

سلام  
**SALAM**

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# WORKING VISIT BY HIS ROYAL HIGHNESS THE CROWN PRINCE OF BRUNEI DARUSSALAM





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2019 marks a historic milestone as we celebrate BSP's 90th Anniversary – 90 years of warm and enduring partnership between the Government of Brunei and Royal Dutch Shell Plc. In this final edition of Salam for 2019, we look back at a year filled with special celebrations, historic milestones and achievements, honouring the past and making the future. What a fantastic year it has been!

The occasions are always joyful when BSP employees have the honour to meet His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah Ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan Of Negara Brunei Darussalam and His Royal Highness Prince Haji Al-Muhtadee Billah Ibni His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, The Crown Prince.

In 2019 this was extra special with two celebratory opportunities; the annual royal get-together ceremony in conjunction with the 73rd birthday celebrations of His Majesty, but also the first working visit to BSP of His Royal Highness, The Crown Prince and Senior Minister at the Prime Minister's Office in his capacity as the Chairman of the BSJV Boards of Directors.

The working visit was full of highlights.

His Royal Highness received Junjung Ziarah from our eager colleagues, engaged with long-service colleagues and learnt firsthand about BSP's Fit for Future journey focussed on People Development and Growth. Thank you to all, especially to everyone involved in the organisation of the visit!

BSP is undertaking a huge Ocean Bottom Node (OBN) seismic survey that allows 3D representation of the complex Brunei subsurface in extraordinary amount of detail. Dubbed the "Intan OBN", the project is one of the largest and densest OBN surveys that Shell has ever undertaken to date globally! The Intan OBN further cements BSP's legacy as a company of many technological firsts.

As part of the year-long celebration of BSP's 90th Anniversary, we launched the "90 Acts of Kindness" project to give back to the communities in which we live and work. We have since exceeded the initial target of 90 and in fact, to date, we have carried out more than 370 "Acts of Kindness". What a tremendous achievement and well done to all our volunteers. We still have some weeks left to make a difference to someone's life through an Act of Kindness, big or small.

Finally, I want to personally thank the many people who worked so hard to make the 90th Anniversary celebrations so memorable. Thank you for 2019 and I look forward to sharing more great stories with you in 2020!

Wishing you all a safe and prosperous New Year with your loved ones.

**Dr Ceri M. Powell**  
Managing Director, BSP



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# BSP AND BELAIT COMMUNITY CELEBRATE HIS MAJESTY'S BIRTHDAY



Brunei Shell Petroleum (BSP) was delighted to be part of the annual royal get-together ceremony together with the Belait community, in conjunction with the 73rd birthday celebrations of His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Brunei Darussalam.

Thousands of people from all walks of life braved the eager crowds at the Municipal Field, Kuala Belait, to







personally convey birthday greetings to His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam. The ceremony was lined up with colourful dances and other performances, with confettis being fired to mark the climax of the event.

While His Majesty was visiting BSP's tent, several of BSP's local employees as well as expatriates of the group got the precious opportunity to greet the monarch. Some also had the opportunity to take photos with His Majesty to commemorate the special occasion. What a wonderful way to honour the leadership of His Majesty and truly a special moment for the district!





# BSP'S 90TH ANNIVERSARY ROYAL VISIT



On September 16, 2019, His Royal Highness Prince Haji Al-Muhtadee Billah ibni His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, The Crown Prince and Senior Minister at the Prime Minister's Office in his capacity as the Chairman of the Brunei Shell Joint Venture Companies (BSJV) consented to a working visit to Brunei Shell Petroleum Company (BSP) in conjunction with BSP's 90th Year

Anniversary this year.

Upon arrival at the Helipad near the BSP Head Office, His Royal Highness was greeted by Yang Berhormat Dato Seri Setia Dr. Awang Haji Mohd. Amin Liew bin Abdullah, Minister at the Prime Minister's Office and Minister of Finance and Economy II, as a member of the Board of Directors of BSJV and Yang Mulia Awang Yap Kong Fah, Acting Managing Director of BSP.

Present to welcome His Majesty at the BSP Head Office's







entrance were Yang Berhormat Dato Seri Setia Dr. Awang Haji Mat Suny bin Haji Md. Hussein, Minister of Energy and Industry; and the Management of BSP.

The working visit began at the Atrium, with the recital of Surah Al-Fatihah and a Doa Selamat by Yang Mulia Awang Haji Muhd Najmuddin bin Haji Mohd Said, BSP's Guidance Counsellor. His Royal Highness proceeded to sign a commemorative parchment in conjunction to His Royal Highness Visit to BSP.

His Royal Highness then listened to presentations from BSP staff on Exploration and Growth, Digitalisation and Bruneianisation and People Strategy. The visit continued with



an introduction to members of BSP staff from different vocations and His Royal Highness received Junjung Ziarah from BSP staff.

Ever since the discovery of the Seria field in 1929, Asia's longest producing field has fuelled most of Brunei's rapid development. Through many technological innovations that were 'made in Brunei' such as the "snake wells" and "smart fields" that have become standard in the industry, BSP has continued to produce safely, reliably and responsibly over the past 90 years, and will continue to do so for decades to come, in support of Wawasan Brunei 2035.

BSP is actively increasing its portfolio through active







exploration both onshore, shallow-water offshore and now in 2019, into the first deepwater project in Brunei. State-of-the-art seismic acquisition enables BSP to explore more opportunities and pursue growth. All these are underpinned by its diverse and highly-qualified skill pool of around 4,000 employees and more than 20,000 contractors. BSP expresses its commitment to support the Bruneianisation Directive through its ongoing efforts in developing the capabilities of Bruneian professionals to take on key positions and responsibilities in the company. Through its efforts in this area, BSP has made significant progress on Bruneianisation, increasing from 75% in 2009 to 87% in 2019.

His Royal Highness proceeded to morning refreshments with members of BSP Board of Directors, BSP Management and staff. After the morning refreshments, His Royal Highness departed the BSP Head Office for an offsite visit to the Elite-12C Land Rig at E26, Seria.

Upon arrival at the drilling rig site, His Royal Highness was greeted by Yang Mulia Dato Seri Paduka Awang Haji Matsatejo bin Sokiaw, Deputy Minister of Energy, Manpower and Industry; and Yang Mulia Awang Yap Kong Fah, BSP's Acting Managing Director.

His Royal Highness was then briefed on the latest update of the Seria ReDevelopment Project by Yang Mulia Awang Abdullah bin Haji Ibrahim, Darat Development Studies Lead. This was followed by a presentation on Well Drilling operations and a demonstration on hands-free tools and equipment by Yang Mulia Pengiran Mohamad Fadillah bin Pengiran Hj Ahmad, Wells Delivery Manager.

The Elite-12C rig is currently undertaking a pilot drilling phase of 6 wells to trial various well designs and sand





management concepts for the Seria ReDevelopment Project. It is manned by more than 50 staff on site, of which almost 60 per cent are Bruneians. The rig has been commissioned to support the delivery of new production and exploration wells for the Darat asset and hence contribute to BSP realising their mission to continue fuelling Brunei's future.

His Royal Highness received Junjung Ziarah from the rig staff and consented to a photo session with the staff at the rig site. The working visit continued with a tour of Brunei LNG.





# BUSINESS GROWTH THROUGH SUCCESSFUL COMMERCIAL AGREEMENTS

### SUPPLYING NATURAL GAS TO BFI AMMONIA/UREA PLANT

Permai Holdings Sdn Bhd (Permai), Brunei Fertilizer Industries Sdn Bhd (BFI) and Brunei Shell Petroleum Company Sendirian Berhad (BSP) signed a commercial agreement to enable the supply of natural gas to BFI's urea/ammonia plant that is currently undergoing construction at Sungai Liang Park. Under the agreement, BSP will supply 0.5 tcf of natural gas to BFI over the next 20 years to support downstream industrial development in Brunei and enable significant associated



economic benefits.

"Supporting the successful development and operations of the BFI fertilizer project is also an important means for BSP to deliver on its mission to fuel Brunei's future and support the growth of Bruneian businesses and capabilities towards realising Brunei's Wawasan 2035," said Yap Kong Fah, Deputy Managing Director of BSP.



- Permai, BFI and BSP signed a commercial agreement to enable supply of natural gas to BFI's urea/ammonia plant





## END-USER COMPUTING SERVICES

BSP has partnered with DXC Technology, a global independent end-to-end IT services company, for the provision of local end-user computing services to further improve ways of working. The collaboration will leverage of DXC's wealth of experiences and knowledge to set up a flexible local End-User Computing (EUC) service operations that will improve

BSP's connectivity. It is also in line with BSP's IT strategy to create direct employment opportunities within Brunei's IT industry and align them with international best standards that are required by BSP.

"This agreement will mark the start of a partnership that will revolutionise the way we work in BSP, creating local IT experts that will form part of the global benchmark," said BSP Commercial Director, Farida Dato Talib.

## DOMESTIC FUEL MARKET

BSP, BSM have included Hengyi Industries into its domestic fuel distribution chain, which was signified via official agreements signed. The agreements will see BSP sending its crude oil to Hengyi to be refined using its facilities at Pulau Muara Besar, before passing them to BSM for local distribution. This new business arrangement is expected to further support downstream retail and industrial developments in the country, besides allowing the firms to meet domestic product demands.

"The partnership signed signals a step forward for Brunei's journey on



diversifying its energy sector and export mix, while also establishing an international presence in the global refinery market," said Farida Dato Talib, Commercial Director.

The business arrangements will also see Brunei's fuel products shifting to a more advanced and environmentally friendly specification by 2020.



