



esg | energy
services
group

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Capability Statement

On

Consultancy Services

for

Project and Construction Management

and

**Abandonment, Decommissioning and Environmental
Management**

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Introduction

Energy Services Group Ltd. (ESG) provide management and advisory services spanning the upstream oil and gas business cycle, including exploration sub-surface analysis, field development planning, drilling, production, project management, facilities engineering and support services including late life asset management and decommissioning. ESG staff are seasoned, highly trained and motivated professionals, each with many years experience with international operating companies. ESG are independent, and specialize in the delivery of objective solutions to meet client needs, safely and efficiently. Consequently, the client is assured of receiving the highest quality, most cost effective solutions to meet its program objectives.

Integrated Service

ESG specialize in providing an integrated service and we work closely with our clients to ensure their objectives are clearly understood and our interests are aligned. We consider our clients to be our partners. Our strength is in providing expertise in technical and commercial disciplines to the oil and gas industry at reasonable cost. We believe innovation and best industry practice are the keys to unlocking value throughout the life of the asset, from exploration and appraisal, through development and production, to decommissioning.

Philosophy

ESG's philosophy is to utilize people with exceptional talents and skills, working together to provide exceptional results. ESG's pool of expertise includes world-class geoscientists, engineers and commercial analysts. ESG's staff assigned to a client's project can draw on the collective backing of the full expertise and knowledge base of the company.

The combination of knowledge, skills and experience within ESG spans the entire spectrum of the upstream energy industry. Our strength is in taking on the most challenging problems and providing innovative solutions, using all the disciplines we have access to through our client, in house or third party.

One of our unique strengths is in risk and reliability-based technologies, where we apply rigorous quantitative risk assessment techniques to design, evaluation and analysis. Combining this with our expertise in optimization, we provide optimal, pragmatic, and cost-effective design solutions to enhance performance and maximize productivity.

ESG can offer all aspects of Project Management for Engineering, construction, brown-field and green-field projects through to final abandonment and decommissioning. This encompasses provision of policies and procedures, supervision, Environmental Impact Assessments and customized and pragmatic engineering solutions.

The core staff at ESG have experience in all aspects of planning and operations management and supervision, integrity inspections, documentation and training. The company is staffed with personnel each of whom has over 25 years experience with international operating oil companies in both offshore and onshore situations in over 30 countries worldwide.

Company's & Associates Capability

The objective of ESG is to provide Project Management services of the highest quality to our clients operations. To best ensure success, we utilize an integrated approach involving all the necessary engineering disciplines to progressively plan and implement work programs. Working closely with our clients to ensure their objectives are met safely and efficiently, ESG has the in-house expertise or necessary associations to achieve this. This approach ensures ESG accountability for the project and ensures that standards are maintained at the highest level.

It is a pre-requisite that no individual or associate company will be nominated to a client unless they have physically demonstrated the skills and compliance to work at the higher levels of work standards to produce the quality of work instructions required for delivering high value project by top quality teams.

Our Knowledge Base

Our core competencies encompass a wide range of technical and practical skills and knowledge. Our backgrounds are as diverse as our people, spanning the theoretical, analytical and practical, giving us the ability to take any solution from a conceptual stage all the way to implementation. Here is a summary of the breadth and depth of our knowledge base for both onshore and offshore operations in all environments. Specific areas of expertise within ESG are:

- Implementation of Health and Safety Management Systems
- Preparation of Health, Safety and Environmental Policies
- Project Selection and appraisal
- Project Management and in particular Risk Management
- Facilities and Construction Management
- Preparation of Operations Manuals, Policies, Procedures for modifications and new installations.
- Operations and facilities maintenance.
- Planned Shutdowns, testing and commissioning,
- Preparation of Invitations to Tender and Evaluation of Bids
- Environmental Impact Assessments for various types of projects
- Debottlenecking and late life Asset Management
- Management of Materials Supply Chain including Logistics
- Well abandonment and final platform decommissioning and removal
- Training of Client Staff

Project Selection and Appraisal

The key to success is based on selecting the optimum project for development. Where multiple project options exist, they must be screened and compared on common criteria. This may seem simple but different projects have different risks and these risks must be analysed, costed and factored into the comparison.

