

# #ATEAM. Cultture Deck

ATTOLLO  
*Cultture Deck*

Creating the future together.

ATTOLLO



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Hi.

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We are Attollo.

We're a team of passionate people doing remarkable things.

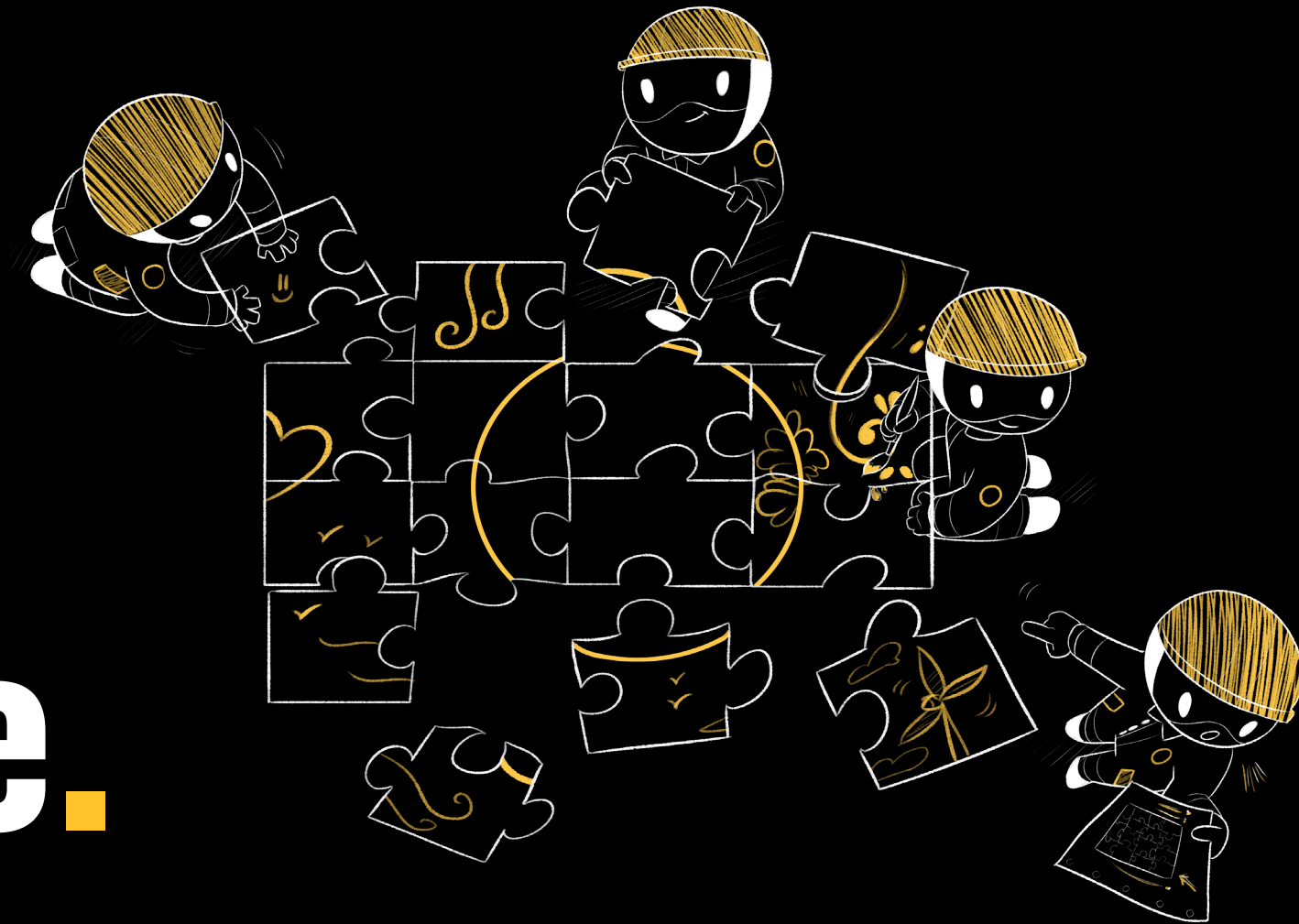


We know as a company we may be misunderstood at times, but that's okay.

**Disrupters often are.**



# 1. Culture.



Culture  
isn't something  
we have,  
it's something  
we do...

...it's something we must constantly invest in...



...and something we practise every day.

Culture is like a sport. It can be learned and continually improved upon.  
We don't expect perfection, we expect dedication and perseverance.

“Better a diamond with a flaw  
than a pebble without.”

CONFUCIUS.

We agree with  
**NETFLIX**

“We are a team, not a family. We're like a pro sports team, not a kid's recreational team. We hire, develop, and cut smartly, so we have stars in every position.”

Whilst we take inspiration from people and companies that are doing great things.

We plot our own path and are masters of our own destiny.

“Eagles do not take  
flight lessons from chickens.”

UNKNOWN.

**T**ogether.

**E**veryone.

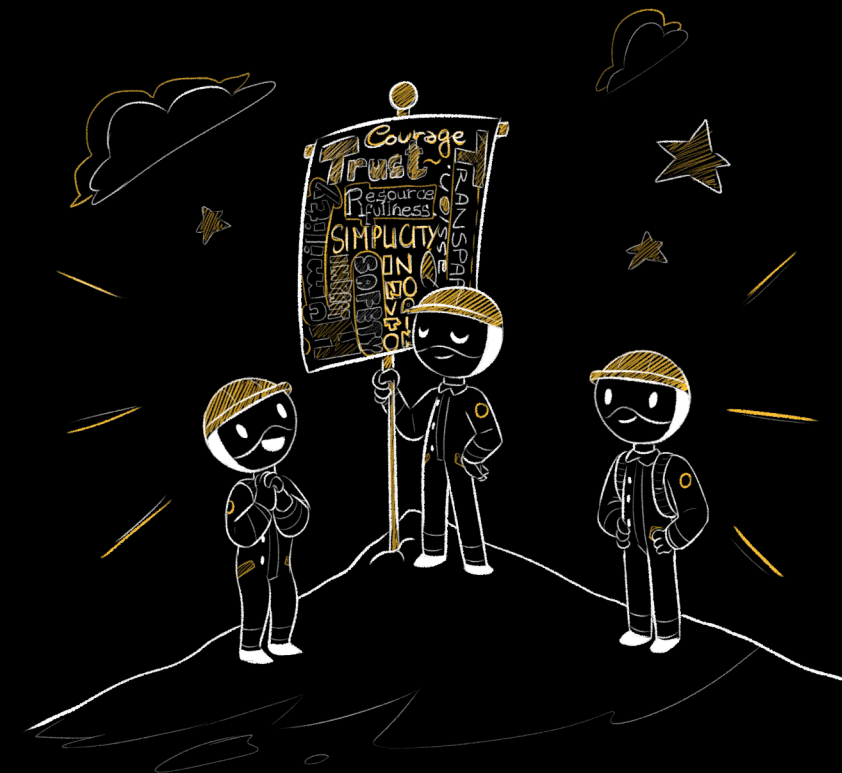
**A**chieves.

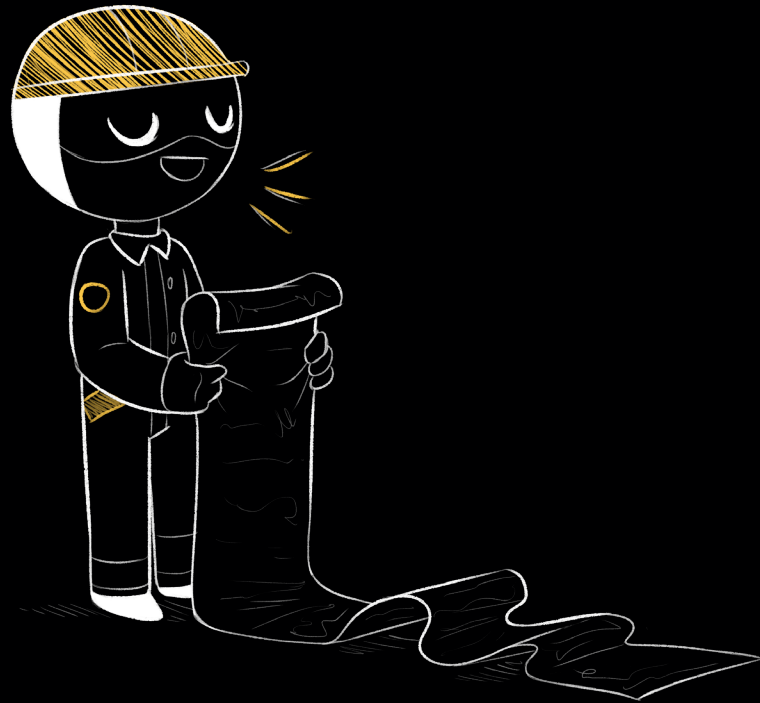
**M**ore.

Our teams are like shoals of fish - all of us moving together, protecting each other, taking the same journey.



# 2. Our Manifesto.





The future is on a relentless path forward and so should we. We are the future shapers, the disrupters, the dreamers. We set unreasonable goals, are curious and accomplish things others considered impossible. If there isn't a way forward, we create one. We do not find strength in stillness. We believe movement is essential to life, growth, learning and happiness. We believe through constant movement we surpass our highest expectations. Movement creates the energy to extend our reach, our ambitions and our goals. When we commit to our purpose and action in the present, we can change the future and impact the world. How will you move through life?

How will your movements today, in this moment, impact tomorrow,  
and build a legacy for a better world? Be Bold!



# 3. Our Vision...

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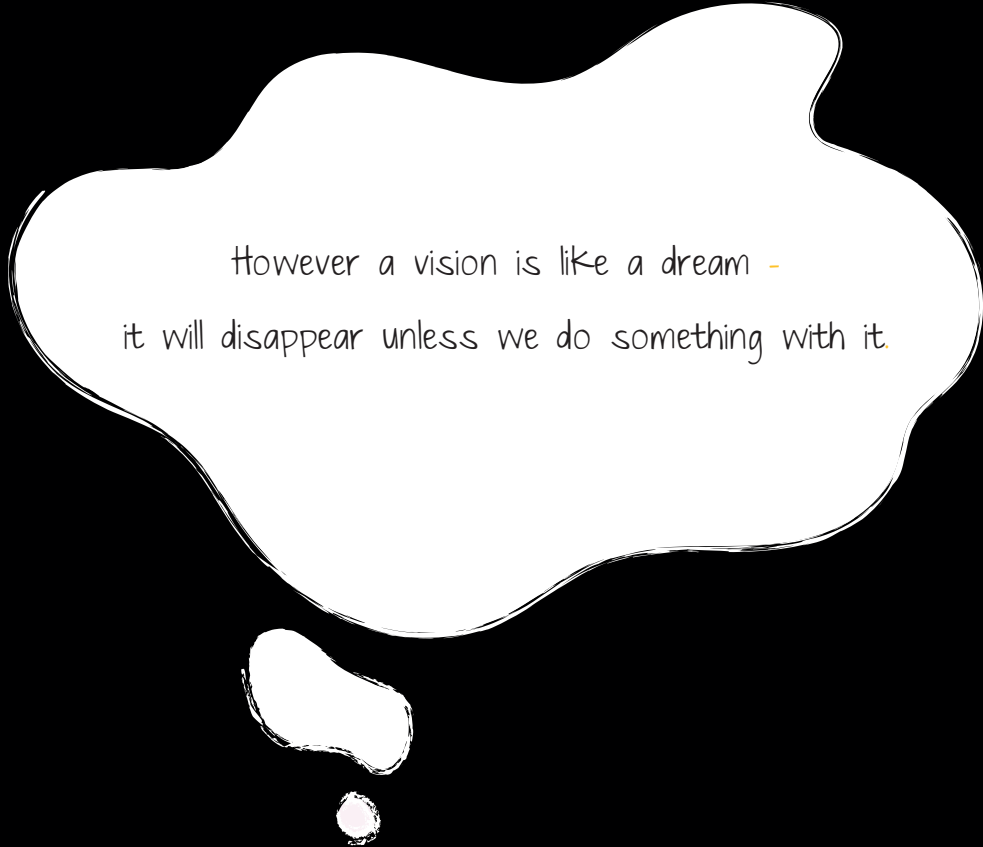


25.



