



Building Africa's Energy Future through Our people

2025 Human Capital Management Report

SEPLAT ENERGY PLC

Human Capital Report 2025

Building One Seplat: People, Performance and the Year of Integration

A companion to the Seplat Energy 2025 Annual Report and Social Performance Report

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Our People in Numbers

Our 2025 People Metrics reflects how we delivered on our commitments. Each figure is grounded in real programme outcomes and directly linked to Seplat's performance as a unified organisation.

98% Survey Response Rate <i>Highest in Seplat history</i>	84 Engagement Score <i>Above top-quartile benchmark of 80</i>	88% Culture Index <i>Up from 85% in 2024</i>	3% Attrition Rate (YTD 2025) <i>Down from 6% in 2023</i>
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38.5% Female Board Representation <i>Among the highest in the sector</i>	45% Female SLT Representation	24% Female Share of New Hires <i>Ahead of 18% workforce average</i>	100% Return from Parental Leave <i>2025 outcome</i>
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~1,500 Seplat Workforce <i>One Seplat</i>	138 Interns Intake <i>2025 Graduate & Undergraduate</i>	50 Graduate Trainees <i>2024-2025 intake</i>	+25pts eNPS Increase <i>Employee Net Promoter Score</i>
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Metric	2025	2024	Commentary
Engagement Score	84	80	Above top-quartile benchmark (80)
Employee Net Promoter Score ENPS	65	50	Significantly above benchmark of 50
Culture Index	88%	85%	Year on year improvement
Attrition Rate	3%	4%	Consistent downward trend
Female Board Representation	38.5%	42%	Sector-leading
Female SLT Representation	45%	27%	Sector-leading
Return from Parental Leave	100%	100%	Sustained Result
Graduate Trainee Intake	50	0	22% Female intake

SECTION 01 - - LEADERSHIP PERSPECTIVE

Leadership Perspective

CEO Statement

Delivering Performance Through People and Execution



2025 reinforced that Seplat's long-term advantage lies in our people and our ability to execute effectively. Following the SEPNU acquisition, our priority was building an aligned organisation equipped to deliver on a scale. Our strategy emphasized capability, accountability, and an operating culture that rewards performance and innovation.

We strengthened the talent pipeline across all levels from early career to mid-career and leadership ensuring we attract and develop individuals who can operate confidently in a fast-changing energy landscape. Just as important, we focused on creating an environment where people can perform at their best through clarity of expectations, growth opportunities, and differentiated rewards.

This report reflects the progress we have made in shaping a unified, performance-driven organisation. As we move forward, our focus remains constant: disciplined execution and building a workforce that enables Seplat to win.

A handwritten signature in black ink, appearing to read 'R. Brown', followed by a horizontal line.

Roger Brown
Chief Executive Officer

Corporate Services Director Statement



From Integration to Performance: Building a Unified Workforce

2025 was a pivotal year, bringing together two organisations and integrating more than 900 colleagues into Seplat. Beyond structural alignment, we created a unified workforce anchored on shared values, clear role expectations, and consistent talent practices.

We harmonised pay structures, scaled SuccessFactors across the combined workforce, refreshed career pathways, and strengthened performance management. The SF-InPACT framework provided a common

language for behaviours, leadership expectations, and collaboration.

Achieving top-quartile engagement scores during a major integration reflects the resilience of our people and the effectiveness of our change approach. As Seplat evolves, our commitment remains to build a capable workforce, deepen leadership strength, and ensure our people are positioned to deliver sustained value.

SECTION 02 - - INTEGRATION

Building One Seplat

Integration Overview

Building One Seplat: A Unified Organisation at Scale

The integration of SEPNU represented a major shift for Seplat Energy Plc, expanding our workforce to about 1,500 employees and creating a single, cohesive organisation. Beyond merging structures, the focus was on aligning people, systems, and culture to support long-term performance.

How We Delivered the Integration

Smooth Workforce Transition

By December 2025, the structural work to transition nearly 900 colleagues from SEPNU into Seplat was completed with clear communication on roles, reporting lines, and employment terms from day one. HR business partners supported teams across functions, ensuring questions were addressed quickly and transition anxiety was minimised.

Structure and Role Alignment

Roles were reviewed and harmonised to eliminate duplication and strengthen accountability. Job families and levels were aligned to one framework, creating a consistent foundation for progression and performance across the combined workforce.

Systems and Process Harmonisation

Core HR processes such as performance management, learning, payroll, benefits, and employee data were consolidated on SuccessFactors, giving leadership and HR a single, real-time view of the organisation for the first time.

Compensation and Benefits Alignment

Reward structures were harmonised with Seplat's compensation philosophy, ensuring equity across the integrated workforce. A key principle was that no employee should experience a material disadvantage because of the transition.

Strengthening Leadership Capability

The larger organisation demanded stronger leadership capacity. Focused sessions equipped leaders to manage bigger teams, uphold performance standards, and support employees through change.

