News @ wood.

Global leader in consulting and engineering, delivering critical solutions across energy and materials markets.

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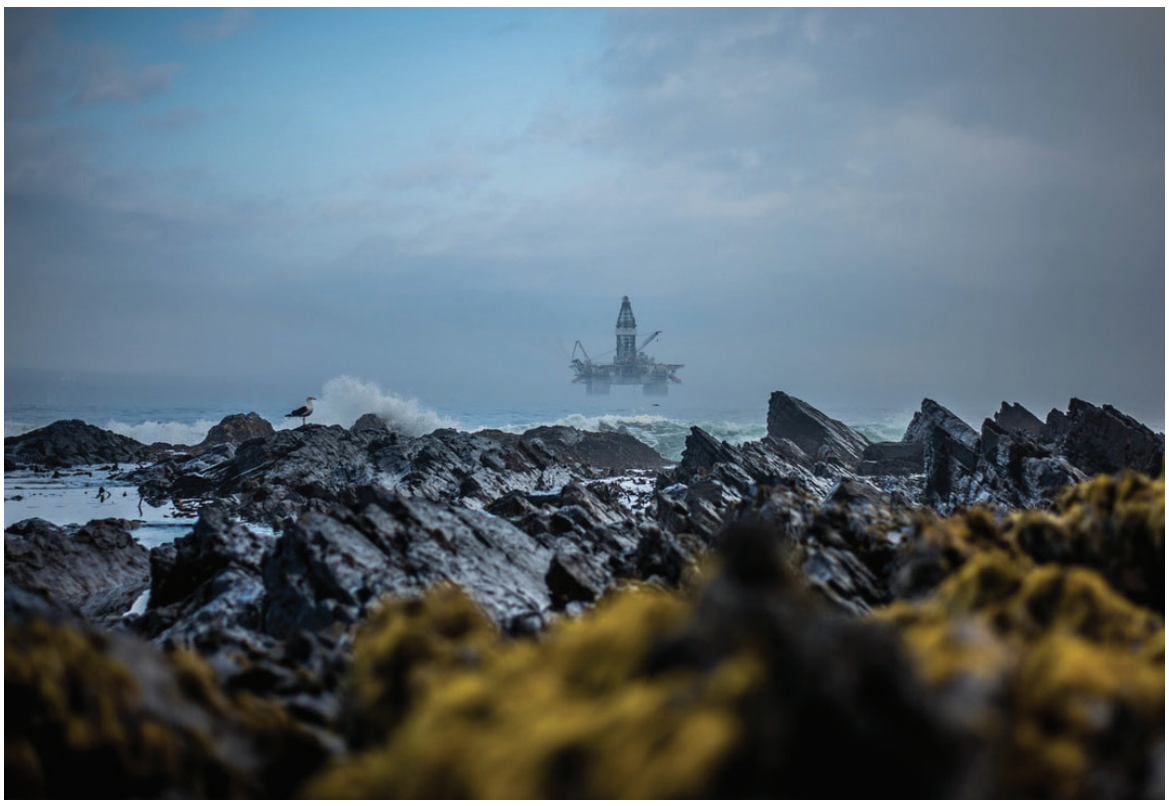
Wood secures UK offshore duty holder contract

Wood, a global leader in consulting and engineering, has secured $55 million in contracts to deliver operations, maintenance, decommissioning and duty holder solutions across four UK oil and gas fields.



Duty Holder | Oil & Gas

As duty holder of a jack-up support vessel, Wood will assume full operational responsibility of the asset. Wood will also manage all operations, maintenance, integrity management, emergency response and engineering services for two offshore platforms and an onshore gas terminal within the same development.

90

people onshore and offshore

Wood will employ around 90 people onshore and offshore on these two-year reimbursable contracts, delivered by Wood's Ellesmere Port and Aberdeen teams.

"The award of this new duty holder contract is a vote of trust for Wood's oil and gas operations expertise. Safely operating and maintaining critical offshore infrastructure is important to the UK's energy security.

Darren Anderson
Senior Vice President for UK Operations, Wood

"As existing duty holder for the Central Area Transmission System (CATS) gas production facility in Teesside and the Scottish Area Gas Evacuation (SAGE) system at St Fergus, Aberdeenshire, Wood is one of only a select group of energy service companies to act as duty holder for operators in the UK."

Partnering with Harbour powers progress in the North Sea

Oil & Gas

In July 2023, Harbour Energy and Wood entered a new strategic partnership for UK North Sea operations. Two years on, we revisit the team leading the delivery, exploring how they've navigated challenges, driven performance and evolved the partnership.

At the heart of Wood and Harbour's collaboration is a shared vision for innovation and operational excellence. By integrating collective expertise and leveraging the strengths of both organisations, a platform has been built that supports safe, sustainable, efficient and forward-thinking solutions.

Our joint approach not only addresses the technical complexities of the basin but also fosters a culture of trust where knowledge is shared and best practices are elevated to new standards.

Over the last two years, the partnership has safely completed more than 1.5 million labour hours without a single Lost Time Incident, executing nine shutdowns without delay.