Our vision is to...

Create a tomorrow better than today.



However a vision is like a dream -  
it will disappear unless we do something with it.

“Vision without execution  
is just hallucination.”

THOMAS EDISON.

# 4. Our Mission...





Our mission is to...

Leverage the power of agile, integrative technology,  
and advance operations to drive the world toward a brighter energy future.

# 5. Our Story.

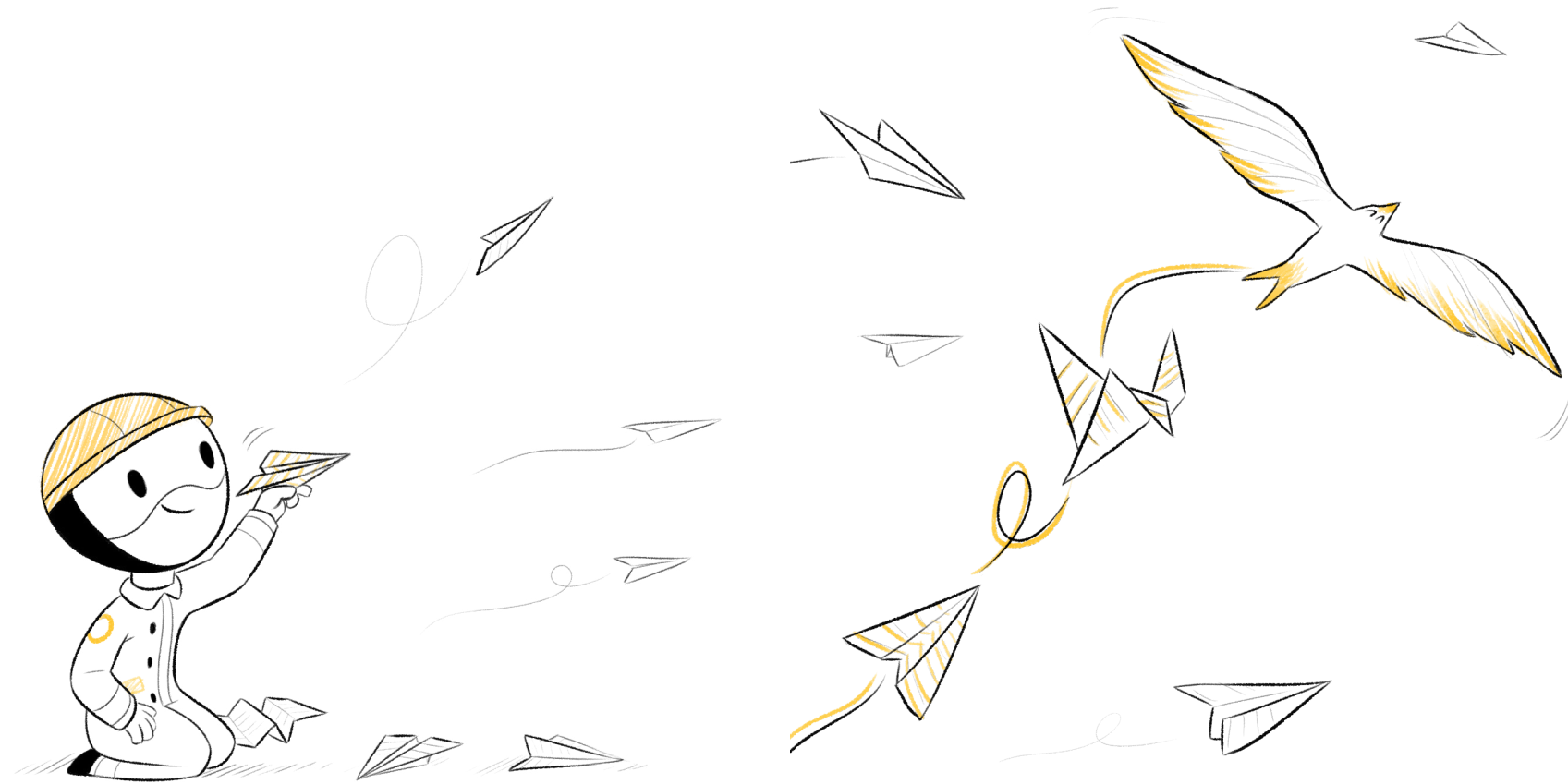
34.



35.



Since 2014, our dedication to delivering dynamic solutions has positively impacted the global offshore energy industry. We value innovation over tradition, and focus not on where we are but where we want to be. We never fear the new but are always prepared to grow and evolve. That's how we built Attollo, and we're still driven by the same bold ambition. Our progressive approach and ambitious vision, enables us to propel our industry forward, not just for today, but for a brighter, more sustainable, energy future.





# 6. Our Slogan For Today...

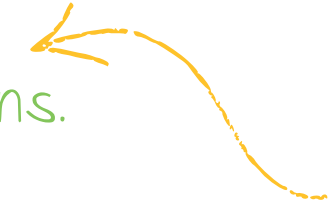
Smarter  
Operations.  
Better  
Results.



Smarter  
Operations.

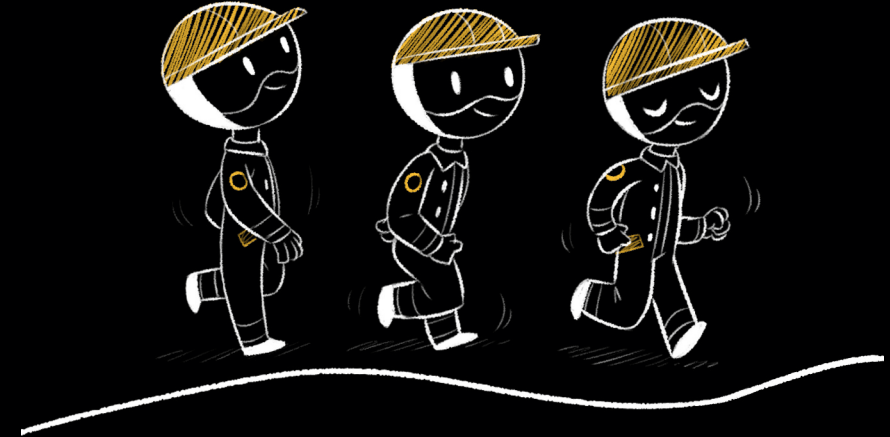
Better  
Results.

Zero  
Emissions.



We are not there yet, but it's one of our bold goals.

...Our Slogan Tomorrow.



# 7. Community Guidelines...



You're responsible for your words and actions and will be held accountable for them. We must not shy away from having critical business discussions, no matter how difficult they may be. You should avoid controversies on non work-related topics that are disruptive to the workplace and the team dynamics.

- **Respect:** Your words and actions matter. You are responsible for them and will be held accountable for them.
- **Contribute:** Your words and actions are your contribution - make them useful.

# 8. Core Values.

48.



49.

We have 6 Core Values.



# Trust.

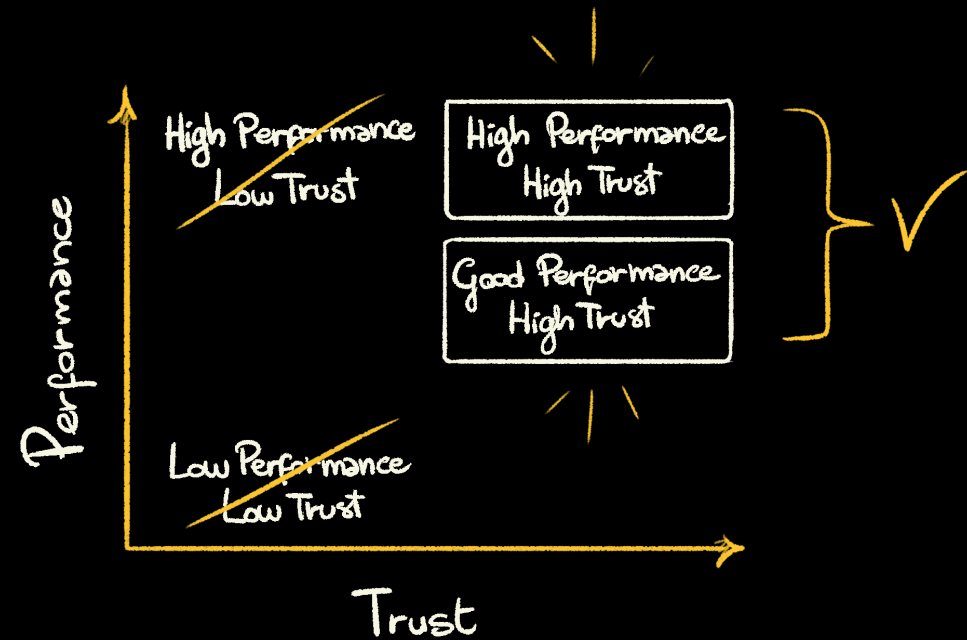


“A team is not a group of people who work together. A team is a group of people that trust each other.”

SIMON SINEK.

Trust is more important to us than anything else.

As we come together and trust each other we become more than the sum of our parts.



We operate with trust and integrity, no matter what.



# Always.

We constantly receive confidential and sensitive information as part of our working relationships, to breach trust or to use confidential information improperly is unthinkable.



We build trust by being transparent.

If you want transparency you must respect it, uphold it, and admit when you're wrong.

We do this always.

# Transparency. ■



WE LOVE DATA.  
And make  
data based  
decisions.

This helps us achieve our high  
level of transparency.


The only times we are not transparent are:

1. When it is illegal to do so.
2. When it's not our information to share.



# Courage.

Sometimes things that are hard and uncertain can be scary.  
But when we stand up and be counted, we can tackle them together.



