and possibility for time reduction after the age of 62). Our workforce is entitled to maternity and paternity leave dependent leave, such as sickness and compassionate leave and, depending on location, to other types of leave, such as serving as jury or armed forces, or moving home and first day of school for children. In addition, our employees may apply for extended leave, such as for studies or other sabbatical.

PGS is committed to limit the use of non-regular employment. To reduce possible negative effects of any non-regular employment, we ensure equal pay and preferential rights to permanent employment if skills and capabilities are in place.

PGS may contract temporary employees at times only to tasks to be performed in a specific period of time or for certain work of temporary nature. Temporary employees have priority rights of permanent hiring, and, in Norway and UK, there is a defined maximum amount of time, after which the temporary worker has the right to permanent employment.

A.4.1 Health and Safety

The health, safety, and security of our people are a PGS top priority. We have a mature and robust health and safety management system in place. It is based on industry standards from the IOGP and the EnerGeo Alliance and is certified against ISO 45001:2018. Our goal is zero injury to people, and we are committed to preventing injuries and promoting good health and wellbeing.

A.4.2 Benefits

The purpose with employee benefits is to motivate staff toward specific levels of achievement that contribute to our value creation. The reward schemes enable our employees to get their share of the overall results of the company and encourage them to understand how they can contribute to the value-adding process. The key principles are:

- We seek to offer a total compensation and benefits package that is attractive, fair, and competitive.
- PGS' bonus schemes are discretionary and based on the performance of the company, business area/department, and individual.
- We reward performance and commitment to PGS' Core Values and our Code of Conduct

PGS provides both monetary and non-monetary benefits such as Disability coverage, Insurance and Employee Assistance program, flexible working hours, paid parental leave, bonus schemes, performance based restricted stock units, retirement pension or saving plan, training facilities and social events.

All PGS own workers are eligible for social security coverage.

A.4.3 Privacy

We respect the rights of data subjects to data privacy and PGS only processes personal data to the extent allowed, and in a manner consistent with applicable data protection and privacy laws.

PGS has established a personal data protection management system, including impact assessment, registration of processed personal data, establishment of adequate privacy controls and incident reporting and management process.

A.4.4 Redundancies

In extraordinary situations, such as during pandemics, it may be necessary to reduce the total workforce. In such extraordinary situations, we are committed to do a fair selection of who is made redundant, and to provide a fair compensation package in relation to the redundancy process. We also facilitate that redundant employees receive assistance and direct access to outplacement support, regardless of their country of residence.

Prior to making use of forced redundancies, other options are considered, such as hiring freeze, elimination of overtime, reduced working time for relevant roles, internal redeployment, voluntary early retirement, and voluntary redundancies. Prior to any operational changes, PGS timely informs and consults trade unions or other employee representatives.

A.5 Diversity, Inclusion, Equal Opportunity, and Non-discrimination

Our goal is to attract and retain the best talent available. We take steps to ensure there is no recruitment bias of any kind, including gender, ethnicity, or age. While we are proud of the international content of our regional headquarters, our smaller offices have proven the success of investing in local employment.

Diversity goals and equal opportunity are integral to our culture and our hiring practices. Upholding diversity and inclusion positively contribute to PGS' working environment and innovative culture. We have set clear targets to ensure we improve the gender balance and compensation across all roles in PGS, including at management levels. We also aim to increase the diversity in age groups where we see there are gaps. On a general level, diversity related to nationalities and educational backgrounds are well reflected in our employee base. We continually strive to offer an inclusive environment related to disabilities or other diversity.

We also strive to make our employees feel a sense of belonging in PGS. This we do through:

- giving a good understanding of employees' role in PGS,
- giving proper definition of performance/development goals with ongoing follow-up from managers,
- promoting learning and development, and
- providing autonomy and a sense of purpose in the larger PGS Group.

A.5.1 Anti-discrimination

PGS does not accept any form of discrimination based on political conviction, religious belief, age, gender, sexual orientation, family status, disability, race, color, nationality, ethnic origin, social origin, or any other basis prohibited by law. We do not tolerate any form of harassment and abusive behavior that creates an intimidating or offensive work environment.

A.5.2 Freedom of Association and collective bargain

PGS is committed to facilitating freedom of association, and effective recognition of the right to collective bargaining, decent wages, and working conditions. This is reflected in our employee handbooks, Code of Conduct, People Policy, and related governing documents.

A.5.3 Grievance and complaints

PGS Management has an open-door policy and employees are encouraged to discuss concerns they may have regarding the workplace with members of management. We have established both a grievance mechanism and a Hotline, where reporters can choose to be anonymous, while trust that they will not be subject to retaliation.