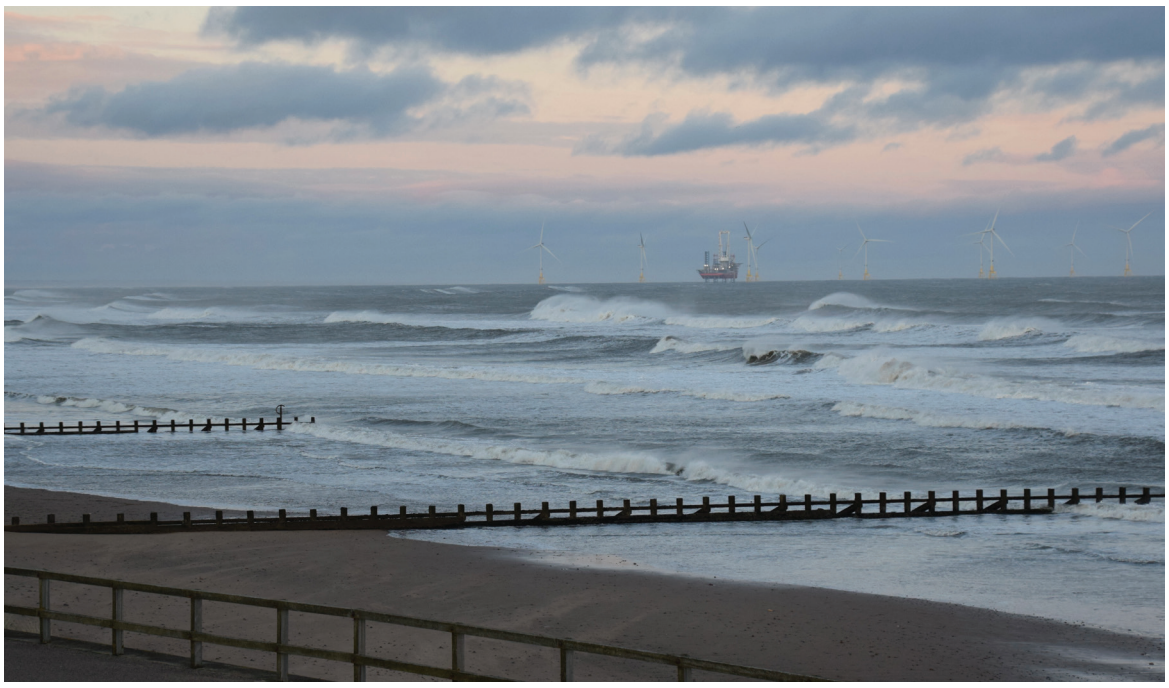
Our teams are continually looking at driving innovation through fast-track project delivery and scalable process. We have worked alongside them on five emissions reduction and efficiency projects.

Some of the partnership's other key achievements include:

- Substantial onboarding of personnel at Wood in support of contract delivery: demonstrating client confidence in our delivery team and ability to scale in response to evolving project demands
- Installed over 1.2km of hard pipe and completion of 214 scopes of work
- Developed an integrated Scalable Delivery Process tailored to Harbour Energy's scope requirements
- Completed a Fast-Track FEED, four weeks ahead of schedule, accelerating project decision-making
- Optimised construction tooling, and installation methods and procedures, reducing dependence on specialist vendors and tools

Wood's partnership with Harbour Energy is delivering real results. By embracing innovation, challenging convention and working as one team, we are setting new standards for performance and sustainable growth.

By Scott Buchan and Hillary Dubsky, Contract Managers



The North Sea's next chapter

The choices we make today will determine not only the future of the basin, but the future of our remarkable workforce, world-class supply chain and our ability to lead through the energy transition. It demands clear thinking, practical leadership and an unwavering commitment to the incredible people who work and support the North Sea.

By Steve Nicol
Executive President,
Operations, Wood

The North Sea has become one of the most remarkable stories in the history of global energy. It has outperformed expectations, weathered repeated crises and delivered huge value to the UK and beyond.

The basin has been a cornerstone of energy security, a source of economic strength and a vital engine of employment and innovation. This is good but it is also a basin in transition - technically mature, economically challenged and strategically at a crossroads.

The choices we make today will determine not only the future of the basin, but the future of our remarkable workforce, world-class supply chain and our ability to lead through the energy transition. It demands clear thinking, practical leadership and an unwavering commitment to the incredible people who work and support the North Sea.

Historical impact

Our journey began in the late 1960s, when some of the first discoveries kicked off a wave of activity that would go on to transform Aberdeen from a small fishing town into the oil capital of Europe. I guess you could say we found our calling somewhere between cod and crude!

At the time, many doubted whether we could make this work. The technology was unproven, the environment was unforgiving, and the scale of investment was unprecedented for the UK. Against all odds, it's fair to say it has delivered.

The North Sea is celebrating 50 years of oil production this year. The Argyll field, operated by Hamilton Brothers, achieved first oil just months before bp's Forties came online in 1975. The industry continued to prosper through the 80s and peaked in the late 90s at around 4.5 million boe per day. To put that into context, that's probably enough liquids to fry every fish supper in Scotland for the next 100 years...!

Across its lifetime, the UKCS has produced more than 46 billion boe with still up to 15 billion potentially recoverable. That's not a fading basin. That's a world-class resource still delivering value, albeit in a different context.

At its peak, the industry supported over 460,000 direct and indirect jobs. From engineers, offshore workers, pilots, medics, lawyers and even the occasional offshore magician booked to entertain during a shutdown (true story). The industry understood the importance of investing in people.

It also understood that by investing in a local supply chain, the North Sea would bring some of the most complex fields into production. From fabrication yards in Fife to service companies in Great Yarmouth, the supply chain became one of our greatest assets the UK holds. A dynamic network of engineering, manufacturing, logistics and technical expertise that punched well above its weight and on a global stage.

It hasn't all been triumph and success, however. We have experienced some dark chapters in our history, and sadly experienced one of the worst offshore disasters the world has seen. The legacy of Piper Alpha is not just an anniversary date. It's every safety system, every permit-to-work, every 'stop the job' moment we've championed since. That legacy too, is however part of our story and those vital learnings are still very much part of our safety culture today.

Challenges and opportunities

Fast forward to the present. We're not in the golden era anymore. This is more like the 'slightly greying, bit-of-a-bad-back' era. We are operating now in a much more mature and complex basin.

Production has declined to just over 1 million boe per day, less than a quarter of our peak. Operating costs have improved but margins are tight. Many assets are well past their original design lives. Infrastructure is aging, and some are no longer commercially viable without intervention.

Profits are down, particularly in the face of windfall taxes and an uncertain regulatory environment. The Energy Profits Levy, whatever one's political stance, has introduced volatility into the investment landscape. According to OEUK, capital investment in the UKCS fell by nearly 25% between 2022 and 2024. That's not just lost cashflow, it's also lost confidence.

Employment is down too. The recent Robert Gordon University (RGU) report suggests a 2030 UK offshore energy workforce of between 125,000 and 163,000, compared to today's figure of approximately 154,000. While still significant, this number is under pressure. The generational knowledge base is shrinking. People are asking, understandably, what role the North Sea will play in the years ahead. If we don't act, we could lose not just capacity, but all our competitive edge too.