The Outcomes

Based on the 2025 Seplat People's Voice survey, conducted across the full integrated workforce, engagement score reached 84, above the top-quartile benchmark and the Culture Index rose to 88%, up from 85% the prior year while attrition dropped to 3%, its lowest point in three years. These results reflect a well-managed transition that preserved stability during significant change.

Footnote: To ensure consistency, attrition is defined as voluntary employee exits only. Applying this definition, the annual attrition rate is 3.0%; earlier figures reflected in other Seplat reports speak to a broader turnover measure that included other employee movements.

What This Means for 2026

Integration is now our operating reality. The priority for 2026 is deepening cohesion, strengthening capability, and embedding unified ways of working across the organisation.

Workforce Composition and Capability



An Experienced Workforce Positioned for Growth

Seplat's workforce reflects a strong mix of experience, technical depth, and emerging talent. This workforce of about 1500 employees spans onshore and offshore operations with 41% based onshore and 59% offshore manning our operational assets. Geographically, 43% of our employees operate out of Lagos Nigeria with the remaining 57% distributed across all our assets across Nigeria reflecting a good balance between operations and support.

Regardless of geography, technical roles account for 71% of the workforce with the non-technical roles across all assets being 29%, a signal that Seplat reflects the operational intensity of an upstream energy business where technical capabilities are required production output and value delivery while balancing it with the non-technical roles ensuring that commercial, administrative and functional infrastructure are sufficient to support it.

Nearly half of employees fall within the 41– 50 age group, providing the technical and operational expertise required to support asset reliability, project delivery, and long-term business continuity. At the same time, continued investment in early-career and mid-career talent ensures a healthy succession pipeline and capability renewal across functions.

Women represent 18% of the overall workforce, with higher representation at leadership levels 38.5% at Board level and 45% at Senior Leadership Team level placing Seplat among the sector leaders in Nigeria. In 2025, a major priority was strengthening leadership capability within our middle management, who make

up about 10% of the workforce and play a critical role in translating strategy into execution and leading teams that deliver last-mile operations. While representation at entry and mid-career levels continues to strengthen, targeted pathways remain essential to accelerate the progression of women into technical and senior roles.

Our contingent workforce strategy represents our commitment to developing local content capabilities through our manpower supplier vendors while providing opportunities to a wider pool of local talent.

Local talent continues to anchor Seplat's workforce, with Nigerians accounting for 98% of employees. This reflects the Company's commitment to developing indigenous capability while leveraging global expertise where needed. The workforce also represents broad geographic diversity, with employees drawn from nearly all regions and states across Nigeria.

Seplat enters its next phase of growth with a capable, experienced workforce supported by a growing pipeline of young talent and strengthened leadership representation. Continued focus on succession, capability development, and diversity will remain central to sustaining performance in 2026 and beyond.

SECTION 03 - - TALENT AND CAPABILITY

Build A Future Ready Pipeline of Talent

Workforce Stability and Hiring Trends

Balancing Growth with Operational Continuity

Seplat maintained strong workforce stability, with attrition declining from 6% in 2023 to 3% in 2025. This consistency, despite integration and organisational changes, reflects employee confidence and a maturing retention strategy.

In 2025, we recruited 76 employees across all categories, largely focused on strengthening our early-career pipeline. Young professionals accounted for 71% of hires, and 27% were female exceeding our current female workforce representation.

Early Career and Talent Pipeline

Strengthening Early-Career Pipelines

Seplat's Graduate Trainee Programme remains the flagship entry level talent channel, designed to address long-term workforce sustainability needs. In line with the approved recruitment Strategy, the programme was structured to replenish critical talent segments, particularly in anticipation of projected retirements and attrition among employees aged 35 and below.



This strategic workforce planning led to the intake of 50 Graduate Trainees distributed as 66% technical to 34% non-technical and aligned with the organisation's diversity aspirations with 22% female

representation. The distribution of these hires reflects Seplat's operational priorities, with the highest allocations directed toward Operations (58%), Finance (16%), and Corporate Services (12%).

The Graduate Trainee Programme remains central to succession planning. The programme combines cross-functional rotations, structured training, and mentorship to build broad capability and prepare trainees for technical and leadership roles.



The programme adopts an all-encompassing approach, providing trainees with broad exposure through cross-functional rotations across all directorates, five weeks at a time, during their first year. This is accompanied by a structured training roadmap delivered across several locations and assets with the program supported by HC Bonum and Nexus Alliance. The graduate trainee's development needs were identified by competency-based assessments, and mentorship support from skilled functional leaders. This immersive design ensures trainees emerge as well-rounded, technically sound professionals positioned to fill future succession gaps.

Our internship programs are run via two streams - graduate and undergraduate and continue to be a strong feeder channel for our resourcing needs. With 138 interns onboarded in 2025 across all disciplines, the programme strengthens talent exposure and reinforces Seplat's commitment to youth employability.