# BSP PARTNERS WITH LEADING INTERNATIONAL IT COMPANY

Setting yet another turning point for the Oil & Gas Industry as well as the Sultanate, Brunei Shell Petroleum Company Sdn Bhd (BSP) opens doors to more employment opportunities for local Bruneians as they become an anchor tenant through the inking of a commercial agreement with leading end-to-end Global IT services company – DXC Technology (DXC).

According to Brunei Shell Joint Venture (BSJV) IT Country Manager Hj Malai Anwar Hussain Hj Syed Ahmad Hussin, this commercial agreement marks a significant milestone for BSP, as this has brought in the presence of a leading international IT company into Brunei.

“It will bring a lot of in-country value opportunities, as well as technologies. With this partnership, we hope that it will help us pursue our growth agenda in BSP as a company, and in Brunei as a country,” said Hj Malai Anwar Hussain.

Head of IT Infrastructure Services Management Sheikh Mohamad Sheikh Said then went on to say that it is indeed about taking the opportunity into Brunei. In terms of employment, the contract’s intention is to hire Bruneians that will create several meaningful jobs for IT professionals.

He added that as the IT services were initially provided by Shell with the term outsourced externally outside Brunei, having DXC based in Brunei will enable BSP to outsource these services within the country. This marks the start of the big strategic intent to support the growth of Brunei’s ICT industry; boost the in-country spend, and create more local job opportunities. IT Architect and Strategy Alan Hart said that for some time now, Haji Malai Anwar Hussain has had the vision to bring DXC into Brunei to support not just BSP, but the whole IT ecosystem in the country.

Starting off the project some time in 2017 and working side-by-side with Roza Abdul Rahman, Head of End User Computing Services, the objective of the project was to look into opportunities to improve the End User Computing



- BSJV IT country manager, Hj Malai Anwar Hussain responded to questions regarding the new partnership with DXC

Services for the BSJV companies.

“We’ve been relying on the Shell Services for the past 18 years and what we want to see is increased local capabilities in the area of IT,” said Roza.

Roza explained that through partnering with DXC, BSP will be able to bring in the expertise into Brunei. On a corporate level, this initiative will give BSP users a better and more personal end user experience as the IT support personnel will be based in the country.

Taking on the analogy of having been used to sitting on the oil field, Alan said that it is incumbent to have a big IT company sitting next to them to help with their specific requirements. This will bring IT closer to their customers and to



the business, especially when something needs changing, improving or fixing in real time. "At the moment, the major suppliers are all flying in from Singapore and Kuala Lumpur, so there is definitely a fundamental change there," said Alan.

"DXC has a contract with the Ministry of Health already, so this gives them the opportunity to further grow their base here."

Roza said that there are a lot of new local graduates that are looking for jobs in the country within the IT field, making this a great opportunity for them, to which Alan added that with the skills that we have in the country, more businesses can be developed here that can be a start of something international.

In terms of how DXC was chosen to be BSP's IT supplier, Roza explained that they went through a long tender process that looked into both the technical and commercial viability aspects. Through BSP's standard process and procedures, it was found that DXC was the best in both areas due to their biggest commitment to local business development, in hiring



■ Roza Abdul Rahman, Head of End User Computing Services

Bruneian staff, as well as in helping BSP with the technical improvements and innovations that the company seeks.

"We're very excited, we've been building the scope for a couple of years now to make sure our suppliers (DXC) understand what our requirements are, and now we're building that infrastructure with them. We are also getting the end users on board, so that they too get excited about the whole journey and see the new and improved ways of working," added Roza.

DXC Technology is a global IT services company that leads digital transformations for clients by managing and modernising mission-critical systems, integrating them with new digital solutions to produce better business outcomes.

It is also a Fortune 500 company represented in the S&P 500 Index with world renowned strategic partners such as Amazon Web Services, AT&T, Dell EMC, Google Cloud, HCL, HP, HPE, IBM, Micro Focus, Microsoft, Oracle, PwC, SAP, ServiceNow and VMware.



■ Alan Harts IT Architect and Strategy



# INTAN OBN: MAKING THE FUTURE CLEARER

**T**he journey of finding oil and gas weaves a long and complex history. Every expedition is a treasure hunt requiring years of research, survey work and exploration drilling before a single drop of hydrocarbon can be yielded. It is a risky and time-consuming endeavour that demands perseverance, determination and innovation without the full assurance of success.

Following the dip in Exploration success rate from 40% to 35% in the last decade, it has been crucial to devise new approaches in hydrocarbon exploration to survive an increasingly competitive market.

The determinant between success and failure lies within the data captured from Exploration and Development.

Leveraging off a two-year review that highlighted potential hydrocarbons hidden in offshore East Brunei, BSP's TSG (Geophysics) team took this opportunity to implement an Ocean Bottom Node (OBN) seismic survey – a recent technology that allows 3D representation of complex Brunei subsurface in unprecedented details.

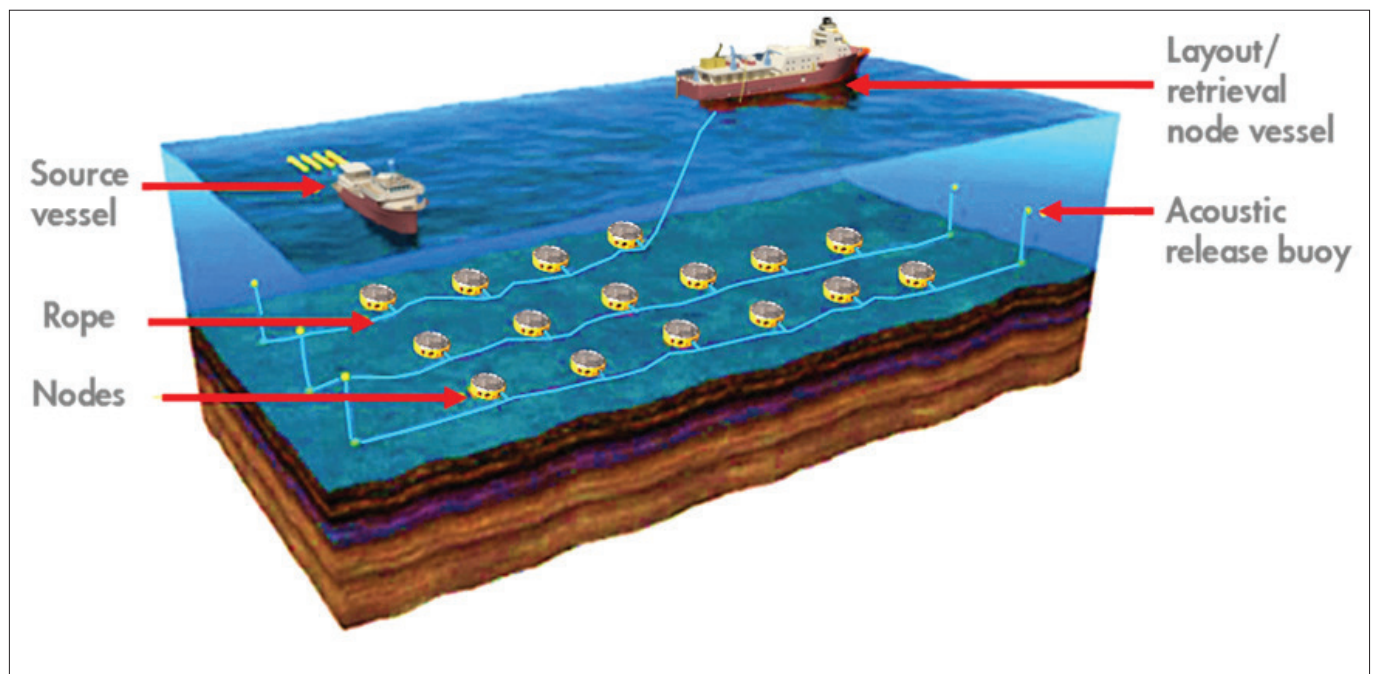
## A STORY OF MANY MILESTONES

Dubbed as Intan OBN, the project is one of the largest and densest OBN survey that Shell globally has ever undertaken to date. Existing alongside innovations such as Snake Wells and Smart Fields, the Intan OBN continues BSP's legacy as a company of many technological firsts.

Just like the humble beginning of exploration, the achievement in securing quality data was not an overnight success.

BSP has come a long way from utilising gravity surveys that led to the discovery of the first commercial well in 1929, and thus giving birth to the oil and gas industry in Brunei. In 2014, BSP took the bold step to adopt world-class technology within the Rasau 3D Seismic project which ultimately unlocked onshore gas.

Today, BSP is taking another step further to secure more oil and deep gas volumes through the Intan OBN project.





## DATA-DRIVEN SUCCESS

In seismic surveys, positioning is integral in acquiring quality data.

A ship with long offshore cables, known as streamers, are the conventional go-to method for obtaining images of the subsurface. However, the images captured are restricted to the physical limits of the streamers that are traditionally less flexible in navigating through obstructions and are very dependent on survey location and depth. Utilising streamers also limit the image of the subsurface as data is acquired in only one direction. Oftentimes, utilising streamers are extremely challenging in shallow waters.

## BREAKING THROUGH THE BARRIERS

The OBN technology breaks these restrictions.

The OBN survey involves deploying nodes onto the ocean floor. Contrary to its alternate, this technology allows access through complex facilities, sensitive areas, and shallow waters. The nodes' flexibility enables a clearer understanding of the subsurface beyond the conventional limit. This does not only unlock new, deeper drilling targets, but minimise the risks of exploration, secure the best approach, and maximise the safe recovery of hydrocarbons.