In a world of disruption, sometimes the unknown outweighs the known.

If we just try to maintain the status quo,  
we will likely experience far more failure than success.





# Passion.

We chase the horizon knowing we'll never reach it.  
Passion is essential to achieve our objectives, and continue our journey  
of innovation towards a more sustainable future.



“In preparing for battle, I have  
always found that plans are useless  
but planning is indispensable.”

DWIGHT D. EISENHOWER.

# Resourcefulness.



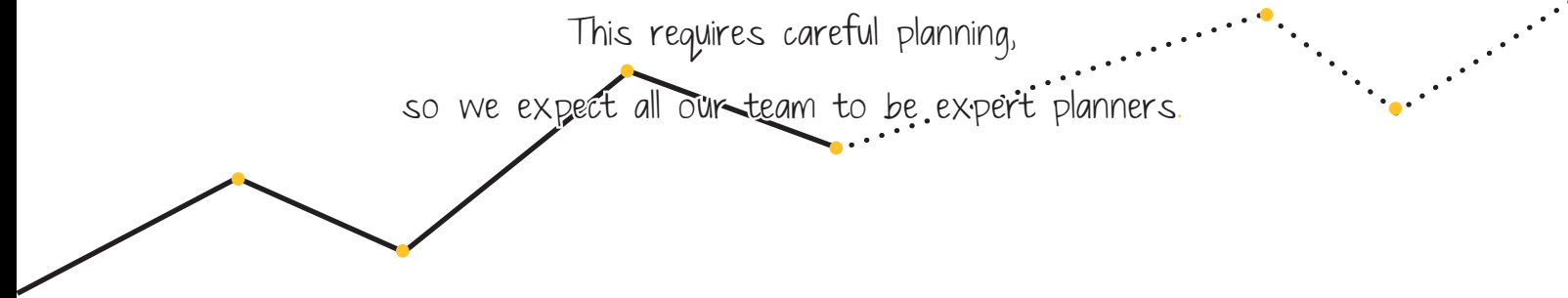
WE MUST EMBRACE DISRUPTION  
TO ENSURE WE CONTINUE TO FLOURISH  
IN A DISRUPTIVE WORLD.



We must succeed in the present while leading the future.  
All companies face constraints; however we embrace ours  
to deliver extraordinary innovation and results.

There is an inevitability to change, and there is far more change on the horizon. The pace of change will never be this slow again. Accepting this is the best way of navigating through it.

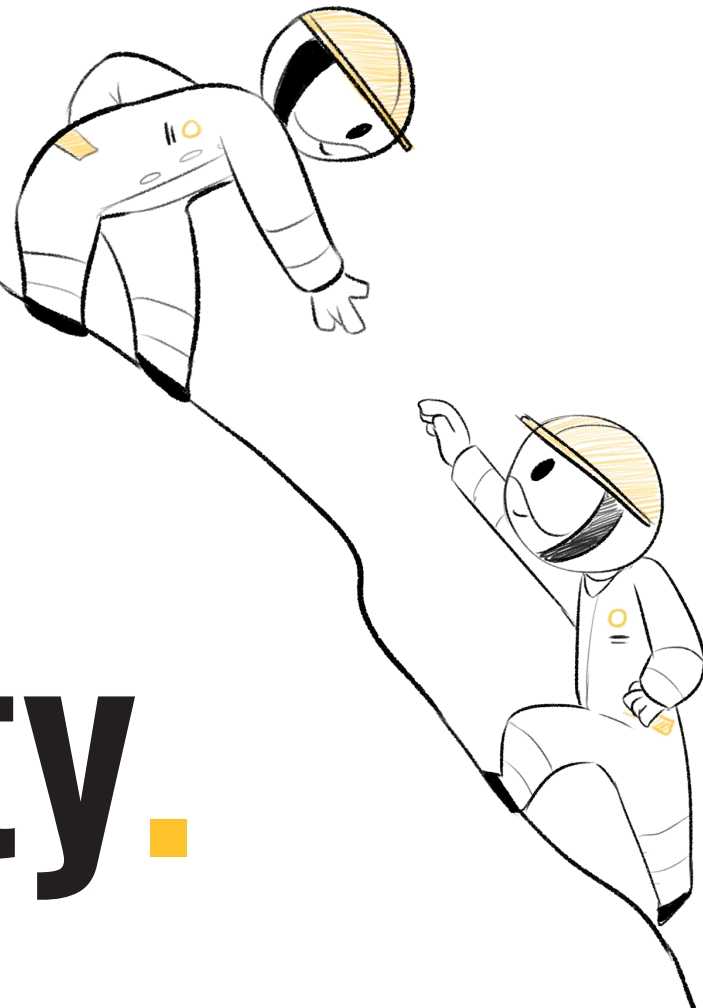
Don't  
quit.



We expect you to work effectively  
and efficiently with the resources  
you have available.

# Humility.

78.



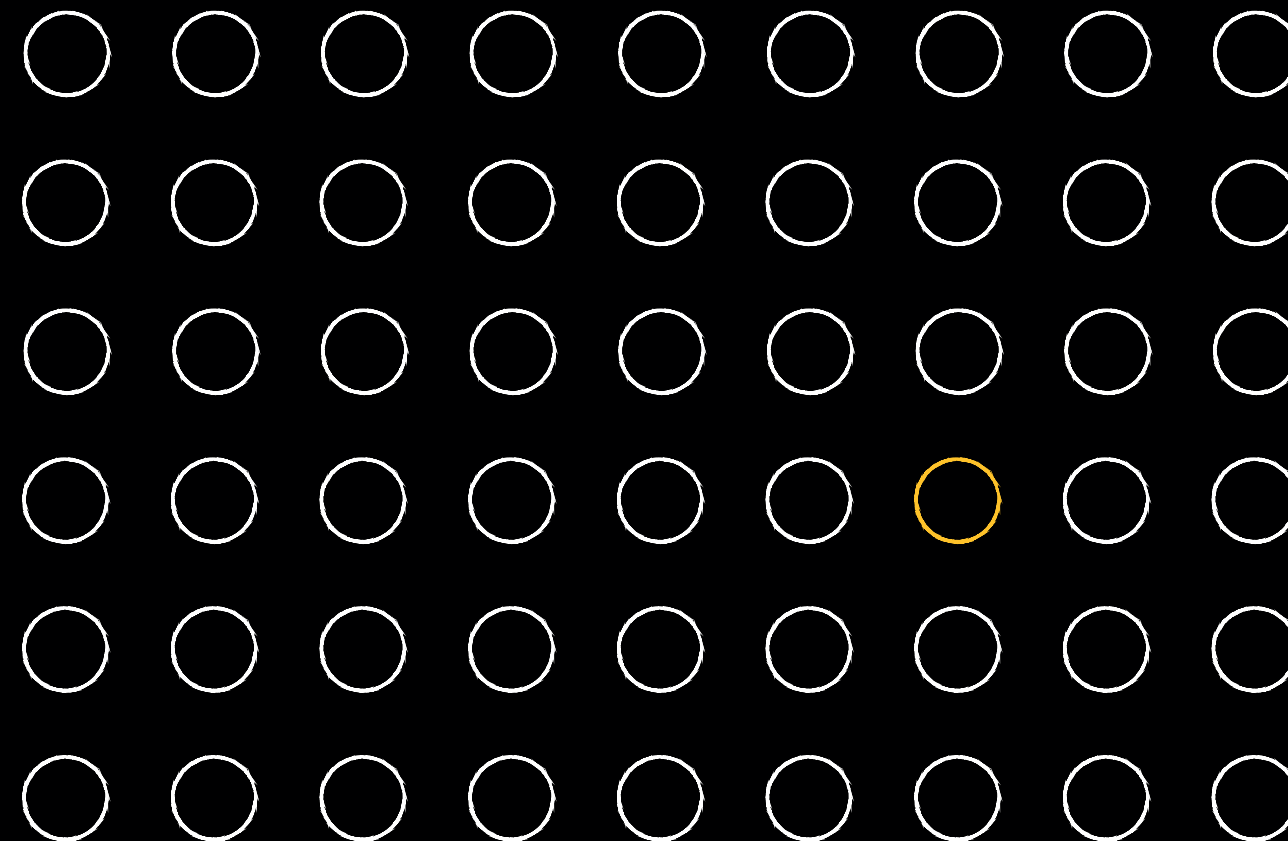
“How does humility manifest itself in leadership and in life? A humble person is more concerned about what is right than about being right, about acting on good ideas than having good ideas, about embracing new truth than defending outdated position, about building the team than exalting self, about recognizing contribution, than being recognised for making it.”

STEPHEN M.R COVEY.

79.

It's important we don't take success for granted.  
We understand our potential and do remarkable things,  
but this doesn't mean we can't remain modest.

**Be Humble.**



# Recap.



Our **6** Core Values are.

Trust.

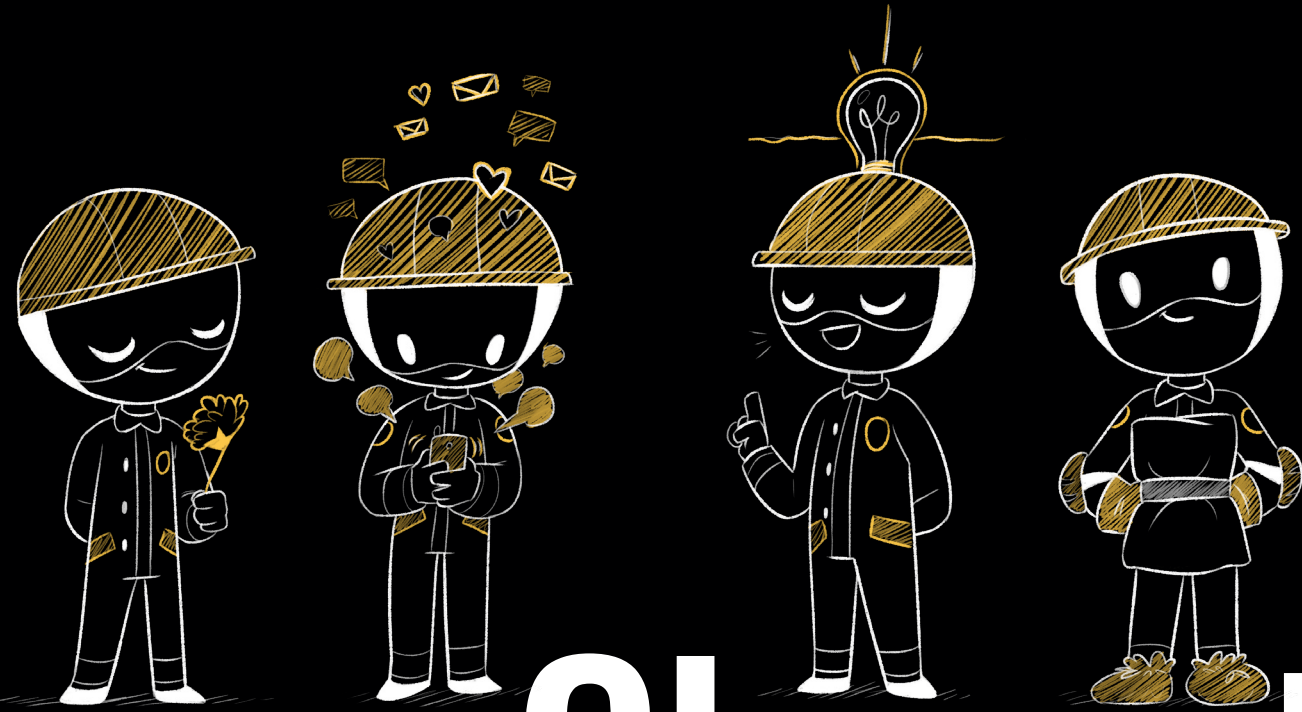
Courage.