Expanding Access Through Internship Pipelines

Seplat internship program is run through 2 routes: Graduate and Undergraduate with both Internship initiatives serving as an essential channel for nurturing early talent and strengthening the Company's employer brand among young Nigerians. In 2025, the programme admitted 76 undergraduate and 62

graduate interns across both support and technical functions reflecting our commitment to broaden learning opportunities for students across the country.

These internships serve as a talent feeder into the graduate trainee pipeline and enrich Seplat's social investment agenda by preparing young Nigerians for future employability in the energy sector.

Career Mobility and Succession

Strengthening Internal Talent and Leadership Depth

Career mobility remains a core pillar of our talent development strategy, ensuring that employees have equitable access to growth opportunities and are empowered to build dynamic, fulfilling careers within the organisation. Our internal recruitment process provides a structured pathway for employees to explore new roles, broaden their capabilities, and contribute more broadly to the business.

All internal vacancies are advertised through the Company's intranet platform, giving employees timely visibility of the available roles across various functions. Interested employees are encouraged to apply through the standardized job application form, endorsed by both the Line Manager and Functional Head. This endorsement ensures that mobility decisions are grounded in meaningful career conversations and alignment with development plans.

Through this structured internal recruitment process, the Company continues to enhance workforce agility, deepen institutional knowledge, and foster a culture where employees can continually develop and take on new challenges. The process remains a critical enabler of succession planning, retention, and overall organisational capability building.

Learning and Leadership Development

Inspiring Growth and Excellence at Seplat Energy

Learning and leadership development is a strategic enabler of business performance, workforce capability, and leadership strength. Our philosophy is rooted in the belief that empowering employees through continuous learning drives innovation, operational excellence, and long-term organisational success.

Our Learner-Centric Development Philosophy ensures learning is practical, relevant, and personalized. Guided by the 70-20-10 framework: 70% of learning happens through real-world assignments across roles and assets, cross-functional projects, field+ exposure, and problem-solving tasks; 20% through mentorship, coaching, collaborative learning, and professional networks; and 10% through structured courses, workshops, conferences, certifications, and instructor-led programmes. This holistic philosophy reinforces our commitment to building a capable, innovative, and future-ready workforce

In 2025, We commissioned the development of the Seplat Learning Academy. The project covers the design and implementation of a comprehensive learning ecosystem for Seplat, including a forward-looking learning strategy, a full Corporate Academy model, and a capability development framework. It establishes governance, structure, curriculum pathways, learner journeys, and both virtual and physical delivery architectures. The scope also includes developing culture-aligned learning assets, executing structured change management to drive adoption, and providing implementation support such as partnerships, programme pilots, communications, and readiness activities. Overall, the project aims to build a robust, scalable Corporate University that strengthens organizational capabilities and supports long-term learning and development.

Competency assessments informed personalized development plans, while Skill Pool Managers supported technical depth and knowledge transfer as part of out on the job training format.

In 2025, Our training programs reached more than 700 employees averaging 30 hours of formal classroom training per person per year in addition to other capacity development interventions held both locally and globally.

Technology remains a cornerstone of our learning strategy. The IHRDC Learning Management System allows flexible e-learning, webinars, virtual classrooms, and blended learning formats. In addition to this, a wide range of self-paced e-learning modules are accessible to all employees through LinkedIn learning and McLean. With nearly half of employees operating physically from our host communities, our digital platforms ensure learning is accessible regardless of location. Looking ahead, Seplat plans to integrate Artificial Intelligence to personalize learning paths, deliver adaptive content, and provide smart course recommendations.

Key Leadership Programmes Delivered

In collaboration with leading business and leadership development institutions locally and globally, we deliver several bespoke programmes across the business annually. These include Authentic Leadership program with The Lagos Business school - a transformative programme focused on helping leaders understand their core values, lead with integrity, build trust and foster psychological safety within their teams; *The 7 Habits of Highly Effective People* - which builds essential personal and interpersonal effectiveness; and Manager & Supervisor Capability Programmes - targeted at frontline and mid-level leaders to enhance people management, coaching, performance conversations, and conflict resolution.

Seplat participated in the 2 streams of the Baker Hughes University program – Senior Leader and Next Leader program with three employees enrolled in 2025. This program was an exclusive learning accelerator to develop top talent in readiness for the energy transition economy.

In line with our training philosophy, we conducted several high impact sessions open to all employees across the organisation covering topics like Mandatory ESG Course, 'Know Your Business' Sessions, Recent Developments in Nigerian Labour and Employment Law, regulatory information sessions such as JOA Training, Conflict of Interest Awareness sessions and multiple workshops on culture, health and safety.

These workshops strengthen our compliance, governance, risk and culture knowledge with an average of 92% of employees participating in each session.

These numbers tell a story of an organization committed to its learning philosophy and employees that showed up to learn, investing in its own development through a season of significant change.

