

BRENT E-NEWS

Brent Decommissioning Project

Welcome to the thirteenth in the series of regular communications from the Brent Decommissioning Project Team

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Interested to find out more?

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BRENT

A word from Alistair...



...the Brent field really is a staple of the UK economy and something that we should all be proud to have been part of.

A word from Alistair...

Hello, my name is Alistair Hope and I am the new Project Director for Brent Decommissioning. I have now been in place since November last year and am thoroughly enjoying the work so far. Both Duncan, who you will hear from next, and I are settling in well and getting up to speed with the key decisions and challenges of the project.

Although I am new to this position, I am not new to the Brent field having worked as Project Manager for the conversion of Brent Alpha to a satellite platform for Brent Bravo back in 2002/3 as well as doing a short stint in Brent Operations. I found these jobs both challenging and rewarding and it left a lasting impression that encouraged me to take up this position now that the Brents are coming to the end of their life.

Since joining Shell over 20 years ago I have worked in many varied locations and positions including operations, maintenance, project and HSSE/SP roles and will need to draw on all these experiences to lead this fascinating decommissioning project. We all know and remember the iconic Brent field – it really is a staple of the UK economy and something that we should all be proud to have been part of. The rate at which the field was first produced is an example of how pioneering the industry has been – over the years the Brents have supported 10% of the UK's energy needs, however, as the field has depleted this level has reduced to less

than 2% and now we need to decommission them in a safe, cost effective and environmentally responsible way. We also remember the Brent Spar which is why we see engagement with our stakeholders and interested parties as vital to the success of the project.

As most of you will know, this project has been going for some years already – since 2006 in fact, with Austin Hand having been in place since 2007. I would like to express my gratitude to Austin for his leadership of the team up to now, and for his subsequent handover and on behalf of Duncan and I, wish him all the best in his new post as General Manager for Decommissioning at Shell. I know that he will not be far away and the links from the Brent field to his new role will remain in the coming years.

Finally, I hope that you enjoy this issue of Brent E-news and if you have any questions, please do not hesitate to get in touch with the team.

Alistair
PROJECT DIRECTOR

CONTACTUS

For further information on the Project, please visit www.shell.co.uk/brentdecomm or, you can also get in touch with the team via the 'Contact Us' link on the website.

BRENT

A word from Duncan...



A word from Duncan...

Hello and thank you to Alistair for his introduction. My name is Duncan Manning – I am the Business Opportunity Manager for Brent Decommissioning and have now been here since July 2013. Having only recently joined Shell I have found the time very informative and interesting and am very impressed with both Shell and the project. Coming from a military background it is clear to see that this project has been run in the same sort of manner and with the camaraderie that I am used to which has also assisted my transition into this new industry.

This project has impressed me with the use of innovation and this can be seen by our links with NASA for the cell sonar mapping work and also the selection of Allseas Pieter Schelte vessel for our topsides removal. These contracts support our targets for health and safety with no harm to our staff and contractors – something that I feel very strongly about after my previous career. The single lift vessel will dramatically reduce offshore man hours at the platforms where there are harsh conditions therefore allowing for a safer operation.

To me, I recall the Brents as being record breaking structures which started producing in a time that the UK was in need of this extra source of energy. Looking at the pictures of them being towed offshore just amplifies the magnitude of this technological first and I find it amazing that they have already produced for 10 years more than anticipated. Brent Delta reached cessation of production (CoP) after 34 years and the other platforms are still going. Other records such as the largest single weld pipeline in the world and the first female Offshore Installation Manager (OIM) in the UKCS are testament to the team that has, and continues to work in the Brent field – a team that I am proud to be a part of.

Coming back to present times, I can see that we are again on that bow wave of the industry with decommissioning now coming to the forefront in the North Sea. Although the Brent field isn't the first to be decommissioned, it is different in that it focuses not just on one platform, but four; Alpha, Bravo, Charlie and Delta. In an industry at its infancy, I am glad to see Shell playing a leading role in this.

I look forward to sharing my thoughts on Brent Decommissioning with you all in more detail over the coming months and on behalf of Alistair and myself, I would like to thank all of you who were able to attend our dialogue events in November. I found this an invaluable experience to listen to your views and thoughts on how best to execute this project.

Duncan
BUSINESS OPPORTUNITY MANAGER



...I look forward to sharing my thoughts on Brent Decommissioning with you all in more detail over the coming months.

BRENT

Brent stakeholder dialogue sessions

A review of the first formal group dialogue sessions since September 2011

Did you know?

Since 2007 there have been...

- 100+** one-to-one stakeholder meetings
- 18+** conferences with Brent representation
- 16** meetings with the Independent Review Group (IRG)
- 14** stakeholder dialogue events
- 6** Cell Management Stakeholder Task Group (CMSTG) meetings