Resourcefulness.

Transparency.

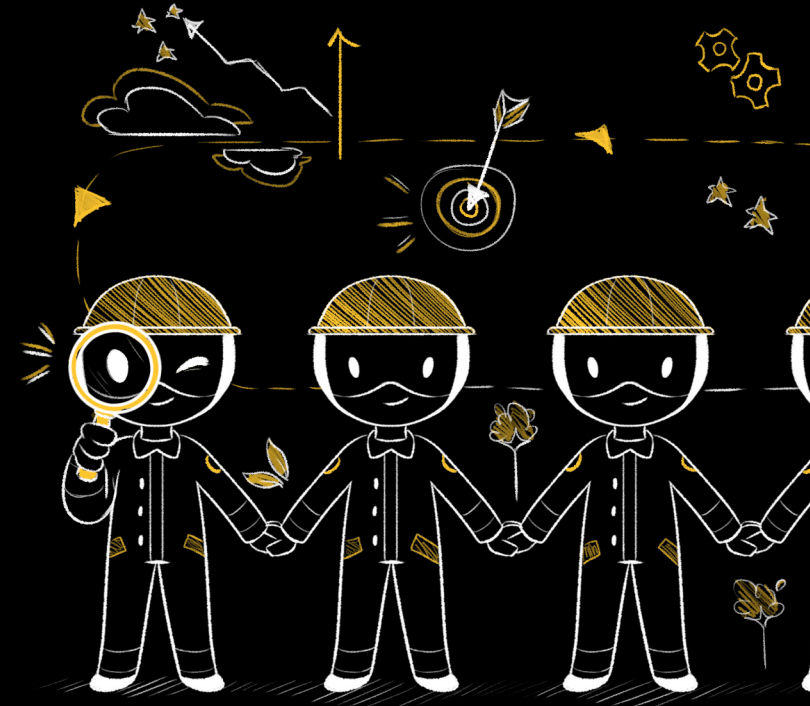
Passion.

Humility.



# 9. Company Characteristics.

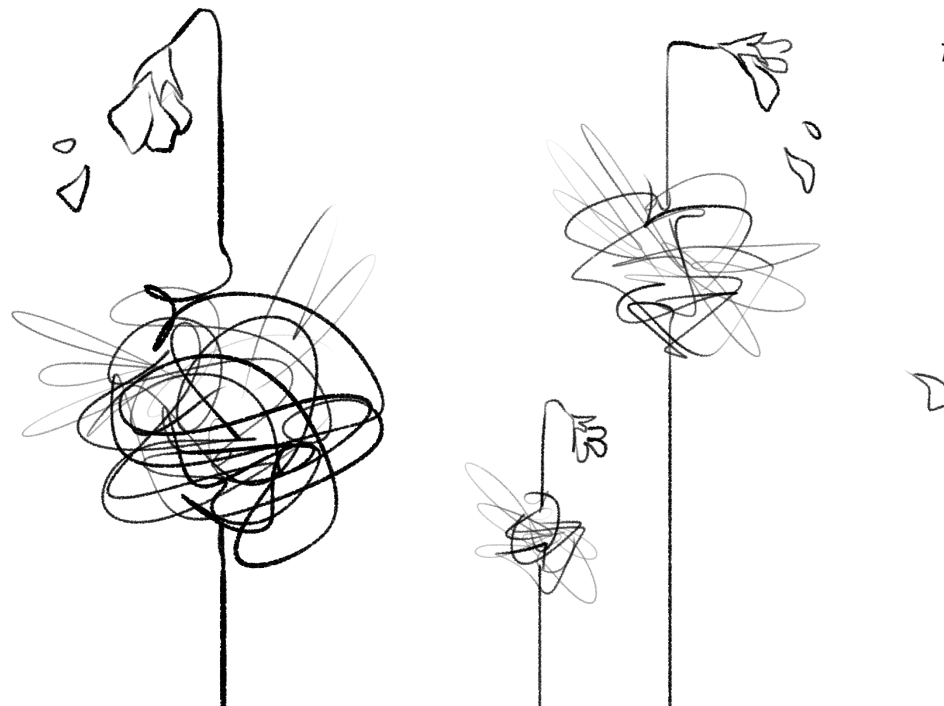
We have **7** Company Characteristics which supplement our Core Values.







# Simplicity.

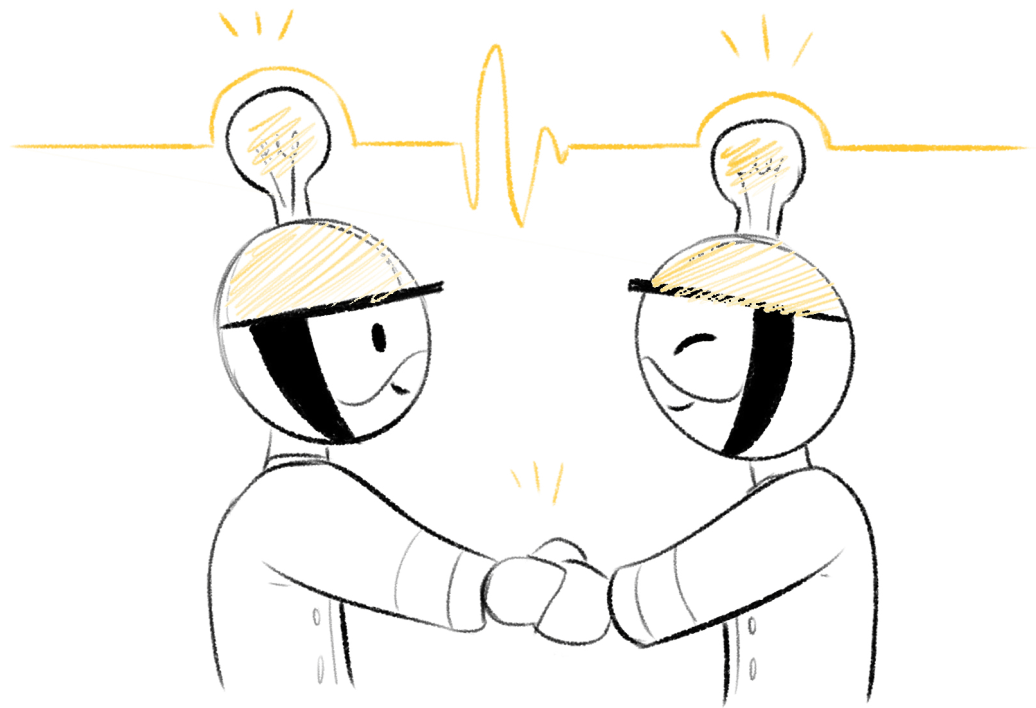


There's a purity and beauty in simplicity.  
As we grow, complexity will always try to  
creep in - we must counter this at every  
opportunity. Adding complexity is easy.  
Maintaining simplicity is hard.



# Relationships.

It is crucial that we build strong relationships both within our teams and with our external stakeholders. Connections are the driving force powering human progress and moving our company forward.



# Innovation.

We are a team of forward thinkers, conquering big goals,  
not afraid to take calculated risks. If we cannot see a path, we build one.

“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.”

CHARLES DARWIN.

Thinking<sub>small</sub>  
is a self-fulfilling prophecy.

We must think  
**BIG**  
and be bold.

Anything that is new is risky,  
but necessary and critical to success.

The more solutions our customers and industry need, the more we're required to innovate. Ideas can come from any source and we pride ourselves on being the creators of solutions.

“INTELLIGENCE  
IS THE  
ABILITY  
TO ADAPT TO  
CHANGE.”  
STEPHEN HAWKING.



# Consistency.

**Tomorrow**

(noun)

a mystical land where 99% of all human productivity, motivation and achievement is stored.

Not at Attollo!

We're consistent and are in it for the long game.

For us intensity matters far less than consistency. Most people want to be part of the result but not of the process, but it's in the process where you realise who deserves to be in the result. Success isn't owned. It's leased, and rent is due every day.

~~monday~~  
~~tuesday~~  
~~wednesday~~  
~~thursday~~  
~~friday~~  
~~saturday~~  
~~sunday~~  
EVERY DAY.

