Our record of the company’s news, activities, new contracts and agreements around the globe.

Making inroads in the Caspian
After ten years of work, there is more ahead in this key geographic area.

Resource in depth
A unique insight into our revolutionary new offshore vessel.

The big picture: Ruwais
The stunning futuristic control room of Gasco’s 4th natural gas liquids train.

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Double vision
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THE PETROFAC ACADEMY

International graduates asking questions during a session at the Academy

Attracting, developing and retaining skilled staff are central to Petrofac's ambitions to reach its 2020 corporate vision, and the company has always had an unswerving commitment to cultivating homegrown talent – a mantra that comes from the very top.

In under ten years, Petrofac has increased the number of its trainees fivefold. In 2004, there were just 15 graduates who started on the in-house training programme, fast forward a decade, and the latest intake of 400 new recruits are benefiting from a sophisticated, purpose-built training centre – the Petrofac Academy. In December 2016, Petrofac opened this new doors to the Academy, which is one of the mentors to the graduates, and plays a pivotal role in the process.

There’s not only been a physical change in terms of setting up the facilities themselves but also in the delivery of the training,” says Ray. “We have invested a lot of time in developing the content and refining it to further reflect the way Petrofac operates.”

Petrofac has long standing relationships with a number of universities, which assist in sourcing quality graduates and those networks continue to expand. But in another strategic move Petrofac has, to an extent, mirrored its scouting network in places where the Group is commercially active.

“The diversity of our graduates is increasing every year,” explains Ray. “But the latest intake includes people from Russia, China, Jordan, Kazakhstan, Lebanon and many other countries. That geographical reach is by design, they are predominantly from our operating areas. That helps to create future synergies in sustaining in-country operations.”

Michael Schulz, Senior Vice President Human Resources at Petrofac, agrees. “Execution in our business is 90% of our success and although we have to bid to win the right jobs, executing them is crucial to long-term growth. If our people are in close proximity and fully engaged with projects, we believe that is a strong differentiator in delivering on those contracts.”

Michael has been heavily involved in the planning process of the Academy. He recognises the long-term economic value of the internal learning programme, as the energy industry continues to battle against a skills shortage.

“The latest wave of investment comes against the industry backdrop of a deficit of skills in general and a diminishing pool of talent,” says Michael. “In response, Petrofac initially adopted an aggressive recruitment policy. However, by continuing that, you are only going to begin to fish in a much smaller pond over time and increase the scarcity factor of individuals. The Academy is a pivotal part of the plan for us to move from a company that relies on external talent to one that produces its own.”

In August 2011, Petrofac won two integrated services contracts to develop the Magallanes and Santuario blocks in south-central Mexico, and has since been awarded a further two production enhancement contracts – for Pánuco and Areneque. The Magallanes and Santuario blocks each comprise two mature onshore fields. Since Petrofac started the re-development programme, more than 44 new production wells have been drilled and brought on stream, alongside many significant maintenance and integrity programmes to conserve and enhance the safety, efficiency and environmental security of the assets.

Production at both fields has significantly increased. More than 300 new employees have been recruited, and approximately 90% of current staff are Mexican.

Petrofac has now established a service company with Grupo Alfa (Petroalfa) which brings wells and other services in-house to drive cost efficiencies.

Rough supplies gas on demand

It’s midwinter in the UK and the British media is in the midst of its annual obsession with energy supplies. Is there enough to make it through the winter? What if there are prolonged cold snaps? As a consequence, politicians continue to debate whether the UK needs more gas storage facilities.

The National Grid insists that there are enough. Apparently, the UK’s gas storage sites, of which there are currently eight around the country, have the capacity to deliver more than twice the nation's average winter demand for gas.

The largest of these is the Rough gas storage reservoir, situated 28km of the north east coast of England. It consists of two assets, 47/8 Alpha and 47/3 Bravo. And Petrofac has been providing the people to maintain them since 2007.

Rough is a partially depleted gas field into which gas is injected to help manage peak demands for energy, such as during a prolonged cold snap. The gas can be withdrawn, on demand, 24 hours a day, 365 days a year.

Graham Hughes is the operations manager for the contract. “It’s an interesting diversion from our work on oil and gas producing assets.

“We’ve already agreed a two-year contract extension, worth £1.76 million per year, with Centrica Storage Limited, which owns and operates the facility. It’s testament to the work we’ve been doing for the last six years.

“In actual fact the work we do on Rough is the same as what we’d do on a producing asset. “It’s great to be able to say that we’re playing an active part in keeping the country warm.”

MEXICO IN NUMBERS

50% the total amount by which production has increased at Magallanes and Santuario

$4 MILLION cost per horizontal well, now delivering 1,000 barrels a day

25,000 Production across Petrofac’s four contractual areas is 25,000 barrels of oil a day

55% efficiency improvement in drilling compared to prior performance

Michael Schulz (above) and Ray Richardson (left)
**Board Change**

Andy Inglis, head of Petrofac’s Integrated Energy Services (IES), is leaving the company and stepping down from the Board to become Chairman and Chief Executive of Dallas-based oil explorer Kosmos Energy.

Petrofac CEO Ayman Asfari highlighted Andy’s key role in leading the company’s five-year plan. He said: “Andy has made a significant and lasting impact on Petrofac’s success, the growth of the IES business, and our company culture. Andy’s achievements and he is testament to his three-fold increase in net growth of the IES business, on Petrofac’s success. The growth of the IES business, and stepping down from the Board to become Chairman and Chief Executive of Dallas-based oil explorer Kosmos Energy.

**The Board Journey to Singapore & Malaysia**

For many people, a company board meeting means a routine assembly around a large table. Not so for the trip that the Petrofac Board of Directors took in October last year. During a week in Singapore and Malaysia, they managed to take in a training facility on the island of Bintan, and a full schedule of board meetings, as well as getting to know clients, employees and suppliers. This isn’t the first time the Board has undertaken such a trip as well as being encouraged to visit Petrofac sites independently, the full Board is taken on a site visit like this once a year. In 2012, a similar trip was undertaken with a clear strategy to deliver operational excellence, commercial innovation and bespoke offers to both new and existing clients.

**NEWS ROUND UP**

Co-operation agreement in Oman

November: Petrofac and Kelvin, the African independent oil and gas company, signed a five-year memorandum of understanding for co-operation with the Norwegian Petroleum Development Company (NPDC).

The memorandum, which is extendable, allows all parties to explore options including funding to be provided, training services, and asset development on a risk service contract, and production enhancement contracts to support NPDC’s aims to build indigenous capacity and technical capabilities.

The agreement has been reached as part of the ongoing promotion of the Nigerian Oil and Gas Industry Content Development legislation.

Extended subsea offer in Malaysia

November: Petrofac announced the launch of its newly extended KW Subsea business, which will enhance the company’s people business, and that needs to come alive for the Board. The Board also recognises the wholehearted support that Ayman and his team give to these trips which are an integral logistical undertaking in terms of management time and input.

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**Petrofac’s success**

Petrofac successfully placed its debut bond issue into the US capital market, raising US$750 million in October. The proceeds were used to repay debt outstanding under the Group’s existing revolving credit facilities. The bond has established the Group in this important market, allowing us to provide an enhanced offering to the Group in this important market.