## PEOPLE, PROCESS, PROGRESS

But the Intan OBN is beyond an operation to uncover more hydrocarbons across BSP's Eastern offshore assets. It is also a testament of what can be achieved by a talented workforce that challenges the status quo and champions par-BSP collaboration to better deliver for both the company and country not only for today, but for the future.

As a relatively new acquisition method, the OBN survey is rarely executed in large scale as it is conventionally expensive and time-consuming.

In other words, it would have been an unfeasible approach to adopt.

Undeterred, the tenacious team behind Intan OBN overcame their first hurdle by embracing a competitive scoping mindset. They embarked on a scoping exercise that



■ Bruneian talents from BSP and BGP

made large-scale OBN seismic commercially viable in Brunei and reduced the estimated survey duration without compromising on quality.

Their enterprise-first attitude in handling the tender, which was awarded to BGP, and looking for synergies, resulted in significant cost savings to the company. Through this agreement, the project will see through 2 billion 'work-seconds' done by over 500 offshore employees, the acquisition of almost a Petabyte (1,000,000 GB) of raw seismic data, and exploration activities overcoming more than 100 field obstructions.

Against this backdrop, the project is more than what it can deliver today – it carries positive potential for the future. Bringing a new technology provides an opportunity to develop local capabilities in understanding the influx of new, quality data.

BGP has done a tremendous job in recruiting 27 Bruneian talent, working alongside seismic experts and allowing the transfer of knowledge. For the interpretation of data, BSP sent two locals to Houston to receive training on a new interpretation software that will be deployed in BSP by the end of 2019. This will compel the team to plan and innovate digitalisation techniques, furthering BSP's growth journey.

The Intan OBN is another breakthrough to BSP's mission in being the most valuable company in Brunei. The technology paves a new standard of exploring for oil and gas to unlock more hydrocarbons, and thus enabling BSP to continue fuelling Brunei's future.



# TOWARDS CREATING WORLD-CLASS LOCAL DIVERS

**B**runei Shell Petroleum Co (BSP), under the Underwater Operations Department (OAI/5), provides valuable platforms and opportunities for Bruneians to acquire the knowledge and expertise to master the skills involved in doing underwater Inspection, Repair and Maintenance (IRM) activities for BSP.

Under the Underwater IRM contract, BSP partners with SPHI KSB (Brunei) Sdn Bhd to provide these opportunities.

BSP is proud to note that there has been an increase in the number of locals working in the diving industry, from 56 personnel in 2017 to 70 personnel in 2019. This comprises of two IMCA (International Marine Contractor Associations) Air Diving Supervisors of which one is still on training, 20 commercial Air divers which include six Assistant Life Support Technicians, one Underwater Inspection Engineer, eight Data Recorders, one ROV (Remote Operated Vehicle) supervisor, seven ROV pilots/Techs and four Dive technicians, while the rest are Project Engineers, HSE, Riggers and QA/QC. This year marks a special milestone for the team as for the first time, BSP now has two local Saturation Divers in the water.

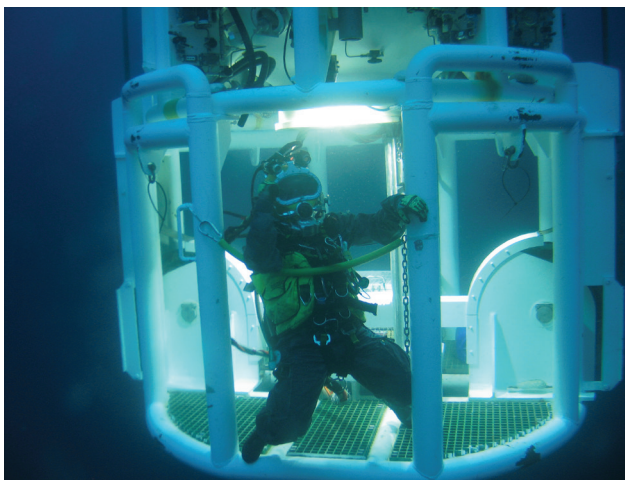
It is important to understand that the work of a commercial diver is not only dangerous but also extremely demanding. Extra precaution has to be taken to ensure safety for all those

involved, and this begins with selecting the right candidates for each position. Eligible individuals must show aptitude to work under pressure and have the physical capabilities required.

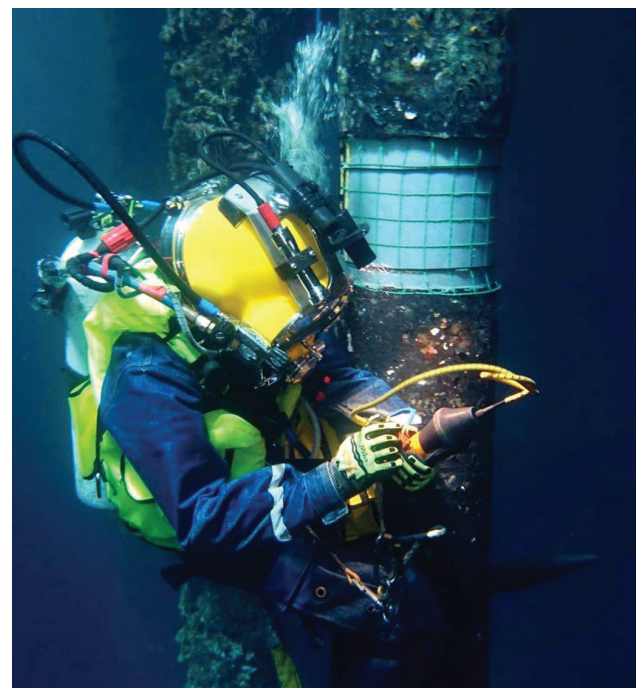
The life of working at sea and underwater is challenging and may not be suitable for everyone. Challenges include working offshore, working under pressure (literally under



■ Addie Iskandar in the Diving Control Room as Air Dive Supervisor



■ Diver positioned under diving bell



■ Performing ultrasonic thickness measurements on a riser



pressure!), bad weather, seasickness, and most of all, constantly being away from family and friends for weeks and even months at times. The challenge also includes living in a confined space, the Saturation chamber which has no privacy and staff are reliant on others to take care of their welfare (Life support system). Hence selecting and training the right person is a priority.

Today, several local BSP staffs have successfully progressed into leadership positions. Marwan Bayzuie has been an ROV Supervisor for some years while Addie Iskandar has recently qualified to be an IMCA Air Dive Supervisor. Ridhwan Abdul Karim has been an Inspection Engineer since early this year.



■ Divers ready to transfer into the diving bell

Currently, there are three Bruneian diving trainees who are undergoing IMCA-approved diving training at SEADOG COMMERCIAL DIVING SCHOOL in South Africa. There are also many others who are still undergoing training, either on the job training or at Internationally recognized Diving Centers.

BSP prides itself in employing and developing locals to their fullest potential as part its company's commitment to bringing in more In-Country Value (ICV). However, success requires dedication from all parties, including the expats and



■ Divers inside the bell

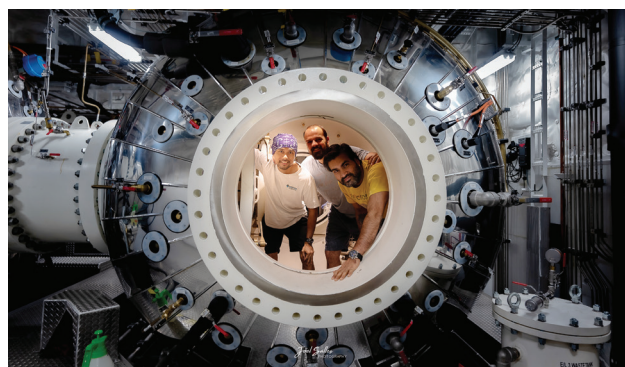
contractors who are assigned the complete the IRM works.

Aside from looking after the IRM activities for BSP assets, OAI/5 also completes the assurance (with support from Shell DCoE - Diving Center of Excellence) for any ship husbandry/ UWILD (Underwater Inspection In-Lieu of Dry Dock) for BSJV vessel owners. This demonstrates the department's and ultimately the company's commitments toward worldwide safety.

BSP ensures that the diving activities are executed in accordance to industry best practices, bringing safety and efficiency to the forefront of the diving industry. Ingenuities include minimizing the use of air lift bag by introducing H-frames, giving the ROV team opportunity to compete internationally by introducing WROV (Workclass ROV) onboard and maximizing efficiency by introducing latest technologies in equipment.

The team is definitely dedicated and will continue to develop and improve to lead the way in the industry as best in class.

**By Siti Norafizah Ibrahim (OAI/5)**



■ The saturation diving complex



# BSJV COMPANIES AWARD SCHOLARSHIPS TO 42 STUDENTS TO PURSUE HIGHER EDUCATION

**42** exemplary students, one of the highest number of recipients ever recorded, were officially awarded with the prestigious Brunei Shell Joint Venture Companies' (BSJV) scholarship to pursue their degree in various courses under the scholarship scheme this year.

In her opening remarks, BSP's Human Resources Director, Hajah Zainab Binti M.A. Omar, emphasised that Bruneianisation and people development are and have always been a priority for BSP.

"With passion, commitment and drive, the possibilities

are endless. There will be opportunities for you to learn, grow and excel, and, ultimately, contribute to fuelling Brunei's future", she said.