Projects should be assessed using IRR, NPV and payback. Different clients will put varying weighting on these indices but all should be calculated to allow projects to be compared.

The Select and Appraisal stages are vital in maximising the project outcomes. Effort at the early stages pays dividends as the ability to control costs and schedule diminishes with time. Changes during the execute stage are to be avoided as cost and schedule are significantly more difficult to influence.

Management and Control of CHANGE

Once the project has been selected, appraised and the designs are in place, it is imperative to resist Change Proposals (CP). This is not to say we should stifle true innovation at any stage of the project but the PM must recognise that **CHANGE** is potentially expensive in terms of cost and schedule. **Change is the PM's Arch Enemy.**

Proposed CP's to approved designs must demonstrate a significant Safety, Cost or Schedule benefit. That is to say (for small CP's) at least 100 times the cost of the change. For significant CP's the PM should seek benefit of doubling the NPV. All CPs have the potential to impact on the overall schedule and workload of the engineering resources. On a \$100million project is the PM to be interested in a CP which may offer a \$50,000 cost saving together with the potential schedule impact.

During the 'operate' phase of the project there will be processes that may need to be fixed, replaced or improved. Most operators will have in place a 'change control system'. The first option when considering CP's should always be 'DO NOTHING'. Once the consequence of doing nothing have been fully evaluated and demonstrated to be untenable, only then should other options be considered.

The problem with 'CHANGE' is that the Proposer becomes invested. This is not a bad thing but the PM should be aware. The cost of the proposed change tends to be under estimated. Conversely, the benefit arising from the change tends to be over estimated. With this in mind, changes purported to offer a 10:1 benefit are soon to be recognised as having zero or negative returns. A good Project Manager will motivate the team to encourage innovation whilst controlling change for change sake.

Proposed Changes should be categorised and ranked. The categories would be :-

- Legislative
- Safety Improvement
- Cost Saving
- Production Benefit

Legislative changes must be implemented but in a controlled manner. All other categories of change should clearly demonstrate their worth with tangible benefits. The CPs should be vetted and verified by several competent operators and supervisors. **Be aware that CHANGE PROPOSALS grow arms and legs.**

Project Management

Good project management begins with assembling a good and experienced TEAM that the Project Manager (PM) can trust and rely on. The reason is simple; the PM must delegate tasks to the team members. Even in situations where a PM can complete a task more efficiently, he must still delegate the task. Only through delegation can the PM free the time for managing and motivating the team and managing the project and the RISKS.

ESG can provide seasoned professional Project Managers to ensure the project stays on track.

A typical installation project may have an execution schedule of 18 – 20 months (depending on scale). This includes the engineering and installation. To achieve this successfully, the PM must assemble a project team quickly and motivate them into working together efficiently in a very short space of time. This takes skill and experience. The team progress through a development process. This process is widely described as:

Forming -- Storming -- Norming -- Performing

Forming - stage 1

High dependence on leader for guidance and direction. Little agreement on team aims other than received from leader. Individual roles and responsibilities are unclear. Leader must be prepared to answer lots of questions about the team's purpose, objectives and external relationships. Processes are often ignored. Members test tolerance of system and leader.

Storming - stage 2

Decisions don't come easily within group. Team members vie for position as they attempt to establish themselves in relation to other team members and the leader, who might receive challenges from team members. Clarity of purpose increases but plenty of uncertainties persist.

Norming - stage 3

Agreement and consensus is largely formed among the team, who respond well to facilitation by leader. Roles and responsibilities are clear and accepted. Big decisions are made by group agreement. Smaller decisions may be delegated to individuals or small teams within group.

Performing - stage 4

The team is more strategically aware; the team knows clearly why it is doing what it is doing. The team has a shared vision and is able to stand on its own feet with no interference or participation from the leader. There is a focus on over-achieving goals, and the team makes most of the decisions against criteria agreed with the leader.

