

NOLA NEWS



Prospectivity:
bedrock of industry

The case for
diversity & inclusion

Fall seminar drills down for
future opportunities



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ON THE COVER:

Images from Noia's 2019 Fall Seminar





Noia CEO Charlene Johnson

CEO Corner

Since becoming the CEO of Noia I have found the opportunity to meet with members to be the most rewarding part of my job. From member coffee mornings to supplier development sessions to our member awareness events, meeting those who drive our supply and service sector motivates me to work tirelessly on their behalf. Learning their story and receiving their feedback helps Noia provide value to our members. The knowledge that I and Noia staff ascertain when we meet with members is invaluable.

Engaging with members at their offices and facilities is when I really see the capabilities of our supply and service sector. There is no better way to learn than to experience firsthand the skills of Noia members. Our supply and service sector is creative, entrepreneurial and motivated. I love to see their expertise in action and meet the people who work tirelessly everyday to make the sector successful.

You recently read in Noia News about the West Aquarius thruster changeout that occurred at Bull Arm Fabrication. When I visited the site, I experienced an incredible example of the supply and service sector at work as several Noia member companies, such as DF Barnes, East Coast Catering, and Pro-Dive Marine Services, were making the project a reality.

While at Offshore Europe in Aberdeen I was able to attend an announcement by Newfoundland and Labrador company Virtual Marine where they unveiled a partnership with a Scottish company to offer a lifeboat coxswains program using a simulator. I also recently visited Avalon Laboratories, which has the largest and only nationally certified commercial laboratory

in Newfoundland and Labrador and the only PVT testing machine east of Alberta. There is also Glamox, which is manufacturing LED lights for offshore harsh environments around the globe to lower our carbon footprint. And the list goes on.

As a sector, we are accomplishing many goals and growing our industry; not just at home, but internationally as well. We are world leaders in harsh environment exploration and production, and we are exporting our skill sets globally – to the benefit of our own industry and the international oil & gas industry.

We have important stories and, as Noia CEO, I love to learn and help tell them. We need to share our successes, our accomplishments and our ambitions. At Noia, we want to help you do so and I encourage all members to continue to work with us. Share your stories with Noia so we can share them with our members, the industry and the province.

Let's show our pride in what we have been able to accomplish as a supply and service sector. Let's show the world there is more to come.

The Newfoundland and Labrador offshore supply and service sector story is one of success. Let's share it!

Sincerely,

Charlene

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At Crosbie Group, our roots and commitment to the communities in which we operate run deep.

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David Campbell (L) and Jim Keating (R)

Industry 101 – **Prospectivity:** The bedrock of industry

Prospectivity is the foundational element of any hydrocarbon resource economy.

Many factors must work together for oil & gas resources to be discovered and developments to proceed – everything from a fair royalty regime to a strong investment climate to stable government – but prospectivity is the essential ingredient. Without it, there is no industry.

“Before there are developments there must be discoveries,” said Jim Keating, executive vice president, offshore development with Nalcor Energy Oil and Gas. “And before there are discoveries there must be prospectivity, which is a blend of three factors. There must be indications of a resource in place beneath the earth, but that is not sufficient without a confluence of technical and economic factors. In other words, it has to be technically possible and economically feasible to bring that resource into production. Prospectivity is when those three factors align in close harmony.”

As an example, Keating referenced the natural gas that is stored in shale rock formations across much of North America.

“Back in the 1970s everybody knew that shale contained hydrocarbons. It was everywhere, but it wasn’t prospective because we didn’t have the technology to extract it economically. It wasn’t prospective until the technology caught up to the point that it was now feasible to develop.”

More recent examples are deepwater and the continental slope, which weren’t feasible to pursue until technology made it economically feasible to develop.

Data minimizes risk

As important as the economic and technical factors are, the first essential ingredient in any development is the discovery of significant amounts of hydrocarbons. Before an oil company will invest millions of dollars in exploration drilling, they need the best information available about the geophysical characteristics of the subsurface formation.

“They need to minimize risk,” Keating said. “No company will spend millions to drill a hole without some understanding of what they are drilling into and the odds of succeeding. For that, they need high quality geotechnical data. Which is why, in 2010, Nalcor undertook a strategic research campaign integrating all kinds of geophysical work, from satellite seep detection to seabed coring to 2D and 3D seismic, to identify potential discoveries across our entire offshore sedimentary basin area.”

The challenge, Keating added, was a lack of scientific knowledge about the region’s prospectivity beyond the wells that had been drilled and discoveries made prior to 2010.

“That is exactly the kind of question that Nalcor’s oil and gas division was created to solve. There was no way that the governments of Newfoundland and Labrador or Canada could even begin to understand the prospectivity potential on the east coast until you had developed, tested and validated that database.”

Nalcor’s hard work has been paying dividends with the identification of 650 leads and prospects across Newfoundland and Labrador’s sedimentary basin area, including numerous material-sized opportunities of global significance. This work has already resulted in record setting land sales, the attraction of eight new exploration and production companies to our offshore and a burst of early activity around new exploration licences.

The prospectivity of the Newfoundland and Labrador offshore compares extremely well to other jurisdictions around the world. However, it remains to be seen what the prospectivity is across our entire offshore area – that’s what Nalcor’s geophysical work is seeking to define.



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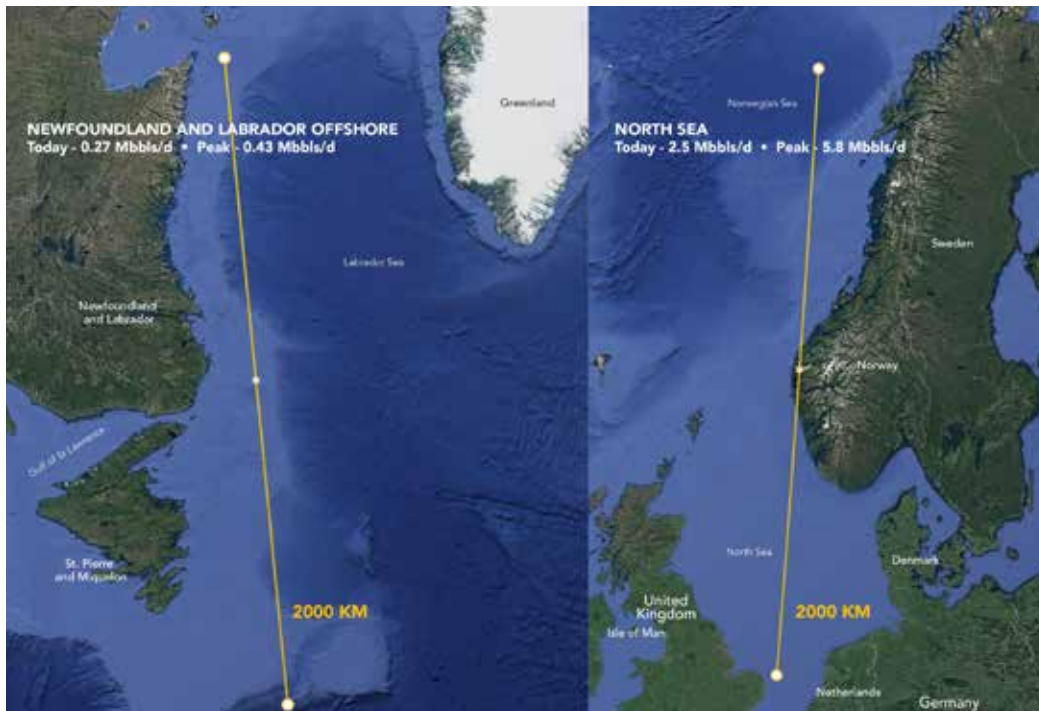
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Size of the Newfoundland and Labrador offshore vs the North Sea. Photo courtesy of Nalcor Energy - Oil and Gas