**Inauguration of the El Merk project**

October: The El Merk project inaugurated commercial operations in place in Algeria, attended by more than 150 people, including Algeria’s Energy Minister, Youssef Youssfi and the Sonatrach President, Abdelhamid Zerguine. Petrofac was awarded the contract for the US$2.2 billion Central Processing Facility on the site in 2009. It consists of utilities, inlet separation, offshore processing and flare systems, and involves construction of the Central Processing Facility (CPF) and its associated facilities.

**Event:**

**The El Merk facility, Algeria**

compressors, natural gas liquids and injection gas units.

The Energy Minister and representatives from Sonatrach and the partner companies thanked Petrofac for their contribution towards the completion of the project, and Ayman Asfari was invited to speak at the event.

**扩展中的胜利**

无扩建的石油扩张项目

OPO已经获得了与South Oil Company的石油扩张项目

美元US$980亿，OPO将提供运营和维护服务

We are exhibiting at the Oil & Gas Conference and Exhibition Abuja, 24-27 February

We are exhibiting at the Offshore Technology Conference, Asia Kuala Lumpur, 25-28 March

Maarten van Aller, from IES, is speaking at the annual FPSO Conference Singapore 9-11 April

**BUSINESS WITH DEBUT PETROFAC BOND**

Petrofac successfully placed its debut bond issue into the US capital market, raising US$750 million in October. The proceeds were used to repay debt outstanding under the Group’s existing revolving credit facilities, and so provide further financial flexibility to support growth and investment.

Group Head of Treasury Brendan Boucher said: “This represents an important step in the evolution of Petrofac’s capital structure and provides an additional source of financing over and above the Group’s existing bank facilities. It’s important that we maintain the level of financial flexibility required to underpin our investment. This means having access to multiple sources of finance in addition to our existing bank facilities. The US capital market is the deepest pool of global liquidity. The bond has established the Group in this important market and will facilitate access to liquidity for years to come. "Despite the challenging economic conditions, there was a high level of investor participation which allowed us to exceed our original target – testament to the strength of the Petrofac credit. "The five-year bond, which will mature in October 2018, offers a fixed annual interest rate of 3.40%, to be paid to bondholders semi-annually. "We sold the bond via multiple investment banks, with several additional transactions taking place throughout the offer period.""
The Galkynysh gas treatment plant, built by Petrofac, can process 10 billion cubic metres of gas a year. The total production capacity of the plant is 30 billion cubic metres a year.

Petrofac’s first ‘mega project’ was in the Caspian region more than a decade ago – and it’s an area that remains of strategic importance today. Robin Knight looks at three countries where hydrocarbons set the pace. Photographs by Phil Sayer

MAKING INROADS IN THE CASPIAN
Hyperbole has been part of the Caspian scene at least since the day Robert Nobel travelled to Baku in 1873 to buy locally-grown walnut wood for rifle stocks. When he saw ‘spouters’ gushing thousands of tonnes of oil, Nobel quickly forgot about all wood, summoned his brother Ludwig and bought land – with a primitive oil refinery thrown in. One hundred and forty years later it is still hydrocarbons that set the pace in the Caspian region. Throughout the territory in and around the Caspian Sea, scores of major projects involving billions of dollars are underway to exploit this energy riches to be found onshore and offshore. If the oil and gas era is drawing to a close, no one has told the 30 million Azerbaijanis, Kazakhs and Turkmen.

The areas contribute to world energy production remains relatively small on paper – less than 5% for both oil and natural gas. Yet this disguises reality on the ground. Stimulated by major investments in the last decade, no less than 70% of new hydrocarbon production in non-OPEC countries in the three years to 2013 represented in each one – “a region of the world showing its true face,” says John Andersen, Senior Vice President Eastern Europe and Caspian for Petrofac’s Integrated Energy Services, “we find a lot of opportunity. They want results quickly and we’re willing to take some risk, invest, develop relationships and build on our track record.” At Kashagan, Petrofac’s contract is worth $30 billion. It involves work on three trains of oil, gas and sulphur treatment plants. These were completed by 2010. Since then a Memorandum of Understanding has been signed with KMG Exploration and Production to undertake training and to boost production at 14 mature oil fields (one of which dates from 1911) in the Emba area in western Kazakhstan. The objective, John says, is a 5-25 year contract which will allow Petrofac to provide capability for KMG EP and its subsidiary EMG. He adds: “The training we’re offering is attractive to KMG, the notion of mutual gain has been grasped very quickly. Down the line we see an opportunity to extend the agreement. It looks like an awfully good market.”

“Nearby, a man-made archipelago stretches as far as the eye can see out of the Caspian Sea. Underwater domes produced by seismic activity, its man-made. Situated 4,200 metres below the seabed, Kashagan is a high-pressure reservoir with the added complication that hydrogen sulphide is mixed in with its hydrocarbon reserves. It is also located in the part of the Caspian Sea where winter storms are incredibly strong. Further south, down the eastern side of the Caspian, the equally immense South Yoloten gas field (now Galkynysh) in the sandy deserts of Turkmenistan has proved scarcer. Not only is it more difficult to manage all the complexities well,” says Sebastian, “Productivity is comparable to the Middle East, we developed a good relationship with Turkmen-gas (the host company) and there were no significant changes to the contract.”

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The $3.4 billion Galkynysh gas field project is Petrofac’s largest engineering, procurement and construction project to date. The gas field – formally known as South Yoloten gas field – is located 100 km south east of the capital Ashgabat. After an ambitious 33-month programme, the Petrofac-built gas treatment plant was inaugurated in September 2013, and is capable of processing 10 billion cubic metres of gas per year. The field gas from the field contains up to 4% hydrogen sulphide, and the development includes gas treatment and sulphur handling facilities, along with well pads and gathering facilities, infrastructure and utilities, condensate processing, storage and 100 km of 66” export pipeline. At its peak, the project had a workforce of 35 contractors with more than 14,000 personnel, three quarters of whom were Turkmen.

Pipelines criss-cross the region (right), and the fired heater in the Central Processing Facilities at Galkynysh (far right)

Petrofac February 2014

We also achieved some nice add-ons such as employing local construction contractors, who in turn used the experience to help grow their own businesses.

Focus on training

Across the Caspian in Azerbaijan, Petrofac’s involvement goes back even further, to the early nineties in fact. “Our first ‘mega’ project in the region however came in the shape of the AGT pipeline project where Petrofac played a central role in the construction of the Georgian section of the Baku-Tbilisi-Ceyhan pipeline,” Sebastian reflects.

More recently, Petrofac’s focus in Azerbaijan has been on training. Since 2003, the company has co-managed the Caspian Technical Training Centre (CTTC) for Iran and Azerbaijan. Between 2003 and 2010, the CTTC trained and graduated a total of 4,000 trainees to deepen their technical knowledge, business awareness and communications expertise.

As in Kazakhstan and Turkmenistan, much of Petrofac’s success in creating a viable business in Azerbaijan is down to the nitty-gritty work of building relationships on the ground through a sustained presence and strong delivery. In the future there is every chance this approach will produce more results as a raft of major oil and gas projects in the Caspian move from planning to construction. For example, near Baku with TTE International on behalf of BP and its partners in two major offshore hydrocarbon developments – the giant Azeri-Chirag-Gunshl (ACG) oil field and the equally large Shah Deniz (SD) gas field.

