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SPIRIT ENERGY - OUR HISTORY

- Created in 2017 by combining Centrica’s E&P business and Bayerngas Norge AS.
- Both Centrica and Bayerngas established in Norway in 2006.
- Centrica looking to sell its 69% owner share by end of 2020.

Dagens Næringsliv, 28 September 2019
Spirit Energy’s headquarter is in the UK and has teams based across:
- UK
- Norway
- Netherlands

Our portfolio includes:
- Operated assets like Morecambe in the UK and Greater Markham in the NL
- Operated assets Vale and Oda in NO
- Interests in Cygnus and other major fields such as Statfjord
- Projects like Hejre in DK and Nova in NO.
A need for change was identified and business case presented late 2018

OUR CURRENT MANAGEMENT SYSTEM

- Common for the entire business
- Consisting mainly of documents
- Insufficient governance resulting in:
  - Low degree of ownership
  - Content not updated in time
  - Content inconsistent / conflicting
  - Parts of governing docs filed in other systems
THE ‘NEW BMS’ PROJECT TIMELINE

2018
Business case suggesting process based management system was endorsed

2019
Select phase deliverables:
• Plan & cost estimate
• Testing process modelling
• Governance strategy
• Select software

Execute phase deliverables:
• Content
• System
• Governance
• Implementation

2020
Go-live
THE ‘NEW BMS’ PROJECT

From documents to processes and supporting information

Vision
To have a management system with easily accessible and trusted content that is easier to maintain
## THE SELECTED SOFTWARE APPLICATION

<table>
<thead>
<tr>
<th>Key scoring areas</th>
<th>Qualiware</th>
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</thead>
<tbody>
<tr>
<td>Technical fit</td>
<td>✔️</td>
</tr>
<tr>
<td>Oil and gas experience</td>
<td>✔️</td>
</tr>
<tr>
<td>Integration and fit with other systems</td>
<td>✔️</td>
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<tr>
<td>Business consulting capabilities</td>
<td>✔️</td>
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<tr>
<td>International experience</td>
<td>✔️</td>
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<tr>
<td>Commercials</td>
<td>✔️</td>
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OUR WAY OF DOING IT

- Engage with the business to identify what workflows are required and assign owners
- Use current documentation and best practice from others to draft process workflows
- Use workshops to get agreement on the workflows
- Translate existing documentation into supporting information, requirements etc. (no mass-migration of current documentation)
- Process owners sign off before publishing content
THE EXPECTED BENEFITS

• Simplified documentation, reduced number of documents and less overlapping and inconsistent content
• Content that is easier to find and understand
• Better defined roles and responsibilities
• Design independent of organisational structure
• Common processes across the business
OUR DESIGN CRITERIA

• Content to support compliance with:
  o Legislation
  o ISO14001
  o JOAs
  o Shareholder Agreement
  o Agreed Centrica requirements

• Common architecture and workflows for the entire business

• Plain language

• Existing practices to be captured and described

• Allow variations in requirements on the lowest level (mostly due to different legal requirements)

• Relevant requirements that apply currently shall be transferred to the new BMS

• Workshops to have representation from relevant jurisdictions / assets/ functions
OUR MAIN IDENTIFIED RISKS

- Content not of sufficient quality by agreed date
- Users not seeing the benefits of the new system – initial poor reputation
- Not able to sort and significantly reduce the current documentation
- Field workers not happy with the new system, content or roll-out
OUR CURRENT EXPERIENCES

- The organisation is welcoming and supporting the initiative
- Cross border workshops are valued
- Upper management is supportive
- Support from our external consultants

- Work is postponed
- Thing takes longer time than expected
- Review of current documentation
- Reluctance of voiding current documents
- Content ownership
Thank you!