Increased knowledge about prospectivity is generating global interest, making our region even more attractive than ever.

"Everyone knows about Bay du Nord in the Flemish Pass, about how the field sizes of our projects have all grown over time, how we produce in a safe and environmentally responsible way and how our fiscal terms are competitive globally, but the piece that was missing until recently was the broad understanding of the resource potential throughout our offshore," Keating said.

This prospectivity is enhanced by the structural change in licensing rounds which moved to a more scheduled system with one-, two- and four-year cycles.

"This brings greater transparency and certainty around the bidding process, with important geophysical work already in place," said Keating. "You can acquire top quality multi-client seismic data at a fraction of the cost. You bid a work commitment which, in itself, is a highly attractive feature. All these factors reduce the

up-front cost of exploration, thereby enhancing the prospectivity of our industry."

"Given the capabilities of the exploration and production companies exploring here, the billions in commitments they have in place and the timelines before them, realistically, we could see another four or five significant discoveries in the next five to 10 years."

Jim Keating

The economic impacts of the four existing offshore projects have been clear and measurable and, according to Keating, Newfoundland and Labrador can expect more discoveries and developments in the future as a result of Nalcor's exploration strategy, creating additional prosperity.

"Given the capabilities of the exploration and production companies exploring here, the billions in commitments they have in place and the timelines before them, realistically, we could see another four or five significant discoveries in the next five to 10 years," Keating said.

The economics of our growth potential

Research carried out by David Campbell, now of Jupia Consultants and formerly chief economist of the Government of New Brunswick, provides a clearer picture of what this growth potential means. In 2018,

Campbell completed a study for Noia that evaluated the economic potential if Newfoundland and Labrador were to achieve its Advance 2030 target of 650,000 barrels of oil per day by 2030.

Campbell, working with Noia and other stakeholders, modelled the kind of investment that would be required and annual economic benefits that would come, in terms of jobs, GDP, consumer spending and taxes/royalties for governments both in Newfoundland and Labrador and the rest of the country. The study found that it would result in around \$37 billion worth of capital investment cumulatively between 2018 and 2033. A key assumption in the model is that the future price of oil would be the Brent crude estimate forecasted by the U.S. Energy Information Administration.

The Jupia study showed that 56,000 jobs – up from 23,000 today – could be supported by the offshore oil & gas industry in the province in 2033 through direct, indirect and induced effects (and from the spending of royalty payments on public services). The industry also has the potential to generate \$6.7 billion in taxes and royalty payments.

“We did complete a sensitivity analysis and, if the price of Brent crude was 20 per cent below the forecast, it would still yield substantial economic value for the province,” Campbell said.

Despite the upside potential, particularly around economic prosperity, Jim Keating cautioned that we need to manage our expectations around prospectivity. While the intent is to reduce risk, it cannot be eliminated altogether.

“We don’t get final answers until that drill bit goes into the earth. When we say, for example, that chances of a discovery are one in six, that means there are five chances in six that there won’t be a discovery. That said, those are considered good odds within the industry. So, we need to temper our expectations around specific and individual projects, but there are enough drilling commitments on enough prospects – almost \$4 billion worth – that it becomes statistically inevitable that there will be discoveries.”

For more information on the economic value of the Newfoundland and Labrador oil & gas industry, please visit www.imaginethepotential.ca. ■



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The ALE SK350 deployed at the West White Rose project site is one of the largest land-based cranes in the world. Photo courtesy of Husky Energy.

Industry News Wrap-up

Equinor secures rig for exploration drilling

In July, Equinor awarded a contract for the Transocean Barents to carry out a three-well program in the Flemish Pass Basin, beginning in mid-2020. The program is a follow-up to Equinor's previous exploration activities in the basin. Two wells will target exploration prospects there, while the third operation will plug and abandon a previous exploration well. Water depth in this area is approximately 1,200 metres. The Barents has a robust hull design and is capable of drilling water depths up to 3,000 metres.

Meanwhile, Equinor has selected two groups for pre-front end engineering and design (FEED) contracts. Kvaerner – Aker Solutions and Kiewit/Wood will bring forward design proposals for an FPSO to develop the deepwater Bay du Nord Project. Equinor plans to select a design concept around April 2020. In October, Noia hosted a Bay du Nord Topsides Supplier Development Session, creating opportunities for the membership to hear presentations by and engage with the pre-FEED study contractors. More information on this session can be found in "Noia Fall Seminar drills down on future opportunities" on page 27 of this issue.

Terra Nova to extend project life

Suncor Energy announced last May that it is moving forward with a plan to extend the life of its Terra Nova asset off Newfoundland and Labrador.

"This is a major milestone for Suncor's east coast operations and the community. We expect this project will add about 80 million barrels of resources to the partnership and extend the life of the asset by 10 years," said Josée Tremblay, Suncor's vice president, east coast.

The Terra Nova FPSO will go offline for six to seven months in 2020 to carry out the required upgrades, moving to a drydock facility in Ferrol, Spain where the work scope will be executed.

White Rose field

The White Rose field returned to full production in August after the South White Rose Extension and North Amethyst drill centres were brought back into production. These sections of the field had been offline since an oil spill at the South White Rose Extension in November 2018.

"Over the last nine months we have been restoring the field to full production," said Trevor Pritchard, Husky's Atlantic region senior vice president. "We have been identifying and implementing improvements throughout this period and are sharing our learnings with other operators."

Two infill wells were completed and brought online at the central drill centre during the second quarter of the year. Various maintenance work scopes were incorporated into other planned activities throughout the year, eliminating the need for a separate maintenance turnaround in 2019.