Competency Assessment Updates

Competency assessment continued to be a key mechanism for evaluating skills, identifying gaps, and shaping tailored development plans. Competency frameworks for key technical and professional roles were updated, behavioural competencies anchored by our culture attributes and values were embedded, and outcomes informed individual development plans, training priorities, and staffing decisions. Assessment insights were used to support succession planning and career mobility.

Skill Pool Managers played a crucial role in developing technical excellence across disciplines, facilitating development dialogues, monitoring competency progression, reviewing technical assignments, strengthening communities of practice, and ensuring robust succession pipelines within critical technical areas.

SECTION 04 - - ENGAGEMENT AND CULTURE

Our People Spoke: Leveraging Employee Engagement for Results

Employee Engagement and Voice

A strong engagement culture is central to how Seplat delivers results. We maintain open, continuous dialogue with employees, ensuring their feedback directly shapes workplace improvements and organisational priorities.

How We Listen

- **Joint Consultative Council (JCC):** A quarterly forum for structured discussions between management and employee representatives. It has been instrumental in delivering initiatives such as the upgraded gym, the Seplat Staff Cooperative Society, and enhancements to welfare and compensation.
- **Union Engagement:** With a portion of the integrated workforce now unionised, quarterly consultative meetings ensure transparent dialogue on welfare, work conditions, and operational concerns.
- **Broader Engagement Channels:** Townhalls, Ask-Us sessions, leadership communications, functional meetings, and continuous feedback loops reinforce transparency and accountability.

Seplat People's Voice (SPV) 2025 Results

The 2025 SPV recorded a 98% participation rate, the highest in our history, demonstrating trust in the process and a shared commitment to continuous improvement.

Key outcomes:

- **Engagement Score:** 84 (above the 80 top-quartile benchmark)
- **eNPS:** +25 points (above the 50 top-quartile benchmark)
- **Culture Index:** 88% (up from 85% in 2024)

For the first time, all three measured dimensions - **Engagement**, **Team Leader Effectiveness**, and **eNPS** exceeded top-quartile benchmarks.

Sustaining Momentum

In 2026, focus groups, enhanced leadership forums, and targeted action plans will deepen insights and sustain progress. We will continue strengthening team leader effectiveness, change engagement, and clarity around expectations following integration. Our targeted action plans include the annual cross manager learning sessions where our top and bottom quartile managers share and learn to equip for better and sustained team leader ratings in the new year. The success of each year's action planning is underpinned by how well we synthesize the data and insights, implement the corrective actions, design solutions reflective of organisation needs and track and monitor throughout the year.

Strengthening the Culture of Performance

Culture remains the foundation of how Seplat thinks, collaborates, and delivers. The 2024 Culture Refresh reinforced our identity through the **SF-InPACT** pillars: Seplat First, Inclusivity & Respect, Performance Driven, Agility, Confidentiality, and Trust.

Embedding Culture Across the Integrated Organisation

Throughout 2025, we ensured the refreshed culture was consistently experienced across both legacy and newly integrated teams through:

- **Culture onboarding** for SEPNU colleagues, reinforcing shared expectations and behaviours
- **Leader enablement**, equipping managers to model behaviours, support teams, and promote inclusion
- **Embedding culture in operations**, ensuring consistency across onshore and offshore work environments
- **Continuous communication**, including monthly culture themes, storytelling, digital reminders, and “Moments that Matter” at the close of meetings

Measuring Culture

The Culture Index increased from 85% to 88% in 2025, indicating strong belief in the alignment between culture and performance.

What's Next — From Awareness to Everyday Behaviour

In 2026, our focus shifts from embedding culture to making it consistently lived. This means strengthening leadership modelling, team rituals, and real-time feedback mechanisms so culture becomes naturally reflected in how we work, collaborate, and make decisions.

Our ambition is for employees and new hires to experience the culture instinctively, not through formal programmes but through daily interactions and shared performance expectations.

SECTION 05 - - EMPLOYEE EXPERIENCE

Designing an Experience That Enables Performance

Employee experience at Seplat reflects the full journey of our people - from recruitment to onboarding, career growth, wellbeing, recognition, and retirement. With a diverse and multi-location workforce, we prioritise practices that enhance performance, connection, and long-term engagement.

Recruitment and Onboarding

SuccessFactors enables a seamless, transparent recruitment process that strengthens our employer brand and ensures consistency from application to offer.

New hires are supported through a structured onboarding programme, including a pre-resumption buddy, first-day orientation, and early exposure to Seplat's culture and ways of working. This accelerates assimilation and builds confidence from the start.

Rewards and Benefits

In 2025, we advanced our Total Rewards framework to reinforce competitiveness, equity, and employee wellbeing. Enhancements included cost-of-living adjustments, performance-driven pay actions, promotions, and harmonised benefits following the integration.

These improvements were shaped by insights from the JCC, focus groups, and employee feedback. The SPV score for Total Rewards increased to 77%, reflecting stronger confidence in our reward mechanisms and overall employee value proposition.