Present as Guest of Honour was Yang Mulia Awang Haji Zolkiflee Bin Haji Abdul Karim, Permanent Secretary (Manpower) at the Ministry of Energy, Manpower and Industry (MEMI).

In attendance to witness the signing ceremony was the Managing Director of Brunei Shell Petroleum Company Sendirian Berhad and Shell Country Chair, Dr. Ceri M. Powell, Managing Director and Chief Executive Officer of Brunei LNG, Patrice Girard and Managing Director of Brunei Shell Marketing, Pg Shamhary Bin Pg Dato Paduka Hj Mustapha. The event was held at the Indera Samudra Grand Hall at the Empire Hotel and Country Club last September.

For Aqilah Jofri whose interest lies in Physics, Mathematics and Economics admits that her siblings played a major influence over her choice of her future career.

"Two of my sisters are currently in BSP, one whom has done Petroleum Engineering and the other, Chemical Engineering. Both graduated from Universiti Teknologi Brunei (UTB), where I am currently doing my Petroleum Engineering degree course".

"Every chance that you don't take will be every opportunity that you miss", said Daren Tang Jia Xien, another scholarship recipient.

"I certainly look forward to work hard and excel in the Mechanical Engineering course that I am in and very hopeful to come back and work for BSP when I graduate".

This year, another four returning scholars who have completed their courses were also awarded with the First Class Achiever Awards.

Edvyna Tan, now a Petroleum Engineer with BSP, recalled



■ Edvyna Tan - (Petroleum Engineering) - First Class Achiever Award





■ Group photo of 2019 BSJV Scholarship recipients

that the early stages of attempting to apply for the scholarship was not easy at all. She was in her final year at the University of Leeds when she took the opportunity to try her luck.

“It was tough. My goal was to achieve a First Class degree and return to Brunei and work for BSP. Here I am today, my journey begins with the leading oil and gas company which fuels Brunei future. I am excited with the opportunity and challenges ahead and I look forward to grow and develop myself further to become a highly-competent Petroleum Engineer”.

Since 1972, BSP has sponsored more than 700 scholarships under the BSJV Scholarship Scheme where young Bruneians have been able to pursue higher education locally and abroad.

Aside from the Scholarship Scheme, other initiatives to



■ Aqilah Jofri (Petroleum Engineering)

nurture the talents of Bruneians include, LiveVIRE programmes, i-Usahawan programme and opportunities for staff to gain work experience outside of Brunei through International assignment programmes.

These initiatives will contribute to the pool of professional resources required to fulfil the company’s vision to continue to fuel Brunei’s future and to support the nation’s efforts towards achieving Wawasan Brunei 2035.



■ Daren Tang Jia Xien (Mechanical Engineering)



# BSP LAUNCHES “CANDIDACY 2035” INDUSTRY PLACEMENT FOR STUDENTS



- From left to right: Chandran Peringod (Head Production Technology – East Asset); Muhammad Razqan bin Haji Abdul Razak (Gas Lift Optimisation Intern- East Asset); Nurul Haziqah Azhar (Sand Management Intern - Darat Asset); Siti Khadijah Nasran (Gaslift Intern - Darat Asset) ; Saudah Zulkfli (Petrophysicist and student mentor); Nurfazera Hafiqah Binti Rahim (Sand Management Intern - East Asset); Lenna Puasa (Senior Production Seismologist); Nurafiqah Syakirah Binti Duraman ( Sand Management Intern - West Asset ); Khairiyah Nabihah Bt. Abu Bakar (Gaslift Intern - West Asset) ; Ak Md Abd Khaliq Irsyaduddin bin Pg Musa (Digitalization Intern - East Asset)

**T**his year BSP launched “Candidacy 2035”, a new student industry-placement scheme which provides students with the opportunity to work on real-life engineering problems. Candidacy 2035 aligns with BSP’s social investment strategy and the dynamic professional relationship we seek with higher learning institutions in Brunei Darussalam.

This program is different from BSP’s existing internship programme as it is specifically designed for students from Universiti Teknologi Brunei (UTB) to be directly involved in a handful of special projects addressing specific business needs of the company. They will gain exposure and hands-on experience in solving real business challenges throughout

their 8-month duration of the program. Acceptance into Candidacy 2035 is competitive. Once on the job, students are required to give monthly updates, meet defined goals, and give a presentation at the end.

The new scheme embeds petroleum engineering students in teams for seven months, with a mentor and ‘buddy’ to supervise and guide them. The programme is aligned with students’ academic gap before they finish their final two years at the University of New South Wales (UNSW), Australia.

“With a longer placement of six to seven months, students can have more training, do more interesting work and have more understanding on complex subsurface petroleum engineering problems,” said Stephen Tyson, Chair Professor



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of Petroleum Engineering at UTB.

The professor collaborated with Chandran Peringod, BSP's Head of Production Technology for East offshore asset to set up the programme.

### **REAL-LIFE PROBLEMS FROM SAND CONTROL ...**

At BSP the students work on projects to improve production by gas lift; manage sand production and participate in R&D on digitalisation. Controlling sand during production has been one of the biggest challenges facing BSP due to the nature of regional geology and is still a day-to-day challenge. Haziqah Azhar (23), a second-year student, joined the Petroleum Engineering team of East asset to compile a database to assess the performance of wells using different sand control techniques over the last 50 years of production.

"It's an interesting project because we have only studied a small part of sand control at the university. I remember being told by one of the lecturers there that this is one of the main problems of Brunei... Being part of the team that is actually handling sand control is truly exciting and eye-opening! I hope to be able to contribute to the team's efforts and learn more along the way," Haziqah said.

The three students working on the project will add immense value to future production, says their mentor, Manish Gupta, Senior Production Technologist: "The sand performance database will help in understanding well performance; and with a proper numerical modeling and screen retention testing, it will form the basis for future downhole sand control methodology selection for BSP."

### **... TO GAS- LIFT ...**

Nearly 75% of BSP production comes from gas lift when gas is injected in a well to coax out oil and gas. Three students are embedded in BSP's gas lift improvement project – truly at the heart of the business –designed to increase production and reduce gas consumption by one-third, by freeing up compressors and thereby improving availability and reducing emissions. The first well tackled saw a 30% productivity gain. Some 350 wells will be targeted over the next three years.

Razqan Razak (21), one of the students in the team, admits that he felt a "little anxious" at the start of his placement, being surrounded by engineers. However, he is optimistic. "I

feel like I have to catch-up real fast, get a good understanding of gas lift and be up to speed with the others! If they like my performance, maybe they'll offer me a job after I graduate!"

The students – working on the East Asset, the West Asset and Darat, are updating gas lift models with new data such as injection gas rates.

### **... AND DIGITALISATION.**

The youngest of the students, Khaliq Musa (19) joined the digitalisation team and is charting equipment used in older wells like those in the Champion field, to identify similarities with new wells to make it easier to design equipment for them.

"I didn't expect the office environment to be this cheerful and fun. This seems to be my line of work. I have always been interested in computers, I took 'Computer Science' for my A-levels, Physics and Maths, so for me it's a logical step to be here," he says.

### **PROMISING RESULTS**

The first results of the industry placement look very promising to Professor Sheikh Rahman, Postgraduate Program Coordinator at the School of Petroleum Engineering of UNSW. Speaking about the first batch of students who have completed their placement, he said, "We see immediate benefits for Bruneian students. They are getting really good experience and they are now ahead compared to students from Malaysia, China, Oman or Australia."

In one of his classes, for example, Bruneian students were the only ones to have seen actual drilling equipment, so they were already a step ahead!

The students are already learning far more than just technical skills.

"I have learned that if you want to be a good engineer, you have to be good at networking. Teamwork is very important," Razqan said. "One person can interpret data one way, and others may see it differently, so we must share information. It does not matter if you're a genius or not, teamwork is what counts."

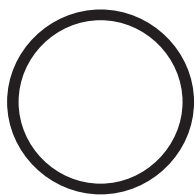
Khaliq, Razqan and Haziqah all said they hope that through their work they may play their part to contribute to Wawasan Brunei 2035.



# 'GO AND ENGAGE' SAVE LIVES



■ Dr Ceri M. Powell on a safety visit at Rasau Field



ne of the key enablers to keeping managers, workers and site visitors safe in a facility with risks that may include dangerous equipment and chemicals is dialogue. Regular

engagement and dialogue changes people's behaviour and strengthens safety culture.

Throughout the year, BSP leaders have been conducting "Go & Engage" visits to various sites, driving a culture of reaching out to team members, to show care and to have conversations about dilemmas and risks which can help save lives.

This series of engagements aims to strengthen the safety culture and remind all BSP employees and contractors that safety is our number one priority.

During the "Go & Engage" visits, the discussions revolve around hazards awareness, risk normalisation, ways to prevent injury followed by a dialogue session where staff can ask questions or share knowledge and safety information.

It is the responsibility of all staff and business partners to address and mitigate workplace safety and standards together, and to move to a more proactive and preventative culture.

This is why safety observations and interventions also take place alongside the safety conversations. Verifications include valid Permit-to-Work (PTW), compliance to T-Card system, PPE Health Check, good housekeeping and safe storage of equipment and availability of first aid kits, fire extinguishers and Air Horn. This ensures that everyone takes



■ Hajah Zainab, Human Resources Director, conducted a safety visit at Bayan building, Marine Construction Yard





- Malcolm Mayes, Asset Director, conducted a safety visit at SCOT

personal responsibility and accountability for BSP's safety performance.

"No matter your position in an organisation, everyone has a role to play in making their work environment safe. We should always show care—for our colleagues, the environment in which we work and live in, our assets and people so that we all go home safely to our friends and family every day," said Dr Ceri M Powell, BSP Managing Director.