In June, the drill rig Henry Goodrich completed the Tiger's Eye exploration well approximately 10 kilometres south of the SeaRose FPSO. The well did not encounter commercial hydrocarbons. Husky has a 40 per cent working interest in the well. The Henry Goodrich has since been involved in a series of well workovers at the main White Rose field.

West White Rose

The full scope of the West White Rose Project is close to 50 per cent complete. The third slipform on the concrete

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Transocean Barents. Photo courtesy of Transocean.

gravity structure (CGS) for the West White Rose Project was completed on September 6. The four outer caisson quadrants are being slipped to approximately 27 metres in height. Up to 2000 people per day were working at the Argentia site during slipforms.

Also at the Argentia site, Husky has been using an ALE SK350 crane to lift the inner decks for the CGS. This crane is one of the largest land-based cranes in the world and will be used to install the interior components in the shaft of the CGS. The mechanical and pre-cast concrete components will be assembled on the ground, then lifted up and into the shaft, enabling the work to be done more safely and efficiently. Two decks were installed over the summer and a third this fall.

Work continues in Marystown on the living quarters, where fabrication is approximately 65 per cent complete on that portion of the project. In August, Kiewit Offshore Services in Marystown was awarded the contract for CGS appurtenances – helideck, flareboom and lifeboat stations.

The overall project schedule was adjusted earlier this year, so that tow-out and installation of the CGS will now take place in the summer of 2022, rather than summer 2021. First oil is still forecast for 2022.

Hebron and Hibernia

Tampnet, a company offering global communications services to offshore platforms, was awarded a contract in July to supply 5G LTE coverage to the Hebron and Hibernia platforms. Both installations are connected to shore by a redundant fiber network, which means enhanced 5G LTE services will be provided more than 300 kilometres from the coast of Newfoundland.

Tampnet teamed up with St. John's-based offshore telecommunications expert, Atlantic XL, for this project and future LTE build-outs in the region. Atlantic XL engineers worked with Tampnet on the pre-engineering and installation of the platforms to ensure the transfer of knowledge and expertise while enabling Atlantic XL to play a key part in the maintenance and future expansion of the LTE network.

In September, Hebron shut-in production and safely carried out a planned nine-day maintenance program on the platform. Hebron routinely performs maintenance on its facility and for safety reasons some of that maintenance can only be performed when production is shut-in. Routine maintenance is important for the integrity and reliability of equipment and is standard safety practice in the oil & gas industry.

On July 17, Hibernia Management and Development Company (HMDC) responded to a discharge of oil and water from one of Hibernia's storage cells, estimated to comprise 75 barrels of oil. Production was shut-in as HMDC worked to resolve the problem. The platform was given the go-ahead to resume production on August 15. On August 17, there was a discharge into the ocean – estimated at just over 13 barrels of oil – when the deluge system inadvertently activated, causing drains to overflow. The platform was shut-in and an investigation by the Canada-Newfoundland and Labrador Offshore Petroleum Board was launched into the incident. The platform was given clearance to restart production late in September.

Noia's advocacy efforts

During the summer, Noia continued its advocacy for changes to Bill C-69, a bill being brought forward by the Government of Canada that will impose sweeping changes to the environmental assessment (EA) process

and which has come under intense criticism from industry. On June 12, Noia CEO Charlene Johnson sent a letter to Prime Minister Justin Trudeau, asking that the bill be modified to reflect the principles of the Atlantic Accord, which guaranteed joint management of the offshore.

"In recent years, the joint management principles have been eroded and your government has now been presented with an opportunity to right a wrong and meet the intentions of the Atlantic Accord with a jointly managed process," Johnson wrote. "Any other course of action through this legislation amounts to centralization of decision making within the federal government in Ottawa and would be a direct contradiction to the agreed upon spirit and intent of the Atlantic Accord."

On June 17, Johnson participated in a national press conference in Ottawa, standing with the Canadian Manufacturers and Exporters, Canadian Chamber of Commerce and National Coalition of Chiefs, in their opposition to key aspects of the bill.

"We have three asks – that joint management be respected, exploration wells be removed from the designated project list and clarity around processes be provided," Johnson said.

However, days later, the bill was passed and gazetted without a federal commitment to exempt exploration wells for the EA process where a regional assessment has been completed. Further, even though Noia was assured the exemption would be included in the

regulations for the act, it was not when the regulations for the Designated Project List were released in August.

Noia has continued to advocate on this matter, including numerous correspondence with the prime minister and the province's regional minister. Noia has been informed by representatives of the federal government that once the regional assessment is complete, the minister of environment can create a regulation to exempt exploration wells, possibly in April 2020.

BHP awards large seismic project to CGG

In September, BHP awarded a large-scale seismic imaging program offshore Newfoundland to CGG, a leader in high-end imaging technology specializing in the collection and analysis of geoscience data. The survey will encompass more than 10,000 square kilometres in the Orphan Basin, on exploration licenses that BHP acquired as a new entrant in the 2018 land sale.

C-NLOPB calls for parcel nominations

On August 29, the Canada-Newfoundland and Labrador Offshore Petroleum Board (C-NLOPB), issued Call for Nominations (Parcels) NL19-CFN01 in the Eastern Newfoundland Region (Sector NL04-EN) and Call for Nominations (Parcels) NL19-CFN02 in the Jeanne d'Arc Region. These calls will assist the C-NLOPB in selecting parcels of offshore land to be included in the 2020 Call for Bids, which will close in



The advertisement features a background image of an offshore oil rig and a supply vessel. The text "Complete asset life cycle solutions" is prominently displayed in the upper left. Below this, the website "woodplc.com" is listed. On the right side, a bulleted list outlines the services provided: Project & Modifications, Operations & Maintenance, Decommissioning, Asset Integrity, Subsea Systems, Automation & Control, and Environment and Infrastructure. The Wood PLC logo, consisting of the word "wood." in a bold, lowercase sans-serif font, is positioned in the bottom right corner.

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Charlene Johnson and Dennis Darby of the Canadian Manufacturers & Exporters Association at the June 17 press conference in Ottawa

November 2020. Successful bidders would be awarded licences in early 2021.

Independent offshore resource assessment released

Nalcor Energy Oil and Gas and Beicip-Franlab, in partnership with the Government of Newfoundland and Labrador, released its 2019 Oil & Gas Resource Assessment results on October 3. This year's assessment identified an additional three billion barrels of oil and 5.8 trillion cubic feet of gas potential within the nine parcels of land available in the 2019 land sale – the province's fourth scheduled licence round closing November 6 – in the Carson-Bonnyton and Salar Basins.

The area is located 400 kilometres east-southeast of St. John's and covers approximately 21,600 square kilometres. Water depths range from 100 metres on the

shelf to 3,500 metres in the southeastern deepwater region of the sector.

