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Knock on WOOD

As the world's leading brownfield services provider, Wood Group PSN has established itself not only as a supplier of quality services, but as a company that values social responsibility and integrity.

Images by Joseph Feil

Wood Group has enjoyed a long tradition of success since its early days when William Wood started his ship repair and marine engineering company in Scotland in 1912. Flash forward more than half a century to the 1970s—oil and gas reserves were discovered in the North Sea and presented an ideal opportunity to translate marine engineering experience into engineering and support services.

Today the company comprises three businesses, Wood Group PSN, Wood Group Kenny, and Wood Group Mustang, providing a range of engineering, production support, and maintenance management services to the oil and gas and power generation industries in 50 countries, employing more than 40,000 people worldwide.

Andrew Stewart, Managing Director of Wood Group PSN's (WGPSN) Australia Asia Pacific operations,

knows the value of hard work and making something of yourself. "I've never felt I've been a natural at anything so I've always had a motivation to work hard," Andrew says. He started his working career as a shy teenager at McDonald's, manning the chip machine, and believes that his early experience has impacted the rest of his professional life. "Through my career at McDonald's I moved through the ranks, picking up the great progression training that McDonald's poured into me, and I ended up running several stores for them. That was an ideal introduction to business because you were dealing with a few hundred teenagers on the roster, large sums of money, customers, and all the technical elements that McDonald's employs to get a consistent offering. I learned a lot working for that company."

After graduating from the University of Melbourne with an honours degree in engineering, Andrew took his skills and applied them in the United Kingdom and

India. After some time abroad, he decided it was time to return home to Australia, and joined WGPSN's Melbourne office. "I came back to Australia because I was attracted by Wood Group PSN's brownfield portfolio offering, and I wanted to complete an MBA. It's been a remarkable ride since that time; the business has continued to expand in the region and I've been able to grow in line with it."

Andrew started as a delivery manager for WGPSN, before being promoted to regional business manager and then at the start of 2014 to Managing Director, Australia Asia Pacific. In the short time he has been managing director, the team has secured several major contracts—something Andrew is very proud of. "I've been in this role since January last year and in that time we've had some privileged contract wins with some great customers."

WGPSN is perhaps best known for providing engineering, procurement >



and construction services for Esso Australia's oil and gas activities in the Bass Strait, including the \$4.5-billion Kipper Tuna Turrum project. "We've been with ExxonMobil for more than 17 years, continuing this relationship last year by securing a Bass Strait contract to provide brownfield engineering, procurement and construction services—the success and longevity of our partnership has been underpinned by world leading safety performance and consistent delivery of our service commitments.

"Securing a contract for engineering, procurement and construction management services on the Woodside-operated North West Shelf Project's Karratha Gas Plant in the latter half of 2014 was also a big win. Then in

September, we signed a multi-year contract with ExxonMobil Exploration and Production Malaysia Inc (EMEPMI) in Malaysia to provide engineering and project management services for their offshore assets. We've enjoyed this journey of growth by managing the business tightly from a cost perspective and by delivering a dedicated team who continue to delight our customers with performance."

WGPSN is passionate about social responsibility. The company engages with the local community wherever it operates, ensuring there is a positive experience from its involvement in the area. This is important to WGPSN, but it does require a lot of time and effort to ensure it is done right. "One of our core values is social responsibility; we want to nurture and bring the local communities along with us. We're currently working in Papua New Guinea and Malaysia—areas that have a rich and colourful local heritage. One

of the challenges and key focuses for us is how we enter these communities, how we discover the real needs of the community, and how we purposefully engage them in our business."

"In Malaysia and Papua New Guinea, it's about bringing locals into the WGPSN family and providing them with opportunities, training, and development through our operations. Papua New Guinea is largely field services: maintenance activities and project activities in a complex environment. Our focus in Papua New Guinea has mainly been on training competency. In Malaysia, which centres on professional services, it's been about bringing locals into the business and coaching them about how we manage an offshore brownfield portfolio of work for our customers."

This approach to social responsibility hasn't just been applied in these two countries. In Australia, WGPSN has worked



closely with local Indigenous communities and implemented a reconciliation action plan (RAP). "As managing director, it would have been very easy for me to put a RAP in place in a couple of weeks. However, we wanted to take our local leadership and the whole business through a journey to make sure it was right, that we understood it and that we could do something meaningful in those areas. It was a long journey but it was the correct and respectful thing to do. Wood Group's RAP was endorsed by Reconciliation Australia earlier this year; it describes the ways in which we will demonstrate and uphold our commitment to supporting the aspirations of Aboriginal and Torres Strait Islander people over the next three years."

WGPSN has also partnered with a number of suppliers and contractors in the region to ensure the delivery of its projects, taking the same honest and open approach to these relationships.

"Just as we expect to work with our customers, we expect to work with our partners—it's got to be a mutually beneficial relationship," Andrew says. "We never engage a supplier with the arrogance that 'we know best and you shall do'. We're guided by them because we need their expertise. They're specialist providers rather than subcontractors and we understand that the greatest success is achieved through working together in partnership.

"For example, in Papua New Guinea we entered a strategic alliance with a local land holder

"We are focused on growth—Asia Pacific is providing some exciting opportunities and we are expanding our regional footprint."

- Andrew Stewart



company. We wanted to bring them into our project and we wanted to help them with business fundamentals—ethics, planning, and management—while bringing local labour into our operations. Through this alliance, we contribute back to the local community providing employment and training; teaching them the skills, particularly in infrastructure, needed to secure different types of work in Papua New Guinea."

For WGPSN, its core values of safety and assurance, relationships, social responsibility, people, innovation, financial responsibility, and integrity are extremely important. The values guide everything the company does and in Andrew's opinion makes it a stronger business. "Many businesses have a lot of smart people in them. We genuinely feel that value-based businesses are those that stand the test of time. WGPSN operates across 50 countries so it's essential to have something that brings us together as a team, and our core values do just that. They give us a common way of connecting and coming together as a team, but more

importantly they help us make sustainable decisions."

Andrew is leading Wood Group PSN Australia Asia Pacific into a period of continued growth in the brownfield services sector. "We are focused on growth—Asia Pacific is providing some exciting opportunities and we are expanding our regional footprint.

"In Australia, we see expenditure moving into our sweet spot, which is brownfield production support services—whether that's engineering services, maintenance services, construction services, or project services—we have that full spectrum covered. We also execute the work ourselves, be it engineering or field construction."

Wood Group PSN Australia Asia Pacific is witnessing the transformation of the region's oil and gas landscape with more than \$200 billion worth of new projects, including new LNG trains, coming into production. "A number of long-term projects are now requiring reliable service providers, and we're very privileged to be able to offer something different compared to our competition." •

"After the PNG LNG construction phase it was difficult for Laba Holdings to forecast business opportunities. Wood Group and Laba formed a strategic alliance partnership to identify and harness opportunities on site and concurrently build Laba capability." - Julian Counsel, Chief Operations Officer, Laba Holdings

Laba Holdings has grown rapidly in meeting the needs of their suppliers, completing construction and production works, and now provides a pool of labour in the sectors of camp maintenance, security, drivers, civil works tradesmen, plant and equipment operators, and other general labour requirements.

Our workers gained valuable new knowledge, new skills, and safety habits that broadened their experience with world-class engineering companies.

People hire: Labour, skilled, technical

Equipment hire: Light to heavy plant on wet or dry

Project work: Construction and civil works

Maintenance services: Buildings, grounds, and fabrication works with low to medium complexity.



Laba Holdings Ltd
T: 71001810 | E: business@laba.com.pg