Operations Solutions

Supporting our customers at every stage in the life of their assets with specialised engineering, broad technical capability and long-term experience.
Wood is a global leader in project delivery, engineering and technical services, providing efficient, integrated solutions across the asset life cycle in multiple sectors. We are proud of our rich heritage which underpins our unrivalled breadth and depth of capability. We employ people with the brightest minds and the sharpest skills, who use our leading-edge technology to help our customers succeed.

Our differentiators include our extensive range of services, the quality of our delivery, the passion of our people and our unique culture. True to our values, we work in an open and transparent way; a committed partner to our customers, supply chain and the communities we work with.

Our values set the tone for what is important in our business, they are the essence of our identity and fortify everything we do.

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**Care**
- Working safely with integrity, respecting and valuing each other and our communities

**Commitment**
- Consistently delivering to all our stakeholders

**Courage**
- Pushing the boundaries to create smarter, more sustainable solutions

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“Each and every individual in our business has the ability to make a significant impact to our safety delivery. Safety is what we care about most and being safe means looking out for yourself and showing care for your colleagues. Keep safety at the heart of every conversation you have.”

Robin Watson, Chief Executive
Our complete range of services assist customers at every stage of the asset life cycle. No challenge is too big or too small. Our highly experienced teams ensure safe delivery, increased efficiency and reduced cost.

Wood is at the leading edge of operational delivery across sectors and locations. Our comprehensive in-house competency programme supplies the right people, adding value at every level to operate and maintain your assets. Our robust recruitment and development processes supplement a pool of experienced manpower, offering fully certified trade and discipline personnel. Our personnel are experienced, motivated, trained and focused on delivering the highest standards of service and assurance. We maximise performance to ensure the successful start-up and ongoing operability of our customers’ assets, with a measured approach that ensures productivity is achieved safely and economically.

We offer a complete spectrum of operations solutions from the start-up of a completed project to its retirement from service. Our capabilities allow us to be involved throughout the asset’s life with expertise in:

- Operations
- Maintenance
- Modifications
- Industrial Services
- Commissioning
- Decommissioning

Providing O&M support for over 70% of Gulf of Mexico customers with deepwater assets.
Operations

With more than 100 years of operational experience we know how to push the operating envelope on your asset’s performance, reliability and lifetime.

Operational excellence
Our comprehensive in-house competency programme is designed to offer a consistent service that pushes us towards excellence in all areas of operational delivery. Safety is the first and last thing on our minds. We design safety up front within our procedures, build it into our deliverables and ensure it gets the highest priority throughout execution. We recognise the potential for incidents at any point. The greatest assurance we can offer is to keep all operations safe, for our customers, our vendors and our own personnel. We offer:
- Operating strategies
- Risk analysis and mitigation plans
- Selection, training, and assurance of operations team competency

The performance of every component at every level is balanced with the needs of the asset. The basis of our integrity support is having a clear strategy for the life of the asset. We take a holistic approach that considers operational life and factors in overall performance needs to optimise integrity planning. We’ve worked hard to develop a fully integrated portfolio of services that support operational integrity.

Our capabilities include:
- Manpower services
- Inspection
- Integrity strategies and management
- Shutdown / turnaround
- Due diligence
- Logistics

Long term partnership
CATS is a gas processing facility in Teesside, North England with infrastructure including 404km 36” subsea gas pipeline with a capacity of 1.7bcfd. The system currently serves over 30 producing fields connected via a series of production hubs. In a long-term contract, Wood plays a major part in ensuring a successful outcome for the CATS business. The services we provide include:
- Facilities engineering and modifications
- Industrial services
- Maintenance management
- Operations services
- Pipeline integrity
Maintenance

Our unrivalled asset experience allows us to offer a robust and fully assured suite of maintenance services.

Our maintenance experts work hand-in-hand with operations to ensure assets continue to operate effectively with no unexpected failures or downtime.

