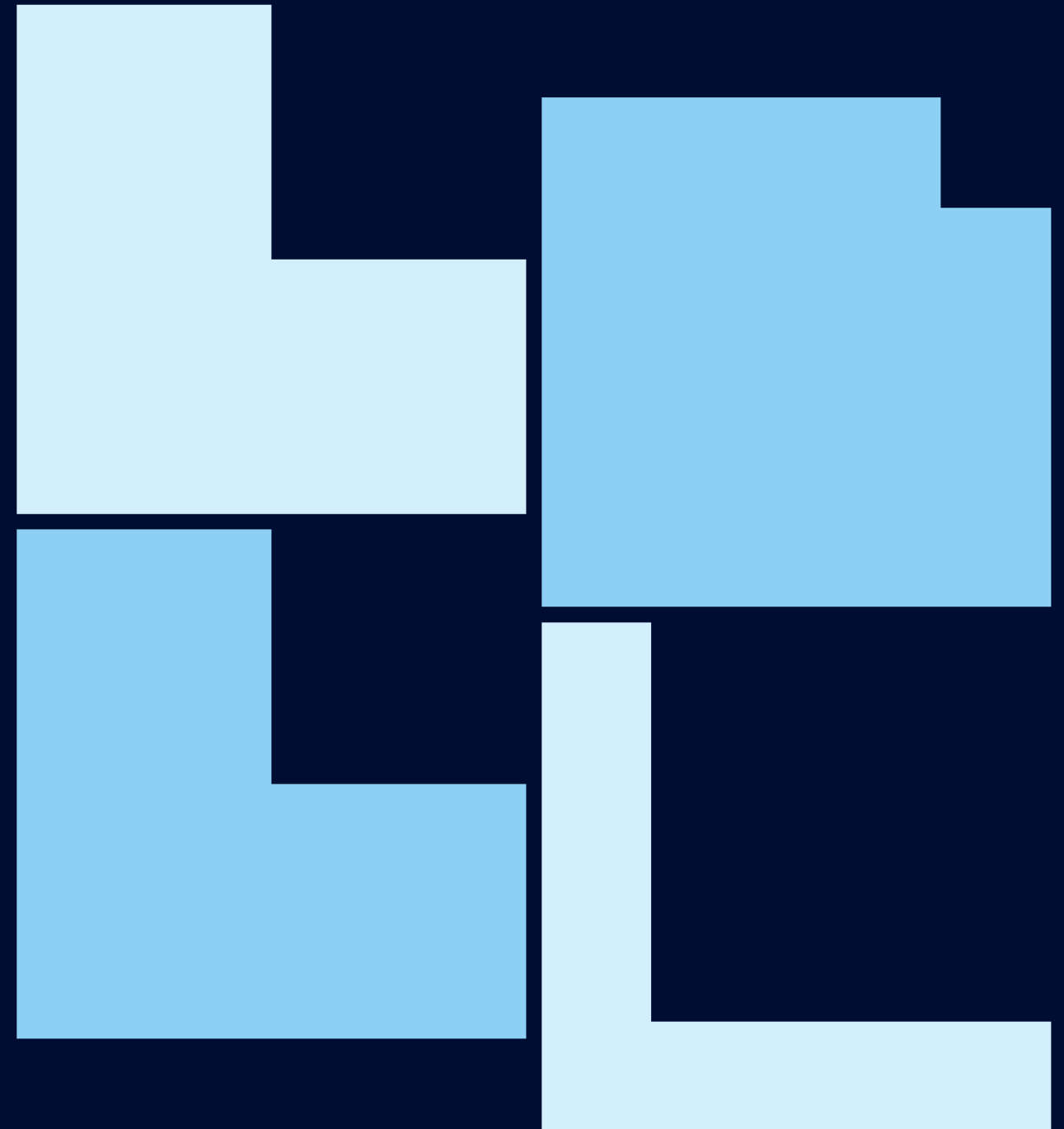


# *Our core*

Defining who we are  
and who we aspire to be



Whether you're new to Aker Solutions or have worked with us for years, this booklet explains the lasting principles that define us.

*Our core.*

# Intro

At Aker Solutions, we are proud of our history and inspired by future opportunities. Against the backdrop of a rapidly changing world, we are constantly evolving our services, collaborating closely with customers across the entire energy value chain, and creating strategic partnerships to solve global energy challenges.

**Instead of merely responding to change, we aim to lead it – inspired by our team's readiness, skills, and enthusiasm.**

What unites us across our diverse and global organization is our shared core: a commitment to keeping people safe with zero serious incidents, aligned around one common purpose – to solve global energy challenges for future generations. Our long-term focus is on two strategic engines, supported by three key enablers, shaped by our four attitudes, and led through five leadership practices.

**Together, we build on our common core, shaping who we are and who we aspire to be.**



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Zero serious incidents



*Zero*  
serious  
incidents



At Aker Solutions, nothing is more important than our people. Our top priority is zero serious incidents. Safety is a shared responsibility, and through our “Always home safely” initiative, we continuously build a culture where everyone is empowered to prevent incidents and protect each other. We also recognize that safety includes mental health and well-being. Through leadership, training, and continuous improvement, we strive to ensure everyone stays healthy and returns home safely every single day.





*One*  
common  
purpose





# We solve global energy challenges for future generations.

The world needs secure, affordable and sustainable energy. By combining our experience with new skills and technologies, we can help solve the defining challenge of our generation.

We are and have always been skilled problem solvers – driven to tackle complex tasks and deliver lasting solutions and we are applying that same determination to today's challenges.

Since 1841, we have led some of the world's most complex energy projects. We are a driving force in developing offshore structures for challenging conditions. We have helped change how the world produces energy before – and we are ready to do it again. That is *why* we exist.





# *Two* strategic engines



Two strategic engines explain *what* we do and power our progress.

both ...

**Improve  
our core to ensure  
strong, efficient and  
sustainable project  
delivery**

In our core markets we must win and deliver projects that build trust with customers and partners, and a reputation for reliability, value and sustainability. Success will require integrated technology, digital solutions and new ways of working.

and ...

**Develop  
commercially robust  
energy transition  
growth engines**

Energy transition projects for new and current customers should have good earnings potential, be based on cost-effective solutions that harness digital tools and technology and be executed with a steady focus on both risks and rewards.





# *Three* key enablers





Our three key enablers explain the *how*. They highlight the three most essential building blocks for succeeding with our two strategic engines and achieving our purpose.

**1 We ensure a safe and attractive place to work and grow**

Being an attractive employer is essential. We are committed to creating a safe and inclusive working environment where trust, empowerment and curiosity are nurtured. We invest in talent and develop our people's skills and careers. Most importantly, we offer challenging and meaningful tasks as a key player in the energy transition.

**2 We improve our competitiveness through digitalization and technology**

We must learn new skills and innovate to solve changing customer needs. By enabling new technologies and smarter ways of working with a strong data foundation, we will boost our competitiveness, develop new services, and drive improvement.

**3 We develop strategic alliances with customers and partners**

Our partnerships and alliances are built on trust, transparency and shared ambitions. They form an ecosystem that enables innovation, broadens our offerings, and reduces risk for us and our customers.





*Four*  
attitudes



# Attitude is everything.

Aker Solutions' **four attitudes** describe who we are, defining the behaviors we encourage and expect from each other.

Our attitudes were shaped by conversations with colleagues across all our segments. We explored our cultural legacy, identifying strengths to build on and behaviors to encourage.

The four attitudes honor our heritage as **Safeguarders** and **Solutioneers**, while emphasizing the need for everyone to also be **Changemakers** and **Co-creators**.







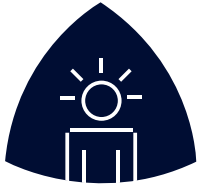
We are **Safeguarders** who commit to HSSE and quality, acting with integrity.

- We commit to delivering quality projects on time and budget
- We have the highest focus on HSSE, taking accountability and care not to harm the environment, keeping each other, our customers, partners and society safe and secure
- When we make mistakes, we learn from them
- We act with integrity, making responsible and sustainable business decisions

What makes you a **Safeguarder**?

- How do you show HSSE commitment at work and at home?
- When you last made a mistake, what did you learn?
- How do you ensure safety and cyber security at work?
- How do you act with integrity, especially in business decisions?
- How can you ensure quality from the start, avoiding rework?
- How can your expertise solve safety or quality challenges?





We are **Solutioneers** who solve the hardest challenges for our customers with optimism and determination.

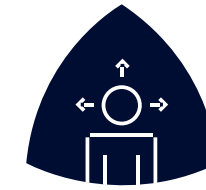
- We build on our solid expertise, competence and heritage and solve problems with grit and entrepreneurial spirit
- We push the limits, finding technical opportunities and smart solutions to meet our customers' needs
- We know our numbers and look for projects and business models that are commercially sustainable for all

What makes you a **Solutioneer**?