The resource assessment is based on multiple scenarios of geological models. All scenarios were calibrated to well and seismic data which provided a robust range of outcomes. Detailed technical work defined the nature and extent of the findings and further details are documented in the assessment report, which is available on the Nalcor Energy website.

Since 2015, four resource assessments have been completed by Beicip-Franlab, each covering the area on offer in that current year's land sale. Nine per cent of the province's offshore area has now been evaluated and the combined resource potential within that nine per cent is 52.2 billion barrels of oil and 199.6 trillion cubic feet of gas.

Future license rounds scheduled through 2024 will follow the same process with detailed resource assessments being conducted and released prior to bid closing.

Environmental assessments begin for two drilling projects

The Canadian Environmental Assessment Agency (CEAA) announced in June that it is carrying out environmental assessments on the proposed BHP Exploration Drilling Project and the Suncor Energy Tilt Cove Exploration Project, offshore Newfoundland. The BHP project is located in the Orphan Basin, on exploration licences 1157 and 1158. Suncor Energy's Tilt Cove project is located in the Jeanne d-Arc Basin on exploration licence 1161. ■



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PIHRC's website www.oilandgascareerinfo.ca houses much of its resource material.

Getting the message out about oil & gas careers

The Petroleum Industry Human Resources Committee (PIHRC) is revamping and expanding many of its offerings across Newfoundland and Labrador to further spread the word about career options in the oil & gas industry.

Noia CEO and PIHRC co-chair, Charlene Johnson, said PIHRC has focused its efforts in recent years on educating high school students, educators and parents about potential oil & gas careers.

"We're working to get as much career information out to students, parents and educators as we can. We want to let them know about industry careers that will be available for our young people and the local post-secondary programs where they can get the necessary training. We want to help them be prepared to secure employment in our industry in the future," Johnson explained.

PIHRC, which is co-chaired by the Canadian Association of Petroleum Producers (CAPP) and Noia, has been the primary resource for career information and the promotion of careers in the province's oil & gas industry since its establishment in 1998 by federal, provincial

and industry stakeholders. Its purpose is to identify labour market issues in the oil & gas sector and to work with agencies, such as government and educational institutions, to provide information to students and their key influencers. PIHRC operates with funding from the Canada-Newfoundland and Labrador Labour Market Development Agreement and a tremendous amount of volunteer work from the local industry.

The primary source of PIHRC's career information is its website, www.oilandgascareerinfo.ca, which has recently been refreshed to make it more appealing and user friendly. Populated with a wealth of information and separate portals for students, parents and educators, the website includes information about the oil & gas industry, career profiles and videos, career infographics, educational requirements and an opportunities map. Interactive functions, such as PIHRC's Career Quiz, encourage students to answer questions about their interests to determine which areas of the oil & gas sector might be suited to them.

The updated website is now completely friendly to mobile devices and meets all accessibility requirements. It also includes links to PIHRC's new social media

accounts – Twitter, Facebook, Instagram and YouTube – in an effort to extend its reach.

PIHRC will be visiting high schools over the coming year to take teachers and students through the website and to encourage them to explore the available tools and information.

Formal launches of PIHRC's revamped website and expanded social media strategy were integrated into a larger educational initiative which also included Industry Career Days for grade 11 students. The pilot event was held at the Marine Institute in St. John's in March, bringing together more than 100 students and educators from the metro St. John's area. With the help of more than 60 volunteers from industry and post-secondary institutions, students heard from industry speakers, toured labs and simulators and spoke one-on-one with industry professionals about their careers. PIHRC also partnered with Workplace NL to present an interactive game show relating to careers and occupational health and safety. Johnson said they were thrilled with the feedback – 68 per cent of those who attended said the event increased their interest in oil & gas careers.

A similar session took place at the College of the North Atlantic in Gander in November. Plans are also underway for a session in western Newfoundland later this school year.

Other ongoing and future initiatives include development of a social media strategy to help drive

traffic to the website, a parent engagement campaign and a new high school educator resource.

While past curriculum resources have been aimed primarily at career development teachers, the revamped, interactive educator resource is meant to be cross-curricular, with modules that extend to areas such as environmental protection, occupational health and safety and technology and innovation.

Along with its own outreach initiatives, PIHRC continued its attendance this year at the Atlantic Association of Registrars and Admissions Officers (AARAO) Career Fair, visiting some 30 high schools across the province with post-secondary information relating to the oil & gas industry.

Paul Barnes, CAPP's director for Atlantic Canada and Arctic, shares PIHRC co-chair duties with Johnson. He pointed out another important focus area for PIHRC – dispelling the many myths that exist about working in the oil & gas sector.

"A lot of students and adults, when you say oil & gas, only envision flying in a helicopter and spending two to three weeks on an oil rig," he said. "We're trying to get the message out to students that over 50 per cent of careers in oil & gas are onshore. We have a robust supply and service sector, so when we refer to the oil & gas industry, it's not just the major oil & gas employers and offshore installations, it's also the hundreds of businesses across the province that contribute to the oil & gas industry." ■

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Peter Larden and family. Photo courtesy of Peter Larden.

Meet ExxonMobil Canada's **Peter Larden**

Peter D. Larden was appointed president of ExxonMobil Canada Ltd. in April 2019. Based in St. John's, he is responsible for the company's upstream interests in Canada.

Born in Denver, Colorado to Australian parents, Larden spent most of his formative years in Adelaide, Australia. He at one time aspired to be an Olympic swimmer.

"That was what I really wanted to do until I realized that I didn't quite have the genetic profile to make that work," he mused.

Graduating from the University of Adelaide with Bachelor of Engineering (chemical) and Bachelor of Finance degrees, Larden said he left university with an open mind. The growing oil & gas industry of the early 2000s soon piqued his interest.

"I completed work experience across a range of industries, but what really attracted me to oil & gas was firstly, the technical lens that we provide in a very high technology industry, but also the ability to travel and explore the world."

Larden began his career in 2004 as a reservoir engineer with Santos Ltd. He joined ExxonMobil in Melbourne, Australia in 2005. Since then he has held progressively senior technical, supervisory and planning roles in various assignments in Australia, Papua New Guinea, Iraq, the United States, the United Kingdom and, most recently, Africa, overseeing Chad's production operations.

When asked what he enjoys most about his work, he said, "I think the challenges we deal with as part of this industry to bring safe, affordable and reliable energy across a whole range of operating environments, each with their unique challenges and constraints is what I've enjoyed most. It's always a learning opportunity, and the ability to live and work and experience different cultures has been a really positive upside for me, and also my family."

He said the rewarding work comes with a huge responsibility to all stakeholders.