So, where does that leave us today? Around 75% of the UK's energy demand is still met by oil and gas. Nearly half of our gas supply is produced on our home turf – homegrown energy at its finest. This isn't just about keeping the lights on, oil and gas remains a critical part of our energy infrastructure.

c75%

UK energy demand still met by oil and gas

And then there is the energy transition. We are in the middle of it, we are part of it, yet it's debatable as to whether it's moving fast enough.

The onshore and offshore wind industry generates approximately 29% of the nation's electricity, making wind the UK's largest single renewable resource. Despite this success, the industry still needs to grow significantly to reach its potential.

Future vision

The challenge is not whether the basin has a future, but whether we have the vision and alignment to shape the right one. We must fully align as an industry and work as one. Operators and supply chain side by side as strategic partners, working together to solve technical challenges, drive innovation and deliver efficiency. It means failing fast in new energies and technologies but learning quickly and sharing openly. It means collaborating with intent, bringing the best to the surface and making the most of every opportunity that this basin still has to offer.

It can provide energy security and livelihoods for tens of thousands of people. But we need to be smart. We need to invest in late-life management, infrastructure-led exploration, digital optimisation, decarbonisation as well as decommissioning.

The UKCS is expected to see over £20 billion spent on decommissioning over the next decade, with more than 1,000 wells forecast for plug and abandonment by 2031. This is a strategic industry and if we take the lead here, we can do as we have done before and export our expertise, knowledge and capabilities.

Unlocking this value means taking action. Oil and gas can coexist with new energies. Offshore wind, hydrogen and CCUS are not separate worlds. They are the evolution of the same engineering DNA that built the North Sea. Let's make sure we find the same North Sea badge of honour when you visit an offshore wind farm in years to come.

The RGU workforce report states that 'with the right interventions at the right time, the UK can achieve its energy goals, whilst protecting and significantly enhancing workforce numbers in the sector.'

So... let's stop thinking about the North Sea as a story that's ending. Instead, think of it as the next chapter. Yes, the easy oil and gas have gone. Yes, the economics are tougher. But so are we.

This industry was built on grit, innovation and people who have never believed in quitting. Our job now is to transition. Not out of relevance, but into a new kind of relevance. One that includes oil and gas as part of the solution.

These resources still underpin our energy security, support our economy, safeguard our supply chain and provide the foundation we need to build a lower-carbon future. We must carry that capability, that resource and that workforce with us.

If we get it right, the North Sea can continue to be a national treasure.

New SVP for UK operations

People

Darren Anderson has been appointed Senior Vice President of UK operations. Responsible for overseeing Wood's oil and gas portfolio, as well as diversifying onshore solutions to support the energy transition, Darren and his team partner with clients to optimise operations and ensure energy security across the UK.

Wood has approximately 6,300 employees in the UK, spread across offices in Aberdeen, Glasgow, Teesside, Ellesmere Port, Humberside, Reading and Staines, as well as supporting our clients on multiple offshore assets.

6,300
employees in the UK

"The UK is Wood's home, where we have spent 50 years working in partnership with our clients to navigate evolving challenges and deliver complex energy projects. Today our energy industry is at a pivotal moment, navigating through the energy transition and finding the balance to ensure a homegrown energy solution." says Darren.

"I am thrilled to step into this role at such a critical time, supporting our clients to adapt to these changes, optimise their operations and capitalise on new opportunities.

"Throughout my career at Wood, I have witnessed first-hand the tenacity and expertise of our people, and I am committed to building on this legacy to drive growth and innovation across our UK portfolio. I look forward to deepening our partnerships with clients, empowering our teams to deliver safe and sustainable solutions and ensuring Wood remains at the forefront of the energy transition.

"The transferability of people skills will be absolutely key for our business as we look to find a balance between energy security and energy transition, giving people opportunity whilst ensuring we have a strong functional support network to enable success in all of our key operational markets."

"Darren has been an integral part of my leadership team for the past two years. His extensive operational leadership experience positions him well to lead our UK business."

Ellis Renforth
President of Operations,
Europe, Middle East
and Africa, Wood

Based in Aberdeen, Darren was formally Vice President of Wood's Technical Directorate in Europe, the Middle East and Africa, where he focused on strengthening technical governance across the region.

Giving our clients a competitive edge

Digital

In today's project delivery environment, success is measured not just by execution but by consistency, predictability and insight. Clients demand more than just completion, they want assurance that what is delivered is cost-effective, optimised and sustainable.

We've responded with a game-changing approach – a dynamic project benchmarking framework that turns complex project data into actionable insight. It equips our clients with a clear view of not only what's happened, but what's likely to happen next and how to influence it.

Unlocking strategic advantage
In today's competitive landscape, data-driven decision-making is no longer optional. Our benchmarking framework is designed to empower clients with the clarity and confidence they need to make smarter, faster and more strategic choices.

By analysing historical project data, spanning hours, costs, scopes and outcomes, we've built an evolving database. This enables clients to move beyond isolated project assessments and instead compare performance against genuine like-for-like references. The result? A clearer view of what "good" looks like, grounded in real-world evidence.

This intelligence transforms planning. Clients can anticipate future performance with greater accuracy, sidestep common blind spots and reduce the risk of cost or schedule overruns.

Beyond risk mitigation, benchmarking unlocks tangible value. It highlights typical costs by discipline, region and scope complexity, offering actionable insights to optimise resource planning, procurement strategies and investment decisions. The developed metrics offer timely, actionable checks, enabling teams to use discipline-specific information relevant to each project stage when compiling estimates. Delivery timelines and execution profiles can be stress-tested against historical benchmarks, helping teams identify potential inefficiencies before they materialise.

Perhaps most critically, it enables competitive benchmarking. Through access to otherwise unavailable data, our clients gain a clear understanding of their position relative to their peers. This allows for refinement of delivery models and pricing strategies with precision. In today's resource-constrained market, that's not just useful, it's transformative.

So, what makes this so different?
A lot of companies talk about 'data driven decision making'. The difference with Wood is in the execution. We by-pass the time-consuming and error-prone processes of manual data gathering and analysis through our fully automated system.

We've moved from anecdotal insight to quantified intelligence, a shift that allows us, and our clients, to act with unprecedented clarity, at pace.