"I am proud of the visible leadership behaviour demonstrated by our leaders. Through these engagements, I believe that they are setting an example for others, including our business partners, to embed the culture of safety into our DNA," she continued.

Locations visited as part of the "Go & Engage" visits include the F-20 Community Park, SAV Tank Farm, Vacant Houses during works at F9/37, F2/16, F1/17 and F1/9, STL KB Tank 111 area and STL KB Warehouse.





# HRH CROWN PRINCE VISIT









# BSP'S GLORIOUS LEGACY IN THE FORM OF PHOTOGRAPHS

A series of captivating photographs went on display in the breathtaking Historical Photo Gallery Exhibition at the New Data Centre Office (NDCO) Courtyard at BSP Head Office. Launched in November, BSP has the greatest opportunity to share an artistic legacy in the form of these enduring photographs that were found by the 90th Anniversary Digitisation Team.

Every generation inherits artefacts that have a tale to tell. Our generation is fortunate to have inherited these photographs, many from last century. The Digitisation team had braved the BSP archives and uncovered dusty boxes, opened old cabinets and walked into cobwebs and vaults.

What they found were wonderful treasures in the form of photographs. These photos tell a story of the people, the places, the assets and ways of working in BSP back in the old days. Some of these photographs had endured floods, condensation, leaks and mould. Thankfully the team managed to salvage these photos to preserve its precious memories.

"Many of the photographs displayed today have never been published, and we want to honour the contributions made by Shell and BSP employees throughout the ages, and



the photographers who captured these amazing photos so that we can relive those moments today," said Dr Ceri M Powell, BSP's Managing Director in her opening remarks.

Some of the photos feature iconic locations, assets that have stood against the test of time and even people who are still working in BSP today. The photographs on display did not have any description of when it was taken, who was in the photo, the activity and location.

BSP employees were invited to join in on the journey of discovering the past and help identify the people and places in the photos. Many were excited to be directly involved and





## HISTORICAL PHOTO GALLERY EXHIBITION

Every generation inherits artefacts that have a tale to tell. Our generation is fortunate to have inherited these enduring photographs, many from last century.

As the team braved the BSP archives and uncovered boxes, opened old cabinets and walked into vaults in full PPE, they found wonderful treasures in the form of these photos. They wondered about the stories behind each photo - the people, places and ways of working - then versus now. And how BSP could honour the contributions made by the Shell/BSP employees through the ages, and the photographers who captured these amazing photos so we can relive those moments today.

Many of the photos displayed today have never been published before. This exhibition celebrates 90 years of BSP's legacy, with this exclusive viewing for BSP employees.

contribute to BSP's History.

"Hopefully through this gallery, we will get more stories about BSP's glorious legacy and people, stories that demonstrate the contribution of BSP to its neighbours and society, its commitment to safety and environment throughout the years," said Dr Ceri.

The 90th Anniversary Digitisation team was a workstream under the 90th Anniversary banner. The objective is to digitise all photographs found in the BSP archive as well as from other sources. These may be in the form of hard copies of photographs and negatives that have been compiled over the past 90 years.

To date, over 18,000 photographs have been digitised to preserve the memories captured and the history of BSP and the country. The number is expected to increase over time.

BSP aims to donate and showcase these photographs at the Belait Museum which will in turn be a "travel exhibition" to other museums and art spaces in Brunei.



- BSP staff help identify the people and places in the photos



# TALENTED LOCAL ARTISTS GIVES COLOUR TO THE BILLIONTH BARREL MONUMENT



- The outdoor gallery at the Billionth Barrel Monument now open to public

**30** local talented artists adorned the windbreakers of the Billionth Barrel Monument with art transforming it to an outdoor gallery. The artists invited by BSP, alongside the support from the Department of Culture and Arts under the Ministry of Culture, Youth and Sports, come from different backgrounds – veteran artists, contemporary youth artists and even art students! Each of them was given a reference photo of which they had two days to interpret the photo onto the windbreaker, their ‘canvas’, as art. The photos were carefully selected to tell a story about BSP’s remarkable 90-year journey in Brunei.

Unveiling and officiating the gallery to the public was Yang Berhormat Major General (R) Dato Paduka Seri Haji Aminuddin Ihsan bin Pehin Orang Kaya Saiful Mulok Dato Seri Paduka Haji Abidin, Minister of Culture, Youth and Sports. Ceri Powell, BSP’s Managing Director, and Hajjah

Zainab M.A. Omar, BSP’s HR Director welcomed the minister and together, they toured the gallery and each artist was given the opportunity to present their art.

Built in 1991 along the beachfront, the Billionth Barrel Monument commemorates the production of the billionth barrel of oil from the onshore oil field in Seria. The monument sits near the historic site of the “S-1” well, the first well that discovered commercial oil in 1929.

As part of BSP’s continuous contribution to the community and nation in its 90th anniversary year, the Billionth Barrel Monument underwent extensive maintenance work. The refurbishment was completed in April 2019 and the reopening was officially announced to the public in May. With its refreshed look, the monument aims to attract both local and foreign artists to the Belait district with its unique history, and now with its outdoor art gallery that showcases the diverse creative talents in Brunei.

Sofiah Umar, BSP’s Digitalisation Manager was one of



the many artists recommended by the Department of Culture and Arts. "I was surprised! I asked the Ministry's representatives if they realised that I work for BSP! It's a nice feeling to be recommended and chosen. Perhaps even more important was the experience of being part of such a talented and highly collaborative and creative community. We shared ideas and helped each other – when I was stuck, other artists were more than willing to help," said Sofiah.

Her artwork represented BSP's innovative technologies from the past into the future, by commemorating the T201 land rig, which applied some of BSP's well-known technologies such as fish hook well, snake well and smart well. The future context gives a nod to the digital innovation technologies.

"I couldn't resist as the binary codes at the top spell out 'innovative technologies'", she added. The background represents the earth's layers and the icons symbolises different elements of innovation.

Nur Hazirah Morni, BSP's Senior Human Resource Policy and Employee Relations Advisor by day, was humbled to be trusted to do a mural painting as she had zero experience in comparison to other professional young and veteran artists who do this as a career. "I was recommended to join because of my work used during this year's National Day Celebration which was the #NBD35 lettering. I feel really blessed to be given such a unique opportunity to be part of the historic event."

The outdoor gallery to the monument will present future opportunities for other local artists to showcase their art as there are plans to revive the windbreaker canvases every



■ A local artist hard at work

three to five years.

"This collaborative project between BSP and the Ministry of Culture, Youth and Sports is to celebrate the Country's long history of delivering oil and gas to the nation. For BSP to give the artists the honour to showcase their talent on such a historic site is indeed a priceless experience for them," said by Awang Haji Mohd Abdoh bin Awang Haji Damit, Acting Director of Culture and Arts and Senior Education Officer.



■ The Minister of Culture, Youth and Sports during the unveiling



■ Sofiah Umar with her art piece



# MORE THAN 370 “ACTS OF KINDNESS” RECORDED

**A**s part of the events to commemorate BSP's 90th Anniversary, BSP has carried out a series of “90 Acts of Kindness” activities throughout the year, in close collaboration with various communities in the Belait district.

To date, 372 activities have been carried out – surpassing the initial target of 90! The “90 Acts of Kindness” activities range from grass-cutting, cleaning campaigns in schools, environmental-related activities and support for underprivileged families.



■ Volunteers played badminton with the students



■ Fun colouring activity together with the volunteers

The “90 Acts of Kindness” project provides opportunities for BSP staff to give back to the community and foster closer relationships with their neighbours and the community.

## 90 ACTS OF KINDNESS OUTREACH TO STUDENTS WITH SPECIAL NEEDS AT PUSAT BAHAGIA ERIC GOH

A small act of kindness can go a long way, no matter how small, it is never wasted.

Pusat Bahagia Eric Goh and the Merangkling Primary School in Labi received some tender, love and care from our enthusiastic volunteers, set on making their day a truly memorable one.

## SPREADING THE LOVE AND FUN

Approximately 15 volunteers from several departments across BSP took the time out of their daily schedule to participate in the company-wide “90 Acts of Kindness” activity at the Pusat Bahagia Eric Goh last July.

Upon arrival, the volunteers were given a brief lesson on sign language to enable the volunteers to communicate basic words with the students.

Fun activities include arts and craft and creative games. Some volunteers opted to simply spend quality time with the students to get to know them better and light up their faces with big smiles and laughter through sharing jokes.

“This really means a lot for us” said Rafidah Binti Hidup, an educator at Pusat Bahagia Eric Goh.

“We need more volunteers to support us with the physical activities to help the children progress socially in order to be inclusive so they too can enjoy a better quality of life.”

Sumarny Saosu, a CMMS (Computerized Maintenance Management System) technician from the Operations Maintenance Excellence department, said that, “The sense of compassion, humanity and appreciation made me realise just how much we should be grateful for what we have. There is no greater way to center our focus than the act of giving to children/community who are less fortunate than ourselves – be it time, or in the form of donation.”

Urainy Umbu, Technical Assistant at Asset Engineering,





■ Dr Ceri M. Powell, BSP Managing Director with the students and volunteers at Merangking Primary School

Quality & Commissioning Department, when offered to volunteer to play badminton with the special need students- it was a big YES from her instantly!