"Personally, my biggest challenge is that time is rarely on your side, so trying to make the most of all opportunities and get the most out of all experiences

INDUSTRY PROFILE | Meet ExxonMobil Canada's Peter Larden

– be it at work or personally – is really what keeps me occupied.”

Larden said he has three key pieces of advice that he lives by.

“The first is that there’s nothing more important than your family, and I think that’s increasingly important in our current working environment and the nature of our business. The second is that the results that you achieve reflect the standards you set. And then the third one, which is really important to me, is that praise makes you feel good, but constructive feedback is what makes you better.”

Outside of the office, Larden enjoys walking, hiking and spending time at the beach with his wife, two-year-old daughter and puppy. They also love travelling.

“Wherever we are, we always take the opportunity to explore locally rather than going too far abroad, because you never know when you’ll have the opportunity again.”

Of all of the places he’s visited, Larden has a soft spot for southeast Asia.

“Thailand has always been a favourite because of its rich culture, friendly people, excellent food, wonderful beaches and a really relaxed atmosphere and environment. I’ve always enjoyed it there.”

As for that one essential travel item?

“I would say some board shorts because I love to swim.”

While the beaches of Newfoundland and Labrador may be cooler than Thailand’s, Larden has appreciated the warm reception he’s received since arriving in the province.

“The industry has been fantastic and supportive. There’s a very high skilled and collaborative industry here. From the operators, to our service partners, the regulator and government – everybody wants a positive outcome for the region and community – and there are a lot of exciting opportunities on the horizon. I’m glad that I’m able to be a part of that.”

Reflecting on his journey to date, Larden highlighted two key moments.

“Personally, it’s definitely seeing my daughter grow up. I’m a very proud dad. From a professional standpoint, having the opportunity to represent ExxonMobil here in Newfoundland has been a very proud career moment for me, and one that’s really benefitted my family as well.”

Larden said he looks forward to a bright future for the region.

“We’re excited that we’re exploring again this year for the first time since the early 1990s. This demonstrates our commitment to the region and the prospectivity that we see here. Internally we’ve been really proud of what’s been achieved on Hebron since start up in 2017, and Hibernia over the last 20 years. We’re so committed to this area that we’ll be moving into a new office in the next 12 months which demonstrates that we plan to be here for a long time. That investment is going to be good, not only for our staff, but for the community as a whole.” ■



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RBC marks 30 years as a Noia member

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Mike James, VP commercial financial services for Newfoundland and Labrador, said RBC has a long history of service in the region. Originally known as the Merchants Bank and established in Halifax in 1864, the bank expanded to Newfoundland in January 1895 following the collapse of the Newfoundland Commercial Bank and the Union Bank of Newfoundland. James, who will soon celebrate 25 years with the organization, said RBC has remained true to its core values.

"Our main purpose is to help our clients thrive and our communities prosper."

While its purpose has not wavered, RBC has evolved to meet the changing needs of its customers. James said the company uses technology as an enabler, with the goal of being a digitally-enabled relationship bank

that uses technology to support changing customer preferences across all its business lines.

"Traditional branches have evolved to locations where clients go for financial advice, such as helping people with residential mortgages, saving for their children's education or saving for their own retirement. For day-to-day banking, like paying bills, depositing cheques or transferring money, our clients are increasingly using online and mobile banking."

RBC has also evolved its commercial services.

"With industries such as oil & gas becoming more prominent in the province, RBC chose to specialize our commercial portfolios to build deep understanding of industry verticals and better support our clients' business needs," James explained.

One of the nine commercial account managers employed in RBC's St. John's office, James highlighted the large-scale natural resources, business professional services and supply chain, transportation and logistics portfolios as catering significantly to the oil & gas industry, while others such as real estate & construction and retail are also related.

James said RBC focuses on looking after all the affairs of its business owners, including their personal finances and those of their employees. For example, RBC Group

Advantage helps employees directly through services such as access to credit for residential mortgages, investment advice and savings programs.

"The growth in the province that has come from oil & gas has led to us needing to grow our teams and to build out the advice and solutions capabilities that we have that are very specific to folks coming in from out of province and out of country."

James added that it is important to offer services that can help businesses attract and retain top talent, as well as bring Newfoundlanders and Labradorians back home.

"We want our business owners to have all of the things in their tool chest to help the top talent stay with the company," James explained. "Being a member of RBC Group Advantage extends beyond support for the owners, but also to how we look after their employees."

He said the oil & gas industry has had a profound impact on the province and region, and recognized Noia's role in helping the industry flourish.

"Many years ago the leadership here in Newfoundland and Labrador looked at the impact that oil & gas was going to have on our province and how we could participate in that for the benefit of our clients and the growth of the RBC brand."

RBC has participated in Noia's annual conferences, including providing speakers, and values the information it receives through daily bulletins, conferences, networking events and publications.

"The knowledge that we gain from being part of a sector that probably has one of the best well-run membership groups to advance the cause, is invaluable to us."

I think Noia really understands the importance of the community fabric and we're mutually aligned on that. We're only as good as the communities in which we live and work and play and raise families, so the stronger we are together the better off we will all be for the health of our respective businesses." ■



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From left – Jim Beresford, Fuat Sezer and Bill Fanning, Andersen Noel

Noia Fall Seminar drills down on future opportunities

Noia hosted its annual Fall Seminar October 10 at the St. John's Convention Centre. Themed Drilling Down for Future Opportunities, the focus was advancing the offshore industry through exploration drilling activities.

The morning opened with an industry overview by Jim Keating, executive vice president, offshore development with Nalcor Energy. He discussed the value of drilling exploration to the local supply and service sector and looked ahead to the industry's future.

An expert panel on "Drilling: Future, Opportunities and Technology" included panelists Gregory Stacey of KCA Deutag Canada, Jason Power of Noble Drilling and Transocean's Dan Haslam. Topics included precise innovation, automation in cyber drilling rigs and new offshore technologies.

Later in the morning, Per Arild Andresen, vice president for drilling & subsurface solutions with Cognite, spoke about extracting value from data for the oil & gas industry. He said that digitalization requires technology and a sound business model, and that it is also critical to create tangible value throughout the process, to do things in a way that is scalable, and to link and contextualize data across the value chain.

The morning session also included a presentation from James Nunnery, Seadrill Canada's rig manager for the West Aquarius, who provided an overview of the successfully completed thruster changeout of the rig at the Bull Arm Fabrication facility.

Walk-to-work technology

Anderson Noel, a master mariner with Global Maritime, explained the concept of “walk-to-work” and how it is changing the way companies move their people offshore. This technology allows personnel to walk from a vessel to an offshore installation via a specially engineered gangway, designed to reduce motion. Walk-to-work vessels can range in size from very small to very large and can take the form of semi-submersibles, construction vessels or floatels.