Whether our clients are planning, executing or closing out a project, we provide the tools to move forward with evidence, not assumptions. We're not just creating data infrastructure; we're building our clients' competitive edge.

By Ellis Renforth
President of Operations,
Europe, Middle East
and Africa, Wood

Driving decarbonisation across the UK's industrial clusters

Decarbonisation | Hydrogen | Carbon Capture

The UK's journey to net zero hinges on the transformation of our industrial heartlands.

Industrial clusters, including North West, Humber, Teesside, Grangemouth, South Wales and Southampton, are not only local economic powerhouses - but strategic chess pieces in realising the UK's low carbon future.

From hydrogen pipelines to carbon capture infrastructure, the success of these clusters depends on an integrated, resilient and future-ready supply chain. At the core of this transformation lies reliable, trusted and expert engineering and consulting partners.

We're proud to be a strategic partner to many clients leading the ongoing development of these clusters - advising on, designing, building, operating and optimising future energy infrastructure.

Helping the UK modernise and scale its critical clusters

We're continuing to meet the evolving needs of industrial clusters across the UK.

With a strong presence in key cluster regions and a growing portfolio of decarbonisation and infrastructure projects, Wood is shaping the next phase of the UK's net zero journey.

Spotlight: Grangemouth

Grangemouth is undergoing a major transformation from fossil-based petrochemicals to a circular, lower carbon model. The site plans to incorporate pioneering low carbon initiatives, including INEOS's carbon capture enabled hydrogen production plant and the emerging Grangemouth Hydrogen Hub.

These flagship projects are central to Scotland's net zero ambitions, aiming to establish Grangemouth as a circular petrochemicals hub while reducing emissions by over 60% by 2030 and support the wider UK hydrogen economy. By integrating with the Scottish Cluster's Acorn CO_2 transport and storage project, Grangemouth will play a vital role in reducing industrial carbon emissions and driving sustainable economic growth in the region.

Wood partnered with SGN to evaluate and deliver short, medium and long-term solutions for cross sectoral decarbonisation across the Scottish North East Network and Industrial Cluster. This project delivered a comprehensive and practical roadmap that will enable existing and future gas networks to help meet national net-zero 2045 decarbonisation targets, and the ultimate goal of providing 100% hydrogen from renewable sources.

Our multi-disciplinary team, including renewables, carbon capture, hydrogen production and pipeline distribution experts, also assessed the feasibility of an offshore hydrogen supergrid. This facility could link offshore hydrogen production and potential storage locations with onshore industrial facilities in the UK, Germany, Netherlands and Belgium.

Spotlight: Teesside

Large-scale carbon capture is set to transform one of the country's most emission-heavy industrial zones into a hub for low-carbon growth. Home to flagship Net Zero Teesside Power (NZT Power) and Northern Endurance Partnership (NEP) carbon capture and storage projects, Teesside is integral to helping the UK achieve its carbon reduction targets, as well as creating new jobs and economic growth in the region.

Wood is currently working with bp to provide integrated project management services for the next phase of both NZT Power and NEP. Across the £4 billion projects, Wood provides specialist support services including project and construction management, engineering and technical assurance, information management and digital systems integration across all nine contractors.

Prior to this phase, Wood provided specialist support for concept, pre-front end engineering design (pre-FEED) and front-end engineering design (FEED) packages.

When complete, NZT Power aims to be the world's first gas-fired power station with carbon capture. This project is forecasted to generate up to 742 megawatts of low carbon power, equivalent to the annual average electricity requirements of around 1 million homes in the UK.

Read more about our role in NZT Power and NEP on page 5.

Over 500 of our skilled people, covering a wide range of engineering disciplines, support this exciting industrial cluster. We're looking forward to using our strong presence, local supply chain relationships and duty holder expertise to maximise future opportunities here in Teesside.

Spotlight: North West Cluster (HyNet)

The North West is the home of HyNet, a flagship UK decarbonisation initiative - led by Cadent - which will deliver low-carbon hydrogen and carbon capture infrastructure across the region. Centered around Ellesmere Port, HyNet will supply clean hydrogen to industry, transport and homes, while capturing and storing CO_2 emissions in existing, depleted offshore reservoirs.

The project is expected to cut regional emissions by 25%, support up to 6,000 jobs and enhance energy security through locally produced clean energy. As part of the UK's Track 1 clusters, HyNet plays a pivotal role in accelerating the transition to net zero and driving sustainable economic growth.

In 2021, Wood delivered consenting and environmental assessments and front-end engineering design (FEED) contracts for HyNet, leading the design, consenting and consultation of a new 85km hydrogen pipeline and above ground installations.

The team provided land rights consultation and engagement services to support the application for consent. System modelling and design will benefit from Wood's specialised and field proven H2 modelling technology, Virtuoso. Since then, we've conducted early feasibility studies for individual emitters which could connect into the wider HyNet infrastructure.

25%

reduction in regional emissions

6,000

jobs supported

Spotlight: South Wales

South Wales faces unique challenges due to its concentration of steel and cement industries. The South Wales Industrial Cluster (SWIC) brings together key players like RWE, Tata Steel, Shell and Valero to develop low carbon infrastructure across energy, steel, chemicals and refining sectors.

In SWIC, Wood provides engineering support to a major refiner. Our trusted team of multi-discipline engineers are working alongside the client to deliver engineering modifications to the existing plant infrastructure. These projects support this major refiner's business strategy to reduce emissions, increase efficiency and invest in opportunities that improve environmental stewardship.

Spotlight: Humberside

The Humber is the UK's most carbon-intensive industrial region. It emits more CO_2 than any other UK industrial cluster, making carbon capture a critical part of its journey to net zero and an opportunity for decarbonisation at scale.

In the region, we're supporting Centrica Energy Storage (CES) on the redevelopment of its Rough field in readiness for future hydrogen storage. Located in the heart of the Humber region, Rough has provided gas storage for the UK for over 30 years.

Now, CES is seeking to increase gas storage capacity to at least 35TWh to boost UK energy security and provide future hydrogen storage of up to 16TWh. Wood is designing new pipelines, a new unmanned installation and onshore injection facilities at the Easington Gas Terminal - the first step in making the field hydrogen ready.