### **VOLCANO ERUPTION DEMO EXCITES MERANGKING PRIMARY SCHOOL STUDENTS**

Last August, a group of volunteers from BSP and Science educators from the Oil and Gas Discovery Centre (OGDC) visited the Merangking Primary School, a remote area in Labi, led by the Managing Director of BSP, Dr Ceri Powell.

The initiative was part of an outreach to spur students' interest in STEM education (science, technology, engineering and mathematics). Developing talent and cultivating an interest in this area plays a vital role towards sustaining the growth and stability of the economy of a country in the future.

It was a fun, informative and interactive learning environment for the students. They learnt first-hand from Dr Ceri Powell on how oil is explored and drilled for the economy of Brunei and on her journey to becoming a geologist. The students also participated in a mathematics challenge using OGDC's Megatrex VEX robots and participated in a creative and technical challenge which requires the students to build the tallest and most durable oil rigs made out of newspaper and cello tapes.

What got the students most excited was when the students learnt about volcanoes eruption and had a closer look at samples of rock and fossils.

"Through these challenges and activities, the students were encouraged to integrate concepts of creativity, problem

solving, intellectual curiosity and application of knowledge to real-life situations while working in a team. These are the many 21<sup>st</sup> century skills that students need to acquire in order to be successful future leaders" said Nina Karim, Head of Oil and Gas Discovery Centre (OGDC).



■ Showing different samples of rocks



■ Students tried to build the tallest and most durable oil rigs made out of newspapers



# “BALIK KAMPUNG” THEME ENLIVENS BSP’S HARI RAYA CELEBRATION



■ BSP management with special guests during the Hari Raya Celebration at Pusat Insani, Seria



The Hari Raya Aidilfitri celebration is a time to foster closer relations, seek forgiveness and express gratitude to family and friends.

To commemorate the joys of Aidilfitri, BSP opened its doors as part of its annual tradition and welcomed the residents and community from Seria and Kuala Belait, at Pusat Insani Hall in Seria last June 14, 2019.

This year's event serves as a special gesture of appreciation for the continuous support from the community, stakeholders and business partners towards the company.

The festivities also reflected the trust and warm relationship





shared between BSP and the community in which we work and live in.

This year's theme of "Balik Kampung" delighted the community with an unforgettable experience as the venue itself was transformed into a village-style set up. The Management and Staff from BSP were there to the guests.

Present to join the guests and staff for the festive celebration was Pehin Orang Kaya Seri Kerna Dato Seri Setia (Dr.) Hj Awg Abu Bakar bin Hj Apong, Minister of Home Affairs, Major General (R) Dato Paduka Seri Haji Aminuddin Ihsan bin Pehin Orang Kaya Saiful Mulok Dato Seri Paduka Hj Abidin, Minister of Culture, Youth and Sports, Dato Paduka Hj Abdul Kani bin Hj Mohd Salleh (member of BSJV Board of Directors) and Awang Ramli bin Hj Jamudin, Belait District Officer.

Guests were treated with a sumptuous spread of delectable cuisine, games and activities to challenge the creativity of the participants. A photo booth was also set up for the guests to immortalise the special occasion with their family and friends.

The young children were overjoyed when they were handed the much-anticipated coupons for Mr Softy ice cream and cotton candy.

Big smiles and bright eyes by the end of the day reflected the happy moments that were shared together during the event.





# I NOW KNOW “WHAT GOOD LOOKS LIKE”

**T**hrough hard work, passion and tenacity in constantly trying to upscale his professional skills, 42-year-old Md Erwan Md Said was selected to go on a three-year Long-Term International Assignment (LTIA) at the Royal Dutch Shell Headquarters in The Hague, Netherlands, to work in his role as a Global Process Lead in the Plan and Manage Excellence Team in 2018.

Md Erwan began his services in Brunei Shell Petroleum (BSP) in 1999 after graduating (B. Eng (Hons) Chemical Engineering) from Leeds University in the United Kingdom under the BSJV Scholarship Scheme. He joined as an Operations Engineer graduate and his previous role saw him working in various roles; in the frontline production team offshore and onshore, a broadening assignment in Wells and Subsurface Development and as a programme office manager. His career journey finally led him to his current role in the Shell Group; a Global Process Owner in the integrated activity planning and scheduling process (IAPS), including a leading role in the strategic asset management that are planning processes in Shell.

“All work is process work and in the Shell context we have now embarked on what is called the Asset Management System (AMS). This is an evolution of process towards an intent-based management system. It is an excellent opportunity because it creates space for simplification, flexibility and creativity as long as the intent is achieved,” explained Md Erwan.

“As a Global Process Owner, fundamentally I ensure that the process is effective and achieves its intended business outcome. To do this, I look at the design of the process, the execution of the process, continuously look for improvements to the process, and I also look at how we can enhance the process from the perspective of systems and tools,” added Md Erwan. “In Shell, we have the Global Planning Toolset, and effectively what my vision is that the assets which are made up of diverse business types within the Shell Global Portfolio use standardised toolsets.”



■ Md Erwan with his family

He added that he recognises the challenge towards standardisation as there have been long embedded ways of working across various functions/ disciplines, however he is very positive that through AMS this vision is achievable.

Touching on his LTIA experience thus far, Md Erwan mused about his first few weeks arriving in The Hague where he had to fly off for work to Egypt straight after settling his family down in Netherlands, and since then he has been actively travelling around one place to another for work.

“My first year here has gone by so quickly, and I guess with my travels you just don’t feel the time passing by. In fact, in this one year alone I’ve been back to Brunei twice because of the business requirements of having to work and interface with BLNG and BSP, so the role takes me around,” said Md Erwan.

However, even with his busy schedule with the LTIA, Md Erwan does not neglect spending time with his family, and being outside of Brunei has given them plenty of opportunities to squeeze in personal travels as well for quality family time.



In his current role, Md Erwan had the opportunities to go to different faraway places such as Africa, the Middle-East, Europe, the United States, Central Asia and South East Asia as well as more exotic locations like South America and Pacific side in the near future.

"The most exciting element for me and similarly the challenge is the breadth of the work, because you get to meet a lot of people and stakeholders. In the role that I do – because it's integrated planning and strategic planning, I get to meet a lot of senior leadership from the various companies across the globe, whether they are Shell operated, joint-ventures or non-operated," chimed Md Erwan.

He added that, although BSP is a joint-venture of Shell, his role has also given him a broader perspective around how other joint-ventures operate and work in countries where there are unique operating challenges which may be due to the political, commercial and market environment that would affect both business and country as a whole.

"When I accepted this role, I always had it in mind to look for something that had breadth, the width of scope, and BSP has definitely given me that through this LTIA," he added.

His experience so far has also given him exposure on different cultures. There are also aspects of uniqueness in terms of collaboration, methodologies in which others do the work, and the different dynamics of how they operate in different countries, which raises the bar in building an individual personally.

"I had a standard before, and I feel that the bar has been

raised higher for me at a personal level, and I demand and expect more," he quipped.

Md Erwan also believes that the experiences he has gained so far are extremely relevant and the global experience and the network will be extremely useful when he comes back to Brunei.

"I now know who does what and is good in specific skill sets and expertise. That connection is now much closer to the pivot of the industry, because Shell being a significant major is not just about Shell itself, but it is also about what it represents to the rest of the energy business and industry," added Md Erwan.

Noting on BSP's achievements as an asset that is nearing a century old, Md Erwan said that there is a lot to be proud of with the company through all its accomplishments, especially when he compares them to other sites. He also sees a vast potential for improvement as he has also seen what "good looks like".

One of the things he advocates the most for those who are in International Assignments is the inspiration to understand what good looks like, and at the same time to take away good practices from other sites, taking whatever is applicable and relevant to their own operating conditions and use it.

"That's how I see my role as a Global Process Owner. I get to pick some of the better learning and recommended practices, the best practices from the different sites and locations, and make sure every other sites benefit from it as well, as quickly as possible and equally so in Brunei.





# DRIVING PERFORMANCE FOR A BETTER FUTURE



Setting off on your own in a different country is always a little nerve-wrecking at first, especially if you're a young single woman, whether it is just to a neighbouring country or much further away, but 28-year-old Azela Safri from Brunei Shell Petroleum (BSP) believes that it's just like going off abroad to university for the first time.

After having worked in BSP for close to three and a half years, Azela was selected to go on a Short-Term International Assignment (STIA) on a fixed one-year role in Kuala Lumpur as a Performance and Planning Engineer in Shell's Regional Line of Business of Wells Integrated Gas (Wells IG) based on her performance.

Azela explained that the purpose of STIAs depend on the departments. The general objective is to expose a person in a role within a different organisation or a different section of the organisation, but it could also be for specific learnings to take back to BSP once the STIA is over.

Originally working as a Wells Completion Engineer in the Wells Department back in BSP, then as a Night Well Site

*"I feel like it's opened up my eyes a little bit more to the whole and wider Shell, in my staff skills and communication, as I have to speak to all these people that I've never met and who are more senior than I am. It has built up my organisational skills as well with setting up and reporting these meetings. In terms of performance, it's made me appreciate why we're always driving performance."*

**– Azela Safri**

Supervisor Operations Engineer (NWSSOE) on a vessel, and coming from a technical background dealing with technical data and operations work, Azela said that coming to Kuala Lumpur and working under Performance and Planning has been a big learning curve for her, especially during the first two months.

"I had to really learn about all the words, the financing terms, the reporting, and the like coming here," said Azela. "Listening to everyone talk in all the meetings felt like I was listening to another language. I guess that's probably the same when people hear us speak technical terms!"