Walk-to-work solutions can supplement existing transfer methods, such as helicopters or FROG transfers from an offshore supply vessel (OSV). Benefits include extending the operational window based on weather limits, providing the alternate accommodations options of offshore hotel or floatel services and the capacity to rapidly upstaff or downstaff a facility.

Noel said that safety and suitability are key. For offshore Newfoundland, this means addressing the multi-purpose nature of OSVs to ensure that a walk-to-work system will mesh with existing infrastructure, as

well as engineering for the harsh operating environment. Despite the challenges, he is confident the technology will find its way to the Newfoundland offshore.

Bay du Nord update

Jim Beresford, technical/asset manager with Equinor Canada, delivered the luncheon address, providing an update and overview of his company's Bay du Nord project. He said no stone will be left unturned to make the Bay du Nord project a reality, adding that it's important to get things right from the beginning.

Beresford outlined progress to date, including the next decision gate of April 2020. Pending a favourable decision, front end engineering and design (FEED) work will begin at that time, with a funding decision expected in April 2021. First oil is planned for Q4 2025.

“Our long-term goal of becoming a producing operator offshore Newfoundland has not wavered,” he stated.

An environmental assessment is currently underway and a development application is scheduled to

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be submitted to the Canada-Newfoundland and Labrador Offshore Petroleum Board in 2020.

Model testing of the FPSO hull, riser and mooring buoys (for a walk-to-work concept) have been completed at the National Research Council facility at Memorial University in St. John's.

"This is very important safety work for us and was a very positive and important piece of work that was done right here at home," Beresford noted.

In the past two years, two geotechnical surveys have been conducted in the field and metocean and ice data have been collected over the project area. Shallow seabed data was collected this year over the exact locations where Equinor plans to install the templates and FPSO mooring anchor.

Beresford said that technology will be key to safely developing Bay du Nord and addressing the area's unique challenges.

"With the fibre optic cable as a key enabler, we will

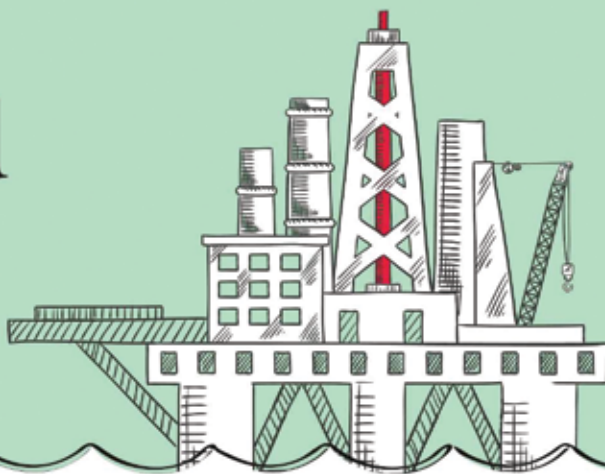
strive to reach, as safely as possible, an optimal offshore POB [personnel on board] while recognizing that Bay du Nord will always have personnel on board to manage the processing and the marine nature of the vessel," he said. "The strategy will involve moving people, where possible, from offshore to onshore positions and an FPSO that is designed for low maintenance."

Beresford said early engagement with local industry will help ensure a cost competitive and safe project, noting that Equinor sought out primary engineering and construction companies with a strong local presence and a proven track record.

Two consortiums – Kvaerner-Aker Solutions and Kiewit/Wood – are the final contenders for the FPSO topsides work, while Subsea 7/One Subsea and Technip FMC are competing for the SURF scope.

"While the turret and the hull will be built internationally, the local fabrication to meet our commitments will come from the FPSO topside and the subsea components," Beresford said.

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INSIDE NOIA | Noia Fall Seminar drills down on future opportunities

The first major contract, for certifying authority and class agent, has been awarded to DNV GL. Equinor is currently seeking a provider for the safety and automation system, as well as the turret. A new website will be up and running later this year to provide project updates and information about procurement opportunities.

"Early engagement and continuity throughout is intended to provide a seamless transition from FEED into construction and onwards into operations, and we see this as addressing the schedule risks as best we can."

Bay du Nord supplier development session

The afternoon session continued the engagement process as pre-FEED study contractors Kvaerner-Aker Solutions and Kiewit/Wood made presentations about their procurement and pre-qualification processes and conducted business-to-business (B2B) meetings with supply and service providers.

Bill Fanning, Kvaerner's president and country manager, provided an overview of the Kvaerner-Aker partnership and spoke of the need for collaboration to ensure that Bay du Nord becomes a competitive project. He said it will be important to find ways to standardize, simplify and innovate without compromising safety.

"We want to hear about those initiatives to help us and Equinor to be more competitive and to get Bay du Nord to the starting line," he said.

Fanning pointed to the challenging logistics associated with Bay du Nord but expressed confidence that the local supply community had the experience to deliver.

"This audience has been involved in a lot of these projects. We have the technology and capability to make it workable, even though challenging."

Fuat Sezer, Kiewit's division manager, recognized the value of the supply chain community in Newfoundland and Labrador.

"Companies like us wouldn't exist without you helping us," he told the audience.

Sezer provided an overview of Kiewit/Wood's core competencies and echoed that it is critical for Tier 1 contractors and suppliers to add value to ensure that Bay du Nord proceeds. He also highlighted opportunities to increase efficiency.

"Our responsibility, across the board, is to make sure that we're really driving the systems with all those project drivers – low manning, digitalization and standardization."

Following the presentations, Noia members participated in B2B meetings with the two consortiums to discuss business opportunities in engineering support, equipment and materials, fabrication, op-ex maintenance and supply chain management. The event was an important step in the early engagement process, providing approximately 200 meeting opportunities with each consortium throughout the afternoon. ■



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The case for diversity and inclusion

Creating a more diverse and inclusive business has been proven to increase creativity, problem solving and employee engagement. It also leads to a stronger bottom line.

According to 2016 Deloitte research, diverse teams are twice as likely to meet or exceed financial targets, six times more likely to be innovative and agile, three times as likely to be high performing and eight times more likely to achieve better business outcomes.

Diversity refers to the variety of people and ideas within a company and is often expressed as the factors that help shape perspectives, including gender, age, education, cultural background, religion, sexual orientation or disability. Inclusion refers to the creation of an environment in which people feel involved, respected and valued.

Noia CEO Charlene Johnson said Noia has recognized the importance of diversity and inclusion in a number of initiatives, including the formation of a new operational committee.

"Diversity and inclusion is always the right thing to do. Our role here at Noia is to help our members understand

the business case for diversity and inclusion and become more competitive as a result of it," she said.

The plans of the diversity and inclusion committee include a survey of members, with the intention of sharing best practices among the membership. This, they hope, will increase awareness of diverse and inclusive practices among members and recognize those who have embraced them in their organizations.

As well, a supplier development session is planned for this coming spring to help under-represented groups who sometimes have difficulty navigating the oil & gas industry procurement process.

Outside of the committee, Noia has undertaken other initiatives, including the addition of diversity briefings at the beginning of board meetings. The association is also working to mentor students and young professionals by inviting them to participate in networking events and encouraging members to bring young professionals within their organizations – who may not typically have this opportunity – to Noia events. Noia's October networking social, held at the Emera Innovation

Exchange, focused on young professionals and featured booths from four start-up companies currently involved with the Genesis Centre's incubator program.

Diversity and inclusion were also front and center at Noia's 2019 conference. Within the exhibition area, Noia member, Atlantic XL, dedicated its booth to the promotion of a number of diversity and inclusion groups. The Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE), First Light, Inclusion NL and Empower NL connected with operators, contractors and suppliers to share experiences and explain their programs and services. Atlantic XL chief operating officer and Noia vice chair, Karen Winsor, worked closely with an organizing committee to engage all groups.

"I'm hoping that through the booth, not only did we give access to these under-represented groups, but that we also informed the oil & gas community about ways that they might reach out [to these diversity groups] and get involved."

Winsor also moderated a conference panel discussion focused on diversity, inclusion, collaboration and innovation. She launched the discussion with an explanation of the difference between diversity and inclusion.

"Inclusion is diversity in practice and a vital part of our culture and our working environment," she said.

Session panelists and presentation graphics emphasized the business case supporting diverse and inclusive workplaces.

Panelist Mark Cumby, regional director – energy with Hatch, introduced the idea of "unconscious bias"

– social stereotypes that people unknowingly hold about certain groups of people – and the value of understanding, managing and harnessing it to support diversity and inclusion within our organizations.

"Inclusive teams are 42 per cent more innovative than ones that are not," he said. "We sit here this week and talk about wanting to do innovation; for us [Hatch], that inclusion is a key part for us to be more innovative."

Panelist Sarah Pietraszek-Mattner, development manager and women's interest network sponsor for ExxonMobil Canada, told the audience about an area in which the industry could contribute to the development of a more diverse, inclusive industry.

Several years ago, ExxonMobil partnered with other local operators and held a supplier diversity initiative to show local entrepreneurs from under-represented groups how the oil & gas industry procurement system works. The goal was to provide them with the knowledge and tools they needed to break into the supply chain.

"That's such a key thing. We have so many small businesses here that we could be bringing into our supplier network, but sometimes they just don't know how to do that," she said. "Getting together as operators and coming up with ideas on how to interface with different groups, to give them the tools that they need, is a great initiative."

Interestingly, the supplier development seminar being planned by Noia's diversity and inclusion committee for this coming spring will also work towards further accomplishing that goal. ■



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Noia's Pennecon Stage (L) and Exhibition (R) were new additions to the 2019 conference

Noia celebrates success of first conference exhibition

This year's Noia conference was another huge success. Held June 17-20 at the St. John's Convention Centre, it offered new components, including a pre-conference social, an on-site exhibition and the Pennecon stage.

Noia's Oil & Gas Conference and Exhibition is the largest offshore conference in Canada and attracts global oil & gas industry leaders as both speakers and delegates. The four-day conference hosts more than 1100 industry influencers and offers over 45 speakers with expertise in various aspects of the oil & gas industry. This conference provides international opportunity sessions, business-to-business meetings and an exceptional forum in which to network.

This year, representatives from seven exploration and production (E&P) companies – BHP, Total E&P Canada, ExxonMobil Canada, Husky Energy, Suncor Energy, Equinor and CNOOC International – were in attendance. Delegates were provided with operational updates and news of anticipated plans by a number of the companies.

Conference 2019 began with a new pre-conference social. Showcasing local flavour, delegates were invited to the Delta St. John's to savour delectable small plates, featuring Newfoundland and Labrador cuisine, paired with local craft beer. Local entertainment set the stage for an informal evening of networking with industry leaders.

Conference feedback has been extremely positive, particularly regarding the new on-site exhibition. The

40-booth exhibition featured Noia members with expertise in the offshore supply and service sector.

"Overall we were extremely pleased with the exhibition on-site... Will be back again next year," one participating company said in feedback offered post-event.

The location, within the main conference venue, made it convenient for delegates to easily visit the exhibition throughout the day and allowed booths to receive consistent, high volume traffic. Exhibitors were able to profile their company to industry leaders and decision makers and were able to participate in business-to-business meetings with conference delegates.

"The concept of having exhibitors in the conference centre is fantastic as exhibitors have full access to member companies," offered another exhibitor.

Given feedback, attendance and interest from exhibitors, it's not surprising there are plans for the exhibition to continue next year. The post-conference survey found 90 per cent of conference attendees visited the exhibition area and 96 per cent of the exhibitors intend to participate again next year.

One exhibition booth that attracted extremely positive feedback was the diversity and inclusion booth, sponsored by Atlantic XL. To learn more about this booth, read "The case for diversity and inclusion" on page 32 of this issue.



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Conference statistics, at a glance.

Another addition this year was the Pennecon stage. This platform within the exhibition offered concurrent sessions throughout the conference, allowed for additional presentation choices for delegates and was complimentary to exhibit visitors.

Planning is now well underway for next year's event, with the 36th annual Noia Oil & Gas Conference and Exhibition set for June 1-4, 2020. Early registration is available at a discounted rate until December 30, 2019. Noia members

interested in showcasing their products and services at one of the on-site exhibition booths should contact the association early, before space is sold out.

With vast prospectivity and immense opportunities in our offshore, the 2020 Noia Oil & Gas Conference and Exhibition promises to offer an exciting and informative agenda and is the best industry event for learning about the latest developments offshore Newfoundland and Labrador. We look forward to seeing you there. ■

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Staycer team member Abis Abbas presents his team's Hack-a-thon work results from the Pennecon Stage at Noia's 2019 conference.

Hacking innovative solutions for industry challenges

To most of us, the term “hacking” creates visions of nefarious computer geniuses stealthily breaking into our computers to steal or destroy our electronic files and information. So why would Noia and the Newfoundland and Labrador Association of Technology Industries (NATI) organize an event – a hack-a-thon – to bring hackers together?

The jointly hosted “Hacking Oil & Gas Hack-a-thon,” which took place over a weekend last spring at Memorial University’s engineering building, was “a first” for the province. Maintaining the spirit of traditional hack-a-thons – which were typically dedicated to bringing people together to solve problems within the computer industry – the Noia/NATI event focused on identifying solutions for oil & gas industry problems.