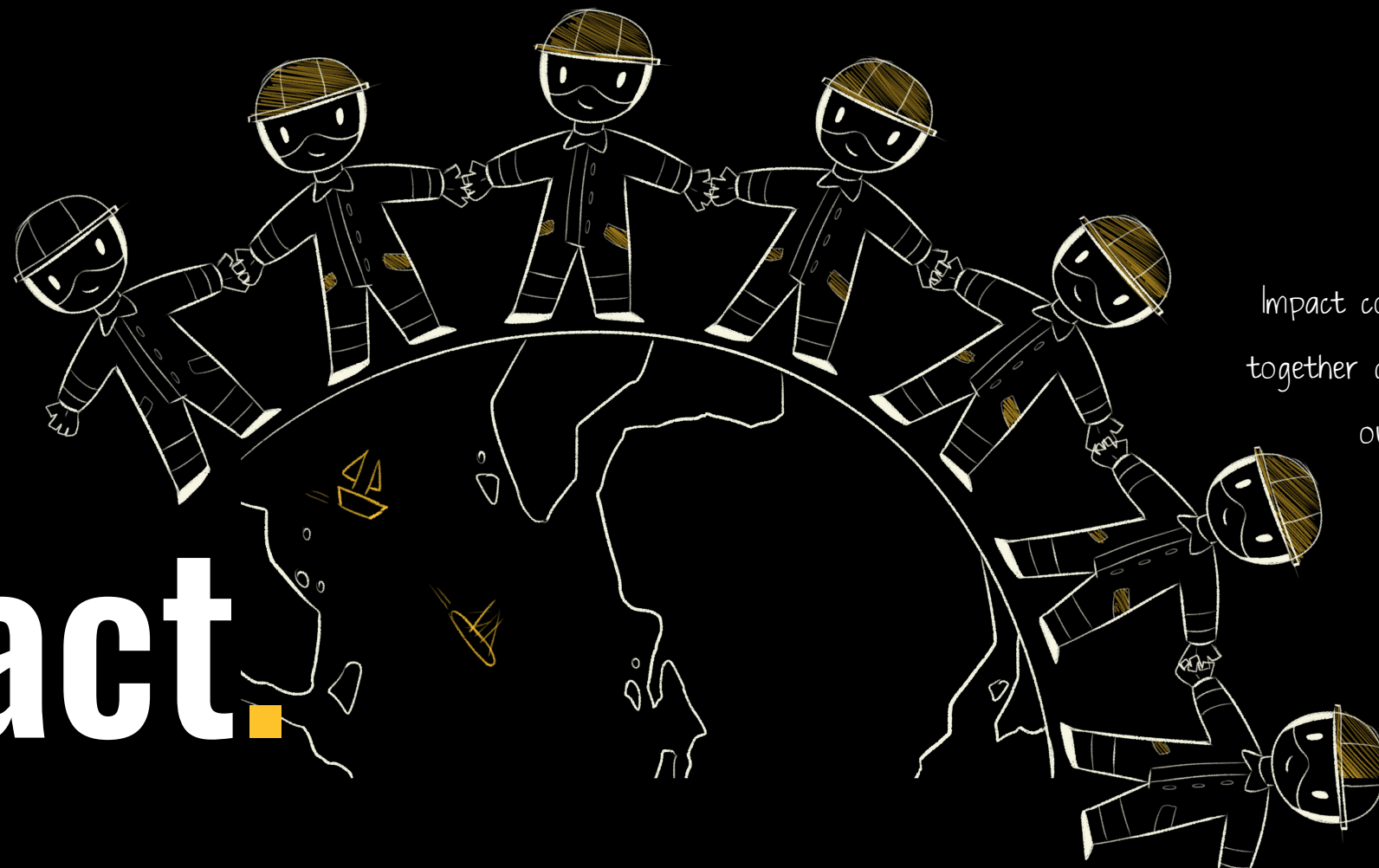




# Sustainability.

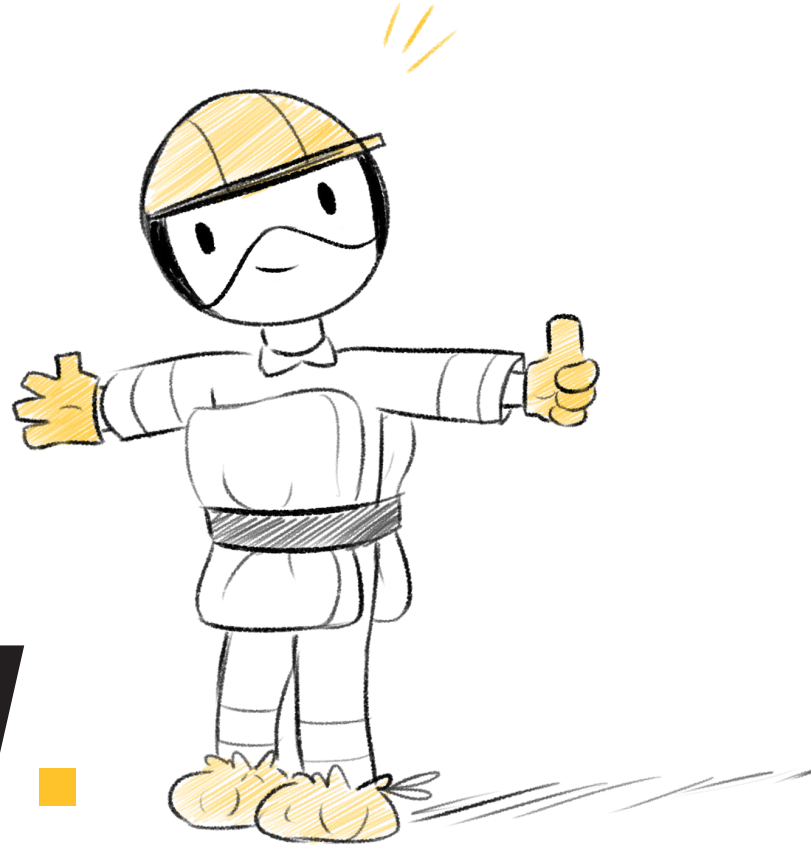
We want to inspire the world to create a brighter, more sustainable, energy future. We embrace change to continue to lead in a disruptive world.

# Impact.



Impact comes from action. Only when we act together can we make a long-lasting impact on our communities and the world.

# Safety.



The most important single element propelling our team performance is safety. Safety is a multiplier, when we're all safe, we can come together and achieve extraordinary things. We won't succeed because we're smarter, but because we're safer.

# Recap.



Our **7** Company Characteristics are.

Simplicity.

Relationships.

Innovation.

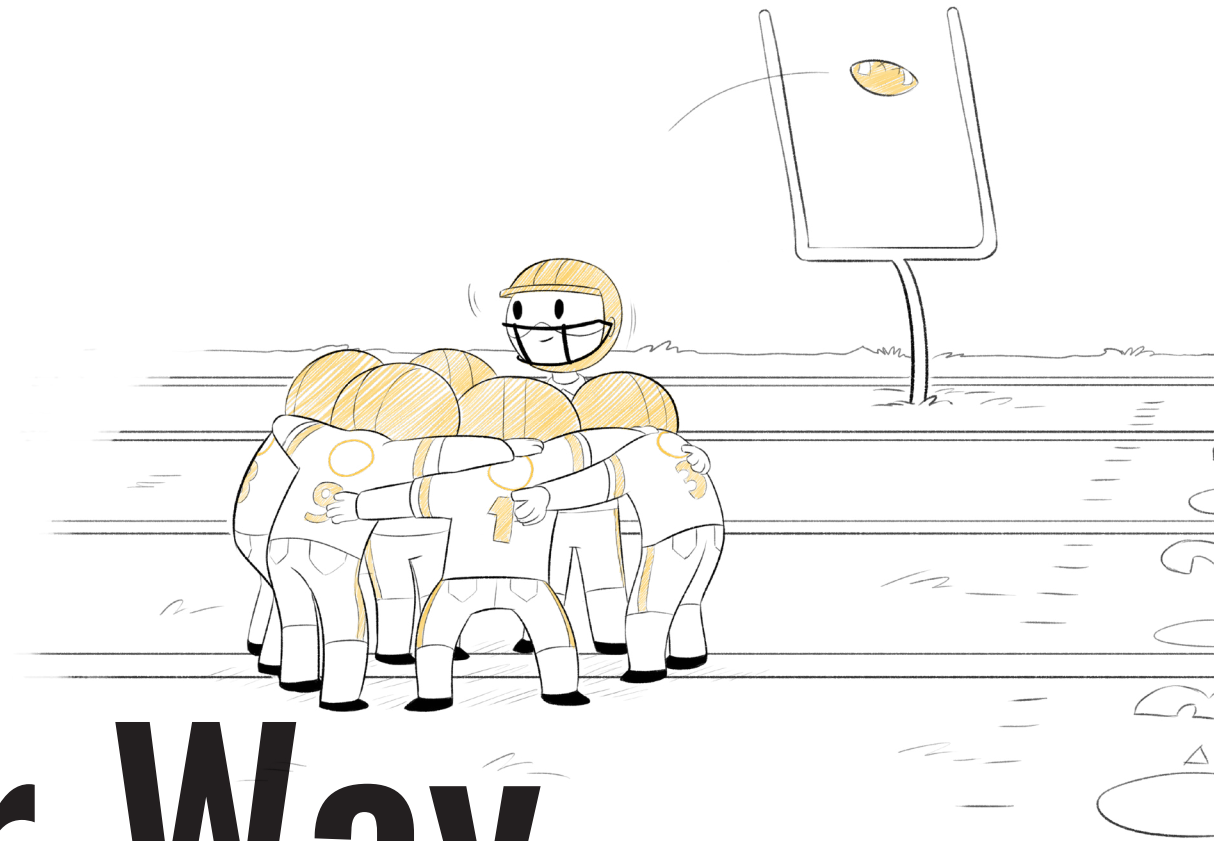
Consistency.

Sustainability.

Impact.

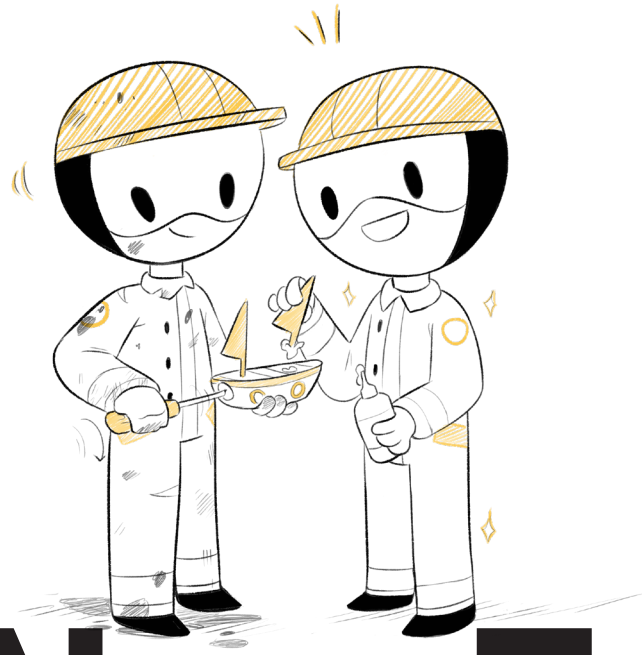
Safety.

# 10. Our Team, Our Way.



- Our future is defined by what we do today, not tomorrow.
- Focus on innovation and fail forward.
- Be safe.
- Some things are hard but they get easier when we tackle them together.
- Don't complain, contribute.
- You can't do it alone. So don't pretend you can. Or even try.
- Failure we can do alone. Success takes help.

- Results matter more than the hours we work.
- Always grow and develop your own personal skill sets.
- Our teams are compact, this allows us to build stronger, more trustworthy relationships.
- We choose ability and talent over years of service.
- Positive attitudes will drive us forward.
- There is no room in the company for negativity.



“It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do.”

STEVE JOBS.

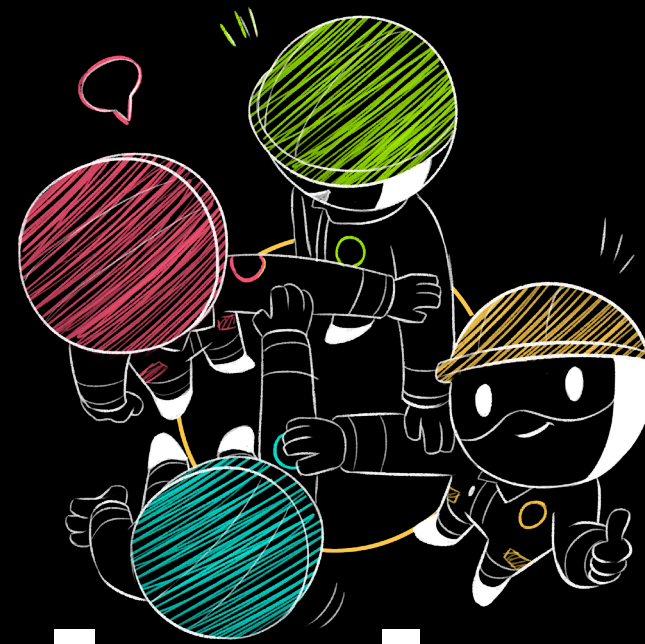
# 11. New Team Members.