A.6 Learning & Development

PGS employs a highly specialized and diverse international workforce. PGS strives to be a great place to develop as a professional, expert and leader. We ensure this by:

- Providing, promoting, and encouraging learning and development for all employees, and
- making sure employees understand their role and are engaged with their team, manager and PGS management.

We accomplish this by continually managing performance and development by defining and aligning goals that are reliably followed-up, so people perform at their best by motivating them to achieve or surpass their goals.

Our development processes are designed to be fair, transparent, and consistent, clearly linking reward to individual performance.

A.6.1 Performance Review

We develop and identify employees' talents and skills by evaluating and discussing potential at all levels of the organization including senior management. This we do through our Performance Management and Potential Assessment processes, which are linked to and inform our Development and Promotion processes.

Additionally, our employee motivation and engagement surveys provide PGS with deep insights to possible developmental and work environment issues at all levels and between groups.

We also run other targeted surveys to gain clear feedback on employee wellbeing, office environment and hybrid work preferences, etc.

When surveys surface improvement needs (specifically professional and personal development), we develop focused improvement efforts at the team, business area or across PGS.

The performance management process, and the continual measurement of employee motivation and engagement have over time informed how PGS should improve and change employee skills and talent processes. The performance management process has also supported the identification for individual and group development opportunities.

These improvements and changes result in programs and initiatives that include:

- **Coaching and mentoring.** Structured programs are offered for all employees. The most popular programs are new hire buddy programs, global coaching programs and targeted talent mentoring programs. Additionally, individual coaching is available for those with special development needs to ensure their growth and wellbeing.
- **Temporary assignments.** Temporary assignments are implemented to stretch peoples' capabilities. These include assignments in a different location in the same or different divisions to maintain our common multicultural environment, promote knowledge transfer across the organization and support our unique integrated company strategy. On average, between 5 and 10% of PGS office-based employees are on international assignments. These international assignments typically last for 3-5 years.
- **Filling vacant positions.** We make the most vacant positions available to the entire organization with a clear preference to fill these vacancies with internal candidates.
- **Training and development.** We encourage special training and development initiatives that are often provided by external consultants. These initiatives regularly support individuals and group development in their ability to work together, technical skills improvement, etc.

A.6.2 Programs for upgrading employee skills and retirement programs

PGS has a dedicated department to Learning and Development. PGS' digital learning platform provides over 400 high quality training modules available to all employees, as well as access to external course catalogs like LinkedIn Learning.

All PGS employees regardless of their location have access to training through training portals, their manager and development programs. Programs include further education sponsorship, compensated educational leave, etc.

New employees, besides onboarding, complete a general training program that includes compliance topics such as anti-corruption, HSEQ, IT security, data protection and task-related training, related to their position and responsibilities.

Early and planned retirement programs are offered to all employees within national laws and regulations. These programs are designed to reward long service while ensuring a successful knowledge and experience transfer.

A.6.3 Inclusive and equitable quality education for all

Besides the learning and development activities available to our workforce we promote education for all through:

- Sharing of geological, geophysical, and seismic knowledge and experience by participating in conferences, professional associations, and publishing articles, and
- Supporting local communities in countries we operate, where we in recent years have had a particular focus on educational projects in Ghana and Angola. In all our support projects, we monitor progress to ensure the intended objectives are achieved.

For more than a decade PGS has cooperated with different local governments to help building skills and knowledge in the local population. Two examples of how PGS contributes to improve this, are briefly described below.

- **Building Competence in Ghana** - We have previously supported Kumasi University in Ghana. Since 2019 PGS has sponsored the University of Ghana to improve opportunities for less advantaged Ghanaian students wishing to progress their geoscience studies to MSc or PhD level.

- *University studies in Angola* – In a merit-based process, we support qualified individual students to embark on and complete a university degree. PGS monitors and supports each individual student through their studies. The sponsorship is renewed yearly until graduation, subject to the student's performance and grades.

A.7 Research, Analysis and Knowledge Sharing

PGS does not deliver research or development services. However, the Company employs a team of researchers to develop technology and capabilities that increase the efficiency, improve the resource utilization, and reduce the environmental footprint of its operations. This work supports our commitment to the UN Sustainable Development Goals.

PGS also supports academic research by sharing oceanographic data that is routinely collected during our activities. This is done under a Wikimedia Commons license agreement with full transparency on data collection methods and data accuracy. Our in-house research and development are governed by a stage-gate model for product development, ensuring clear responsibilities, accountability, and transparency. For our digitalization efforts, we have adopted the agile methodology.