Capable management in the early stages is critical to speed up the teams development to the **PERFORMING** stage. Due to the reluctance to assume responsibility, some cultures may never reach the **PERFORMING** stage.

Risk Management

All projects are exposed to risks. The success or failure of any venture depends on how we deal with these risks. The construction industry as a whole and the Oil and Gas industry has a poor reputation regarding coping with risk. Many projects (up to 60%) experience costs overruns and (up to 80%) of projects experience schedule overruns.

All too often risk is ignored or dealt with in an arbitrary way by adding 10% contingency to the project cost estimate. This is invariably inadequate, does not address schedule, leading to delays, cost overruns and sometimes litigation and even bankruptcy.

The time of greatest uncertainty is at the early stages of a project, which is also the time when significant decisions are made, which influence the entire project. It is at these early stages that risk needs to be considered and analysed.

Some risks can be managed or mitigated; other risks are out of our control.

Controllable Risks

- Team Competence
- Definition of scope
- Sub-contractor competence
- Design integrity
- Design schedule
- Materials quality
- Equipment schedule

Non-Controllable Risks

- Change in legislation
- Exchange Rates
- Inflation
- Materials costs
- Oil Price
- Force Majeure
- Weather

Types of risk vary depending on the environment and world location. It is clear that geopolitical and security risks must be considered in many locations.

ESG have extensive experience across the globe and within many politically and security sensitive locations. ESG have partnership with Australian Consolidated Insurance (ACI). ACI can provide clients with risk evaluation and the highest standard of risk cover to meet their operational needs.

As implied above the best time to influence the project outcome occurs at the early stages. All too often time pressures are allowed to push the project into the execution phase before thorough risk analysis is carried out and or designs being at a satisfactory stage of development. Subsequent problems and late design changes invariably rapidly increase the costs and cause delays to schedule.

As some risks are very difficult or impossible to directly control, projects need to be assessed and validated with contingencies to cover for these risks. Each risk should be identified and analysed for probability and consequence. There are several computerised risk models on the market. These models utilise various probabilities and consequences values and run many iterations (typically 1000) to plot a chart of the likely outcome and impact on the project.

For controllable risks, risk identification is best carried out via brain-storming sessions using as many varying competences as possible. Once identification is thorough, a trained team of people analyse and quantify the risks. Again computer based analysis can be carried out to analyse the most likely impact of each risk. The management team must put in place policies and procedures for mitigating the controllable risks. The responsibility for mitigating individual risks is best nominated to individuals or sub-contractors who can best influence the potential. Incentives can play a major role in risk mitigation.

Risk management is a continuous process throughout the project life. It is also necessary to reassess risks as the project progresses. This allows projects estimates to be adjusted (up or down) in cases where new risks are identified or previously identified risks have not occurred.

At the early stages of the project such as feasibility study and estimating, there will be very little firm understanding of the risks. Early estimates therefore should carry a significant contingency for risks. As the project passes through feasibility stage and detail design stage, the risk allowance should be reduced due to increased definition. Contingencies can be further reduced during the execution/construction phase. At the end of the installation phase, cost allocations against risks can be greatly reduced.

Good management is needed to overcome the perception that if risk contingencies are allocated they will be used. It needs to be noted that use of contingencies is closely linked to the efficiency with which the project resources are allocated and managed.

Project Costing and Planning

Cost and time estimates are produced to allow senior management and clients to know what to expect. Because early estimates tend to be based on very little firm data, the estimates should be provided as a RANGE and not a single figure. A range provides management with a feel of the high and low possibilities. Further, a single number can tend to get lodged in peoples mind and becomes an expectation. Clearly when various risks are involved a single number is inappropriate.

