

**1 Quality objectives 2026**

Area	Objective	Target
Customer satisfaction	Strive to maintain current satisfaction level	1. Overall satisfaction index $\geq 5^*$ 2. No surveys with index $< 4^{**}$  *12 month moving average **Overall satisfaction on individual projects
Cost of poor quality	Project slippage should be reflected in the NCR costs	Max 0.5% of turnover
Continuous improvement	Non-conformity raised, handled and closed.  Follow-up of implementation of high risk non-conformities	NCR lead time: 75% solved within 3 months  All actions for a high risk non-conformity verified by HSEQ: 100%
Documentation compliance according to ISO certification	Ensure roles & responsibilities are assigned, communicated and understood within the organisation by documenting business processes	Ensure all documents in the Business System:  Has a doc owner employed in Semco  Have been reviewed and updated if needed if last review is $> 2$ years

**2. HSSE objectives 2026**

Area	Objective	Target
Health	Decrease absenteeism in Semco Maritime in average	Below 2.5 % (white collars) Below 3.0 % (blue collars)
	Increase Employee Satisfaction Survey	Above 3.0 on a scale from 1-4 where 4 is highest score
Safety	Decrease Total recordable injuries frequency (LTA+RWI+MTI)	Below 1.8
	Decrease Lost Time Accidents frequency	0
	Increase observations frequency	Offices: 150/mio working hours Sites and offshore: 3500/mio working hours
	Increase safety awareness	<ul style="list-style-type: none"> <li>Safety Talks: Operational Managers to do 14 Safety Talks per year; Adm Managers to do 4 Safety Talks per year, Total 1650</li> <li>Ten Management Site visits</li> </ul>
	Increase the safety culture on all Semco Maritime operational sites	Result of Safety Culture Survey to be above 3.25
Environment	Waste management	Increase amount of recycling to 80 %
	Sustainability – CO2	Follow CO2 reduction roadmaps in each division to meet 2030 and 2050 net zero targets
Security	Ensure emergency preparedness on Semco Maritime locations	Min. one drill per location based on high risk issues. Definition of drill: Fire drill, First aid drill, Evacuation test.