We have the right people
Our maintenance services begin with quality people. We hire the best technicians and service personnel who are experienced, dedicated and qualified for their specific roles. We are used to working under pressure. When plant or facility turnarounds are scheduled, there is no time for second chances. We understand the asset. We know how it works and how it needs to be maintained. Wherever the asset is in its life cycle, we are there to make sure it continues to operate efficiently and safely.

Specialised tools and software
We have developed tools for real-time assessments of potential defects and suitable remaining life, accurately predicting maintenance schedules and requirements. The combination of reliable, skilled personnel; process management systems; proven maintenance strategies and procedures; and specialised software packages provides us with the total capability to assist customers in extending asset’ life without interruption.

Our services span the entire spectrum of integrity. With a unique scale and experience, we have established teams providing:

- Operational management solutions
- Training services
- Repair orders
- Minor modifications
- Vibration, dynamics, and noise capability

Equinor
- O&M contract of WHP-A and WHP-B since 2009
- Onshore multidisciplinary engineering team to support operations & maintenance
- Onshore preservation team
- Offshore positions including maintenance and production supervisors, radio operator, CRO
- Total POB of 30 for O&M

A complete toolbox of maintenance services
Modifications

An excellent track record of brownfield modifications that enhance production, increase capacity and extend asset life.

Wood brings every stage of the minor modifications process under one roof. We work on a broad range, size and complexity of modifications, scaling our systems and processes to suit your needs and deliver a fit-for-purpose result. No job is too small or too difficult. We can engage separately at each stage across project life cycle or deliver a fully integrated solution with minimum interfaces and maximum efficiency.

Our high-integrity brownfield services support customers to optimise performance, maintain production, reduce operating costs and provide integrity assurance.

We offer lean processes for minor modifications while having the assurance of a large multi-national business with strong experience in projects of all sizes.

Our complete service covers all the key phases from developing concepts and engineering the solution, through procurement and construction implementation, into commissioning and handover to operations. Our service draws on the expertise of our core capabilities with well-developed processes that integrate each stage seamlessly to deliver an end to end solution.

The breadth of projects offered ranges from small facility revamps to major offshore upgrades. Our capabilities offer a reliable and efficient means of handling multiple projects of varying sizes simultaneously.

- Scalable design
- Integrated fabrication
- Seamless site installation
- Dedicated repair order team
- Qualified 3D surveyors

Our dedicated repair order team that rapidly eliminates backlog, improves asset integrity and saves cost.

EOG Resources UK
Wood successfully engineered and installed the EOG 300T Hang-Off Module (HOM) and Douglas topside modifications for the Conwy platform tie back. The project was implemented with no unplanned disruption to ongoing operations.
**Industrial services**

We are a market-leading provider of fabric maintenance, access, specialist cleaning, mechanical, electrical, instrumentation and specialist services.

Our in-house expertise, capabilities and skills enhance the structural integrity of industrial assets, helping to maximise operational time and lifespan of structures and facilities. We have the capacity to deal with projects of all sizes, from one-off capital projects to complex infrastructure programmes and rolling fabric maintenance contracts.

- **Fabric maintenance** - Our comprehensive range of industrial support services effectively manages all your fabric maintenance and corrosion management requirements including painting, insulation and passive fire protection.
- **Access services** – We are an established supplier of access services specialising in scaffold design, inspection, installation and rope and alternative access.
- **Specialist cleaning** - We provide industrial cleaning services support and asbestos remediation.
- **Construction services** - Our services extend to all types of building work – from one-off individual projects to high profile development schemes and include refurbishment as well as new-build activities.
- **Specialist services** - We provide a suite of specialist asset integrity support services including positive pressure habitats, heat treatment and composite wrap repairs to prolong the longevity of our customers’ assets and drive cost efficiencies across time-critical projects.

We have built our experience in some of the most competitive environments around the world. Cost is always a key focus but we balance this with the added value, assurance and safety performance that underpins our reputation.
Commissioning

Experienced technicians, tested processes and leading software for total assurance in project commissioning.