Today, about nine out of ten national production, electrical, communications expertise.
In a 30-year supply agreement, much of the Galkynysh gas will be exported to China by pipeline. Below are the thermal oxidizers for the sulphur recovery unit.
is gearing up for the second phase of SD development with plans to market gas in southern Europe through the proposed Trans Anatolian Pipeline and/or the Trans Adriatic Pipeline.

For its part, Turkmenistan is also planning the phase two development at Galkynysh, aiming to export an additional 30 billion cubic metres to China. Construction continues on the important East-West pipeline in the country. Long term, this will move some Galkynysh gas through a new US$2 billion port on the Caspian for onward transmission, possibly through the long-mooted undersea Trans Caspian Pipeline via Azerbaijan to European markets.

In Kazakhstan, oil production is set to grow two-thirds by 2025 while oil exports should double by 2035 according to predictions by the International Energy Agency. The hunt is also on for a market for Kashagan’s one trillion cubic metres of gas.

In other moves the Kazakh government signalled recently that it is committed, as is Azerbaijan, to upgrading old, partially-depleted onshore oil fields. Meanwhile all three Caspian littoral countries are growing rapidly and increasingly showing the greater regulatory flexibility necessary to lure inward foreign investment. Azerbaijan, like Kazakhstan, seems intent on building its own petrochemical industries; the launch of a US$17 billion oil-gas processing and petrochemical complex 60 km south of Baku is now set for early 2014. And Turkmenistan remains determined to build the costly infrastructure necessary to get its gas to world markets.

High expectations

Over the coming decade, a dozen or more major new pipelines should be built so making it far easier to move the region’s hydrocarbon riches to markets as far away as Bulgaria, Italy and Afghanistan.

The critical characteristics for being involved in this development, reckon John and Sebastian, are building good relationships, establishing a positive track record and always showing willing. Resource nationalism will remain a factor, but as Turkmenistan’s emergence from decades of isolation has shown, nothing is forever.

Today the ancient lands bordering the Caspian Sea are on the verge of living up to the high expectations envisaged for them by pioneer investors such as Robert Nobel decades before war and revolution in the twentieth century derailed them. It is a heady prospect.
The start of the year is a good time for reflection – looking forward as well as back. Taking a long view, Group Chief Executive Ayman Asfari explains to Andrew Cave how the company is evolving, and why he is excited about the future. Photographs by Lee Mawdsley

STAYING THE STRATEGIC COURSE

“I’m as excited about this business as I ever have been,” says Petrofac CEO Ayman Asfari as he considers 2014 and beyond.

He has reason to feel optimistic. Petrofac’s history – growing its capabilities across the value chain to expand its business and better meet the needs of its customers while assuming carefully-managed risk – is an approach that has characterised the growth of the company from the start.

Ayman and his founding business partner Maroun Semaan, who stepped down as President in January, have grown Petrofac’s expertise and taken on risk since 1989 when Petrofac’s American founder Ralph Martin asked them to set up and run Petrofac International as the international arm. And it tightly underpinned the duo’s success as they built the business, bought out partners and floated the company on the London Stock Exchange in 2005. Recently Ayman and his management team demonstrated to the capital markets how these strengths are the foundations for Petrofac’s three phases of growth to date. Building and sustaining a world-class onshore EPC business; delivering Integrated Energy Services (IES); and growing and enhancing its offshore EPC capability (see page 20).

But can a services company take on increasing amounts of risk from customers without becoming intrinsically much riskier itself? That, says Ayman Asfari, is the great strategic challenge for Petrofac for the long term.

“Risk is all relative,” declares the Group Chief Executive. “It’s always a question of whether you’re equipped to manage it. If I open a restaurant tomorrow, it’ll be a risky business for me because I don’t know how to run a restaurant. But we do understand this business, because our
We get paid a premium for managing our current capabilities and track record. "After all, this is what we’re here for. We get paid a premium for managing our current capabilities and track record."

"Risk is all relative. It’s always a question of whether you’re equipped to manage it.

"It’s extremely aligned. It’s about bringing in local content, training people, using local supply chains, managing the complexity of logistics and managing the security situation in challenging places and doing everything in line with our compliance and code of conduct."

Petrofac’s interim management statement in November expressed caution on 2014 but reaffirmed the Group target of doubling profits between 2010 and 2015. "We’re still working towards our 2015 target and it’s vital that people remain focused on it. We know we’re going to have very strong growth between 2014 and 2015, driven primarily by the ramp-up in production from our projects in Malaysia and the North Sea."

"It’s not just about 2015. As the recent capital markets presentation made clear, this is about positioning the business for long-term success. There’s enormous potential here and I feel we’re entering the next phase of a very exciting journey."

"It’s an extremely aligned model," says Ayman. "If we don’t increase production, we’re seeing a lot discussion about capital constraints. But it is not just about 2015. As the recent capital markets presentation made clear, this is about positioning the business for long-term success. There’s enormous potential here and I feel we’re entering the next phase of a very exciting journey."
The vessel will lay 5.75 km of pipe a day in waters up to 1,700 metres deep.

**Heavy lift crane**
The vessel has a revolving heavy-lift 5,000 metric ton crane for platform construction work. It revolves with maximum load at 40 metres radius and can install the 5,000 ton load at 45 metres tie-back mode. Its auxiliary hook can lower heavy subsea structures onto the seabed at depths of up to 1,500 metres.

**Eating onboard**
The vessel’s canteen prepares different full meals every six hours to cover the 24-hour working shifts. A baker cooks fresh bread and cakes every day. Storage contains fresh foods for last 15 days, and dried food to last 6 months.

**Living accommodation**
There is accommodation for 399 onboard, in rooms with flat screen TV linked to a satellite and DVD circuit. For off-duty relaxation there is a cinema, a fully equipped gym and a 100-seat conference room.

**Deck cranes**
There are four deck cranes needed to load the line-pipes from cargo barges, and to lift equipment from the supply vessel. One of the deck cranes is dedicated to subsea work for light structures, filtering out the motion of the vessel thanks to an integrated heave compensation system.

**Internal welding area**
During S-lay installation, the vessel’s structure allows pipe joints to be welded below deck, before the pipeline leaves the rear of the vessel.

**J-lay tower and moon pool**
Pipes are brought up from below deck, lifted vertically into the J-lay tower and welded. The pipes are then lowered into the sea through a moon pool – a dedicated opening through the vessel.

**Helicopter pad**
Built for a 15-seater commercial jet, the helicopter pad, almost 46 metres above the keel line.

**Lifeboats**
There are 4 lifeboats to cover 400 people, plus a number of additional life rafts for another 400 people. There are also two rescue boats.

**Deep sea pipelaying**
The JSD 6000 can lay pipes in either J-lay or S-lay modes. In S-lay installation, pipe leaves the rear of the vessel horizontally as it moves forward, forming an ‘S’ in the water and guided by the rear ‘stinger’. J-lay installation inserts pipe in an almost vertical position; pipe is lifted via the boat’s tower and only curves once, the reduced stress allowing J-lay to work in deeper water.