Azela added that her current role in Kuala Lumpur has her speaking to all Shell Operating Units within the region or within the line of business, where she gathers benchmarking details on the wells that they've drilled, the data and information on the expenditure on those wells, how much they plan to do that year, or how much has been saved so far, which she then compiles into a report for the General Managers and VP.

"I feel like it's opened up my eyes a little bit more to the whole and wider Shell, in my staff skills and communication, as I have to speak to all these people that I've never met and who are more senior than I am," said Azela. "It has built up my organisational skills as well with setting up and reporting these meetings. In terms of performance, it's made me



appreciate why we're always driving performance."

Touching more on this, Azela added that this role has made her realise that performance is a big metrics to measure up to, as there is not only a need to perform within ourselves and the organisation, but also the need to measure against competitors and other Operating Units to see where the business is at.

"It's always a journey to improve, to save cost, so that the company can deliver more for less, and perform in international markets," said Azela. "By being here, I'm building connections and leveraging on all these experienced people on their learnings and their experiences so when I go back to BSP, I can use that connection if I need more details or data on the wells that I'll be working on."

"For me the biggest gain that I get from being here personally is the opportunity to learn from the Senior engineers, General Managers, the Vice President, and to see how they work and how they think," said Azela. "The questions that they raise are just amazing and it's made me think differently or just be a little more open-minded in the way that I work and build that connection."

"My biggest challenge is still people," added Azela. "It's always a struggle to chase people to get results and to get them to give me the content that I need, especially if they don't know who you are, and are busy with their own work."

On advice to people who will be going off on STIA, Azela said it also helps to speak to people who have had STIA experience on their feedback, as well as getting advice and suggestions from them.

Additionally, the driven 28-year-old aspires to do the best that she can and move up the ladder in building up her technical role and leadership skills, hoping to one day aim to get to a General Manager position or go to the regional level. Azela also aims to one day be able to achieve her plan to get a Long-Term International Assignment and work abroad in Shell Global whether in Houston or Netherlands, and to get a role that can enable her to further develop herself in her field.

"It's just always trying to be the best that I can be, to achieve as much as I can, and to contribute to the company and country. I am thankful that BSP provides the opportunity for me to further develop myself professionally," chimed Azela.

She said that she was also thankful to her family and friends as they've always supported her in everything personally and professionally, encouraging her to do the best that she can, adding that it helps to have that support network.



■ Continuous Improvement (CI) coach training course, May 2019



# INFORMATION TECHNOLOGY AS KEY ENABLER TO BUSINESS



■ Sakinah explaining at Agile@Shell Awareness Corner

Information Technology (IT) is increasingly underpinning operations, business models, customer interactions and more. The role of IT in organisations has transformed; moving from a function that kept the lights on to the centre of organisation innovation. Technology is everchanging with an increasingly faster pace. It is imperative that BSP embraces these challenges and adopt the necessary changes to better support the company's needs and demands.

"It is undeniable that technology is a key enabler and a great game changer to a lot of business models today. BSP is no different as we are currently embarking on a Digitalisation Journey. We are proud to be part of the team that helps support this journey in BSP," said Haji Malai Anwar Hussain bin Haji Syed Ahmad Hussin, IT Country Manager of BSP.

Three key themes were shared as part of a roadshow organised by Information Management and Information Technology Project Delivery last August: IT Technology as Game Changer, Era of Digitalization and Agility as Enabler. BSP employees had a fruitful day; the discussions revolved around the recent evolvement of the company's IT Landscape, Digitalization Journey, IT Cybersecurity, IT Capability and



■ Information Program Delivery Department, the organising team

Potentials for a Better Tomorrow.

For organisations to truly embark on a digital journey, upskilling and adopting new ways of working as per agile practices are crucial to enable more flexible workforces, improve the customer experience and increase business efficiency.

Hajah Farida Dato Paduka Hj Talib, BSP Commercial Director, launched the event.

"I am pleased with the contribution from the IT team to BSP's Fit for Future journey. Today shows you that leveraging and partnering with the business do bear fruits. An example is the recent signing of Cerdas agreement; we are now in control of what we do, what productivity level we are in daily and we are accountable to our own performance and cost", Hajah Farida said.

"We should continue to strive for a greater understanding to what technology can bring, the innovative ways to manage threat and ensure the security of our data."

Appreciation Note

Thank you to those who attended the Explore IT Roadshow. It was a pleasure to see our fellow IT Teams and the business collaborating to ensure the smooth running of the event. We hope that you enjoy the event and gained insightful knowledge from the roadshow.

**By Sakinah Adam (IPD/3)**



# BSP PARTICIPATES IN TRADITIONAL BOAT RACE

The Belait River was awash with colour for the Traditional Boat Race in conjunction with His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah's 73rd birthday. Led by BSP Deputy Managing Director and Technical Director, Yap Kong Fah, BSP's contingent placed fourth in the 3rd event 'Acara 20 Pekayuh Terbuka Jemputan'. Well done to everyone involved!





# BSP PROMOTES ENVIRONMENTAL AWARENESS THROUGH BEACH CLEAN-UP



**T**he ocean trash or litters compromises the health of humans, wildlife, and the economies that depends on a healthy ocean. Keeping our oceans free from trash is one of the easiest ways to make the ocean more resilient. From creating less trash to using proper trash disposal, everyone can help keep our ocean clean and free of debris.

BSP, together with BSM and BGC collaborated for the sixth consecutive year to clear trash from the beaches in Brunei and take part in the International Coastal Cleanup, a global campaign initiated by Ocean Conservancy.

928 volunteers consisting of staff, families, government

agencies, communities and schools collected a total of 3.8 tonnes of trash!

The clean-up was held concurrently along the beaches of W10 Jalan Maulana in the Belait District, as well as Jerudong and Meragang beaches in the Brunei-Muara District. Besides promoting environmental conservation, the event also helped cultivate the spirit of volunteerism and 'gotong royong' (mutual cooperation) amongst staff, youth and members in the local community.

As keen supporters of Brunei's effort to promote environment sustainability, BSP will continue to organise such events to promote environmental conservation and increase



- Volunteers help keep our ocean clean and free of trash and debris





environmental consciousness in Brunei, particularly with the younger generation.

The event also saw participation from various organisations and vendors raising awareness on environmental conservation and selling eco-friendly products. This year, Green Brunei came to segregate recyclable and non-recyclable trash. This year also saw the involvement of Poni Divers who once again led the underwater clean-up along the shores of the Beach.

Ocean trash or litters compromises the health of humans, wildlife, and the economies that depends on a healthy ocean. Keeping our oceans free from trash is one of the easiest ways to make the ocean more resilient. From creating less trash to using proper trash disposal, everyone can help keep our ocean clean and free of debris.

"Our message through this initiative is that environmental protection is everyone's responsibility and we are committed to play our part in sustaining our environment for the coming generations. It is indeed very encouraging to see all the volunteers together working towards a common goal which is to keep our beaches clean and most importantly safe for our family and friends," Ridzuan bin Hj Ahmad, Chairman of the Municipal Board of Kuala Belait.





# Q2 FIT FOR FUTURE WINNERS

### SOLAR END-TO-END MAINTENANCE CONTRACT

Operating at 72% availability, 27 of BSP's solar units are among one of the worse performing within Shell Group. These solar units account for 75% of the BSP Turbomachinery Fleet and have been costing the company an average of 3.5Kboe/d in unplanned deferment.

This is 70% of the gap for BSP's 2019 production target. Furthermore, each 1% improvement in the Solar Fleet availability has the potential of bringing an additional B\$3.8 million in revenue (per year) to the company.

The team identified an opportunity to implement an end-to-end Maintenance Contract that does not only significantly improve equipment performance, but also develop Bruneian capabilities in the maintenance of critical rotating



equipment.

This team initiated a Contracting and Procurement Strategy Workshop which aligned stakeholders within assets and functions and set up a negotiation team. To further facilitate the timely execution of the contract, the planned BSP/Solar Contract was included as an agenda item on the monthly calls between Shell's EVP Production Support and his counterpart at Solar.

In less than 4 months, the team progressed from the initial BSP-Solar framing workshop to successfully acquiring approval at Tender Board. The deal BSP reached with Solar delivered B\$60 million in cost avoidances (negotiated savings from Solar market rates) and was benchmarked as the best deal in the Shell group. Most importantly, the deal resulted in the creation of 21 Bruneian jobs (20 of which are high skilled) and a contract that will achieve 100% local employment. This is a remarkable achievement as the work category falls within the "Highly Skilled LBD Quadrant".

### CPE ABANDONMENT

Reducing abandonment is a key factor in BSP's Fit for Future journey.

From 2020 to 2025, BSP expects to spend around B\$300 million per year on well abandonment, with the total well abandonment cost ultimately running into billions.

The Well Abandonment Manual, conventionally used in well engineering discipline for abandoning wells, defines subsurface deliverables. While well abandonment activities are increasing, BSP has been lacking in a consistent approach to well designs and field isolation strategies. With no standard in place, some teams have taken the conservative approach requiring cement plugs, which is an expensive option.

The team behind CPE Abandonment made the initiative to reach out to subsurface communities involved in abandonment to better understand this issue and recognise



ways to improve the situation. They identified experience and best practices from Shell Group that should have been captured and implemented in BSP's standard of practice.

Through this move, the team managed to deliver a subsurface abandonment standard that helps BSP define field wide abandonment strategies that will not only improve efficiency, but lead to substantial cost-savings.



## ZONAL ISOLATION

In well construction and drilling operations, zonal isolation is integral in making sure fluids from one zone do not mix with oil confined in another zone. Cementing is a key factor in well integrity by providing good assurance to zonal isolation.