Wood also developed a master plan and early design for the Humber Zero carbon reduction programme, spanning three power and petrochemical plants at Immingham, UK. Over the next ten years, the project will develop the technology to capture, treat and compress up to 8 million tonnes of carbon dioxide per annum for permanent storage in geological formations beneath the North Sea.

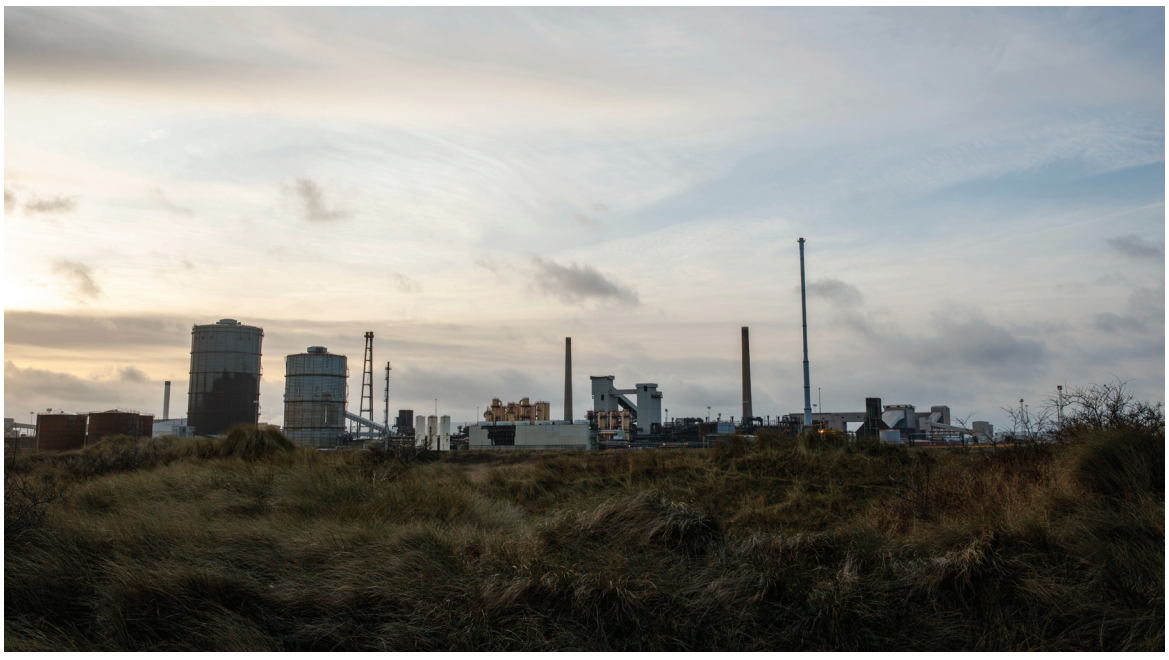
Using our technical know-how with our decarbonisation roadmap process (SCORE), we were able to rapidly select an integrated configuration and optimise the performance, benefiting all project partners. We provided clarity on scope, area required, schedule, cost and economic performance which partners were able to use to support their application for government funding.

Spotlight: Solent

Southampton – otherwise known as the Solent cluster - is emerging as a key location for low-carbon innovation, with plans underway to establish a hydrogen super-hub at the Port of Southampton.

Backed by SGN and Macquarie's Green Investment Group, the initiative aims to decarbonise local industry and transport through hydrogen production and carbon capture, utilisation and storage (CCUS) technologies.

In Southampton, we've provided engineering-related maintenance services since 2023 for a major refiner. Across the site, we're focused on enhancing reliability, managing turnarounds and optimising asset performance.



Case study:

Delivering the UK's East Coast Cluster - from inception to operation

Decarbonisation | Carbon Capture

Project name:
Net Zero Teesside Power and Northern Endurance Partnership

Client name:
Net Zero Teesside Power and Northern Endurance Partnership

Location:
Teesside and Humber, UK

Status: Ongoing

Wood scope:
- Concept design
- Pre-Front End Engineering Design (pre-FEED)
- Front-End Engineering Design (FEED)
- Integrated Project Management Team (iPMT), supporting bp in its role as operatorship services provider to NZT Power and NEP.

Key stats:

Supporting management and integration of all the main contractor scopes

2028
target for operation

100+
Wood involved in iPMT

742
megawatts of low carbon power generated

Project overview
The East Coast Cluster is one of the first two carbon capture, usage, and storage (CCUS) clusters to be taken forward by the UK Government.

The cluster is enabled by the Northern Endurance Partnership (NEP) the developer of onshore and offshore infrastructure needed to transport CO_2 from carbon capture projects across Teesside and the Humber to secure storage under the North Sea.

NEP's CO_2 transportation and storage infrastructure on Teesside will progress in parallel with NZT Power - a first-of-a-kind gas-fired power station with carbon capture technology. Once operational, the combined cycle gas turbine electricity generating station could produce up to 742 megawatts of flexible, dispatchable low-carbon power – equivalent to the average annual electricity requirements of more than 1 million UK homes.

NEP has also been granted government approval to progress development engineering of the Humber Carbon Capture Pipeline (HCCP), the proposed onshore infrastructure project that would transport CO2 from future selected carbon capture projects in the Humber region.

The projects are crucial to achieving net zero in the UK's most carbon intensive industrial regions.

Read on to discover how Wood is delivering this government-backed programme, which has captured global attention as a pathfinder project for the UK and global energy transition.

Wood's scope and delivery
Since 2018, Wood has been supporting Net Zero Teesside Power and the Northern Endurance Partnership. The team was selected following a competitive process, based on our unparalleled complex project management experience and global expertise in process design for new energy projects.

Wood provided specialist support across the full project lifecycle, including concept, pre-front end engineering design (pre-FEED) and front-end engineering design (FEED) packages.

As an embedded part of the NZT Power and NEP team, Wood operated alongside bp's engineering and project management stakeholders to oversee technical interfaces and integrate processes between the FEED contractors. This seamless integration improved awareness and information sharing to streamline priorities, reduce rework and enable timely decision making.

In March 2024, Wood was selected to deliver an integrated project management team (iPMT) for NZT Power and NEP. With the announcement of nine leading contractors for the £4bn construction contract, Wood's duty to interface for seamless delivery is essential for the completion of this programme, whilst collaborating with the other contractors.

As the project moves into its execution phase in 2025, NZT Power and NEP will begin the final stage of detailed engineering, conclude procurement and begin and complete construction and commissioning activities. As part of the iPMT, Wood's support for this landmark carbon capture and storage project includes project and construction management, engineering and technical assurance, information management and digital systems integration. The project will last four years and will see more than 100 Wood employees involved at peak.

"Collaborating closely with Net Zero Teesside Power and the Northern Endurance Partnership, our integrated team is at the forefront of the energy transition, advancing the future energy landscape. We're honoured to serve as a strategic ally through the full project lifecycle, from its early development to full operation."

Nick Shorten
Executive President, Projects, Wood

Wood's strong track record of complex iPMT
Integrated project management (iPMT) represents an organisational framework which involved various stakeholders to manage the project. Wood's long-standing client, bp, represents the partners and directly interfaces with Wood as iPMT.

iPMT provides project oversight and management of interfaces while fostering open communication channels between stakeholders. Wood possesses a renowned track record effectively handling large-scale projects, commitment to fostering collaboration and access to a global pool of specialised expertise which is a necessity in managing a project of this complexity.

Playing a key role in a globally recognised decarbonisation initiative
Due to be completed in 2028, the projects present a gateway for achieving UK emissions targets.

As an engineering partner which has seen this project through from concept to operation, we look forward to seeing how the East Coast Cluster will propel the UK forward as a global leader in decarbonisation.

The programme benefits from Wood's extensive experience and expertise in delivering complex interface management as demonstrated by our robust FEED and engineering, procurement and construction management (EPCm) resume.

With specialists in carbon capture, refining, pipeline and subsea operations spanning the globe, Wood's talented teams effectively manage the technical interfaces and integration among stakeholders.

Decades of dedication

Community | People

Wood has a long-standing commitment to the regions in which it operates, no more so than in Aberdeen, where it has deep roots and a significant presence. A cornerstone of the Aberdeen community for decades, Wood has contributed to the region's development, supporting its maritime and energy industries and providing fulfilling careers for local people.

Wood is at the forefront of the energy transition. By leveraging our extensive expertise and innovative technologies, we are committed to helping clients reduce their carbon intensity, increase production efficiency and lower operating costs, ultimately driving the transition towards a sustainable future.

Wood is actively involved in projects that support the shift towards renewable energy sources, including flare gas recovery at the Elgin-Franklin field in the Central North Sea and delivering over 1,600 early phase studies globally for hydrogen and carbon capture and storage (CCUS) projects. Additionally, Wood is supporting the flagship Net Zero Teesside Power and Northern Endurance Partnership carbon capture and storage projects. These projects not only contribute to a more sustainable future but also create new opportunities for local communities.

Investing in our people

At Wood, our people are our greatest asset, and we are committed to their growth and development. From technical training and leadership development to our award-winning graduate programme, we provide our employees with the tools they need to excel in their roles.

"We attract and inspire the brightest minds to drive our sustainable solutions and tackle some of the world's most complex energy projects. The career opportunities at Wood are endless and we look forward to welcoming new graduates and apprentices later this year."

Steve Nicol
Executive President, Operations

16,000
graduate applications

45%
female applicants

Since 2022, the number of graduate applications in the UK has quadrupled, with over 16,000 early career professionals expressing interest in joining Wood. Notably, 45% of our applicants are female which is more than double the industry benchmark. This remarkable growth guarantees a continuous flow of high-quality candidates, securing the future workforce for our engineering projects and ensuring a strong pipeline of future talent.

"One of my proudest achievements as a graduate engineer was working on the construction site at Renew ELP in Teesside during my first year. Being part of a major project so early in my career really helped build my confidence and gave me hands-on experience that I'll always value."

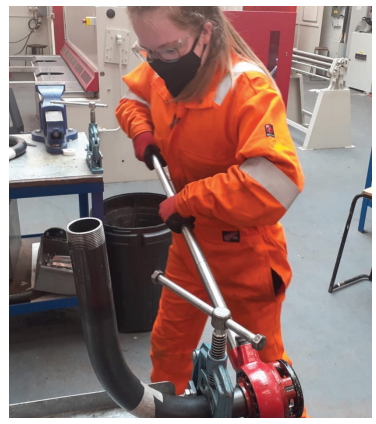
Josie Armin
Graduate Piping Engineer, Stockton

"The Wood graduate scheme has been an amazing way to kickstart my career. From day one I've been surrounded by some of the most experienced industry professionals and had access to a wealth of knowledge and mentorship that has accelerated my growth. I have also gained exposure to many unique and complex projects whilst working with the largest clients, allowing me to expand my network of key stakeholder connections throughout the UK and beyond."

Fraser Strachan
Graduate Project Controller, Aberdeen

"Wood's large graduate and early careers community is great, creating strong connections and networks throughout the organisation. The business supports a variety of events both within and outside the workplace and is committed to providing ample opportunities for personal and professional development."

Nicol Wood
Graduate Project Controller, Aberdeen



"I'm a practical learner so the ability to mix classroom learning with practical workshops and onsite experience appealed to me."

Teigan Morrison
Early Technician, St Fergus Gas Terminal

Wood's apprenticeship programme in the UK offers a fantastic opportunity for individuals to kick-start their careers while gaining practical experience and valuable qualifications. Our apprentices work alongside experienced professionals, learning industry-relevant skills and contributing to meaningful projects.

This year Wood will welcome graduates across our UK offices.

Committed to our communities

Wood is deeply embedded in the Aberdeen community, supporting local good causes, STEAM (Science, Technology, Engineering, Arts and Mathematics) initiatives and employment opportunities.

Through raffles, bake sales, golf days, auctions and spectacular dinner dances, the team in Aberdeen has focused recent efforts on supporting four very deserving local charities.

This year, over £100,000 was raised for AberNecessities' Bright Future Project with the funds being used to transform a double-decker bus into a mobile mini-market, delivering breakfast, after-school snacks and essential school supplies to underprivileged schools across the city.

Previously, a combined total of nearly £250,000 was raised for Sue Ryder's Dee Court Appeal, Charlie House's Big Build Appeal and Maggie's Cost-of-Living Campaign.