- Strive for an immediate impact with your team.
- Our team is there to coach you in our way of working.
- Build strong relationships from day one.
- Create trust with your team members.
- Familiarise yourself with our systems.
- Don't struggle, ask. We all help each other here.

Welcome!



# 12. Diversity and Inclusion.





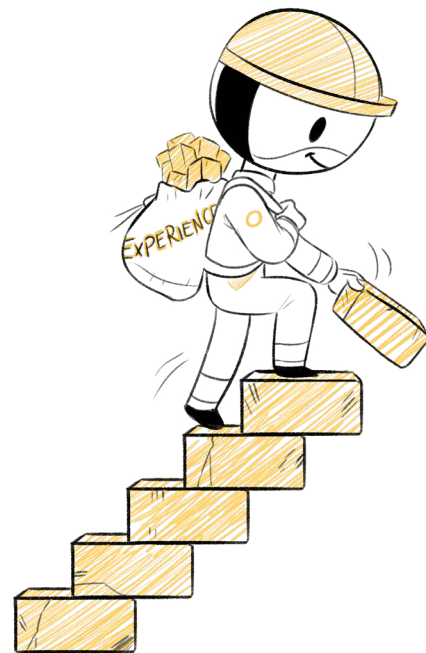
This is as simple as the behaviour suggests.  
Equal opportunity for ALL roles and ALL people across the company  
is essential. This is a critical component for defining our culture.

The more people we have, with more **diFFeRenceS** between them,  
the greater chance of reaching a great solution.

We see having a diverse team as the most efficient way of having DiFFeREnt minds  
and varying opinions to support our creative thinking.

No applicant or employee will be treated less favourably than any other on the grounds of age, disability, gender, marriage, and race (which includes colour, nationality and ethnic or national origins), religion or belief, or sexual orientation.

Harassment or discrimination of ANY kind is not tolerated!

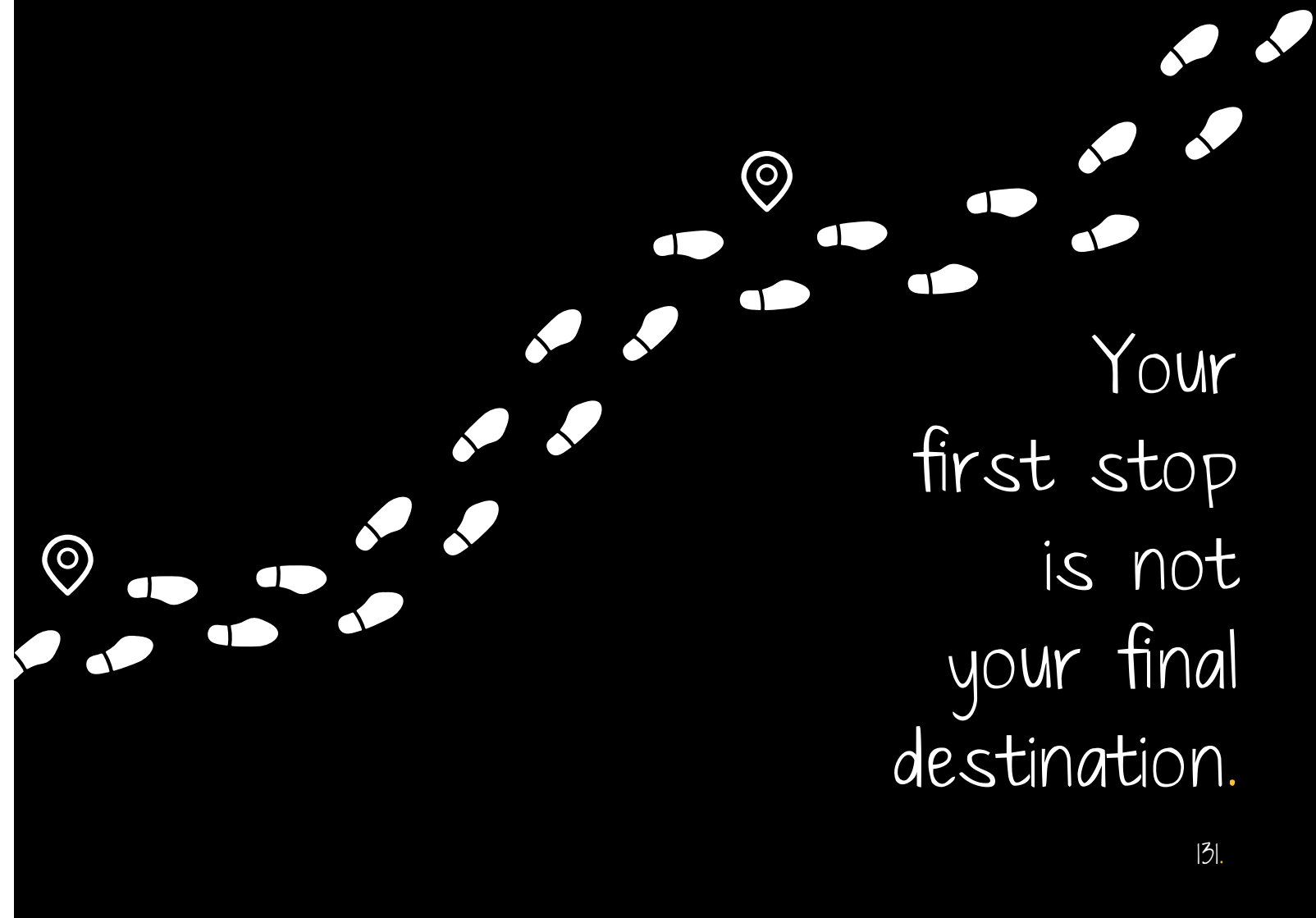


“Fail early, fail often,  
but always fail forward.”

JOHN C MAXWELL.

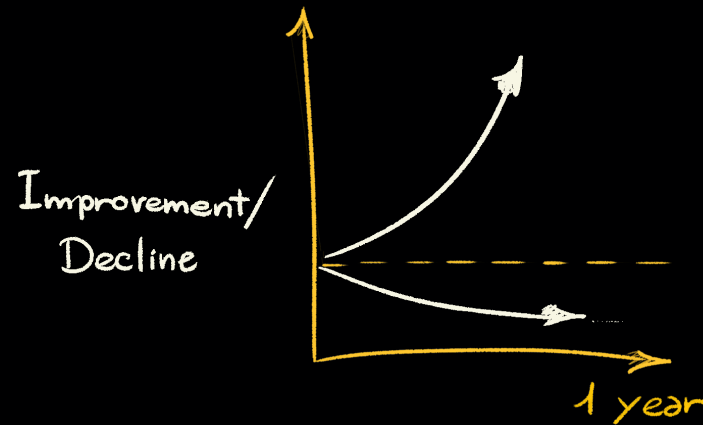
# 13. Fail Forward.

At Attollo we fail fast and we fail forward. It's as simple as that.  
We should always be executing the best we can  
with the information we have available.



Your  
first stop  
is not  
your final  
destination.

Small actions can deliver big results, but there are always unknowns, and we need the ability to manage failure.



The power of tiny gains.

1% Better every day  $1.01^{365} = 31.18$

1% Worse every day  $0.99^{365} = 0.03$

There's fine line between

**SUCCESS**

---

**and failure.**

If you're currently winning, it doesn't mean you're a genius, and if you're currently losing, it doesn't mean you're not one.

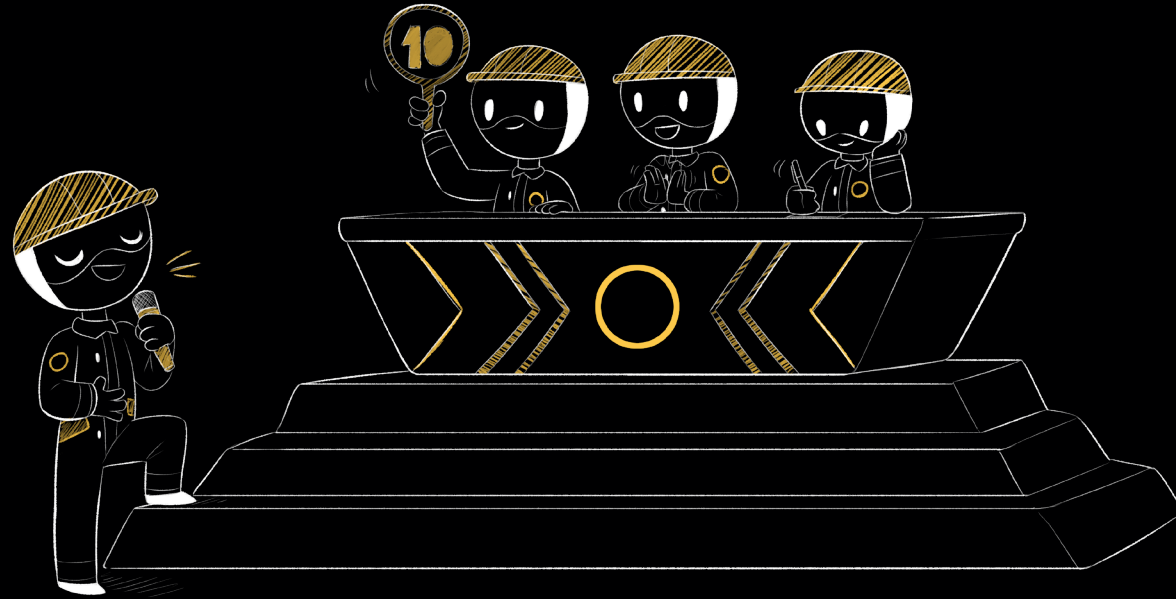
Our team members must be able to assess risk in everything we do.  
Failure should be embraced, but only when it's safe for people,  
assets, and the environment.

As we are continually looking to innovate,  
this brings a higher potential to fail, and that's OK.



Answers aren't always easy to come by, so stay curious and keep learning.

It's important to initially test ideas for as little time and money as possible.  
This allows us to scale our ideas - and if an idea fails, it fails inexpensively.



# 14. Talent.

People chosen by Attollo are the ones with the right talent and skills.

They must contribute to the team, and fit our culture. We have high standards and high expectations of our people and they enjoy pushing themselves to the highest capacity everyday.



It's important whatever position you hold, you continue to learn and improve.  
That's why we support progress and development to ensure we train  
and foster the competencies and behaviours we admire.



If a person is not a good fit for our culture, we will  
encounter the possibility of diverting away from our values.

Our team members desire to learn new things,  
to have new experiences, to visit new places, and to meet new people.