In recent years, industry hack-a-thons have proved valuable as a breeding ground for the development and rapid prototyping of viable oil & gas solutions internationally. Designed as high intensity, high impact weekends, these hack-a-thons bring industry, innovators, entrepreneurs, policymakers, students and technical individuals together to form teams which develop, and ultimately deliver, viable prototype solutions for industry.

These solutions are often successfully brought to market, spun off into companies, and begin delivering results to industry and the economy in an accelerated way.

Last year, Norwegian Energy Partners, an organization with a mandate to strengthen the position and competitiveness of the Norwegian energy industry internationally, held a hack-a-thon with seven North Sea oil & gas operators. The task was to address challenges around creating value for the mature petroleum fields, as well as enhancing safety and minimizing environmental impact. The event saw the formation of dozens of teams to create innovative real-life solutions to these real-life challenges that may not have been otherwise developed.

Noia and NATI recognized an opportunity to launch similar initiatives in Newfoundland and Labrador. To start the conversation, the two associations hosted an information session on big data. They followed up with three Hacking Oil & Gas Cafés related to the opportunity for tech-enabled solutions for oil & gas industry challenges. Each café was attended by over 80 participants and resulted in the sharing of ideas and key themes – and began the momentum for an inaugural oil & gas hackathon.

The province's first "Hacking Oil & Gas Hack-a-thon" took place May 31 to June 2, 2019. Teams of mentors from local operators and suppliers, as well as business and ecosystem partners and sponsors, came together for the marathon event. The event drew 115 registrants – developers and coders, engineers, students and entrepreneurs – who formed nine teams. Oil & gas operators and suppliers played a key role in defining nine challenges – one for each participant team. The teams set to work to tackle their challenges over 72 hours and then pitched their solutions to a panel of industry and business experts.

"Events like the hackathon are a great opportunity to bring together the Newfoundland and Labrador energy and technology sectors, allowing both sides to see future potential while also gaining a stronger understanding of the challenges faced in both our industries," said Chelsea Davis, senior engineer with Equinor Canada. "Fostering these local connections enables us to work collaboratively to realize our digital ambitions for a safer, more efficient, and more rewarding future for the province."

At the end of the event, team Staycer was announced as the winner for their work on consolidated tracking of

training requirements and upgrades in the local workforce. As winners, team members Abis Abbas, Tehsin Haseeb and Zafar Syed Mohammad Raza, were provided the opportunity to present their work at Noia's conference, along with year-long Noia and NATI memberships, a start-up innovation package from Memorial University's Genesis Centre, \$3000 cash and \$1500 in AWS (Amazon Web Services) credits.

Post-event, the top three placing teams have continued the development of their prototype solutions with the support of mentors and other industry members. The monetary and in-kind prize packages attained through their hack-a-thon weekend efforts will also assist further development.

Excitement and momentum for a follow-up hack-a-thon is clear, across both the oil & gas and technology industries. With the digitalization of oil & gas continuing to advance and the growing interest of the local industry to fully leverage the opportunity it presents, Noia and NATI will continue to lead hacking events and initiate other important work to expand digital oil & gas opportunities in Newfoundland and Labrador. ■



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Noia News is direct mailed to Noia's 600 member companies. It is also posted online, forwarded to several hundred provincial, national and international industry stakeholders outside the association, and distributed at international oil & gas trade shows, such as Houston's Offshore Technology.

Email communications@noia.ca for information about article requirements, idea submission and timelines

Noia's focus on local content

Advocacy is a key focus of Noia and this year the industry association has placed a significant emphasis on local content in the offshore oil & gas industry. Specifically, Noia is evaluating the importance of our supply chain and how measures can be taken to ensure Noia members are fully engaged in the supply chain and receiving benefits from the industry.

Last fall, two Noia staff members participated in the Local Content Masterclass offered by global development company DAI. The class provided significant insight into international local content policies and practices and Noia believed it would be important for others in the supply chain to participate in the course. In that light, Noia collaborated with the provincial and federal governments to host the DAI Local Content Masterclass in St. John's. This course is typically offered in London, England or Houston, Texas but, given the importance of the topic to the local supply chain, Noia was successful in having a three-day course take place locally.

In September, 30 participants from Noia, both levels of government, the Canada-Newfoundland and Labrador Offshore Petroleum Board, operators, tier one contractors and the supply and service sector took part in the course. Noia believed it was important for these varying organizations engaged in the supply sector to participate, learn global practices and discuss what is happening in Newfoundland and Labrador and how

enhancements can be made to local content approaches. Noia was especially pleased to see industry procurement practitioners participate as it has particular relevance to their day-to-day activities.

The course included study of local content in oil & gas jurisdictions around the globe, including Australia, Nigeria and the North Sea, and best practices of governments and operators. Topics of discussion included local content regulations and legislation, maximization vs optimization, analysis of the impacts of bundling and global framework agreements, industrial baseline studies, contracting forecasts, procurement policies and supplier development. Throughout the course, participants also engaged in case studies and modeling that allowed them to understand the various perspectives of procurement, including setting and achieving local content objectives with a focus on outcomes.

The DAI Local Content Masterclass provided invaluable information to all participants and, combined with the industrial baseline study and the supply chain analysis underway, Noia is optimistic a deeper understanding of the value of local content is happening. Using the information provided, global perspectives studied, and the collaborative experiences and knowledge shared by participants during the masterclass, Noia will continue its advocacy work on local content to achieve enhancements for the supply and service sector within the industry. ■



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Chantelle Delaney of Witless Bay is this year's Noia - Hibernia Commemorative Scholarship recipient. A 2019 graduate of Mobile Central High School, Chantelle intends to pursue a Bachelor of Engineering degree at Memorial University with a focus on mechanical or process engineering, to allow her to follow in her dad's footsteps working in the oil & gas industry. "Since I was young, the oil & gas industry was always a topic in my home," she stated in her scholarship application. "My dad worked offshore his whole life and seeing how rewarding an offshore career can be, I cannot wait to work in and be a part of our province's greatest industry." Chantelle was presented with her scholarship at Noia's Fall Seminar. Pictured (L – R): Noia Board member James Parmiter, Chantelle's father John Delaney, Chantelle Delaney, Chantelle's mother Evelyn Dunne, Noia CEO Charlene Johnson, Noia Board member Gerry Mayo.

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For the 16th year running, Lobsterfest organizers presented Noia with proceeds from its hugely popular Lobsterfest event, held each year during Noia's conference week in June. The event draws hundreds of conference delegates and their guests for a fun-filled evening of entertainment and food & beverage. This year, a cheque for \$7,500.00 was presented to Noia CEO Charlene Johnson (second from right) by (L-R) Phil Whelan, Alexia Giles and Matt Shinkle.

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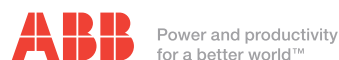
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