Every year, BSP conducts over 200 cementing jobs. As routine work, cement jobs for well construction has been perceived as a simple process. However, failure will lead to severe consequences such as Non-Production Time, missing production target, or loss of asset.

Over the years, BSP has been reliant on business partners to provide cementing tests as a pre-requisite in making sure BSP is meeting its cementing objectives. This costs the company the opportunities to assure and verify cement slurry prior to execution. In a few cases, this had led to missing well objective deadlines or not meeting them at all.

Operation Production Chemistry (OPC) team identified the gap in cement verification. They took the responsibility and accountability to develop BSP-owned cementing laboratory. The journey began in Quarter 1, 2018, and involved collaborations between OPC, Cementing



Laboratory SMEs (Subject Matter Experts), Well Fluids team, Analytical Chemists and business partners.

Considering In-Country Value, five local technicians and well fluids chemists were identified for competency development, set to be directly involved in daily operations of the laboratory. After over a year of continuous development, more than 200 cement slurry verification tests were conducted in BSP's Cement Laboratory.

This is a notable achievement as BSP had zero capability in 2017 but was fully capable by 2018 with 100% local competency.

## EAST ASSET WIRELINE

In May 2019, a record-breaking amount of wireline interventions have been executed in BSP's East Asset. This is a result of a year-on-year productivity improvement journey (approximately more than 20% each year) delivered by the integrated East wireline team, consisting of the offshore and onshore wireline teams, the asset Wells Reservoirs and Facilities Management (VRFM) and operations teams, Integrated Activity Plan (IAP) and logistics support. Although the numbers of offshore wirelines crews remained the same through the years, their productivity have significantly increased.

This improvement journey began in 2015 when wireline productivity dropped to a historic low in BSP. Since then, the integrated East wireline team embarked on an improvement journey to achieve acceptable productivity levels and acquire top quartile.

In 2015, the crews delivered 230 jobs within the year. Three years later in 2018, they successfully delivered 410 jobs.



The performance improvement is a result of getting the basics right, continuous focus on delivery, measurable performance, solid planning, quality of work, implementation of 24-hours operations, and great collaboration across the team.

Efficient and effective wirelines execution enabled for more jobs to be delivered in a year. This has led to a lower cost per intervention (more work delivered for the same amount of money), less failures resulting in less well deferment, and an abundance of subsurface surveillance that can be executed which enables the subsurface teams to better monitor and optimise East well and reservoir performance.





# "I AM BSP" CHAMPIONS

MAY 2019



Hj Faisal was the focal point from PPA/5 for the Seria Flooding investigation, which was a collaborative effort between BSP and the government. During this investigation, Hj Faisal truly proved what it meant to be Accountable, Focused and Collaborating!

Before the examination even started, Hj Faisal made the initiative to create the investigation storyline based on his competence and knowledge of the whole system. Going above and beyond, Hj Faisal also organised 5 site visits involving BSP and government employees, and supported BSP employees in whatever means possible to facilitate the investigation.

Without his accountability and focus in making sure all the right information was given for discussions, and without his exemplary collaboration with the investigation team, the investigation would not have been as successful.

He is a very worthy 'I AM BSP Champion', as he showed all the I AM BSP behaviours in a time-consuming activity that was completely outside his normal work scope!

JUNE 2019



FA4 asbestos removal project concerns were raised to the team members by the Master of the Icon Kayra who, on behalf of his crew and workforce, discussed over some of the controls and perceived risks they were feeling for employees returning to rest onboard the Icon Kayra.

The team demonstrated care and listened to the concerns raised. The team informed and reassured the offshore personnel on the process and extra controls that were identified to ensure safety of all involved and affected by the project. The team took accountability and created a video of a mock set-up of the task, with step by step voice-over narrative, which was presented offshore to the Icon Kayra focal points.

The team collaborated with all stakeholders, including Icon Kayra personnel, to address all concerns, which enabled the commencement of the asbestos removal project.

## JULY 2019



Stuart and Brendan are the key enablers in the planning and execution of the Champion West near field exploration wells – 2 rigs, 2 mainbores and 5 sidetracks in a 4-month drilling campaign.

This project usually take 9 months to mature but it accelerated to become drill-ready in just 2 months from subsurface assurance (XORP3). Their diligence in providing this strong business impact saved millions in cost for a rig that would have been idle for 3 months. It also allowed for early development decisions in the success case of exploration discoveries. Their can-do mentality facilitated the strong collaboration within the multi-disciplinary project team, which ultimately eased the process to deliver these wells safely.

With 7 wells, there was plenty of room to share the learnings and they took the opportunity to train and develop the young Bruneians in their team.

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*The recognition programme rewards actions that demonstrate the “I am BSP” mindset – Accountable, Focused and Collaborating. Introduced early in 2018, this year sees the second year of the programme. Challenging the status quo, innovating ways of working and efficiently collaborating to achieve success were some of the commendable actions from our “I am BSP” champions in this edition.”*

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## AUGUST 2019



Afifah was assigned to the Egret East project as the Production Seismologist to provide ad-hoc support and review the shallow geohazards. However, following an offshore survey, she discovered that the offshore platform was planned right on the bank of a shallow channel. A jack-up rig would have toppled over if the platform was installed there and the wells drilled.

In a short time-frame, she pulled together a multidisciplinary team to select a new surface location, avoiding the nearby geohazards.

Secondly, she reworked and optimised the challenging well trajectories for the new surface location with the team. Her work concluded with a very smooth and timely Integrated Well Trajectory Session, a key milestone to endorse the teamwork that she led. The excellent preparation and bringing together this challenging piece of work also demonstrated that she masters her professional skills.

The key reason as to why Afifah deserves to be an I AM BSP Champion is that she did all this work with such great passion that she created a positive spirit in the whole team! With flair, she demonstrated accountable, focused and collaborative behaviours.





# WHY I AM PROUD TO WORK FOR BSP

## **Waznah Ali-DPE/51 [Reservoir Engineer]**

I will be in my 10th year with the company next year. I started my career as a BSP scholar studying Petroleum Engineering at the University of New South Wales (UNSW) in Sydney. Today, I support the WRFM and HCM team in Darat. Overseeing the operations from subsurface to surface, to export and safely produce hydrocarbons in order to continue to keep the lights on in Brunei, is definitely a good reason to be proud to work in BSP!

It is not just a 7am to 4pm job and the great team members I work with that makes me want to show up to work daily.

BSP encourages me to utilize my time wisely through voluntary work at the same time develop other skills on top of my core responsibilities.

I am also proud to be a part of a company that gives back to the community. Through BSP's 90 Acts of Kindness project, I was able to lend a helping hand to school children. I read books to them and did many fun activities together. This inspires me as a Bruneian to help other young Bruneians to become future leaders for tomorrow!



## **Vivian Hwang OPC/23 [Water & Environmental Unit Leader]**

I joined Brunei Shell Petroleum (BSP) in 2014 as a Medical Laboratory Technician in Panaga Health Centre and moved to my current role as a Section Unit Lead for the Water and Environmental Laboratory in OPC in 2016. Despite the completely different job scope in terms of discipline and responsibilities, I was given the opportunity to further develop and improve my set of skill pool within the organization. In a short span of 3 years in OPC, I have been exposed to managing a team, financial budgets for the laboratory, short and longer term planning of equipment procurement, working with different teams across various Assets, and many more. I have learnt that in BSP, the opportunity to succeed and grow is always available for everyone. As long as you are willing to work and take that extra step to produce quality delivery, opportunities will be given.





# WHY I AM PROUD TO WORK FOR BSP

## **Brendan Lutz XGN/1 [Exploration Geoscientist]**

With its natural beauty, rich culture and inviting people, Brunei is a fantastic place in which to live and work.

As a company, BSP has a long and storied history of providing value to the Bruneian people and I am proud to contribute, in some small measure, to this tradition.

There are few places in the world where an explorer has the opportunity to make such a tangible contribution to the well-being of a country and witness first-hand the broad impact of his/her work.

In BSP, this impact comes not only from barrels discovered and cash generated, but also from developing the next generation of explorers who will fuel Brunei's future.

In my posting with BSP, I have had a tremendous opportunity to collaborate with – and offer coaching to – many talented young Bruneian geoscientists who I am confident will continue BSP's tradition of success.

I am privileged to have worked alongside and learned from such a diverse and integrated community of multi-



disciplinary professionals, all of whom have a clear passion for delivering value to Brunei. For these reasons and many others, I am proud to work for BSP.

## **Terry Jayasuriya HSE/2**

### **[Head of HSSE Assurance and Standards]**

BSP holds a special place for me as four generations of my family work for the company; my Grandpa, my Dad and my son, Josh. I take a lot of pride in the company. BSP has provided countless opportunities for me and everyone in the community as we each find a niche area to support the nation's main economy. I conduct analyses of all risk areas and develop a 3-year HSSE & SP assurance plan using a risk-based methodology. By proactively collaborating with business leaders on concerns about their key risk areas, I would verify if existing controls identified in the HSSE & SP control framework (Standards) are operating effectively and efficiently.

The diverse pool of professionals at different levels that I work with inspires me to continue learning and to meet the challenges of "no more easy oil". Emerging technology deployed to commensurate with business need sometimes require new skillsets, and I am encouraged that these are quickly embraced by both the young and more experienced Bruneians. I recently concluded coaching sessions on



requirements of the HSSE & SP control framework for BSP's pool of HSSE Professionals. To enhance training and development, I continuously explore opportunities for Bruneians to participate in independent LOD3 Audits.