Work-Life Effectiveness

We promote a balanced work environment that supports productivity and wellbeing. Key enablers include:

- One remote workday per week
- Fully equipped gyms across offices and field bases
- Creche and lactation room for nursing mothers
- Ergonomic work tools for healthier posture
- Prayer rooms and dedicated quiet spaces
- Staff buses to reduce commuting strain

These provisions make the workplace more inclusive and supportive for employees at different stages of life.

Recognition



Our recognition framework celebrates contributions that exemplify Seplat's culture and performance standards. Recognition is delivered through multiple channels:

- **BRAVO**, our real-time recognition platform
- **CEO Awards** for exceptional individual and team performance
- **Long Service Awards** in five-year cycles
- **Retirement Awards** celebrating career impact and legacy

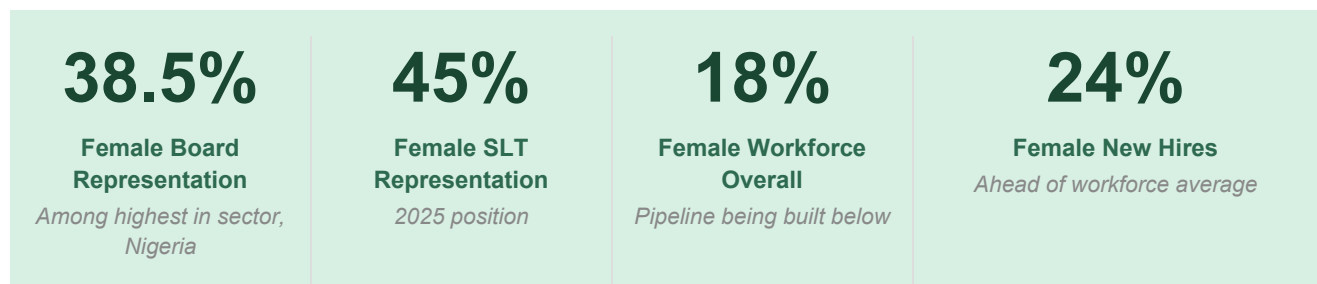
This recognition ecosystem reinforces the behaviours and outcomes that drive business success.

SECTION 06 - - DIVERSITY, EQUITY AND INCLUSION

Building A Stronger Workforce Through Inclusion

Seplat's DEI agenda is rooted in the belief that diverse teams strengthen innovation, performance, and long-term value creation. As the organisation grows and navigates the energy transition, we remain committed to creating a workplace where all employees feel valued, supported, and able to contribute meaningfully. Our DEI strategy advances inclusion across gender and diverse backgrounds, encompassing skills, abilities, disability, age, experience, and perspectives.

In 2025, we focused on building our gender diversity pipeline while maintaining support for our other diversity communities. We also continued to advance disability inclusion through annual contributions to disability-focused initiatives and partnerships that promote access, dignity, and opportunity for persons with disabilities. Within our workplace, we remain committed to creating an accessible and inclusive environment for employees with disabilities, making reasonable adjustments where needed to ensure they can thrive and enjoy a positive, supportive, and equitable employee experience.



Governance and Accountability

DEI is governed through a structured framework led by the Corporate Services Directorate, supported by the Senior Leadership Team Diversity Champion and a dedicated DEI team. Each leader is accountable for advancing DEI outcomes within their function, while progress is periodically reviewed by executive leadership and the Board to ensure alignment with strategic priorities.

Our approach reflects Seplat's commitment to fairness, equal opportunity, and zero tolerance for discrimination.

Workforce Representation



In 2025, women made up 18% of Seplat's workforce, with stronger representation at senior levels - 38.5% at Board level and 45% at Senior Leadership Team level. These figures position Seplat among industry leaders in gender representation within Nigeria's energy sector.

While representation is strengthening at entry and mid-career stages, we continue to expand pathways for women into technical, leadership, and succession-critical roles through targeted recruitment, development programmes, and mentorship.

Seplat also remains deeply committed to indigenous capability development, with 98% of employees being Nigerian and representing a wide geographic spread across the country.

Employee Networks and Inclusion Programmes

Our employee networks continue to foster belonging, professional growth, and peer support across our diversity communities:

- SWAN (Seplat Women's Awesome Network): Enables mentorship, learning, and professional networking for women across onshore and offshore roles.
- Seplat's Innovative Growth Network of Aspiring Leaders (SIGNAL) - Young Professionals Network: Builds capability, community, and career readiness among early-career employees.



- Key 2025 initiatives included International Women's Day, International Youth Day, SWAN's fourth-anniversary activities, the Trailblazer Fireside Chat series, integrated mentorship via the Chronus platform, and health and financial-wellbeing webinars.

Strategic DEI Priorities

Our DEI strategy is guided by three pillars:

- People: Strengthening representation and opportunities for women, professionals with disabilities, and other under-represented groups
- Programmes: Embedding inclusive leadership, equitable talent practices, and transparent development pathways
- External Reputation: Positioning Seplat as an inclusive employer contributing to broader societal impact

Looking Ahead to 2026

In 2026, Seplat will deepen DEI accountability by using more robust data insights, advancing gender representation particularly in technical and operational functions and strengthening leadership capability in inclusive behaviours.

Our long-term ambition remains unchanged: a workplace where every employee has the opportunity, support, and confidence to thrive.

SECTION 07 - - HEALTH, SAFETY AND WELLNESS

Caring for our People – Strengthening Health, Safety & Wellness

Seplat remains firmly committed to safeguarding the wellbeing of its workforce through a comprehensive approach that integrates safety, health, and overall employee wellness. As our operations grow in scale and complexity, these programmes ensure employees remain protected, supported, and equipped to perform sustainably.

Health and Safety Initiatives



Safety is an essential part of Seplat’s culture and operational discipline. In 2025, we continued to reinforce safety excellence through:

- Mandatory HSE training, including First Aid, Ergonomics, Oil Spill Response, Process Safety, ISO 14001/45001 awareness, and Medevac procedures.
- Regular HSE engagements, such as monthly safety meetings, field-specific briefings, and continuous reinforcement of the “Stop Unsafe Work” principle.
- Ergonomic assessments across offices, supported by designated contacts ensuring proper workstation setup.
- Annual medical examinations for all employees, with additional fitness-for-duty requirements for field personnel and contractors to support safe operations.

Outstanding safety contributions were recognised through the Best Safety Performer Awards, reinforcing shared accountability for maintaining safe working environments.

Employee Wellness and Support

Seplat's wellness framework goes beyond physical health to include mental, emotional, social, and financial wellbeing.

Comprehensive Medical Coverage

Our comprehensive HMO plan covers all employees, as well as their spouses and children, providing access to world-class care through a wide network of partner healthcare providers.

Mental Health Support

- The Employee Assistance Programme (EAP) provides 24/7 confidential counselling for employees and their dependents.
- Webinars on stress management, resilience, and mental wellness help employees navigate work and life challenges.
- We reinforce psychological safety commitments through 100% completion rate of review of all employee grievances on time with corresponding remediation executed as this has the potential to impact productivity and wellbeing.

Physical Wellness



- Onsite gyms, fitness classes, and external gym partnerships promote active lifestyles.
- Annual health fairs and wellness activities strengthen engagement and awareness.

Lifestyle, Community and Financial Wellbeing



- Programmes such as Financial Literacy Fairs, Employee Appreciation Day, TGIF events, and the annual Seplat Christmas Carol create meaningful connection and belonging across the organisation.
- Field logistics bases remain well-maintained to ensure comfortable living conditions for frontline workers.

Work-Life Integration and Flexibility

We continue to support balanced, sustainable work routines through:

- One remote workday per week for office-based employees
- Rotational schedules (14/14 or 21/21) for field personnel, ensuring adequate rest
- Enhanced maternity and paternity leave policies
- Flexible return-to-work arrangements for new parents

These efforts contributed to a 100% return rate from parental leave in 2025, reflecting the effectiveness of our family-supportive policies.

Post-Retirement Benefits

Seplat's benefits philosophy extends beyond active service. We support employees and their spouses through:

- Lifetime comprehensive medical coverage for retirees and spouses.
- Retirement contributions above statutory requirements
- A structured retirement preparation programme
- Gratuity benefits aligned with length of service

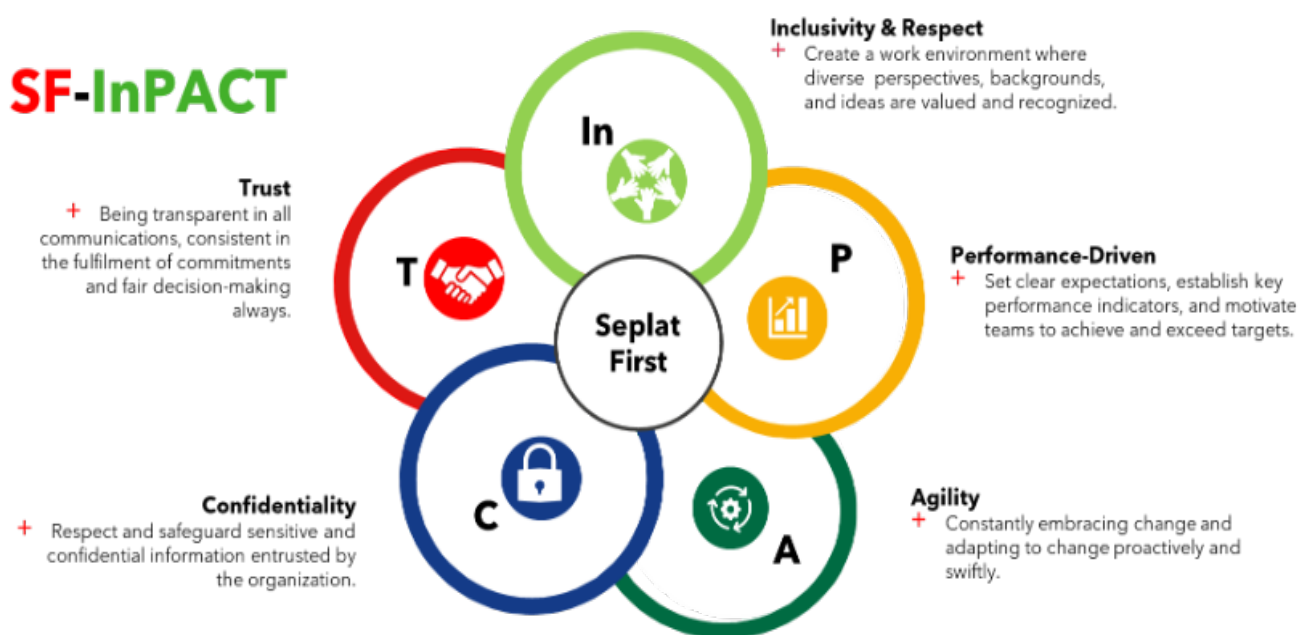
These initiatives reinforce our commitment to long-term employee wellbeing and financial security.