Over recent years, UK-wide Wood early careers teams have participated in the King's Trust Million Makers entrepreneurial fundraising challenge to improve the lives of young people, allowing them access to education, employment and training opportunities.

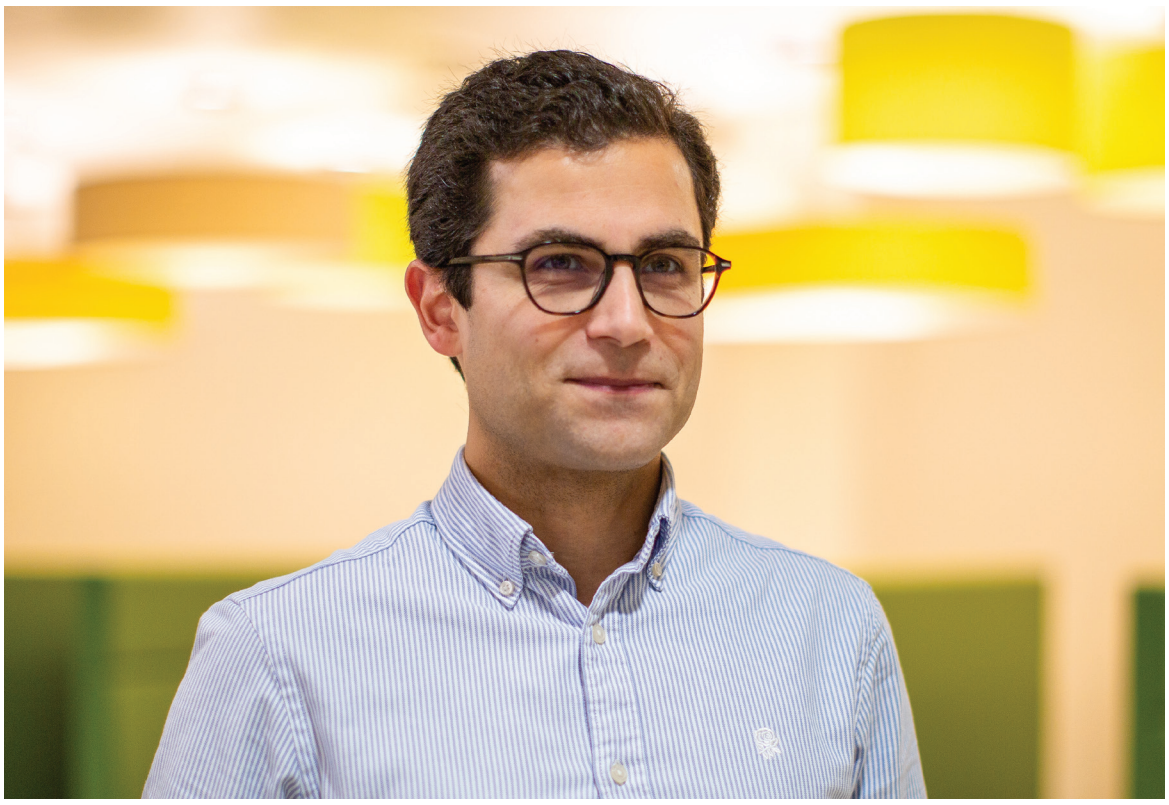
"Fundraising for this amazing cause has been more than just an achievement, it has been a deeply rewarding experience. It has taught us invaluable lessons about creativity, resilience, and the importance of giving back."

Chloe Henderson
Human Resources Graduate, Aberdeen

In 2024, the Wood team was nominated for the Dream Team Award after raising £10,500 by hosting various events including a football tournament and Aberdeen vs Houston virtual office cycling challenge.

Wood remains committed to Aberdeen and its people. By supporting local initiatives, investing in renewable energy projects and fostering the next generation of talent, Wood is not only preserving the region's rich maritime and energy heritage but also paving the way for a sustainable and prosperous future.

£350,000
raised for local charities



Our remarkable people:

Meet Hooman

Dr Hooman Haghighi is Wood's Global Director of Decarbonisation Digital Solutions. He is a prominent industry leader in engineering, energy transition and decarbonisation solutions and highly experienced in providing consultancy services across the energy and materials markets in the race to achieve net zero.

People | Careers

My journey into the energy industry is rooted in my childhood. When I was at school in Iran, my favourite subjects were mathematics and physics. However, I also had a deep interest in history and culture, fascinated by how this shapes the world we live in today. As I grew up, it felt natural to pursue my passions with an undergraduate degree in chemical engineering. When I later had the chance to move to Edinburgh to undertake a PhD in petroleum engineering, I leapt at the opportunity to fully immerse myself in a new culture while continuing my studies.

Following a move to Scotland, my career began working for research organisations and universities in Edinburgh, specifically in the exploration of Carbon Capture Utilisation and Storage (CCUS) within the oil and gas sector. This work provided me with insights into the complexities of these processes and opened my eyes to the fast evolution of the industry.

I later relocated to Aberdeen to join Wood and after a few years of supporting oil and gas projects, I moved to a new role as the Global Energy Transition Manager, tasked with growing our team and supporting the industry through change. I've had the opportunity to work on many impactful industrial projects worldwide including oil spill response, oil and gas field developments, CCUS, and hydrogen transport and storage. Each of these experiences challenged me to engage with key environmental issues and I'm proud to have contributed to the industry's evolution.

I am now the Global Director of Decarbonisation Digital Solutions, focused on driving digital transformation within the energy sector. I am responsible for defining and applying digital solutions, as well as identifying opportunities for our clients to reach their net zero goals.

Although digital transformation has progressed significantly since the late 1990s, it is only in recent years that the industrial and energy sectors have started to embrace this change – with the advancement of digital twin technology. This technology enhances efficiencies throughout the full lifecycle of assets, from design and construction to operational phases. It plays a significant role in our energy transition journey, acting as both an enabler and an accelerator in achieving net zero emissions.

The future of the energy industry is bright. Our oil and gas heritage can play a pivotal role in the energy transition journey, particularly in the UK where we are fortunate to have access to a wide range of specialists holding vital expertise. Our region's access to alternative energy sources and renewables, like wind, solar and tidal power, puts us in a prime location for investment.