A new approach to new assets
With over 30 years of continuous commissioning experience Wood has built a powerful team of specialists to lead our commissioning projects. We were the first in our industry to gain international certification for our hook-up and commissioning processes. We prefer to engage with a project during the engineering stage, where we can guide the design and construction philosophies for a more seamless start up. Early involvement allows us to provide engineering data and gain familiarity with the asset ahead of time to help plan the commissioning schedule.

Vendor reviews can be performed and dedicated focal points identified for vendors and execution teams to facilitate smoother coordination.

Our dedicated commissioning teams operate worldwide, providing consulting support, specialist manpower, project management and bespoke software to execute commissioning scopes of every scale and complexity.

Outstanding engineering and operational experience means we bring a deep understanding of the key interface points to bridge the gap from design to ongoing operations.

- Hook up
- Commissioning management, planning and scheduling
- Project certification management – database to track and manage progress of mechanical completion and commissioning activities
- HSE management – permit-to-work database for commissioning and start-up permitting
- Punch list database and management
- Technical resources to execute commissioning activities
- Material management
- Logistics planning
- Preservation coordination

Peregrino A&B – Equinor, Brazil
Two fixed platforms, 13,000 ton (A+B topsides weight). We provided commissioning services for two drilling and well-head platforms.

- Commissioning project management
- I&E and mechanical technical support
- Planning of systems completion
- Management of customer MC completion database
- Onshore and offshore commissioning execution activities
- Materials and logistics support
- HSE and PTW support
- Start-up support
- Post-commissioning / operations support
Integrated services from pre-commissioning to final completion and handover give you complete assurance for a seamless start-up.
Decommissioning

Safe, cost effective late life retirement and decommissioning solutions for any size project.

Decommissioning is a core Wood capability founded on global strength and expertise from our offshore and onshore engineering, operations, maintenance, nuclear and duty holder services. We can help you plan and manage your decommissioning project, from the small to the highly complex. We focus on providing safe, fit-for-purpose and environmentally responsible solutions ensuring cost certainty and efficiency while protecting your reputation.

Our services can be delivered on a standalone contract basis or as part of an integrated late-life asset retirement and decommissioning proposition. All our decommissioning services are underpinned by strong programme management and delivery capability with key strategic alliances addressing all elements of delivery.

We provide all stages of asset decommissioning including strategic planning, late life asset management, implementation and removal as well as remediation and post removal monitoring.

Our strategic planning for late life concentrates on:

- Maximising capacity during late life operations
- Optimising the transition between production/generation and shut down phases
- Minimising asset expenditure and decommissioning costs across defined timelines
- Managing regulatory compliance throughout the process

We deliver innovative, safe and cost-effective solutions for decontamination, dismantling, deactivation and demolition of high-hazard plants and sites. We combine safety case management, environmental and radiological consultancy, and health physics support with our core engineering capabilities and expert knowledge of regulatory and licensing frameworks.

- Decommissioning and dismantling
- Waste management
- Labs and testing
- Site restoration and remediation
- Geological disposition

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**Nuclear Damage Compensation and Decommissioning Facilitation Corporation, Japan**

Wood has carried out a major study into managing radioactive waste at Fukushima Daiichi to assist Japan’s Nuclear Damage Compensation and Decommissioning Facilitation Corporation (NDF) to develop a long-term waste management strategy for the site. The work was done by an expert project team who identified practical planning tools to support the development of a waste management strategy at Fukushima, which included strategic planning, logistical modelling and assessment methods, combined with efficient approaches to waste sampling and analysis.
Largest offshore lift

In 2017 we were awarded a contract to support Shell in the decommissioning of their Brent Bravo platform in the North Sea. Wood was responsible for preparing the platform for removal via a single lift methodology including structural strengthening and installation of under deck lift points. The contract followed on from our work on the Brent Delta which culminated in the topsides removal in 2017, which at 24,200 tonnes was the heaviest marine lift ever undertaken at sea.
Wood is a global leader delivering technical, engineering and project services across the entire asset life cycle. We operate in more than 60 countries, employing about 60,000 people. We provide performance-driven solutions from development to decommissioning for a broad range of industries including all energy sectors, process and refining, power and utilities, mining and manufacturing.

For further information please go to: