

FOREWORD BY MANAGING DIRECTOR



Agnete Johnsgaard-Lewis

*Managing Director and Shell Country Chair in Brunei
Brunei Shell Petroleum Company Sdn Bhd*

I am delighted to share the first edition of the In-Country Value (ICV) Handbook – Growing Local Business and Capabilities.

People and Country are critical for BSP and we are committed to drive ICV growth, one of the integral themes in our Fit for Future strategy. Our strategy was developed in line with the Wawasan Brunei 2035 goals, to produce highly skilled and accomplished people and to strive for a dynamic and sustainable economy. This handbook provides an overview of the journey made by BSP to drive localisation of the Oil & Gas Supply Chain ecosystem and showcases our plans to further fuel ICV growth.

In this handbook, we highlight some of the prominent success stories in ICV. Despite the challenges faced in 2020 with the COVID-19 pandemic and the impact from low oil price, I am proud to share that BSP business partners continue to grow with 1,771 new local staff recruited in 2020 alone, out of which 936 are fresh recruits from secondary schools and higher institutions. We continue to see an increase in local employment in our business partners, driven by the increase in skilled work category.

In 2015, there were only ten (10) local companies in the Core quadrant. Today, that number has grown significantly with twenty-seven (27) local companies operating in the Core quadrant, representing 37% of the all companies in this quadrant. This is in addition to 100% local companies in Basic quadrant and 100% local companies in Development quadrant. Another notable trend is the significant increase of local spend in the Core quadrant from 10% in 2015 to 54.3% in 2020.

Most of these developments are made possible thanks to the implementation of strong ICV strategies in all sectors. For example, we have seen a rapid increase of contracts awarded to local companies in the Marine sector for a long-term period. These fleet of vessels are locally-owned and proudly managed and operated by entrepreneurial Bruneians.

The ICV team also collaborates closely with the Manpower Industry Steering Committee (MISC) Energy to bridge the supply and demand of manpower. The most recent initiative is the introduction of the iSkill program – a standardised, industry-led competency framework for a number of critical occupations in the energy sector.

To conclude, I would like to extend my sincerest appreciation and congratulations to the various stakeholders that have contributed to the success of our ICV growth thus far and I look forward to more fruitful collaborations that can further benefit the nation as a whole.

TABLE OF CONTENTS

INTRODUCTION TO ICV.....	3
ICV STRATEGIC THEMES.....	3
LOCAL BUSINESS DEVELOPMENT (LBD) PERFORMANCE	4
LOCAL CAPABILITY DEVELOPMENT	5
SUPPLIER DEVELOPMENT	5
WORKFORCE DEVELOPMENT	6
ICV OPPORTUNITIES	7
SHELL LIVEWIRE BRUNEI.....	10
AGROBIZ PROJECT	12
KEY ICV ENABLERS	14
ACCESS TO FINANCE	14
MARKET ACCESS	15
RECOGNITION.....	16
ICV GOING DIGITAL.....	17
ONLINE PROGRAMME	17
LIVEWIRE E-SUITE	17
MENTOR WITH US	17
SKILLUP ONLINE COMPETENCE MONITORING	18
CASHFLOW MANAGEMENT	18
ICV SUCCESS STORIES	19
ICV WHAT'S NEXT	37

INTRODUCTION TO ICV

In-Country Value (ICV) is defined as the contributions in the oil and gas sector through its retained expenditure in Brunei that benefits business development either through employment or local goods and services, capability development, and stimulates the productivity in Brunei's economy and growth in Gross Domestic Product (GDP).

ICV Department in BSP was established in April 2018 and is accountable for the identification and implementation of ICV strategy for BSP in-line with the Fit For Future ICV growth objectives.

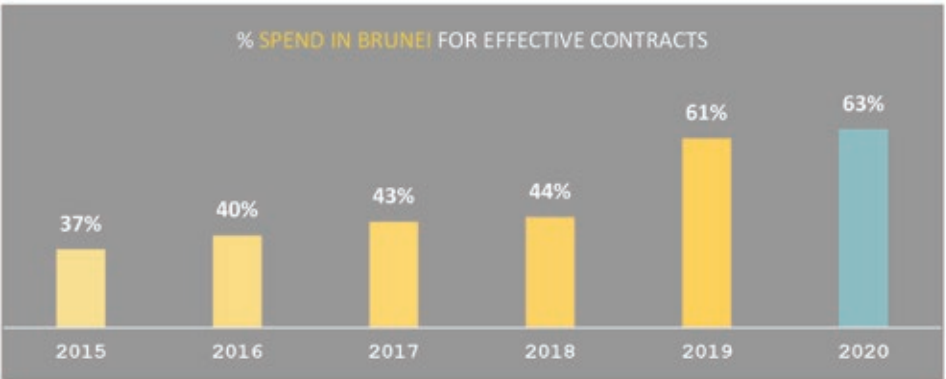
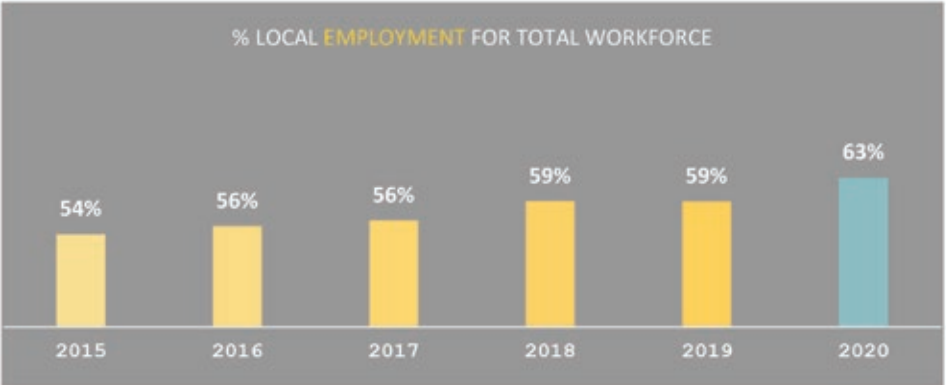
ICV STRATEGIC THEMES

ICV strategy is underpinned by six key themes:



- Maximise the use of Local manufactured goods & services
- Sustainable development of Bruneian businesses as suppliers, sub-contractors & service providers for Brunei and International market
- Create employment, competence development and Productivity of Bruneian workforce
- Facilitate capability development of Bruneian companies through targeted technology transfer
- Drive structured training & skill development for effective transfer of management and technical skills
- In collaboration with the Government of Brunei Darussalam, develop the required business infrastructure to facilitate ICV growth in country

LOCAL BUSINESS DEVELOPMENT (LBD) PERFORMANCE



The LBD performance is measured by 2 main key performance indicators (KPI). The local employment % has increased steadily over the years, with increase mainly in the skilled work category. Meanwhile the local content which measures the total spend in country is also showing increasing trend with more services provided by local companies using in country resources.

LOCAL CAPABILITY DEVELOPMENT

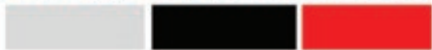
SUPPLIER DEVELOPMENT



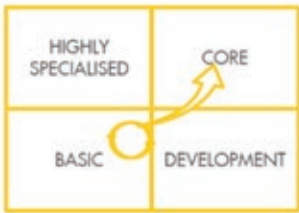
Underpinning the local capability development are Supplier and Workforce development. BSP has launched the Energy Business Academy (EBA) in 2014 to develop local SMEs competencies and capabilities to venture in the Oil and Gas industry and increase the level of competitiveness. Since then around 70 contracts were awarded to local start-up companies and SMEs.

The Energy Business Academy EBA 2.0 was launched in 2020 to continuously facilitate the development of existing BSJV Business Partners. This program aims to strengthen their capabilities to participate in the high value, complex contracts in the Core and Highly Specialised quadrants and hence more competitive with experienced international companies.

ENERGY BUSINESS ACADEMY 2.0



LBD Framework



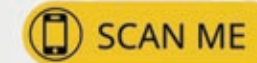
WORKFORCE DEVELOPMENT

As one of the core strategic deliveries for In Country Value (ICV) for growth lies in the foundation people and competence development. Harnessing new technologies and embarking on a growth trajectory into investing to our future. The disruptive role of technology (IR 4.0) will see an adaptation in competence and skills within the industry. ICV is aptly positioned to have the forward-looking perspectives as well as insights to the current development of the local industries.

ICV is working very closely with Manpower Industry Steering Committee (MISC) Energy on ICV Workforce Development themes which are focused into 4 key pillars.

- The creation of Competence Development Programme, the iSkill programme which is co-developed with the industry. The programmes have been ratified to be equivalent to International certification such as those used by the UK NOSS (National Occupational Skill Standards). The top 5 iSkill programmes have been rolled out. The MISC Energy team is currently working on another 6, which will be implemented throughout in 2021.
- The development of Training Providers. In August 2020, a market engagement for the registered training organisations was held to recruit capable training providers that can provide high quality learning in accordance to the set standards and competency framework.
- The improvement made on the Assessment processes. The new assessment framework will be based on a comprehensive, portfolio-based assessment. The assessment results will be captured via online competence monitoring application, called the SkillUP. There will be demand for qualified independent assessors covering all the skills and these too could create employment opportunities to our Bruneian colleagues.
- The Industry Placement readiness. And this is where the industry will be expected to play a big role to ensure that the trainees received real work exposure and enough hands-on experience to confirm their readiness to join the workforce.

GET A HOLD OF YOUR MISC WG ENERGY INDUSTRY GUIDEBOOK 2021



ICV OPPORTUNITIES

The ICV Opportunities are identified from Opportunity Framing Sessions within BSP with participation from BSVJ and other relevant stakeholders. These opportunities address some of the gaps in the BSP's demand and available supply from the local market with real ICV impact to increase spend in country and create job opportunities for local.

There are six key focus areas of ICV opportunities. 2 new key areas for ICV Opportunities are **Digitalisation** and **Energy Transition**. All these opportunities are in different phases of maturity.

INFRASTRUCTURE DEVELOPMENT



- Marine Vessel Maintenance Yard
- Decommissioning Yard
- Maritime Services Hub
- Nano Steel Mill
- Warehouse and Logistic Services
- Waste Recycling Services
- Low cost accommodation

TRAINING AND PROFESSIONAL DEVELOPMENT



- HSSE Training
- Technical Training
- Leadership Training
- Professional Services for Audit, IT Services, Reporting and Procurement
- Registered Training Organisation (RTO) for Oil & Gas workers

IN-COUNTRY MANUFACTURING



- Supply of PPE
- Low Risk Bulk items e.g. scaffolding, gasket, valves, electric cables
- Chemical blending
- Supply of tubulars and accessories
- Equipment assembly
- Galvanising Services

LOCAL SERVICES / LOCAL OWNED ASSETS



- Marine vessel and services
- Platform and jacket construction services
- Rotating Equipment Maintenance workshop
- Instrumentation / Electrical Equipment Maintenance
- Transportation and mobility services

SHELL LIVEWIRE BRUNEI

Shell LiveWIRE Brunei is a social investment flagship project developed by Shell to develop awareness in entrepreneurship in countries where Shell operates. Brunei Shell Petroleum adopted this initiative, in 2001 LiveWIRE Brunei was established, part of call from Brunei Development Economic Council (BDEC) to promote entrepreneurship development in the country.

Shell LiveWIRE Brunei Key Customers



LiveWIRE Brunei expanded its focus to develop entrepreneurship programmes with the Education institutions with the Brunei Entrepreneurship Education Scheme (BEES) which was launched in 2013. After 5 years leading this programme, BEES was handed over to Ministry of Education to incorporate as one of its core programme. The partnership with the Higher Institutions was initiated in 2019 with 5 institutions, UTB, UBD, UNISSA, IBTE and Politeknik Brunei. The students from these institutions are given opportunities to participate in Shell LiveWIRE Brunei Business Award bootcamps.

In the recent years, there is an increase in demand for community development programme. Realising this demand, Shell LiveWIRE Brunei has developed bespoke entrepreneurship programmes for Yayasan Sultan Haji Hassanal Bolkiah and the Ministry of Culture Youth and Sports especially for the vulnerable groups to venture into entrepreneurial opportunities.

LiveWIRE Brunei Journey





LiveWIRE AgroBiz was established in response to His Majesty the Sultan and Yang di Pertuan of Brunei Darussalam titah to increase the country's self-sufficiency in rice production and at the same time develop young farmers. MoU signed with IBTE in Feb 2019 to develop the field around the IBTE AgroTech Campus and enrolled the students from IBTE into the AgroBiz Programme. 3 cycles of padi planting have been executed, with the highest yield recorded at 9.6MT/ha, the best yield recorded in Brunei for Sembada-188 variety. The students are taught on sustainable farming practices using modern technology. Organic fertilisers and pesticides are made by students at the AgroBiz fertiliser workshop. No chemical pesticide is used at the AgroBiz farm.



The programme will run for 5 years and aims to produce around 50-60 skilled agropreneurs in padi production. The students are provided with the complete technical training from padi planting, harvesting and also rice processing. To prepare them to become commercial farmers, they are also provided with commercial, marketing and leadership training.







BSP via Shell LiveWIRE Brunei, who manages the AgroBiz project has invested around \$2.2 million to develop the complete infrastructure for padi production with heavy machineries and the rice processing and packaging plant. Modern technology such as drone is used to apply the fertilisers to the 10-hectare padi field, saving a lot of time and resources. Water saving practices for example rain water harvesting and the fertigation system for the cash crop were used.

KEY ICV ENABLERS




ACCESS TO FINANCE

The Credit Facility Programme (CFP) is an ICV initiative to support the local companies to obtain financing for their contracts with BSJV. The programme is eligible for all Bruneian companies. Through CFP, the local companies will get competitive financing rates compared to market and faster approval i.e within 30 calendar days after documents received by the respective participating banks.

BRUNEI SHELL CREDIT FACILITY PROGRAM
An In-Country Value Initiative for Financing of Bruneian
BSJV Business Partners



In collaboration with



BSP has entered into a Memorandum of Understanding with BIBD bank, Baiduri Bank and Usahawan Bank to provide **faster and more competitive** financing scheme to our Bruneian Business Partners.

All Bruneian Business Partners with an effective contract with BSP, BLNG or BSM are encouraged to get in contact with any one of these banks to review the possibilities for financing it's BSJV contract under **favourable terms**.

For further information and questions on the Credit Facility Program, please contact Yap Boon Chang, Treasurer of BSP.

Boon-Chang.Yap@shell.com

MARKET ACCESS

The importance of having the right market access is crucial for any entrepreneurship programme. Completing an entrepreneurship training programme is just the beginning of the journey and will only show its impact if it is matched with real business opportunity.

BSJV TENDER OPPORTUNITIES

Every year, around 100 tender opportunities are published via the ICV website. The tender would be categorised into the LBD quadrants i.e. Basic, Development, Core and Highly Specialised. The local companies are encouraged to register to any of the product and services categories for them to be invited to these tenders. In most cases, the Expression of Interest (EOI) exercise will be done to inform interested companies to register in the right category before the tender is issued.

MARKET ENGAGEMENT

Market Engagement is another critical component of entrepreneurship development to give insights on market demand and network. It also provides information entrepreneurs could use for market due diligence to determine their course of action. Recently, Brunei Shell Joint Venture companies and Shell LiveWIRE Brunei co-hosted a Market Engagement session with local IT and Digitalisation companies, to showcase around 20 projects to be delivered in 2021. These projects could potentially become the initial platform for start-up companies to establish themselves in this market segment.

TOP TEN INNOVATOR PROGRAM

Shell LiveWIRE Brunei is actively recruiting local companies to participate in the Shell Global Top Ten Innovator Program. This a competitive programme with participants from all the Shell LiveWIRE participants globally with an opportunity to market their product and proposed solutions to the global market. In 2019, a Bruneian company S&R Aquafarm received the runner up in this prestigious award.



RECOGNITION

Shell LiveWIRE Brunei actively promoted the local start-up companies through its Brunei business award programme. It is an annual event to recognise new entrepreneurs for their courage to venture into businesses providing innovative solutions.

Category 1 is open to start-up companies with less than 3 years in operation.

Category 2 is open to students from higher institutions and private colleges.

For category 2, the focus is on 4 main market segments namely **Agrotechnology**, **Energy and Mobility** which includes renewable and energy efficient services which include electric vehicles services, **Sustainable future** which includes sustainable waste management, recycling services and repurposing waste materials. The last segment is on **Innovation** which covers digitalisation and smart manufacturing.



ICV GOING DIGITAL

ONLINE PROGRAMME



The COVID-19 pandemic has accelerated ICV digitalisation agenda. Since April this year, Shell LiveWIRE Brunei started providing training programmes online. We started offering the Go Digital Masterclass series in collaboration with ASEAN Go Digital MSMEs Brunei Series co-hosted by the Young Entrepreneurs Association of Brunei (YEAB). The response from the public is very encouraging with 133 have already signed up to these programmes.

LIVEWIRE E-SUITE



Anticipating the growth of start-up companies in areas such as IT and Digitalisation, Shell LiveWIRE has launched the e-suite facilities i.e. comfortable working spaces which is open 24/7, for as low as \$2 per day. Users would have access to high speed WIFI, printing services and access to Shell LiveWIRE business counsellors during working hours.

MENTOR WITH US



The application was developed with the intended of helping MSME (Micro, Small and Medium Enterprises) to develop and grow their businesses with the support of experienced business mentors. The application was developed to connect the business mentors and mentee in the most efficient way.

SKILLUP ONLINE COMPETENCE MONITORING



The SkillUP Digital application was launched in tandem with the development of the iSkill Programme for the energy industry to ensure that every trainee in the industry meets the prescribed standards and requirements of their respective qualifications. With this application, the industry workers and regulators can track the career and skill development of the workforce.

CASHFLOW MANAGEMENT

Shell LiveWIRE Brunei is currently developing an application for cashflow management, iCashflow.bn. This is a simple cashflow management system that can be used by MSME to manage and track their business revenue and spend. Cashflow management is a major weakness amongst the local companies. The application will be expected to be ready for soft launch in Q2 2021.

ICV SUCCESS STORIES



BSP CONTRIBUTES TO BRUNEI MARITIME INDUSTRY CLUSTER DEVELOPMENT

BSP has agreed to provide capacity commitments to assist The Government of Brunei Darussalam to establish the development of the Brunei Maritime Industry Cluster Development with the Vessel Maintenance and the Decommissioning Yards. Both yards are expected to commence operations from mid-2023. Phase 1 of this project will involve the tendering, award and construction of the yards. Phase 2 will involve the development of spin-off industries including Waste Management and manufacturing activities

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

300-400 jobs will be created for local
\$40 mln spend in country p.a
Development of Maritime technology and capabilities

ICV SUCCESS STORIES



INCREASING ASSET OWNERSHIP BY LOCAL MARINE COMPANIES

Since 2015, the number of local companies participating in the Marine tender has increased, contributed by the changes in the Marine contracting strategy to go for longer term contracts and creation of submarket segmentation for local marine companies' participation. Along with this development is the development of the marine crew with the Brunei Marine Academy, which increases the no. of local working in this industry. As a result, Bruneian companies makes 78% of the companies in the marine portfolio and 81% of these are on long term contract of more than 5 years.



ICV SUCCESS STORIES



SUMITOMO OCTG THREADING PLANT PIONEERS LOCAL MANUFACTURING CAPABILITIES

The construction of the 1st high tech manufacturing plant in Brunei was completed in 2015 with the first locally threaded pipe in 2017. With a strong support from the Government of Brunei Darussalam, the International company Sumitomo established a local Oil Country Tubular Goods (OCTG) threading plant to supply OCTG to BSP.

Impact:

- ✓ 150 new jobs created, with 100 indirect jobs created from spin off activities
- ✓ Investment of \$120 million in country
- ✓ Local spinoffs from logistics, warehousing activities, import and export.
- ✓ BSP no longer need to keep stock; reducing liabilities



ICV SUCCESS STORIES



IUSAHAWAN SB KANI GRASS CUTTING CONTRACT PRIORITIZED LOCAL EMPLOYMENT

In 2019, BSP issued 6 iUsahawan tenders which are open to Rakyat Jati start-up companies owned by youth entrepreneurs between 21 to 40 years of age. SB Kani wins one of the tenders to provide the Grass cutting services contract to BSP for 3 years. SB Kani was given support via the Energy Business Academy as preparation for the tendering exercise. When the contract was awarded, SB Kani received further support from BSP via the Credit Facility Programme with established bank and mentorship from experienced BSP staff. SB Kani has employed 73 local staff, mainly from the vulnerable group e.g the Japem recipient.



ICV SUCCESS STORIES



SAND SCREEN MODELLING SERVICES WITH UNIVERSITY TECHNOLOGY BRUNEI (UTB)

In 2020, Universiti Teknologi Brunei (UTB) signed a three-year research contract for the Provision of Numerical Sand Screen Modelling and Facilities with BSP. The contract is to investigate sand control techniques and production from oil and gas wells by developing new laboratory tests and advanced numerical simulation. Previously, the sand screen modelling was done by an International consultancy company based in Houston. With the new contract with UTB, the turnaround time for this service is much reduced as it can be done locally and also reduced cost. UTB is working in partnership with University of New South Wales and Imperial College of London to develop the model, therefore enabling transfer of technology.



ICV SUCCESS STORIES



SUTERA ENERGY FORMED JV WITH APPSMITHS INC TO DEVELOP GAS LIFT SOLUTION

Sutera Energy Sdn Bhd (Bruneian start-up) is forming a JV with Shell's global gas-lift diagnostics solutions provider Appsmiths Inc, USA. The JV secured a 5-year contract from BSP to provide WellTracer surveys, IT support for modeling, Bruneian capability building etc

Sutera will be employing around 17 Bruneians as part of LBD. These Bruneians will be trained by Appsmiths and they will support BSP gas-lift operations including desk engineer support, training, advanced gas-lift valve testing, surveillance of the wells etc. This hybrid model will help in building the local Bruneian gas-lift capabilities using Appsmith's expertise and Sutera will supplement/support in developing BSP's gas-lift capabilities on a sustained basis.



ICV SUCCESS STORIES



MAJOR PROJECT CONSTRUCTION RESTARTED AT MCY AFTER 6 YEARS

In April 2020, the Salman Project first steel cut was held at the Marine Construction Yard (MCY) in Kuala Belait. The project contract was awarded to Sapura Fabrication Sdn Bhd in August 2019 and will employ a total of 241 local staff will be employ at peak. Two (2) major activities were sub-contracted to two (2) local subcontractors, Massutera Engineering Sdn Bhd (for Fabrication) and Petrokon Utama Sdn Bhd (for Detailed Design Engineering) respectively.

Salman platform will weigh 912MT (topside), 765.60MT (jacket), 250MT (module); and is expected to produce 20 kbbbl/day.



ICV SUCCESS STORIES



SOLAR TURBINE DEVELOPS LOCAL CAPABILITIES IN TURBOMACHINERY SERVICES

BSP awarded 5 + 5 years contract to Solar Turbine to execute end to end preventive and corrective maintenance of the 27 Solar Units at BSP including Balance of Plant (BOP) equipment. Solar will invest USD 2.9 mln to train Bruneians for multiple years in various global location. The programme will produce 20 highly skilled Bruneians in Turbomachinery services, 4 of them will be trained in Solar Turbine plant in San Diego, US. These services will contribute to production increase (reduction of deferment) 3.5kboe/day.



IN COUNTRY VALUE:

20 locals employed and trained in
turbomachinery services
Smart Technology transfer

ICV SUCCESS STORIES



CAMERON LOCAL WELLHEAD ASSEMBLY & TESTING FACILITIES CAN SERVE THE REGION

The Cameron's Brunei Surface Facility aims to locally manufacture and support the installation and maintenance of oilfield Wellheads for Brunei and surrounding region. The Facility are fully equipped and capable of performing Assembly & Testing, OEM Recertification, Machining – CNC & Manual, Welding & Post Weld Heat Treating, QC Inspection, Blast and Painting, etc. All Brunei's market is now fully Assemble locally, with potential opportunities to market to the region.



IN COUNTRY VALUE:

36 locals employed and trained in
manufacturing skills
Spend in country \$21 mln p.a
Spin off activities to local sub-contractors

ICV SUCCESS STORIES



A COLLABORATION BETWEEN BSP, ALC AND DART OFFERS SHARERIDE SERVICES

The Share Ride pilot project aimed to provide access to on-demand transport services in an effort to boost public transport accessibility and enhance public mobility within the Belait District. The three-month project is held in collaboration between Dart (Brunei's first ride booking app) and Aziz Latif Company (ALC). The project could boost In-Country Value initiatives through the creation of sustainable business opportunities and additional employment in Belait District and beyond, while providing fresh solution for greater public mobility and accessible public transport for the community in the district. Share Ride can provide another means of public transportation, which in turn will accommodate the needs and boost the socioeconomic status of the community.



ICV SUCCESS STORIES



CERDAAS – INCOUNTRY END USER COMPUTING SERVICES IMPROVES BSP CONNECTIVITY

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 workings. The collaboration will leverage of DXC's wealth of experiences and knowledge to set up a flexible local End-User Computing (EUC) service operation that will improve BSP's connectivity. CerDaaS project will promote improvements to the EUC service for ~ 5000 BSJV users across 90 onshore and offshore locations; from 250 applications.



ICV SUCCESS STORIES



FIRST AIR SEPARATION PLANT IN BRUNEI BY BRUNOX

Brunei Oxygen Sdn Bhd (Brunox), a partnership between Air Liquide and QAF Brunei, launched the first Air Separation Plant in Brunei Darussalam.

Established in 1962, Brunox is the Brunei's leading supplier of industrial gases. With the new plant, Brunox can support the Brunei Market now and future demand. The historic launch of the new air separation plant not only places Brunox in a better position to meet the growing needs of customers, but also creates more local employment opportunities, enhances local technical competencies, and contributes to the development of the Brunei economy. Both BSP and BLNG have long term supply agreement for its industrial gases with Brunox.

ICV SUCCESS STORIES



SKILLUP™ – ONLINE COMPETENCE MONITORING FOR ENERGY INDUSTRY

SkillUP™, the first digital application to manage locals' competence development in the energy sector, was introduced by the Manpower Industry Steering Council (MISC) Energy. Tagged as allowing one to 'manage your skills on the go', the app provides an integrated approach in managing skills and competencies within the industry.

The app will be used nationwide as part of MISC's initiative as a single repository platform for local workforce, industry stakeholders and agencies to be able to upload, validate and monitor individual competency development and career development under a single, consolidated banner.

The SkillUP™ framework is based on another initiative by MISC Energy, a competency development programme called iSkill™.



ICV SUCCESS STORIES



iSkill™ – COMPETENCE DEVELOPMENT PROGRAMME FOR ENERGY INDUSTRY

The new i-Skill™ Competence Development Programme is co-developed by the industry and training institutions to meet the demand of the energy industry. The programme and the ecosystem around it provides a comprehensive review of the training and competency standards, the certification and assessment requirements. The ecosystem goes beyond classroom training, we are putting stronger focus on the in-role development in the industry with exposure to the real work environment, whilst looking after the welfare of the participants. In the first cohort, IBTE will be offering the top 5 skills namely; iSkill™ NTEC Level 3 Welding, iSkill™ ISQ Level 2 Scaffolding, iSkill™ ISQ Level 2 Riggers, iSkill™ ISQ Level 2 Blaster Painter, iSkill™ ISQ Level 2 Marker/Pipe Fitter and ISQ Level 2 Welding. The iSkill™ Programmes will be expanded to other skills in 2021.

ICV SUCCESS STORIES



ENERGY BUSINESS ACADEMY – ROAD MAP TO SUPPLIER DEVELOPMENT

EBA programme started in 2014, a classroom-based training targeted at local start-ups and companies venturing into the Oil and Gas industry. Prior to developing this programme, we conducted a review of all the tenders that BSP performed in a 12-month period, and what we found that basic competency in areas like HSE and finance management was quite low. Therefore, the EBA programme was created with the aim to increase the success rate of local startups. To date, EBA has completed 7 Cycles and over 100 local companies have completed the programme with 70 companies getting their first contracts with BSP including the 7 i-Usahawan companies.



IN COUNTRY VALUE:

The i-Skill™ Programme will enhance workforce development
Few Registered Training Organisations will be developed
Job creation for trainers and assessors

ICV STRATEGIC THEMES



IN COUNTRY VALUE:

Supplier Development Programme to help startup companies secure their contracts in BSP and Energy Industry

ICV SUCCESS STORIES



ENERGY BUSINESS ACADEMY EBA 2.0 – CREATING THE PATHWAY FOR GROWTH

Brunei Shell Petroleum Sdn Bhd (BSP) introduces the Energy Business Academy (EBA) 2.0; an In-Country Value (ICV) initiative to further develop local SMEs competencies and capabilities. Cycle 1 of this programme starts in October 2020.

The EBA 2.0 is a targeted development programme that focuses on BSP Business requirements and is catered for existing BSP Business Partners with contracts in the Basic or Development LBD quadrant enabling them to compete effectively for the more complex and high value business opportunities in the Core quadrant.



IN COUNTRY VALUE:

Supplier Development Programme to help local companies grow their business

ICV SUCCESS STORIES



LIVEWIRE BRUNEI PROJECT AGROBIZ – DEVELOPING PADI AGROPRENEURS

LiveWIRE AgroBiz was established in response to His Majesty the Sultan and Yang di Pertuan of Brunei Darussalam titah to increase the country's selfsufficiency in rice production and at the same time develop young farmers. MoU signed with IBTE in Feb 2019 to develop the field around the IBTE AgroTech Campus and enrolled the students from IBTE into the AgroBiz Programme. 3 cycle of padi planting have been executed, with the highest yield recorded at 9.6MT/ha. The best yield recorded in Brunei for Sembada-188 variety.



IN COUNTRY VALUE:

50-60 Agropreneurs in Padi production by 2024
 Skilled young farmers
 Sustainable farming using modern Technology

ICV SUCCESS STORIES



LiveWIRE BRUNEI BUSINESS AWARD START UP FUNDING SCHEME

The LiveWIRE Brunei Business Award Start Up Funding Scheme (BASFS) was established in 2018 to support local SMEs to develop and grow their business. Since its launch, 17 companies secured their BASFS funding ranging from \$50,000 to \$5,000. The BASFS is an interest free funding programme payable over 3 years. BASFS has support a diverse group of companies from F&B, Agriculture, Consultancy, IT, Tourism Services and Publishing.



IN COUNTRY VALUE:

Financial access for startup companies
Startup capital for business Asset
Enabler for business growth

ICV WHAT'S NEXT



SUSTAINABLE WASTE MANAGEMENT SOLUTION FOR BRUNEI

In collaboration with various Government agencies, BSP is leading a feasibility study to develop sustainable Waste Management Solution for Brunei. Brunei is one the highest waste generation nation per capita for the SE Asia region. Multiple waste streams are being reviewed including the domestic waste which includes food waste, plastic, paper, glass, and industrial waste which includes e-Waste, Scrap Metal. The feasibility studies will lead to a short, medium and long term Road Map for Brunei, and recommended actions for the public and private sectors to minimize the waste going to landfill through effective 3R methods (Reduce, Reuse, Recycle) or the potential development of waste management infrastructure such as Waste to Energy facility.



IN COUNTRY VALUE:

300 - 400 jobs will be created
\$25 mln spend in country p.a
Development of waste management
technology and capabilities
Target implementation: 2023

ICV WHAT'S NEXT



CREATING NEW CAPABILITIES IN IT AND DIGITALISATION TECHNOLOGIES

BSP have successfully hosted a market engagement session with local IT companies in October 2020 and another similar engagement with students and undergraduates in November last year. The aim was to, including startups to provide awareness of the upcoming IT and Digitalisation projects opportunities in BSP and BLNG that has the potential to be taken-up by the local market. The engagement session has led to an Expression of Interest process to participate in BSP tenders and projects. Successful companies will be offered the opportunity to establish framework agreement to execute these projects. The market engagement session has provided a platform for the new and startup companies and start-ups to develop network with established companies for technical mentoring such as Microsoft Brunei, Dynamik and Eriksson.

ICV WHAT'S NEXT



LOCALLY MADE COVERALL FOR OIL & GAS WORKERS

There is a high demand for coveralls in the Oil & Gas industry. BSP alone requires around 6,000 coveralls a year. Though these coveralls are supplied by local companies, most are imported from the region.

BSP has recently awarded a new contract to a local company for the provision of Personnel Protective Equipment (PPE). This includes coveralls and female tudung to be made locally by Bruneian.

There is interest among the BSP business partners to buy locally made coveralls as long as they comply with BSP specification and competitively priced. There is potential demand for around 20,000 coveralls for the Oil & Gas workers.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

Potential to create around 100 jobs
Develop new IT and Digitalisation capabilities
Target implementation: 2021

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

Potential 50 jobs created
Develop industrial PPE manufacturing capabilities
Target implementation: 2021 for BSP, potentially 2022 for others

ICV WHAT'S NEXT



LIQUID MUD PLANT FOR BRUNEI AND REGIONAL OPERATIONS

The Liquid Mud Plant for Brunei and Regional Operations is project in partnership with ESG Sdn Bhd – Halliburton as part of Fluid scope.

This project includes expectation on the creation of a local company able to manage the operation of the Liquid Mud Plant, while developing the competency of local company in partnership with ESG for BSP's operations and beyond. Following the LMP, this project has potential to be further extended for Mineral Grinding, subject to the outcome of ESG's feasibility study.

ICV WHAT'S NEXT



BAKER HUGHES MULTI PRODUCT LINE FACILITY

The Baker Hughes Multi Product Line Facility will enable localization of:

- highly specialized Regional Assembly, Overhaul and Maintenance (AMO)
- Regional wireline Spooling facility
- to be the Regional training hub for leadership for GE

With this facility, this allow Brunei needs to be met by in-country facility and spur regional demand from Bruneian-base; thus, creating more opportunities for local content creation.



IN COUNTRY VALUE:

8 jobs will be created for local
 USD \$10 mln CAPEX investment in country
 Development of Drilling Fluids technology and capabilities
 Target implementation: Q1 2021



IN COUNTRY VALUE:

32 jobs by 2025
 \$11 mln spend in country p.a
 Development of new technology for equipment maintenance
 Target implementation: Q4 2022

ICV WHAT'S NEXT



MISC- MARINE: BRUNEI MARINE ACADEMY (BMA) REFRESH

The Manpower Industry Steering Committee – Marine is working on a new refresh programme in alignment to IBTE MOE Apprenticeship Programme that will allow new Brunei's Seafarer to complete their course within 12 months for Ratings and within 4.5 years for Cadets (inclusive of Certificate of Competency and Proficiency). This includes systematic procedure between all stakeholders: IBTE Brunei Maritime Academy, Marine and Port Authority Brunei Darussalam, and the Vessel Owners; with the support of Brunei Shell Petroleum. Under this scheme, there will also be supporting allowances for Seafarer by Govt and Vessel Owners during onshore training and offshore as incentives to stay and complete the course.



IN COUNTRY VALUE:

Increase Bruneians employed in Marine sector
by around 300 in the next 4 years
Capability development for Bruneian seafarers
Target implementation: 2021

ICV WHAT'S NEXT



INTEGRATED MATERIAL SUPPLY BASE (IMSB)

The Integrated Material Supply Base (IMSB) is a project led by ESG Sdn Bhd – Halliburton with a local vendor as part of Cementing scope.

This project includes expectation on the creation of a local company able to manage the operation of a fully functioning IMSB and migration of BSP bulk plant operation (integrated fluids and cement bulk management); while developing the competency of local company in partnership with ESG for BSP's operations and beyond.

In parallel to the IMSB, ESG has already set up a Liquefite Plant and Cementing Excellence Training Program country.



IN COUNTRY VALUE:

12 jobs will be created for locals
USD \$7mln CAPEX investment in country
Additional investment for the building of
Liquefite Plant and Cementing Excellence
Training Program of USD\$ 1mil.
Target implementation: Q1 2021

ICV WHAT'S NEXT



CAPABILITY DEVELOPMENT WITH MORE REGISTERED TRAINING ORGANISATION

With the inception of Manpower Industry Steering Committee for Energy under the Manpower Planning Employment Council have since revised, improved and standardised the competence requirements of our local workforce the energy sector known as the iSkill™ Programme. These includes competence in welding, scaffolding, rigging, blaster painter and marker fitters have been approved. Further development for higher skill levels that includes, instrumentation, mechanical and electrical are currently in the pipeline.

As an outcome of these capability growth, in tandem are the development of its training delivery infrastructure and governance ecosystem to deliver quality training outcomes. These surge in demand have generated an expansion in Registered Training Organisation (RTO) including new organization being established. This is done with close collaboration between the industry, training intuitions and policy to ensure these vital extension of existing training institutions delivers quality training to our local workforce in the capacity and time required by the industry.

ICV STRATEGIC THEMES

- 1 TARGETED IN-COUNTRY MANUFACTURING
- 2 ASSET OWNERSHIP BY LOCAL
- 3 WORKFORCE DEVELOPMENT
- 4 SUPPLIER DEVELOPMENT
- 5 TECHNOLOGY TRANSFER
- 6 INFRASTRUCTURE DEVELOPMENT

IN COUNTRY VALUE:

100 jobs created
Target Implementation: 2021