**Pipe capabilities**
The JSD 6000 can lay as much as 4-5 km of pipe a day, in waters up to 1,700 metres deep.

**The stinger**
A 100-metre-long pipe supporting structure that hangs behind the ship and controls the bend of the seagoing pipe string in S-lay mode to prevent excessive bending. The JSD-6000 stinger is adjustable, so it can be shortened or lengthened according to water depth.

**Eating onboard**
The vessel’s canteen prepares different full meals every six hours to cover the 24-hour working shifts. A baker cooks fresh bread and cakes every day. Storage contains fresh foods for last 15 days, and dried food to last 6 months.

**The JSD 6000**
This is Petrofac’s first offshore construction vessel – the JSD 6000. It’s a revolutionary combination vessel for deepwater pipe-laying and construction, which is part of a $1 billion investment – the most visible sign of the company’s moves to enhance its own deepwater capabilities. Deepwater resources will account for 13% of global oil production by 2020, and represent one of the fastest growing segments of the oil and gas sector, particularly the area known as ‘SURF’ – subsea, umbilicals, risers and flowlines. Petrofac’s strategy is focused on accessing the high-end, high-margin work as early as possible, and then attracting the maximum amount of engineering, procurement and construction work around the vessel. The JSD 6000 is on track to be delivered in early 2017 – a revolutionary vessel, at the top of its class. A poster-sized version of these two pages will be sent to the first ten applicants who email ‘Vessel Poster’ to Petrofacts@petrofac.com

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**RESOURCE IN DEPTH**

Illustration by Jason Harding

This is Petrofac’s first offshore construction vessel – the JSD 6000. It’s a revolutionary combination vessel for deepwater pipe-laying and construction, which is part of a $1 billion investment – the most visible sign of the company’s moves to enhance its own deepwater capabilities. Deepwater resources will account for 13% of global oil production by 2020, and represent one of the fastest growing segments of the oil and gas sector, particularly the area known as ‘SURF’ – subsea, umbilicals, risers and flowlines. Petrofac’s strategy is focused on accessing the high-end, high-margin work as early as possible, and then attracting the maximum amount of engineering, procurement and construction work around the vessel. The JSD 6000 is on track to be delivered in early 2017 – a revolutionary vessel, at the top of its class. A poster-sized version of these two pages will be sent to the first ten applicants who email ‘Vessel Poster’ to Petrofacts@petrofac.com.
MEXICAN WAVES

In the three years that Petrofac has been operating in the state of Tabasco, the company is laying the foundations for good relations with the local communities. Photographs by Marc Morrison

Tabasco’s mangroves are among the largest in North America, and include seasonally flooded forests and wetlands. Petrofac’s operations in Santuario are near to a huge expanse of wetland covering more than 600 hectares, and the company is involved in a conservation programme to protect this important tropical ecosystem in partnership with local landowners and the state.
Everything seems saturated with heat and painted with vibrant colours in Tabasco. The 20th century Mexican poet, Carlos Pellicer, was born here – and much of his work captures the intensity of his native state. He wrote: ‘Tropics, why did you give me these hands so full of colour? Whatever I touch fills up with sunlight.’ Its fertility brings bounty: alongside the production of agricultural products, such as cacao, coconuts, corn and sugarcane, oil plays an increasing role in the economy today. The region is one of Mexico’s main oil-producing zones – and since 2011, one where Petrofac is developing a growing business as the first foreign operator in the country for 70 years.

The company first began developing the Magallanes and Santuario blocks in Tabasco – where production at both fields has increased significantly – and has more recently been awarded two further Production Enhancement Contracts for Pánuco and Arenque in the nearby state of Tamaulipas (see page 5 for details).

Jacinto Osorio and the townhall

Tabasco State is prone to flooding, as typified in November when Tropical Storm Sonia hit Mexico hard. Much of the communities' infrastructure was affected – such as the Casa Ejidal (or townhall) in Blasillo, Campo Otaoas. Jacinto Osorio, the Comisariado Ejido (or commissioner), describes its previous condition as ‘appalling’. The refurbishment was carried out with Petrofac, and meant that the building was remodelled and now boasts a new roof as well as fans to combat the stifling tropical heat. Jacinto praises the work that was done, and explains that the building is used for a range of events and meetings, such as training programmes for local farmers.

These farmers are an important stakeholder group, making decisions communally. Under a system introduced after the revolution of 1910-20, land in much of Mexico belongs to those who work on it, who retain certain rights to parcels of this communal land known as ejidos.

Roberto Gil Osorio and the health centre

Next door to the Casa Ejidal is what was-once the community’s health clinic. Located below ground, it was completely flooded and, like the townhall, the people were unable to use it. “We did not want to move the service to another community,” says Roberto. “It serves 3,000 people, and this includes many elderly people who need support.” Following its renovation, the townhall was used temporarily to provide health services – such as support for maternity and children – but now the community has reached an agreement with Petrofac to renovate the clinic itself. “We agreed this two weeks ago, and we hope to start the building work now. With Petrofac, we are seeing changes take place,” adds Roberto.
Road safety is a real problem in this area, with large vehicles rushing by on busy roads every day. Uniformed school children walk in double file along the pavement – an everyday scene around the world. But for the school teacher Ana Victoria Ramirez Bautista, it’s a sight for sore eyes.

Based on consultation with community leaders, Petrofac identified this particular road near a school as a risk, and built a pavement to provide safe access to schools. “The children can come and go with more confidence,” says Ana Victoria.

“At the first meeting with Petrofac, we didn’t believe anything would change, but the company responded quickly to our concerns and now we have our pavement.”
However, despite the oil boom in these regions, widespread socio-economic challenges remain. The areas where the company operates are populated by mostly rural communities facing issues such as poor access to potable water and healthcare, or literacy issues and lack of employment opportunities. Petrofac’s commitment to social performance is clear: to operate responsibly, minimising any negative impacts on local communities, to enhance the benefits to society, through employment, supply chain opportunities and the investments made in sustainable development and training, and to establish effective relationships with local communities, based on trust.

This sounds simple in theory, but how is it playing out on the ground? During the first two years (an ‘evaluation phase’), the focus was on building relationships with local communities and understanding their priorities and concerns. This meant implementing some visible, quick-win projects to build trust in those communities: these include health and safety initiatives such as building pavements so that children can walk safely to and from school, supporting local schools with infrastructure improvements such as playgrounds, roofs and sporting facilities; and redeveloping community town halls that are used as health centres and local landowner associations.

Today, as the company moves into steady-state operations, the focus is on building long-term sustainable development programmes that may be less visible but have greater development outcomes, focused on four main categories: education, health, conservation, and sustainable livelihoods. Built into its agreements with the client, PEMEX, the company is committed to spending 1% of its annual expenditure on such projects. This represents a significant opportunity for local communities to improve their standard of living and benefit from oil extraction in their area.

As in many parts of the world the mangroves in Comalcalco in Tabasco are under pressure from various sources such as climate change and deforestation. Petrofac is working with CONAFOR, the national forestry commission, to implement a mangrove conservation programme in the areas surrounding its concessions. The mangroves provide an important eco-system service to fishermen, such as providing breeding ground for many species of fish and marine life. The programme, which lasts for five years, covers aspects such as environmental awareness and alternative fishing techniques. It is an example of how conservation and economic livelihoods can go hand in hand.