Cost engineers prepare estimates. Normally a 50/50 estimate is prepared. That is, the final project cost has 50% probability of being less than the estimate and a 50% probability of exceeding the project estimate. It is then common practice to add arbitrary percentages to increase the level of the estimate to 70/30 IE 30% probability of cost

overrun and 90/10 which is assumed 10% probability of costs overrun. It is better to consider and analyse the risks than to apply simple percentages.

The BASE estimate should be produced and then the risks need to be assessed and costs added to produce the CONTROL estimate. This strategy applies at all stages of estimating; Feasibility, Budget and Sanction estimate. The risks identified generally impact on schedule as well as costs. The project plan needs to reflect the risks identified. This is often overlooked.

Early estimates are normally produced in-house by the client in order to seek approvals to advance the project. In instances where single figure estimates have been produced and inadequate allowances made for risk, conflict arises when contractors provide bids. Contractors are normally better at identifying risks and they can only be expected to make the necessary provisions within their bid.

Where a client wishes the Contractor to carry all of the risk, inevitably the final cost is higher. It is more efficient if the risk is carried by the party in best position to bear the risk.

The above situation is why Contracting Strategy is an important issue to consider. The contracting strategy goes a long way to determining who carries the risks. Whilst lump sum contracts have seemed attractive to many clients, it is widely recognised that lump sum contracts do not provide the least expensive project.

*As an example, out of 730 offshore wells plugged and abandoned in the Gulf of Mexico between 2002 & 2005, 185 were performed on day rate and 545 were performed lump sum. The averaged final cost of each well was **28% less** on the day rate/reimbursable contracts. **Oil & Gas Journal Dec 2007.***

The contracting strategy should be selected based on the level of influence that the client wishes to maintain throughout the project. Having awarded a lump sum contract to a contractor, the client is compelled to allow the contractor to perform the work as he sees fit to maximise his profits (whilst adhering to specifications and schedules). Target Cost Contracts can be attractive to contractors as they offer risk and reward. These types of contract also allow the client to maintain a level of control. Where clients require more control, they need to consider Measured Work or Cost + Contracts.

Contracting Strategy should also take account of how progressed and complete is the design at the award of contract. All too often a client with an incomplete design awards a major lump sum contract to a fabricator. As the design progresses the client inevitably needs to make changes. The resultant impacts on cost and schedule are huge and can lead to litigation.

As indicated above the contingency allowances for risk can be reduced as the project progresses. As the project passes through feasibility stage and detail design stage, the risk allowance should be reduced due to increased definition. Contingencies can be further reduced during the execution/construction phase. At the end of the installation phase, cost allocations against risks can be greatly reduced.

Facilities Abandonment, Decommissioning and Environmental Management

Whether decommissioning is imminent or far in the future, the Asset Operator needs to be aware of the responsibilities, liabilities and the costs associated with facilities decommissioning.

ESG personnel and associates have extensive experience in all aspects of decommissioning and abandonment projects.

Project Management during the whole of the decommissioning phase is of paramount importance. The reason being is that a decommissioning project has ZERO revenue stream. Cost overruns on a development project can be offset by rising oil prices or the cost overruns simply reduce profit (NPV) or delay payback. Cost overruns on a decommissioning project COST MORE MONEY.

Decommissioning is sometimes seen as so far on the horizon it can tend to be ignored. As part of due diligence, clients considering a farm in to a new asset should seek a sound understanding of the decommissioning responsibilities at the outset.

ESG knowledge base provides experience in the following areas;

- Gaining understanding of the facilities to be decommissioned.
- Meet & collaborate with Operator to ensure good understanding of facilities operation to ensure maximum efficiency and minimum production losses.
- Understand the original installation methodology (modular build, single lift, piece small build).
- Understand local & international laws and regulations current and planned.
- Understand the options/strategies available for removal of topsides and jacket(s).
- Understand the disposal options for topsides and jacket facilities – duly noting waste hierarchy – reduce, re-use, recycle, and dispose.

The timing of decommissioning is based on the balance of production costs Vs revenues from production. When production costs exceed revenue, the end of economic life is reached. This sounds simple but this line may be crossed and re-crossed several times due to fluctuating oil prices. Third party opportunities also impact the economic life of the project. All of these factors must be considered. Where strategies can be adopted to delay decommissioning, (where it is safe to do so), the savings due to NPV can be significant. ESG takes an overall view of the decommissioning to maximise project revenues and NPV for the client.

ESG also have an understanding of the equipment required to complete abandonment programmes. This includes offshore marine vessels and onshore heavy plant. ESG personnel have the expertise to manage and control the issues and risks which face the operator.

- Thorough review of well(s) and drilling data – good records are key to successful permanent plugging and abandonment of wells.
- Development of decommissioning proposal and plan.

- Environmental Impact Assessment (EIA)
- Consultation with potential sub-contractors and cost estimating.
- Consultation with all stakeholders. (key to smooth and successful project).
- Presentation and review of the decommissioning proposal.
- Incorporation of comments and any changes from stake holders.
- Issue of final proposal and final cost estimate.
- Planning of logistics and construction activities (could be spread over several seasons depending on location and scale of facilities)

Environmental groups and the general public are now fully in tune with issues which have potential to impact on the environment. Proposals for new major projects and decommissioning of old infrastructures are recognised to have potential impact on our environment. Environmental Impact Assessments (EIA) are now widely used to assess and mitigate the likely effects on the environment. The EIA focuses on the likely impact on vegetation, animal habitats, human impacts, potentials to adversely affect water supplies and quality and, more recently, the carbon footprint of the project. Carbon footprint is a measure of how much CO₂ is likely to be omitted to the atmosphere. The carbon footprint is now becoming a significant measure for projects and can shift the balance when selecting various development options.

ESG have many years experience with Environmental Impact Assessments and stakeholder management.

ESG hold proprietary software and data bases for planning and cost estimating for decommissioning projects. These cost models are based on historical data and internationally accepted working NORMS for each discipline.

Each phase of the programme must be thoroughly planned with the necessary resources made available. Work may be phased over several seasons depending on location and complexity of the facilities.

BP North West Hutton platform decommissioning is currently underway spread over several years and at an estimated cost of \$360 million.

The 1998 estimate for decommissioning the Conoco-Philips Ekofisk field was \$1.48 billion. The current estimate is not disclosed but it is clear that cost of labour and Heavy Lift Vessels have increased significantly since the 1998 appraisal.

- Work would normally start with cleaning of the topsides process systems.
- Sub-contracting for plant or marine vessel charter for the offshore works.
- Permanent plugging and abandonment of wells.
- Removal of topsides.
- Removal of jacket structure.
- Permanent removal or abandonment of any pipelines.
- Debris clearance and sub-sea survey.
- Agreement will be required regarding any cuttings piles on sea-bed.
- Asset holder remains responsible for any items left in place and survey monitoring in the future.

Cutting techniques are particularly important during decommissioning. Platform jackets are invariably large, heavy wall, tubular sections which may need to be cut. Some will

have insert piles. There are various methods of cutting and selecting the best option for each situation saves time and money.

- Oxy-arc
- Thermal Lance
- Diamond Saw
- Diamond wire
- Shaped charges (explosives)
- High Pressure Water Jet

Availability of offshore cranes and support vessels also impacts the cost of decommissioning. During high oil prices, decommissioning projects compete with new installation projects for access to large offshore cranes. This in turn increases the charter rates. ESG have the knowledge and experience to minimize the impact of these issues.

The fundamentals outlined above apply to onshore facilities such as; refineries, fossil fuelled power plants, onshore oil & gas facilities.

Our Services

For any project, our extensive knowledge base and experience enable us to offer complete Project Management which includes but is not limited to the following services:

- Planning
 - Establish HSES Policies and Procedures
 - Preparation of Project Execution Plans (PEP)
 - QA / QC
 - Provision and preparation of technical documentation and support
 - Contracts and procurement
 - Logistics, inspection and acceptance Services
- Execution
 - HSEQ management and supervision
 - Facilities engineering and supervision
 - Construction management, engineering and supervision
 - Operations support and site supervision
 - Supply chain, marine and logistics management and supervision
- Specialist Services:
 - Abandonment and decommissioning projects
 - Training of all levels of personnel involved in operations
 - Environmental Impact Assessments

Project Implementation and Management

ESG can provide services through the entire process of technology and commercial application, from concept and project appraisal all the way to implementation and close-out. Our project implementation services are founded on our experience in managing and implementing challenging projects under extreme conditions and challenging cultural and environmental situations. All of our employees have a strong operator background with extensive field experience. This gives us the ability to effectively represent the operator in assuring that the project goals will be met.

Our goal is to bring projects on time and under budget while maintaining a clean environmental and safety record.

ESG has a proven track record and its approach to effective project management includes the following:

- Assuring project is carried out within project and industry safety guidelines,
- Chairing regular project team meetings and monitoring progress against agreed time-lines,
 - Maintaining action list and verifying follow through,
 - Identification, assessment and actively managing project risks
 - Maintaining critical issues and potential bottleneck list and assuring timely resolution of issues,
- Assuring QA / QC of Contractor's services and Supplier's materials is strictly followed
- Conducting HAZOPs, HAZIDs and Task Risk Assessments and assuring mitigation of issue raised,
- Providing full range of technical assistance throughout the implementation of the project,
- Fully coordinate Contractor's (Service Companies) and Supplier's involvement in the Project
- Assuring adherence to approved procedures,
- Assuring optimum reporting and communication between Project Team Members and Project Manager and Client.

Training and Support Services

Training is the critical differentiator between failure and success of any project or endeavor. Effective training includes technical fundamentals, problem solving, operational practice, and safety awareness. Together with experience on the job, such training is essential in creating competent professionals.

ESG offer customized training programs in several areas of the upstream energy industry. Our courses are customized to suit client requirements and address client gaps in the most effective manner. Blending theory, practice and discussion in the right proportions, our courses succeed in elevating the understanding and competence of a wide cross-section of participants. In keeping with our philosophy, our courses go beyond the traditional approaches, and several special problems, current trends and research activities are discussed.

ESG is specialist in the Project Management of decommissioning projects and as such offers customized training programs to educate all levels of site and office based personnel in the particular practices that must be adopted to assist with the execution of safe, effective and efficient operations. The decommissioning training programmes are designed at several levels;

- Decommissioning awareness
- Decommissioning strategies
- Decommissioning costs and major issues impacting costs and NPV
- Decommissioning safety
- Decommissioning politics and stakeholders

Our support services include provision of technical audits, authoring standards documents, inspection, quality assurance and quality audits.

Technical Documentation

Since part of ESG's core business is Project Management we have the in-house expertise to prepare all necessary documentation required to safely and efficiently manage projects from start to finish.

Outline for Planning Process, Workflow and Standards

Major projects are high value operations that must be organized, constructed, planned, executed and managed using key project management principles. The key areas to project success, having been derived from what has already been learned, are known to drive the more successful companies to leading edge performance. For example:

- **Highly experienced and qualified individuals;** These will not come from one company but will be selected from a series of associate companies there-by ensuring that the highest quality of personnel, experience and operating knowledge needed is provided to Client.
- **Fundamental engineering practices.** For each subject area a Basis of Design (BOD) document will be constructed then applied to provide the foundation for continuous, engineering assessments and be applied both from project onset, pre planning, execution and in operations phase.
- **Applying 'best practices'.** Will be achieved through ensuring that the highest quality personnel are provided who are capable of self managing, control, development and delivering 'live' project specific documents. *E.g. Risk register, Standard Operating procedures, Contingency plans, throughout a project life cycle.*
- **Using project management techniques.** Apply fundamental project management principle to meet the requirements of customers' needs, concentrating on the following recognized key areas.
 - **Integration;** Integrating all project disciplines using a project management and organization based architecture approach.
 - **Clearly defined work-scope definition;** Investing the necessary time at the beginning of every project to ensure that all work-scope requirements are clearly defined so that resource and time required can be properly planned and catered for.
 - **Time management.** e.g. ensuring project scheduling is applied through using a project planner in each project and in project executing phases to ensure that all necessary and proper operations reporting, standards of performance, loss measurement, learning and change management are executed in a proper and value adding way.
 - **Cost tracking.** Planning managing and executing costs on a continual basis throughout all project stages.
 - **Quality.** 'Fit for purpose' is the term often applied to best suit quality assurance needs in projects. ESG ensure that the project solutions considered are pragmatic and best fit for the client. To meet such needs a quality assurance manual out-lining all project standards and systems to be applied will be the governing document.
 - **Resources.** The right people, with the right tools, equipment and processes in the right place at the right time. A common mistake in high value projects it undoubtedly too late commitment by the operator or not sufficient resources to meet work-scope needs. Therefore through project management

application, clear work-scope definition and regular progress checks will ensure that resources are sufficient to meet project demands.

- **Communication.** Clear RACI matrix in place and understood by all.
- **Risks.** Prior to commencing any risk management process a fundamental task is to identify and rank the problems anticipated. Then to start to manage the risks, right from project on-set until project ends. A risk register will be maintained throughout the project cycle and will be a process further developed to meet future project needs.
- **Procurement.** Contracts, supply chain management, cost tracking and logistics is an integral and important part of any project.

Work-scope and Services Provision Capability & Methodology

ESG can provide **Project Management** services for any type of onshore or offshore environments.

ESG use project planner and planning software e.g. Microsoft Project/Primavera and will execute project plans using both planning and workflow process based on each project's needs. These methods and techniques have been used and developed working for different clients with their requirements for their projects.

For Client specific project needs, these would be first determined through an initial 'project initiation meeting' where a logical, systematic and progressive systems approach would then be followed and from there then adopted to the project work-scope identified from where a first 'basis of project design' would result. Key project instruction required, standards and documentation needed would be agreed and form part of the group mission statement. Typical key standards to be recommended include;

- Management, i.e. Commitment , Communication, & support
- Get good people i.e. Competent and committed, having well defined roles, responsibilities & accountabilities
- Clear work- scope definition, with delivery goals and objectives well understood by all. Performance targets set by the team
- Good management systems. E.g. planning, organising, execution and controls. Hazard, Risk and loss control management. Processed delivery

Completed and Ongoing Projects

ESG personnel are involved in a wide range of projects for many clients. Following is an example of the range of completed and ongoing projects since 2001.

- Decommissioning and abandonment study and due-diligence for Hewitt field and Bacton Terminal – UK, Southern North Sea. *International Energy supply Company.*
- Decommissioning and topsides replacement for multiple platforms in Iran – *Iranian Operator*
- Decommissioning Study and due diligence – Nido Field – Philippines
- EMP SM4, SMV-A, EWV-A Structured Decommissioning Offshore Sabah & EMP for BAV-A Vent Structures Decommissioning at Offshore Lutong, Sarawak
- Baseline Study and Environmental Impact Assessment (EIA) for Saderi Field Project, Miri Sarawak
- E11 Hub and E11 Hub Phase 2 Post EIA Monitoring Survey – Shell Sarawak
- Field development, Project, Facilities and Construction management for small independent in Turkmenistan.

- Installation of multiple platforms and pipelines Qatar. - *International Construction Company*
- Installation of 150km, 32" pipeline – Indonesia
- Full field development management for production facilities and pipelines in Kurdish Iraq
- Installation of early production facilities and pipelines in Kurdish Iraq – Norwegian Oil Company
- Feasibility study for installation of new platforms and pipelines in Turkmenistan.
- Installation of early production facilities – Yemen (ongoing)
- Installation of refinery facilities – Kurdish Iraq. (ongoing)

Contact Information

ESG operates from its Head Office in Dubai, UAE. It has also established country offices and representation in Turkmenistan and Malaysia.

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