SECTION 08 - CULTURE

Building a Culture that Powers a Bigger and Stronger Seplat

Culture remains the foundation of how Seplat thinks, collaborates, and delivers results. The 2024 Culture **Refresh** strengthened this foundation, aligning our values and behaviours to the needs of a larger, more complex organisation. Built around the **SF-InPACT** pillars - Seplat First, Inclusivity & Respect, Performance Driven, Agility, Confidentiality and Trust, the refreshed culture provides clarity on how we lead, work, and show up every day.

Our Culture Pillars – SF-InPACT



Embedding Culture Across The Integrated Organisation

The transition into “One Seplat” following the integration of SEPNU required more than structural alignment; it required cultural alignment across diverse teams and work environments. Throughout 2025, we embedded SF-InPACT through:

Unified Culture Onboarding

New colleagues participated in tailored immersion sessions to understand Seplat’s expectations, values, and ways of working, supporting a smooth cultural transition.

Leaders as Culture Drivers

Workshops and webinars equipped leaders to model expected behaviours, support teams through change, and reinforce psychological safety and collaboration, critical during a large-scale merger.

Extending Culture to Operational Hubs

With an expanded onshore and offshore footprint, cultural reinforcement was integrated directly into operational routines, performance standards, and leadership practices across all sites.

Continuous Culture Rhythm

Messaging was kept visible and active across the organisation through:

- Monthly 'Culture Attribute of the month' campaigns
- Workplace stories demonstrating culture in action
- Screensavers and digital banners reinforcing key behaviours
- 'Moments that Matter', a culture reflection at the end of meetings
- Monthly interactive forums for open dialogue

Together, these touchpoints ensured that culture remained a living practice, not an abstract concept.

Measuring Progress

The Culture Index increased from 85% in 2024 to 88% in 2025, reflecting a growing belief that Seplat's culture supports high performance, inclusion, and personal success. This positive trend confirms that culture is being adopted broadly and consistently.

The Next Phase: From Embedment to Everyday Practice

In 2026, our focus shifts from embedding the culture to ensuring it is instinctively lived across all teams.

This means:

- Strengthening leadership modelling
- Deepening culture storytelling
- Reinforcing behavioural expectations through recognition and feedback
- Embedding team rituals that align with SF-InPACT
- Ensuring culture is naturally reflected in decision-making, collaboration, and performance conversations

Our aim is for new hires to feel Seplat's culture immediately, not through formal inductions alone, but through daily interactions and consistent behaviours across the organisation.

With the Culture Refresh, SEPNU integration, and strong Culture Index trajectory, Seplat is positioned to deepen cultural consistency as a strategic advantage. In 2026, culture becomes not something we remind ourselves to demonstrate, but something we demonstrate automatically powering a bigger, stronger Seplat.

SECTION 09 - - RISKS AND 2026 COMMITMENTS

Looking Ahead: Risks, Priorities and Commitments

Development of the HR Strategy and the “Ask of HR” – Priority for 2026

As Seplat prepares for the next phase of organisational growth, a key priority for 2026 is refreshing HR Strategy that clearly defines the people agenda required to support evolving business needs. This strategy will provide a cohesive framework that aligns talent management, capability development, culture, leadership, and employee experience ensuring the workforce remains equipped for current demands and future expansion.

Alongside this, we will articulate the “**Ask of HR**”, a unified understanding of the specific responsibilities of the HR function, where HR must lead, and where partnership with the wider leadership team is essential. Establishing this clarity will strengthen alignment, reinforce accountability, and position HR to better enable high performance across the organisation.