We value 'T-Shaped' people.

These are people who hold

both generalist (highly

skilled at a broad set of  
valuable things - the top of

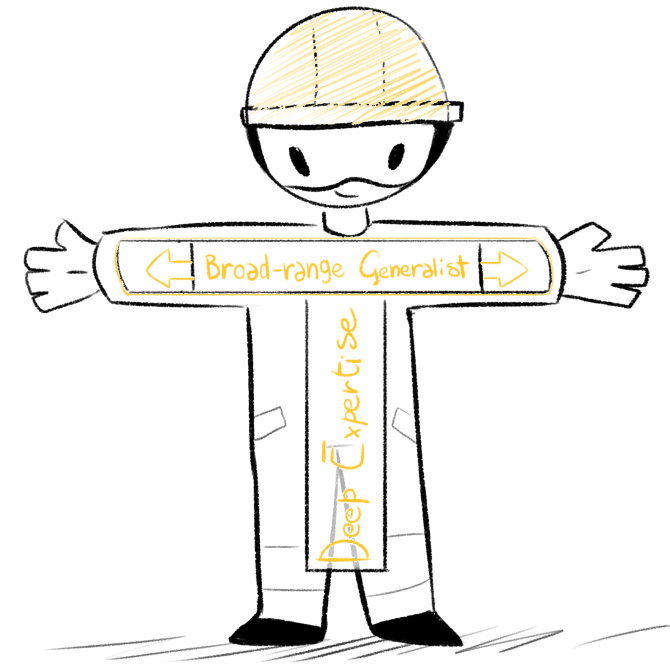
the T), and expert skills

(among the best in their field


within a narrow discipline -

the vertical leg of the T).

## T-Shaped Skillset



We don't want people who are strong generalists  
without expertise, or vice versa.

This is  for success at Attollo.

We understand that our culture isn't for everyone.

Being clear about this is the best way for us to get the right fit for Attollo.

Not fitting in with our culture isn't a negative.

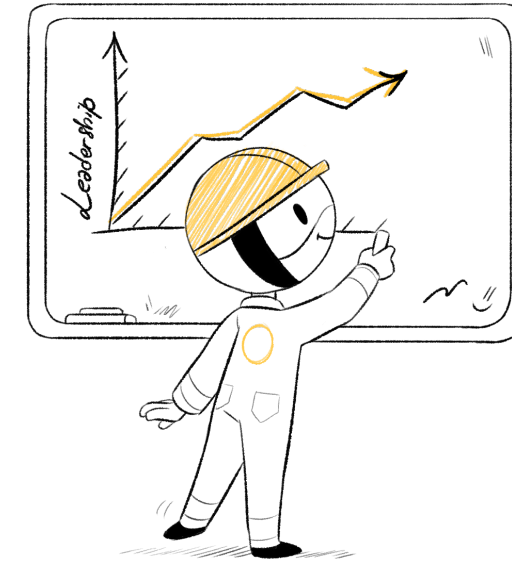
You can admit it's not for you. Some people do great things elsewhere and that's ok.



We're on a  
journey together  
which should be enjoyed.  
You can depart at any destination,  
just please make sure you consider  
the rest of your team.

All teams members must communicate their intent to create a team of leaders.  
Employee engagement and empowerment is at the forefront of our operations.

We're slow to hire to ensure we hire correctly.  
Everyone knows a bad culture fit when they feel it.



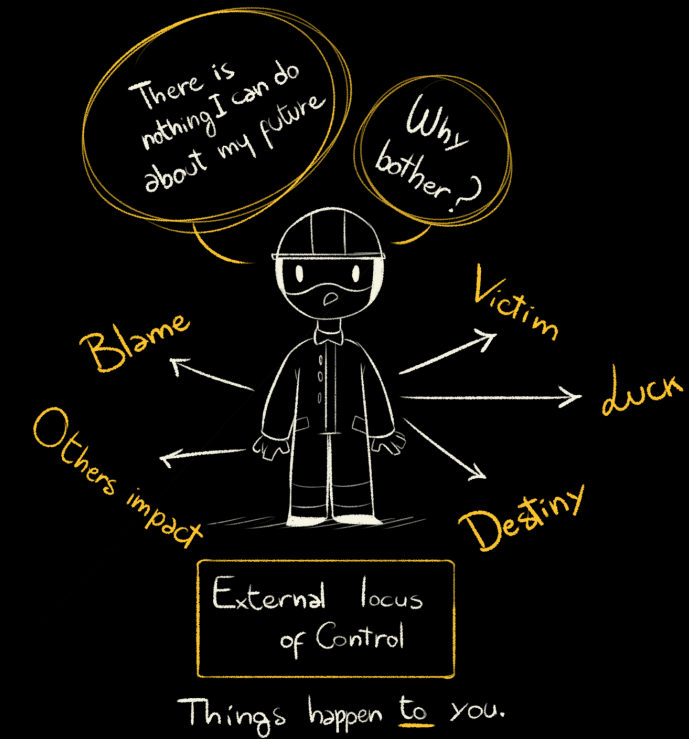
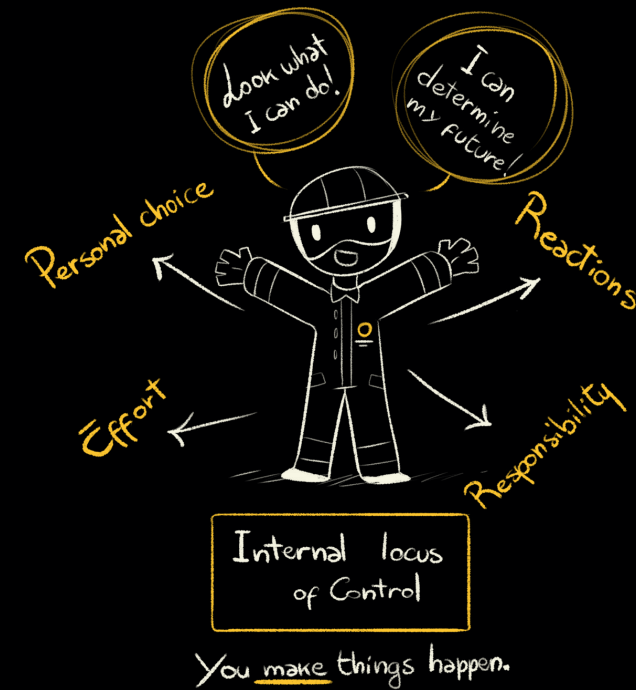
You need to think, would I want this person as my boss?  
All leaders should be bringing in people who are better than them at  
something so they can keep learning new things.



Our team is always busy, yet  
always willing to help  
and support others.

Our team members need to have an internal 'locus of control'.

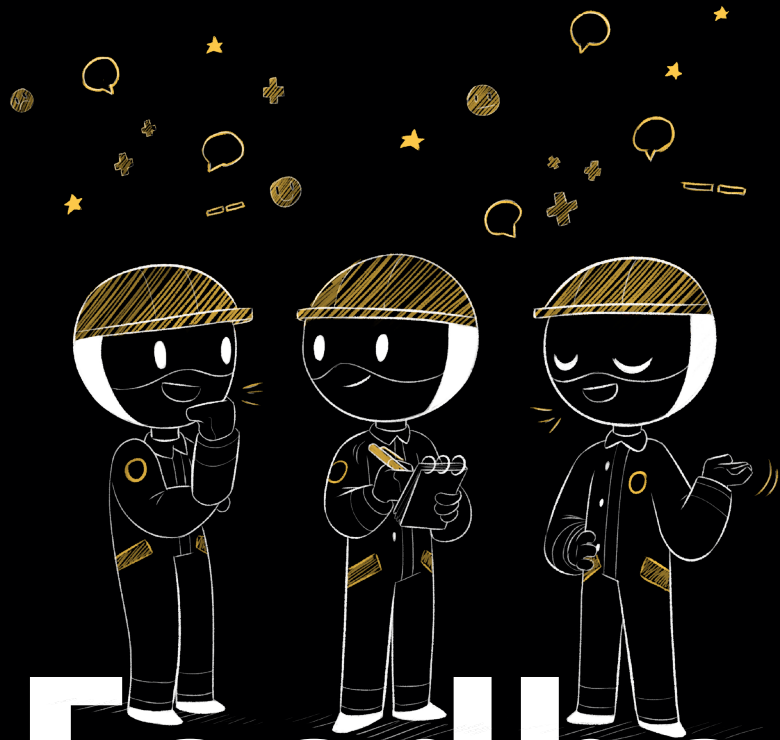
They make things happen regardless of whether their manager is around or not. You're always working towards your goals and this is where the real progress is made.



We want to surround ourselves with people driven to do the right thing who conduct themselves safely and with integrity. Even when no one is looking.

We believe there are **12** things that require zero talent.

- |                          |                          |
|--------------------------|--------------------------|
| 1. <u>Being Safe.</u>    | 7. <u>Attitude.</u>      |
| 2. <u>Punctuality.</u>   | 8. <u>Coachability.</u>  |
| 3. <u>Work ethic.</u>    | 9. <u>Do extra.</u>      |
| 4. <u>Effort.</u>        | 10. <u>Adaptability.</u> |
| 5. <u>Body language.</u> | 11. <u>Preparation.</u>  |
| 6. <u>Energy.</u>        | 12. <u>Innovation.</u>   |



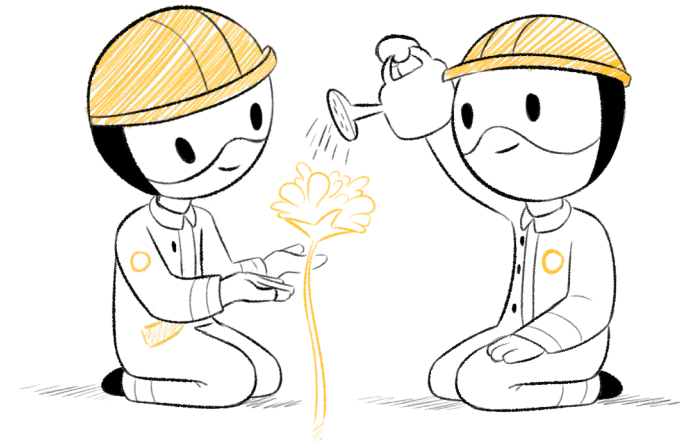
# 15. Feedback.

Feedback can sometimes be hard but drives closeness,  
cooperation, trust and performance.

“To avoid criticism say nothing,  
do nothing, and be nothing.”

ARISTOTLE.

Here at Attollo you'll have performance reviews with your manager.  
But don't just wait for that, and don't only invite feedback from your manager.  
Everyone you interact with offers a potential opportunity for better  
understanding and growth, so take advantage of it.



When we say out loud what we don't know, it increases the likelihood that someone who does know will offer help.

We believe we all need to coach, and be coached, to make the biggest impact on our teams, and on our company.

We recognise it's not always easy. It's important to give and receive feedback, and have the ability to be open to criticism.



One person will climb the ladder faster.



You need to keep yourself mentally and physically healthy to support your team.

# 16. Employee Wellness.

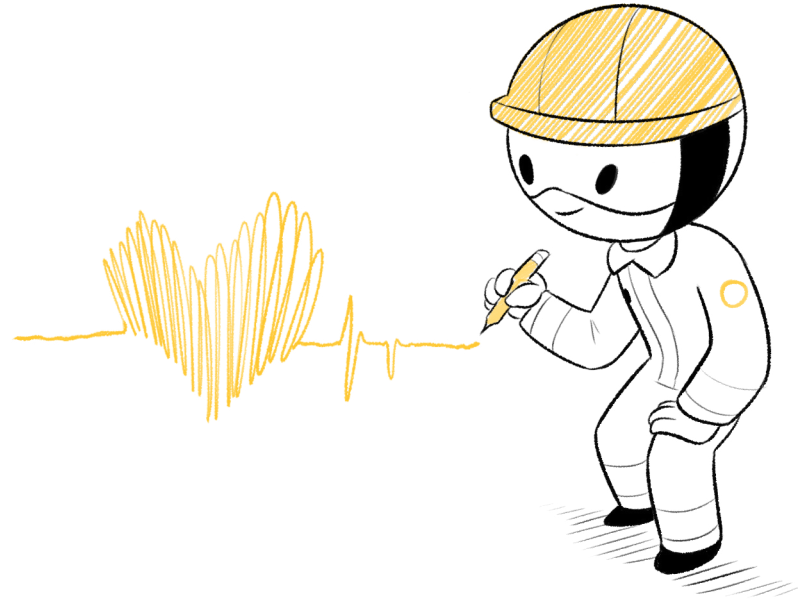


We need to commit ourselves to ensuring that our colleagues love coming to work.  
Life is too short for anything else.



Take your holidays, switch off,  
and come back refreshed  
and with new ideas.

If you're unable to perform, our team won't be able to either.



We care, we are connected, and we share a future - so please look after yourself.

ALWAYS



NO EXCEPTIONS!

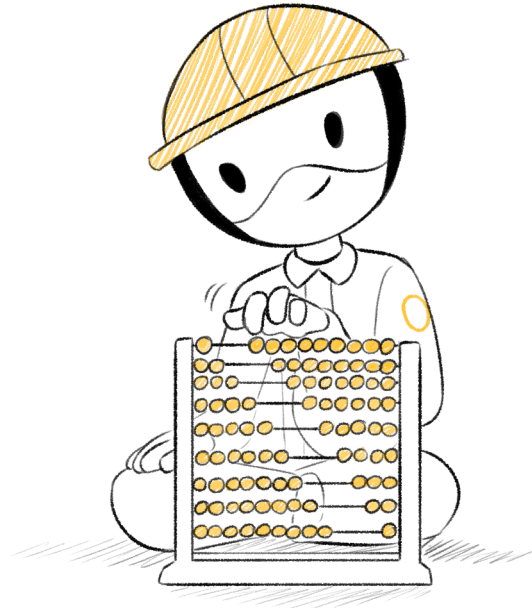




“I think it’s important to reason from first principles rather than by analogy.”

ELON MUSK.

# 17. First Principles Thinking.



Here at Attollo we use First Principle Thinking. Once you understand it, it seems so simple and obvious. It boils things down to the most fundamental truths and asks, 'What are we sure is true?' Then we build a thought process from here. This type of approach enables us to innovate in an industry of tradition.



18. Make a difference.

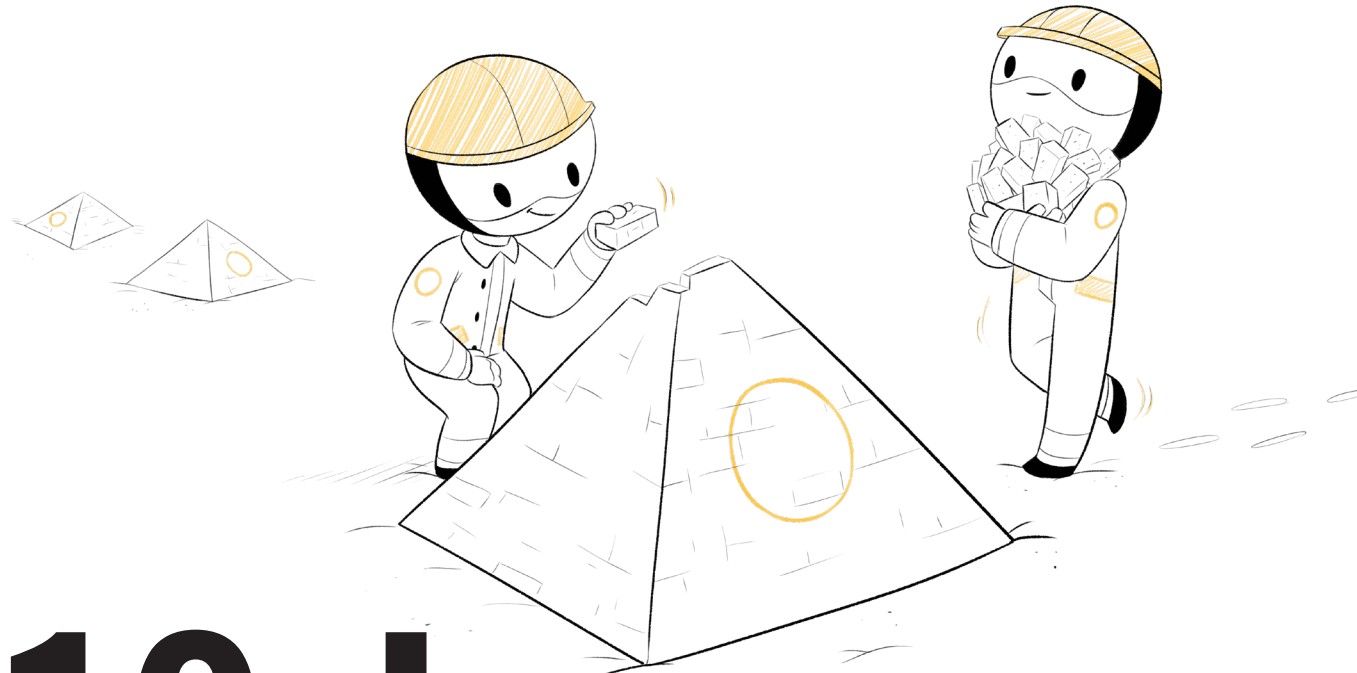


You don't have to completely change the world to make a difference. Look for a positive cause in your work. No matter how small, try to make a difference in everything you do and in the communities we operate.

Do everything  
with purpose!

Make a difference!



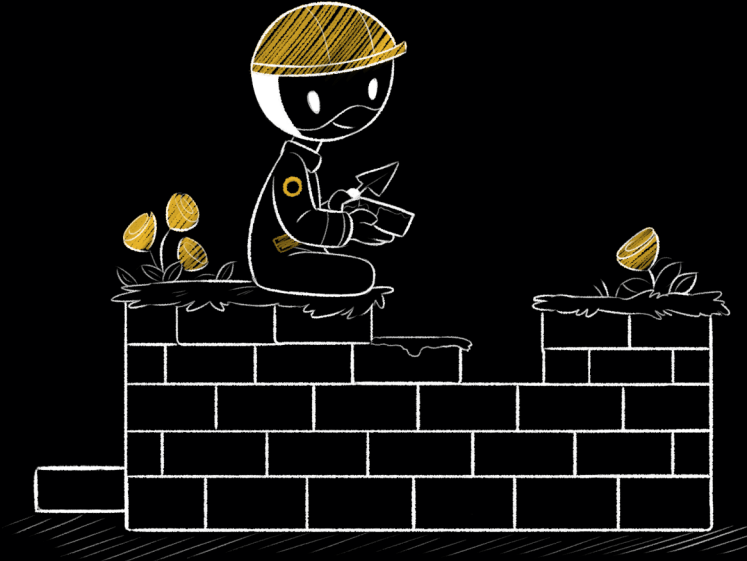


# 19. Legacy.

“Legacy is greater than currency.”

GARY VAYNERCHUK.

Here's a little story.



A man arrived at a construction site where three people were working.

He asked the first, "What are you doing?" and the man replied:

"I am laying bricks." He asked the second, "What are you doing?"

and the man replied: "I am building a wall." As he approached the third,

he heard him humming a tune as he worked, and asked, "What are you doing?"

The man stood, looked up at the sky, and smiled, "I am building a cathedral!"

They were all doing the same thing. The first man had a job.  
The second man had a career. The third man had a calling.

We don't

need people

that lay

bricks,

we need people that build cathedrals.

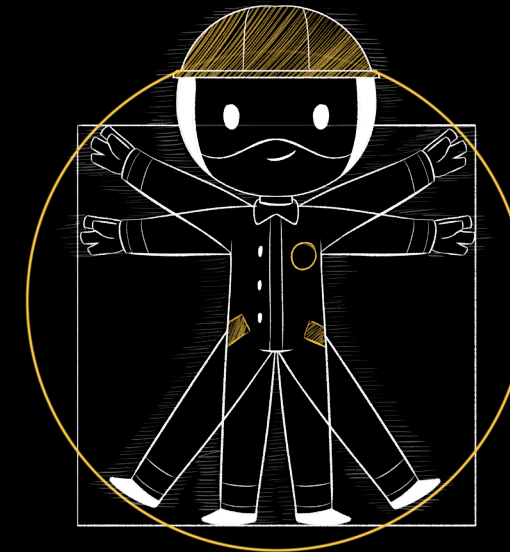
When you're building Cathedrals you need Cathedral Thinking.




Early teams building cathedrals worked toward a common purpose of creating something lasting and strikingly beautiful. They were contributing to a vision of the future, but one they were never likely to see. Instead they dreamed far ahead, knowing they were building something amazing that would take several generations of work before it reached fruition.

Our long-term goals are the same. They can't be solved overnight, they require decades of foresight and planning so future generations can enjoy the full realization of our work. Ours is a far-reaching vision, one which requires a commitment to long-term implementation.

Think of Leonardo Da Vinci conceptualizing the idea of humans being able to fly a full 400 years before the Wright brothers realized Da Vinci's dream.



Sometimes we discover walls and sometimes others may try to build them in front of us. The fun is in figuring out ways to rise over, or go around, rather than focusing on what is in the way. We can imagine what's over the wall or we can stare  at the wall. The choice is ours.

“Someone is sitting in the shade today because someone planted a tree a long time ago.”

Warren Buffet.



Our journey isn't a single scene. It's a whole movie that must play out.  
The opportunity lies in not knowing what comes next.

# 20. The Possibilities.

The only questions for us are:

'How great of a business we can build?' and 'How much impact can we have?'

We want to achieve things that ultimately contribute to a better industry,  
create more opportunities, and realise an energy future brighter  
than that of the present.

You decide.

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Thank you.