- When did you think 'outside the box' to solve a customer need?
- How do you collaborate to develop and implement solutions?
- How do you make solutions commercially sustainable for all parties?
- Have you created solutions that improve our processes or products?
- How do you stay updated with the latest trends and technologies?







We are experienced **Changemakers** challenging accepted truths, accelerating the transformation.

- We see the bigger picture and challenge ourselves, our customers and partners to think differently
- We explore new tools, processes and solutions with curiosity and openness – continuously learning from others
- We accelerate innovation and value creation through digitalization and smart solutions
- We consistently test and implement improved ways of working in our teams

What makes you a **Changemaker**?

- What processes are you part of that improve how we work?
- What one new thing do you plan to explore at work this week?
- How do you create value and reduce cost in your area?
- How do you challenge yourself and others to think new?
- How can your team use digital technology to create value?
- What new ways of working could you start using?





We are **Co-creators** who mobilize our collective capabilities and respect each other's views.

- We see that the best solutions are often co-created with diverse players around the table, sharing ideas
- We listen to and empower our colleagues, giving them room to be creative and innovative
- We build trust and strong relationships through open and honest dialogue and by respecting each other's competence and strengths
- We work together as one team, celebrating wins together

What makes you a Co-creator?

- Do you help your team reach our common goals?
- What do you do to build trust with colleagues and partners?
- How does open dialogue improve your results?
- How do you contribute to an inclusive work culture?
- How do you celebrate team wins and individual contributions?
- How can you help build a one-team mindset with colleagues?







*Five*  
leadership  
practices



Aker Solutions leaders are role models who embody our attitudes every day. They shape our culture through their actions, influencing the willingness and ability of our people to grow and embrace the expected attitudes and behaviors.

Our diverse leadership roles range from leading large teams to smaller groups, functions, projects, and products. We don't expect our leaders to be perfect, nor do we believe anyone is ever "done" with their development. Instead, we expect leaders to remain curious about their effectiveness and continuously work to expand their leadership skills.

Our five key leadership practices guide our leaders in shaping a culture that's anchored in our attitudes and building a future-fit company.

The five practices describe who our leaders are, what they aspire to be, and what everyone can expect from them. Each of these practices is about finding the sweet spot between two directions. When the directions seem to conflict, successful leaders in Aker Solutions use both/and thinking to balance the challenge.







**1 Empowering people: challenge and trust**

Our leaders set clear expectations, unleash potential through stretch assignments, coach, and give feedback. They also trust by giving teams room to operate and empowering decision-making.

**2 Connecting across: align and influence**

Our leaders align by being curious, listening, and ensuring everyone works towards the same goals. They also influence by showing a strong presence, shaping direction through expertise, and building trust.

**3 Delivering results: safeguard and explore**

Our leaders safeguard by driving HSSE improvements, planning, and enabling predictable execution. They also explore by staying open to improvisation, dealing with uncertainty, and fostering an innovative climate.

**4 Creating value: improve and unlock**

Our leaders improve by enhancing performance and meeting customer needs efficiently. They also unlock value by challenging conventional thinking and exploring new opportunities while protecting Aker Solutions' interests.

**5 Shaping tomorrow: evolve and disrupt**

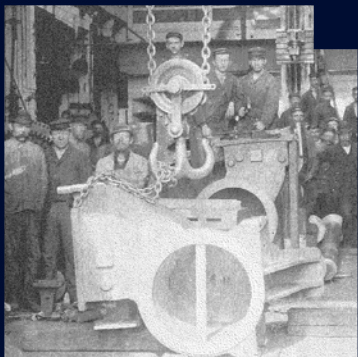
Our leaders evolve by understanding future requirements, adapting to change, and improving daily. They also disrupt by taking bold steps, reframing challenges, embracing technology, and challenging conventional models.





# *Our history*





1841 ————— The ability to transform is in our DNA —————>

For over 180 years, Aker Solutions has changed the world, and the world has changed us. Our roots began with Aker and Kværner in shipbuilding and power systems. In 1969, our history took a decisive turn when the Aker-built Ocean Viking struck oil on the Ekofisk field. We became a driving force in developing offshore structures for challenging conditions.

As markets evolve, we pivot to pioneer safe and reliable solutions to new problems. We support both energy security and energy transition, as a leading provider of services to both oil and gas, and renewables industries, and a preferred partner in decarbonization. Change is in our DNA. Our purpose is to solve global energy challenges for future generations.



*Zero* serious incidents  
*One* common purpose  
*Two* strategic engines  
*Three* key enablers  
*Four* attitudes  
*Five* leadership practices