Together, the HR Strategy and the “Ask of HR” will shape the foundation of our 2026 priorities and guide the next chapter of Seplat’s people transformation journey.

Strengthening Execution in a Larger Organisation

As Seplat transitions fully into its integrated structure, our risk profile has evolved. Managing scale, deepening cohesion, and sustaining performance will be central to delivering value in 2026. While significant progress has been made, several organisational pressure points, especially those arising from integration, require continued focus to ensure stability and long-term capability.

Key Risk Areas

Culture Alignment

Merging two legacy organisations presents natural risks around differing norms, expectations, and leadership styles. If not carefully managed, this may affect cohesion, engagement, and decision-making. Our mitigation approach includes strengthened leadership enablement, targeted culture workshops, continuous communication, and standardised behavioural expectations across all teams.

Integration of Systems and Ways of Working

While major integration milestones have been achieved, full harmonisation of processes, systems, and operating rhythms is still in progress.

Continued alignment is essential to unlocking synergy benefits, achieving consistent performance discipline, and ensuring operational efficiency across the combined workforce.

Productivity Volatility

Periods following large-scale organisational change often see short-term shifts in productivity. Employees may be adjusting to new teams, processes, or reporting lines, which can slow delivery or accelerate workloads unevenly.

Mitigation includes clear transition plans, stable workload management, strong change leadership, and early monitoring of performance indicators.

Employee Engagement and Relations

Integration brought increased employee relations activity as colleagues adapt to new structures and expectations. If not proactively managed, this may influence engagement scores and sentiment. Structured engagement channels, timely communication, and consistent manager capability development will remain critical.

Succession and Capability Gaps

Seplat now operates with a larger technical workforce, but capability is concentrated in specific roles and demographics. Succession planning must move faster, particularly for critical technical positions where knowledge transfer requires time. Seplat's LOOP project captures critical knowledge from people and teams and passes it forward, helping others learn faster, make better decisions, and build capability over time

The Graduate Trainee Programme and Skill Pool Manager framework remain core mitigations, with a stronger succession lens applied in 2026.

Talent Retention in a Competitive Market

Seplat's expanded profile increases its visibility to competitors. While attrition has declined, sustaining this outcome requires ongoing investment in career development, performance discipline, reward competitiveness, and line-manager capability.

2026 Strategic Commitments

Deepen Integration Quality

Structured engagement sessions and cross-functional learning for team leaders will strengthen cohesion and support consistent adoption of unified ways of working.

Advance Technical Succession

Accelerated development plans for critical roles and strengthened Skill Pool Manager oversight will ensure depth and continuity in key capability areas.

Strengthen Performance Leadership

Sharpening the link between output, accountability, and reward will reinforce performance consistency across the enlarged organisation.

Grow Female Representation

Targeted recruitment, development pathways, and leadership exposure will support increased female participation, particularly in technical and operational roles.

Make Culture a Daily Practice

The focus will shift from culture awareness to consistent behavioural expression, supported by leadership modelling, team rituals, and real-time reinforcement mechanisms.

Expand DEI Accountability

More robust data insights and clearer functional targets will drive progress in inclusive practices and representation across all levels.

Invest in Manager Capability

Scaled manager and supervisor development programmes will strengthen people leadership, communication, and engagement across the integrated workforce.

Vice President HR Operations Editorial Closing Statement

From Frameworks to Consistent Execution

Our 2025 achievements reflect more than the successful integration of systems and structures. They represent the beginning of a unified organisational identity. We brought together two legacy entities with different histories and ways of working and began shaping a single culture, aligned expectations, and shared performance standards.

In the year ahead, our focus shifts from designing frameworks to ensuring consistent, disciplined execution. This means deepening leadership accountability, strengthening performance management, and staying closely connected to employee experience as the organisation continues to evolve. We will listen actively, adjust deliberately, and hold ourselves responsible for the culture we reinforce through our daily actions.

Ultimately, the credibility of our transformation will not come from the programmes we launch, but from what our people experience every day.



Glossary

Acronym	Meaning
DEI	Diversity, Equity and Inclusion.
EAP	Employee Assistance Program
eNPS	Employee Net Promoter Score
ESG	Environmental, Social and Governance.
HMO	Health Maintenance Organization
HSE	Health, Safety and Environment
HR	Human Resources
HR Business Partner (HRBP)	HR Business Partner
JCC	Joint Consultative Council
JOA	Joint Operating Agreement
SEPNU	Seplat Energy Producing Nigeria Unlimited.
SF-InPACT	Seplat First, Inclusivity & Respect, Performance Driven, Agility, Confidentiality, and Trust.
SIGNAL	Seplat's Innovative Growth Network of Aspiring Leaders
SLT	Senior Leadership Team
SPV	Seplat People's Voice
SWAN	Seplat Women's Awesome Network
EVP	Employee Value Proposition
TR	Total Rewards
AI	Artificial Intelligence

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