To achieve our ambitious net-zero targets, we can expect to see a greater focus on a diverse range of energy vectors, encouraging innovation and progress within the sector. The momentum for change continues to grow worldwide as nations and industries collectively focus on more sustainable energy solutions.

The energy sector is an ideal place for those who dream big and possess ambitious goals, with so many valuable opportunities for learning, development and personal growth. To anyone looking to break into the energy industry, my advice is to tap into the variety of opportunities from both the traditional and new energy markets. By combining our knowledge from across these areas, we can drive the future of the industry and accelerate our transition to net zero.

One year on: Setting the standard for success in CCUS

Carbon Capture

by Hooman Haghighi
Global Director of Decarbonisation Digital Solutions, Wood

In 2023, Wood launched a Joint Industry Partnership (JIP) to address one of the most critical yet often overlooked challenges in the carbon capture, utilisation and storage (CCUS) value chain: impurities in CO_2 streams. Despite the International Energy Agency (IEA) reporting over 700 CCUS projects in development, the technology has still been struggling to gain the commercial momentum needed to scale.

Two key challenges to scaling up carbon capture projects are complexity and expense. An emerging solution to these barriers is the hub or industrial cluster approach. A CCUS hub is where emitters from multiple facilities capture CO_2 and then utilise shared transport and storage infrastructure. This model helps to provide economies of scale and reduces costs for an emitter as investment is shared between multiple asset owners and emitters. However, while the move to hubs can bring significant value from a commercial perspective, there are some unique challenges when it comes to capturing and transporting CO_2 from a cluster of emitters.

Fluid and system specification for a safe and cost-effective carbon capture and storage chain design is essential and it's critical that the specifications set around maximum tolerance limits on contaminants are not exceeded during the operation phase. To tackle this, Wood led a Joint Industry Project in collaboration with 17 major organisations, which included operators, academic institutions, certification bodies and research centres, to pool knowledge and develop a unified approach. The result was the creation of the "Industry Guidelines for Setting the CO_2 Specification in CCUS Chains", a comprehensive set of 12 reports covering the full CCUS lifecycle from capture to permanent geological storage.

One year on, the impact of this collaboration has been significant. The guidelines have now been downloaded over 4,000 times, becoming a trusted resource for developers, engineers and policy makers navigating the complexities of CO_2 conditioning. The open-access format of the guidelines has been key, enabling widespread adoption and helping projects progress toward final investment decisions with greater confidence and reduced risk.

4,000+
JIP guideline downloads

The challenge we addressed was clear: bringing together CO_2 from multiple emitters into a single storage site introduces a blend of impurities that can compromise the integrity of the entire chain. Until now, there was no industry standard to manage this risk. Our work has filled that gap, providing clarity and confidence for stakeholders across the value chain, from source industries and transport operators to storage providers and technology developers.

Throughout the 18-month partnership, over 200 subject matter experts contributed their insights, supported by regular steering committee meetings, in-person workshops, and rigorous project management. The result is a set of guidelines that addresses the greatest hurdles faced by those working directly with CCUS infrastructure on a daily basis.

Since 2025, this joint industrial project, has received multiple awards on collaboration and contribution to de-bottleneck the risk associated with the future CCS HUB projects, including the Oil and Gas Middle East Award's Energy Transition Project of the Year Award and the Collaboration Project of the Year at the Offshore Achievement Awards, a testament to the importance of cross-sector cooperation in overcoming technological hurdles standing in the way of scaling up vital energy transition projects.

Looking ahead, the success of this initiative has inspired us to explore similar collaborative models for emerging technologies such as ammonia and hydrogen. As the energy sector continues its transformation, we believe that open, inclusive partnerships will be key to unlocking scalable, sustainable solutions.

Team of the Year at The cHeRies Awards UK 2025

Graduates | Talent

Wood's Early Careers Attraction Network (WECAN) was named Team of the Year at The cHeRries Awards 2025 for revolutionising how Wood attracts top young talent.

Uniting individuals from HR, marketing and communications, talent attraction and early careers, WECAN was formed to redefine how Wood attracts, engages and recruits the next generation of graduate engineers.

The judges praised the team's innovative and unified approach to attracting top early-career talent - an approach that's not only delivering results in the UK but is now being scaled across Wood's hubs in the Middle East and the US.

"Through unparalleled collaboration, strategic execution, data-driven decision-making and a lot of fun, the team transformed Wood's graduate recruitment approach while setting new benchmarks for diversity and inclusion, ensuring long-term business sustainability and success.

"The campaign achieved a 200% year-on-year increase in applications, a 45% female application rate which far exceeds the industry benchmark and an over 1,300% increase in website traffic to Wood's Early Careers web page since 2022.

"WECAN has succeeded in reaching a broader and more diverse pool of candidates than ever before and the ripple effect of this work is evident, as other regions within the business have begun to adopt similar strategies, amplifying the positive impact globally."

Sophie Jacobs
Early Careers Team Lead

This year Wood will welcome graduates across our UK offices.

Pictured (L-R): Camilla-Erika Campbell, Jillian Fordyce, James Gammie and Leighanne Jamieson.

Wood boosts North Sea operations with triple extension awards

North Sea

Wood has secured a trio of reimbursable contract extensions worth $118 million to continue to deliver operations and maintenance solutions for Shell UK, Dana Petroleum and CNOOC International's UK business.

These extensions will see Wood continue to support operations for an extensive offshore portfolio, including Shell UK's Shearwater, Gannet, Nelson and Penguins assets; Golden Eagle, Buzzard and Scott for CNOOC and the Triton and Western Isles FPSOs for Dana Petroleum.

500
employees in Aberdeen

The contracts will continue to be supported by around 500 Wood employees in Aberdeen, UK.

"We have an unmatched legacy in operating and maintaining North Sea energy infrastructure. Our long-standing clients continue to partner with us to enhance operations and improve production efficiency to ensure a reliable, safe and sustainable energy supply.

"In 2024 we secured 100% of our contract renewal and extension options across our UK North Sea portfolio and continuing this success in 2025 reinforces our position as a trusted long-term partner for operations solutions in the region."

Steve Nicol
Executive President, Operations, Wood