Alongside CONAFOR, Petrofac will work with the communities to help them to see the value in the ecosystems they rely on, and how conservation can contribute to sustainable economic livelihood and vice versa.

Gaspar Arias Arevalo, the cocoa farmer

Tabasco is often credited as the place where chocolate originated, initially developed by the ancient Olmecs and later refined by the Mayans and the Aztecs – and today’s continued production of cocoa beans lends weight to that claim. Petrofac is also working with INIFAP, the national institute of livestock research, on a programme to support cocoa farmers, such as Gaspar Arias Arevalo who works in Ranchería El Guayo in Comalcalco – a region which produces 20% of the state’s cocoa harvest. It is also the westernmost Mayan settlement and contains important archaeological sites like the only Mayan city built in brick rather than limestone. The programme is aimed at increasing yields and income for the farmers through planting new varieties of crops, through technological inputs to enhance crop yields such as pruning methods and fertilising techniques. It will also help them provide better access to market for their produce.
The curves, lights and scale of the control room of Gasco’s 4th natural gas liquids (NGL) train provide a suitably futuristic backdrop for a project designed to meet the growing energy demands of a nation. Located at the Ruwais complex in Abu Dhabi, the 4th train will process 27,000 tonnes per day of NGL and liquefied petroleum gas. Petrofac Emirates won the contract, alongside South Korea’s GS Engineering in 2009.
THE ISLAND WARRIORS
They’re the team conquering the challenges involved in constructing a project on a group of artificial offshore islands.
By Rupert Wright. Photographs by Daryl Visscher

Rami Mohamed
“This project is surrounded by water rather than sand. So we have to plan everything in advance because of the space limitations.”

Lynn Hobballah, an HSE specialist at Petrofac, will always remember when she heard the news that the company had won the contract for the Upper Zakum, UZ750 field development in Abu Dhabi. “We started hearing rumours,” she says. “Then I was called into my manager’s office and he told me the rumours were true. We had won. I was so happy. It meant that the offshore training I had in Aberdeen could finally be put into use.”

The contract is worth approximately US$3.7 billion – and is particularly challenging, for it is being constructed on four artificial islands, 80km off the Abu Dhabi coastline.

Youssef AlJalam, a procurement engineer, had been working on the proposal for more than a year, analysing how best to procure US$1 billion worth of equipment.

On hearing the official confirmation that Petrofac had won the contract, Youssef was delighted. “It felt great,” he says. “You knew then that you would be based in Abu Dhabi and you knew what you would be doing for at least a couple of years. But then the realisation set in that there was a lot of work to do.”

Johnson John, a manager of process engineering, was among more than 30 people from the Sharjah office working on the deal, with help from engineers in Chennai. “Since I was involved in the proposal for more than a year, I knew how massive the project was going to be,” he explains.

As soon as the announcement was
made official there was suddenly the need for more office space in Abu Dhabi. Fortunately this had been reserved at the Abu Dhabi Business Hub in Mussafah, but two new floors had to be fitted out. Shortly afterwards, more than 300 engineers arrived from Chennai, and they all needed accommodation.

“It was a little scary getting into such a big project,” says Johnson. “The requirements are top of the class and we need a very big team.”

Within days of the contract award being announced, teams within Petrofac were being assembled. David Knight, a logistics officer, quickly realised that one of the keys to success was getting everyone on Petrofac to appreciate the importance of logistics.

“There are no second chances with offshore projects,” he says. “If you get it wrong or a vessel breaks down it is particularly tricky and can lead to long delays.

“There are other factors to bear in mind. For an offshore site you need people logistics. “People need to have the right certificates to go offshore,” says David. “You cannot just whistle up another welder; they need the certificates that can take three to four months to get. Very quickly we needed to work out what the deliverables were.”

Another factor that makes this project particularly challenging is that, in response to the constraints of the artificial islands, it is being constructed in a modular fashion. Some of the modules will weigh more than 3,000 tonnes. They are being constructed locally in the UAE as well as in Korea, Singapore and China, before being shipped to the artificial islands.

“Every project has some modular element,” says Chris Joyce, project controls manager fabrication and construction. “But in this project it is even more important.

“For something of this size you would normally need about 10,000 to 12,000 people on site. But that isn’t possible. So you need to build everything twice, once in the yard and once again on the islands. And it doesn’t help that every facility has what is essentially a big moat around it. Storage is at a premium.”

Rami Mohammad, a member of the constructability team, agrees. “The challenges are similar to those we faced in EI Merk in Algeria. This project is also very isolated, but this time surrounded by water rather than sand. So we have to plan everything in advance because of the space limitations.

“Where do we put the batching plant? When do we transport the materials? This has required a tremendous amount of planning and cooperation with the other contractors. It is all about mitigating risk.”

Within the first few weeks, strategy workshops were taking place in Sharjah and Abu Dhabi. Offshore training courses were being run. And subcontractors were being contacted.

“There will be many subcontractors,” says Michel Moufarrej, a subcontractor manager. “We need to bring everything to the islands – water, electricity, cleaning facilities, food, accommodation. We even need to have air-conditioning units for the waste because otherwise it will smell terrible in the summer.”

Sung Sang Hyeob, nicknamed “The Shark” because of his offshore experience and love of the sea, is a planning engineer at Daewoo Shipbuilding & Marine Engineering (DSME). He arrived in Abu Dhabi in September from Houston, Texas. He is in charge of finalising a schedule for the construction, an important component of the project because of its modular nature. “Our company only does offshore work,” he says. “So it has been great to get to know Petrofac. I am learning something new every day.”

Subramanian Sarma, Managing Director of Petrofac’s Onshore Engineering & Construction (OEC) business, says he is delighted that Petrofac has been selected to deliver this landmark project for the Upper Zakum development in Abu Dhabi.

“Through Petrofac, Emirates we continue to show our commitment to supporting the oil and gas industry in Abu Dhabi and this project builds on the substantial work we have underway in the UAE,” he says.

“We look forward to developing our relationship with ZADCO through the successful delivery of this strategically important project.”

As well as all the technical, logistical and training challenges, Petrofac procurement staff are having to deal with rather more unusual requests than normal. “Last week we had to buy 96 fridges for one of the camps on the islands,” says Yourself.

“I’ve never had to do that before.”
Not many people share their office with astronauts and, on occasion, Hollywood film stars – but then again, not many people work in the world’s largest indoor pool.

For the Petrofac trainers at NASA’s Johnson Space Centre in Houston, their workplace could house 10 Olympic swimming pools. It is 40 feet deep in places, with surrounding walls that are six feet thick, and it contains 6.2 million gallons of water – as well as one life-size model of the International Space Station. The Petrofac facility offers safety, survival and emergency response training to the oil and gas industry, and in the two years of operation, it has provided thousands of diving hours without incident. The delegates train in the same pool as the astronauts, so they soon get used to their wondrous work, and after a while they can appear as ‘mere bubbles in the pool’.

Photographs by Marc Morrison
RUNNING BACK UP AND RUNNING

Restoring the fire-damaged platform Bekok-C was a complex task – which was completed safely and on time, thanks to an integrated team.

In late 2011, Petrofac was invited to submit a proposal for the Engineering, Procurement, Construction, Installation and Commissioning (EPCIC) contract for the platform restoration. Initially Petrofac management had serious reservations about bidding for such a complex brownfield project on a live and aged platform. Eventually however, the decision was made to take up the challenge and proceed with the bid, based on the use of detailed planning and precise execution to mitigate the risks involved.

The bid was successful and Petrofac was awarded the contract on 1 May 2012 – by which time they were able to hit the ground running. In advance of the award, Petrofac had already invested significant funds and had begun to mobilise the project management team as well as starting engineering and procurement activities. As a result, when the contract was formally awarded, key individuals were already in place and the hook-up barge had been identified. This in turn enabled early mobilisation of the offshore marine spread to start surveying and demolition work.

New ways of thinking and lessons learned from previous projects were combined with exceptional teamwork to complete the restoration, on schedule, within budget and safely. Much of this success can be attributed to the way that the Alliance Integrated Team (AIT) pulled together. This team was formed of representatives from Petrofac and PETRONAS Carigali, and was overseen by senior management from both companies. Petrofac Project Director David Gregg said: “The early completion of such a complex and risky brownfield project once again demonstrates the ‘driven to deliver’ capability of Petrofac in Malaysia.”

The scope of the project was large from the outset. Major pieces of work included the installation of three gas turbine generators, three compressors, three modular electrical and instrument rooms, a complete upgrade of the platform instrument control systems and replacement of existing piping, valves and instruments. To give an idea of some of the numbers involved, 16,000 valves and 2,100 spools were installed with 1,300 pipe supports, 180 km of E & I cables were installed and a total of 59 pressure vessels were inspected and of which seven had to be replaced and 25 repaired including 144 nozzle repairs.

One of the key principles in the execution plan was to maximise onshore fabrication and pre-commissioning. The three modular rooms were fully fitted out and tests onboard before being loaded, shipped offshore and installed. The use of a dynamic positioning vessel allowed the critical installation work to be carried out during the monsoon season.

The work grew by more than 25% from that envisaged in the original contract, which proved a major challenge to the already demanding project schedule. More than 450 workers, accommodated offshore on four separate vessels at peak, worked double shifts to minimise any delays. The main hook-up barge stayed on location continuously for 18 months including two monsoon seasons. Despite the challenges, the platform was restored, upgraded and safely brought back into production in the space of just 16½ months – with minimum facilities, and without a single lost time injury. Petrofac Offshore Construction Manager Peter Donnelly praised the attitude of employees and subcontractors: “To complete this project without any lost time injuries is a tremendous achievement,” he said. In total, some 2.7 million manhours were worked on the platform which was “live” for more than 90% of the contract duration.

First gas was exported in September, and after the handover ceremony, the platform was “live” for more than 90% of the contract duration.

Facts and figures

16 ½ MONTHS

From the start, with minimum facilities, to the fully refurbished platform safely brought back into production

US$220 MILLION

Value of the refurbishment contract by PETRONAS Carigali Sdn Bhd

2.7 MILLION HOURS

The total recorded man hours worked on the project

0 HOURS LOST

Not a single lost time injury at the time of writing (February 2014)

Using moored work barges (left) and prefabricated modules (right) were key to the project’s success.

Not a single lost time injury at the time of writing (February 2014)

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The career choices which graduates make can be among the most important decisions in their lives. We talk to two graduates working at Petrofac, whose career journeys started ten years apart, but whose outlooks on life and work illustrate how little difference a decade makes.

**DOUBLE VISION**

**THAER KANJO**
**CLASS OF 2004**

Thaer Kanjo joined Petrofac in 2004 after graduating first-in-class as a Mechanical Engineer from Aleppo University in Syria. “I had a scholarship to do a PhD but on meeting Ayman Asfari all that changed,” he says. “It was his vision for Petrofac, which matched my own personal vision, which did it.”

“He had growth ambitions for the company and a truly international outlook, particularly about leaving the world a better place than you find it.” In those days, there was less career structure than there is today. There were only 700 employees, and project cycles were fast so you had to hit the ground running and learn quickly on the job.

Initially, I was focusing on my technical development,” says Thaer. “But I soon learned that you need to demonstrate strong managerial skills to progress as well. It is important to take on roles where you can learn to trust your own decision making.”

Thaer benefitted from taking a planned, structured approach to his career – advice he passes on to a new generation. “You need to get a strong technical foundation, but you also need site experience and, if possible, to see a complete life-cycle of a project, then consolidate all that knowledge and experience in a project management role,” he explains. He points to various key roles for him (engineering, project, construction and planning) at different sites: Kuwait, Iran, Algeria, Iraq and Tunisia. Thaer highlights the importance of using team skills in his learning process. “Understanding how other team members can help you fill development gaps is also important.”

Thaer is keen to look forward as well. After achieving his PMP Certificate he is studying again – for an MBA at Manchester Business School – while he consolidates his experience in project management. Contemplating his future, he talks of his hopes for taking on senior management roles in Petrofac, and perhaps one day to be the world’s most admired oilfield services company.”

Photograph by Jerry Balloch

**SAM LISNEY**
**CLASS OF 2013**

Sam Lisney is a Graduate Mechanical Engineer who joined Petrofac in September 2013 after being sponsored by the Petrofac Royal Academy of Engineering Fellowship scheme as part of his MSc. Ten years after Thaer, he was also impressed with the Petrofac vision. “To be the world’s most admired oilfield services company,” he explains. “That’s a huge statement and I want to be part of that – whether it’s about our values or the tough commercial targets we set ourselves.”

Like Thaer, Sam is excited at the prospect of working on tangible projects that make a difference to the world. “Projects shouldn’t just be ‘seen on the screen’ – they need to be lived,” he says. “As I progress in my career, I’d love to work in places like Siberia or China where you can learn socially and culturally – as well as technically of course.”

Reflecting on his studies on energy systems and efficiency, Sam says projects like these make good technical and commercial sense. It is clear he doesn’t fit any stereotypical engineering mould. “Engineering does get a bad press from certain students,” he smiles. “But the boring image is just not true, particularly in the energy sector with its diversity of projects. Engineers want to push the boundaries as much as anyone, and I love projects where I can use my imagination as well as my technical skills.”

As one of the new generation of Petrofac’s graduates, Sam benefits from a structured programme which enables him to rotate across many disciplines. “It is important to have a career plan,” he says, “but it is also important to make the most of any opportunities that come your way.”

Sam is keen to learn what more experienced colleagues have to say. “I love to hear the advice of an earlier generation of Petrofac employees. I do have an eye on the future – and I would love to be a chartered engineer in ten years’ time – but for right now, I can honestly say that with each passing day I know I am learning countless technical details that are already making me a better engineer.”

Photograph by Karen Robinson
I ALWAYS CARRY...
MY COPY OF COLREGS

Daniel Sim is Marine Manager for Petrofac UK. His ‘highway code’ for the ocean is never far from his side – a reminder from days of working at sea.

Photograph by John Bodkin

This is my 1972 edition of the International Regulations for Preventing Collisions at Sea (or ‘Colregs’). When I was a Royal Navy officer, this book was always tucked into my back pocket – which may explain its somewhat battered appearance today.

The book, produced by the International Maritime Organisation, is a ‘highway code’ for the sea. It dictates the navigation rules for all vessels on the high seas, telling you how to move in relation to other vessels, and even defining what a vessel is.

Inside are a series of instructions about how seaborne craft should behave: what sounds, what lights, what shapes and signals to use in any given situation.

All officers have to memorise every rule and regulation inside, right down to where the full stops go, which wasn’t easy. What made it more difficult was that we were tested regularly, and you had to pass with 100%. We all used acronyms, phrases and rhymes to help us remember – some of which definitely shouldn’t be printed here – but it means that I still remember them to this day.

I joined Petrofac in August 2012 to help the company develop a technical marine capability that can facilitate our offshore ambitions. I have a degree in naval architecture, which in short covers design for any vessel or structure that will be used in, on or under the sea. This includes ships, submarines, pipelines, offshore platforms or floating production systems. For example, at the moment, our team is working on all the marine requirements related to the Upper Zakum project – vessel selection, loading operations, motions response, transportation routes and environmental conditions.

During my time as a surveyor, I had to keep the book close to hand as ammunition for debating with any obstreperous captains or masters. And today, while I’m not technically at sea, I still carry the book as a reminder of the real-world application of what we do.

Engineering work can get very detailed. In the marine environment, you can define, calculate and plan as much as you like, but you must always remember to respect the reality of the sea.

Do you have an item which you take to work, which says something about you and your work? Let us know, at Petrofacts@petrofac.com
MEET CAPTAIN RECYCLE

How a North Sea platform deck foreman has become an environmental champion

Throwing away a tin can wastes as much energy as if you had filled the can with petrol and just poured it into the ground. Starting facts like these underscore the sense of recycling both for business and for the environment.

The opportunities are enormous – as demonstrated by Petrofac’s Andy Slater, dubbed Captain Recycle by his friends and family.

Andy, a deck foreman and materials co-ordinator on the Dunbar offshore platform in the North Sea, operated by Total, has been championing the benefits of recycling at work, at home, in his village, and is now even planning to take the message to the primary schools of Scotland. Andy, who reached the finals of last year’s EVE awards for this work, explains that he first became interested in the topic while working with Total’s environmental team. “We get hundreds of different kinds of waste offshore, and there is limited space,” he says. “So it’s about taking the time to segregate things properly. On the Dunbar platform, we get audited on a quarterly basis and we’ve had quarters when we’ve done so well that we haven’t generated enough waste for even one landfill skip.”

Education is the main focus of Andy’s environmental efforts. “New people pass through the platform every month, and there are some weeks better than others. It hinges on the behaviour patterns of individuals,” he explains. “It’s only possible with a huge team effort.”

“You have to be careful, thinks Andy, in how you approach recycling campaigns. “You can over-complicate things or overload people, which backfires,” he says. “Incentive schemes are important, such as getting money back from bottles that you recycle. And in our case, we have a waste disposal key performance indicator that is one of the factors that goes towards our bonus at the end of the year.”

Particular successes on Dunbar include the fact that all the drinking cups on the platform are now made of cornstarch and are therefore compostable. He also explains that in one year alone, they raised £16,000 for the rig’s charity fund just by recycling scrap metal.

What started at work, Andy has taken into his local community. “I’m a member of our community council, and we’re looking at planning many measures ourselves which were dropped due to government cuts,” he says.

Andy was delighted at being nominated for the EVE awards, and amazed at making it through to the finals held in Dubai last November. “It was incredible. We were made to feel really special and part of the wider group, and it was great to meet Ayman Asfari and other senior managers and talk about the work we do.” And in his latest venture, Andy has developed a booklet for schools. “My daughter gave me the idea,” he explains, “suggesting that I look what we did at work into her school. It started with a talk for the kids, and has developed from there, with a booklet entitled My Family Recycles. Does Yours?”

It has the added benefit that kids can put pressure on parents to recycle as well.

R. Ambalagan
Chennai

I travel by auto rickshaw, as their drivers can manoeuvre faster than cars in the hectic Chennai traffic. This relieves me from the moodupssets caused by my own driving. Autos are also a cheap way to travel.

Rebecca Levone
London

Getting the Tube to central London every day is often a squeeze! It’s verycrowded and I may have to wait 3 or 4 trains go past before I can get on one. But the upside is the free newspaper. Metro.

Dean Reyniers
Houston

I ride to work by motorcycle, through George Bush Park, some 20 miles west of Houston. It’s so much nicer than the rat race of traffic lights and in-roads on the alternative routes.

Urvaaan Bhagath
Singh
Chennai

I travel 30 km by two buses each day. I would cycle, but for the pollution, the road condition, safety and the climate. And given traffic congestion, cost and safety concerns, I prefer public transport.

Bert Gatherum
Aberdeen

I fly out from Brístow’s Heliport Terminal in Dyce, Aberdeen, to the Britannia platform, some 130 miles out in the North Sea. It takes between 50 and 90 minutes, depending on the weather.

Pamela Campbell
Aberdeen

Some days I have a 120 mile drive to the office – but on others I have just a 20 minute stroll to my study at home in my slipper. One of the benefits of working for a global organisation.

G. Murgunanandam
Chennai

I cycle 44 km to work every day. It gives me lots of health benefits and helps in doing my bit for the environment. The roads teach me valuable lessons every day – most important of all being a human being.

Christopher Paton
Sharjah

My journey to work is a 15–20 minute drive from Business Bay in Dubai to our office in Al-Khan, Sharjah. Luckily the whole world is going in the other direction so it tends to be plain sailing.

In this next edition, we will see the views which colleagues have from their workplace. If you’d like to be featured, please send a photograph of the view, perhaps from your nearest window or somewhere you take a break, together with a description to petrofacts@petrofac.com before April 2014.
"I only ever wanted to be a pilot," Chris Allen says. "I did my RAF aptitude tests at 16, they suggested I went away and did an engineering degree, and then in the meantime my eyesight deteriorated... The briefest of pauses follows. "Of course, that wouldn't matter these days."

Aviation’s loss has been a gain for oil and gas – and for Petrofac. Group Director of HSSG, Chris Allen, says Chris was previously HSE Director of Oil and Gas UK, and before that of UKOOA, the operators’ association that preceded it.

"Chris chaired UKOOA’s aviation safety and technical group, and is proud of the fact that this group introduced ‘virtual radar’ for helicopters – a world first for new technology – we put black boxes on a cluster of platforms, to ‘virtual radar’ for helicopters that this group introduced before that of UKOOA, the Director of Oil and Gas UK, and HSSEIA for the last four years, Chris acknowledges that there’s been a period of unprecedented soul-searching around offshore aviation. "Naturally, with a run of incidents, culminating in the Sumburgh tragedy, people working offshore and their families are very anxious about this part of the job."

The HSSG has since secured full assurances that the root causes of the EC225 failures have been identified and have been resolved. They are at the forefront of work to ensure that the aircraft is flying safely. And since the Sumburgh tragedy, they have broadened their remit to address all potential safety issues including non-airframe factors and shared learning.

"Incredibly, our time is divided," says Chris, between work to progress specific safety improvements, and more general work to restore confidence in flying.

"We are working with the regulators and the three main helicopter operators in a closer co-operation review of helicopter operations, including comparison with Norway where the recent safety record appears better than the UK. "At the same time, we run regular ‘Helicopter Safety Awareness courses for the offshore safety reps and for the media, so they can get a sense of just how much maintenance goes on.’

Meanwhile, the young pilot’s dream never entirely went away. Ten years ago he was bought a flying lesson as a present, finally got his pilot’s licence and now owns a share in a light aircraft. "Obviously you don’t have to be a pilot to be involved in the work of the HSSG," he says. "But what’s helpful is my knowledge of how aircraft are maintained and operated. And an understanding of the regulatory oversight is helpful in terms of making sure we as a company do the right thing."

"Within Petrofac, we have aircraft operations, both fixed-wing and rotary wing. A key part of these operations is that we use independent expertise to make sure they are operated safely. We subscribe to a risk ranking system for different airlines, and rules about which can and can’t be flown – information that is available to our travel bookers. And we arrange annual audits of aircraft we are using in the North Sea, Mexico and Malaysia, for example."

"In a nutshell, it’s not enough that we get it nearly right most of the time. We have to be absolutely right, all of the time."
HOW MENTORING HELPS EVERYONE TO GET AHEAD

The school mentoring scheme set up by Petrofac’s Woking office benefits the pupils, the community, and the employees who take part. Photographs by Karen Robinson

When Carl Asibey heard that Woking office was running a school mentoring scheme, he felt he had to be involved. “I’ve experienced, first-hand, the difference having a mentor can make,” he says. “In whatever guise they might come.”

The 31 year-old Carl, who now works for Petrofac’s ECS business in Woking, says his professional mentor played a significant role in his progression. “When I began working with Petrofac a few years ago, I was assigned a mentor. I’d completed a Masters, but I knew that the real learning would begin when I got into the workplace. My mentor spent a lot of time coaching me, and helping me hone my skills,” he explains. “So I wanted to give other young people that opportunity.”

The Woking mentoring team was established by Corporate Social Responsibility (CSR) Coordinator, Lisa Lewis, who had been exposed to the power of mentoring herself during a community event. “I thought that Petrofac could do something that really makes a difference,” she says. “And by creating an in-house mentoring programme, it means we have the flexibility to do what we want to do.”

Having reviewed Ofsted reports and met with the headmasters of a handful of schools, Lisa forged a relationship with Fullbrook – a local comprehensive. “Fullbrook had everything we were looking for in a partner school,” explains Lisa. “The right approach, staff who are fully engaged in the mentoring concept, and – through its focus on STEM (science, technology, engineering and maths) subjects – alignment with Petrofac’s Corporate Giving objectives.”

Lisa canvassed her colleagues to form a team of volunteers, and structured the mentoring programme in line with the school curriculum. A leadership professional was commissioned to train the team and facilitate sessions with the pupils, ensuring that mentors develop their communication and interpersonal skills at the same time as the mentees.

This year, the team is working with a 20-strong group of 13 year olds who have chosen – with the involvement of their parents – to take part in the after-school scheme. The decision to mentor pupils of this age, as they enter an important juncture in their academic career, was very deliberate. This year they will be asked to make subject choices which ultimately affect their future career paths. But according to Lisa, Carl and the other Petrofac mentors, the role of the mentor is not to distinguish between what’s right and wrong in the mentees but to help them make “considered decisions” by offering an outlet, challenging the thought process by asking questions, and providing encouragement.

“The pupils just want someone to listen to them,” explains Carl. “We’re not there to preach or judge. As mentors we all share a similar goal, to help our mentees believe in their ability to achieve something, whatever that might be.”

Emma Thacker, also based in Woking, is another Petrofac mentor. She explains how helping others makes you feel good – about yourself and your company. “It’s great to see the difference you can make to an individual student’s life,” she says. “It also helps you recognise the different kinds of skills that different kinds of people can bring to any organisation.”

Increased employee motivation is just one of the benefits of the programme to Petrofac: the training and development that mentors receive is also taken back into the workplace. And, in an industry that faces a shortage of skilled people, the team say they are working to develop tomorrow’s talent.

“Engineering is perceived as being hard to get into,” says Carl. “And the rewards of an engineering career are not always apparent, so it isn’t always an obvious choice. We’re not there to persuade the pupils to become engineers, but if that’s something they’re interested in, we can use the benefit of our experience to tell them what it’s all about.”

Petrofac’s Head of CSR, Gwen Pollard says that extensive research on the business benefits of employee volunteering programmes such as the mentoring programme are well established. “Not only does mentoring provide a personalised development opportunity for the mentees, but the mentors benefit too, by gaining competencies and skills across a broad range of business relevant areas,” she adds. “We are now working on a UK-wide mentoring programme; we have already established a programme in the London office and Aberdeen are considering developing a programme in the near future.”

Mentoring wins won the Ethical category in Petrofac’s 2013 group-wide employee recognition programme – the EVE Awards – for adding to Petrofac’s position in the community. “In fact!” says Emma. “The students were as excited as we were to hear on the night of the EVE Awards that the scheme was among the prize winners.”

For further information about the Woking Mentoring team, contact Lisa Lewis at lisa.lewis@petrofac.com.

For further information about the London Mentoring team, contact Lucy Pinkstone at lucy.pinkstone@petrofac.com.
PICTURE PERFECT

Pablo Picasso said that the ‘purpose of art is washing the dust of daily life off our souls’. But for Petrofac’s Mairita Jonikane – the winner of this year’s Picture Petrofac competition – it was the dust of daily life that she turned into art.

Her winning photo, entitled ‘The Long and Dusty Road’, was taken on holiday in her home country of Latvia on a hot August day. “Cycling in such dry weather on a country road is a pleasure until the moment a car passes,” she explains. “This one left a lot of dust behind, which was not such a good feeling – but it looks wonderful and creates a sense of mystery.”

Mairita, who is a Technical Publications and Design Assistant, has been with Petrofac just over a year. In the photo is her husband, cycling a little ahead of her in a remote region called Latgale. ‘At the time, he was still my boyfriend. But now we are married and he is studying architecture in Scotland which is why I came to be working for Petrofac Training Services here in Montrose,’ she says. “I like that the photo suggests movement towards an ‘unknown future’ – following my husband on that day trip and in life’s journey.”

Mairita has also been on a photographic journey, first becoming interested when she studied Graphic Design at Liepaja University. “For me, the camera’s technical parameters do not play an important role; generally I use the automatic button because the magic moments don’t wait while you change the settings!”

Since the birth of her daughter, Mairita says that her photography has been focused on her family, but that may be about to change. ‘Becoming an overall winner of Picture Petrofac was a surprise for me, as there were many good photographs to compete with,’ she says. “Winning the competition will encourage me now to return to other photographic themes.”
Making Caspian
inroads
‘We’re willing to take some risk, invest, and develop relationships.’

Out of this world
The delegates train in the same pool as the astronauts.

Staying the course
‘A consistent theme is local content and local delivery.’