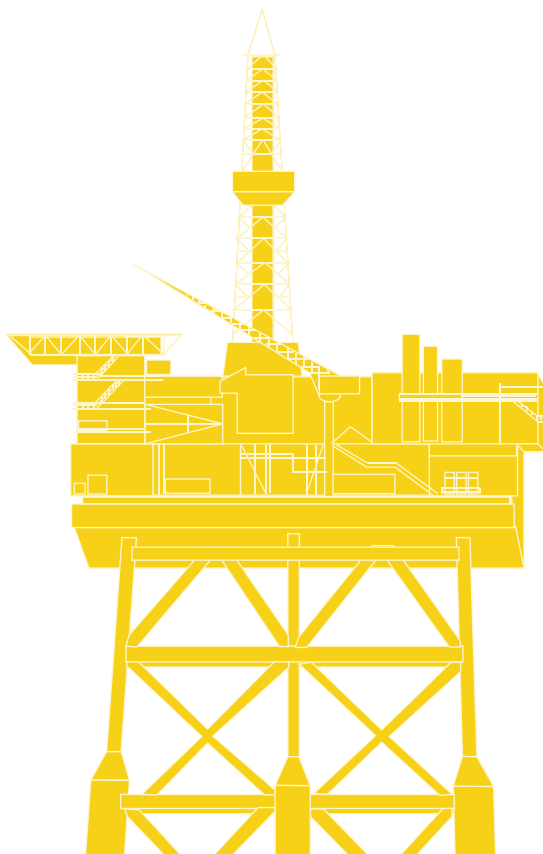
Brent stakeholder dialogue sessions

Shell realises the importance of the Brent Decommissioning project and as such it places great significance on meeting with our stakeholders and interested parties on a regular basis. Over the past year this has taken the form of one to one meetings and conference attendance but as the project moves closer to submitting the decommissioning programme to the Department of Energy and Climate Change (DECC), Duncan Manning explains *"we felt it was time to share our emerging recommendations, where we have these, and options where we have tougher decisions to make. These options we have remaining show just how complex the decisions we face are and by involving our stakeholders, we are able to take them on the journey with us and consider potential ideas that they have."* These were the first formal group dialogue sessions since September 2011.

The events were run in London and Aberdeen on 12th and 19th November 2013 respectively with Suzannah Lansdell and Erica Sutton of Resources for Change (formerly The Environment Council) leading the facilitation. Each session was a full day event with participants receiving: update presentations from members of the team; the Independent Review Group (IRG) sharing their role and experiences with Brent Decommissioning; and also the Cell Management Stakeholder Task Group (CMSTG) where facilitator Peter Miles of Catalyze and some CMSTG attendees shared their views.

The objectives of these events were:

- 1.** To update and brief participants on the current project status, activities, emerging options and recommendations;
- 2.** To establish participants' reactions, issues and comments on emerging options and recommendations;
- 3.** To update participants on the process moving forwards to public consultation and gain feedback on on-going stakeholder engagement plans.



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These aims meant that participant involvement was key. Mark Downes, Stakeholder Manager, confirms *"we wanted to hear what our stakeholders thought. We will use their feedback to help inform decisions and demonstrate how we have done so."*

The events focussed on several key areas – activities that had to be carried out, for example wells plug and abandonment (P&A) work; emerging recommendations where we have selected a solution and method to complete the work; and finally emerging options where there is no clear solution at present. In addition to this, there was a 'sok' session where participants were able to have frank and open discussions at stands where the topic was of interest to them e.g. pipelines, cell content management and gravity based structures to name a few. Full details of the emerging recommendations and options are available on the **Brent Decommissioning website** and were provided as pre-read material prior to the events.

Emerging Options

The main area of discussion at the events was the 'emerging options' as these recommendations have not yet been made. They are also the most challenging recommendations with the largest potential external interest.

These 'emerging options' relate to the gravity base structure (GBS) legs and cell contents management, with both of these forming the basis for the working groups at the dialogue sessions.

The table groups, each with an independent facilitator, discussed the following:

With regard to the Gravity Base Structures (GBS):

- **Option 1** – GBS 'legs up': Leave the GBS structure in place with the legs above sea level and a navigation aid installed on one of the legs.
- **Option 2** – GBS 'legs down': Partially remove the GBS structure so that the concrete legs are cut to -55m below sea level and the main structure of the GBS will remain on the seabed.

With regard to the cell contents:

- **Option 1** – cell contents 'leave in place': Leave the cell contents in place.
- **Option 2** – cell contents 'leave in place capped': Leave the cell contents in place with a capping material added.
- **Option 3** – cell contents 'remove to onshore': Remove the cell contents for treatment and disposal onshore.

The task for the table groups was to give their initial 'gut' feeling on each option by placing a dot on a scale from 'unsatisfied' to 'satisfied' and then have a discussion around their thoughts and what, if anything, could be done to fully satisfy them with an option. These dots were used as a guide, and not explicit acceptance of proposals, for Shell's future discussion with internal leadership teams and joint venture partners ExxonMobil.

Alistair Hope says of the process *"the dotting exercise allowed participants to share a snapshot of their views in an informal atmosphere as well as giving us food for thought on their preferred solutions. We appreciate that everyone has different ideals and comes at solutions from a different approach and I feel that this process allowed for good, open discussion around these. I thought it was a very useful activity and hope that the participants did too."*

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What our participants thought about the event...



Information was given in manageable form, with time allowed to question and probe.



Shell very willing to engage with participants on full range of issues.



Very thorough presentations; ample opportunity to comment and ask questions.



Found this a very useful participative day for stakeholders.



The on-the-day presentations and group sessions were very informative and led on well from the pre-event literature.



Sharing information and understanding other stakeholders' issues and concerns is very important. Often hearing a new perspective makes you rethink and challenge your own.

ATTENDEES FROM OUR NOVEMBER EVENTS

Aberdeen and Grampian Chamber of Commerce

Aberdeen City Council

Association British Offshore Industries

CEFAS (Centre for Environment, Fisheries and Aquaculture Science)

Cromarty Firth Port Authority

Department of Energy and Climate Change (DECC)

Department of Energy and Climate Change (DECC) PILOT Secretariat

Environment Agency Northern Ireland

Health and Safety Executive (HSE)

HM Revenue and Customs

IMechE

KIMO UK Network

Lerwick Port Authority

Marine Scotland

Maritime and Coastguard Agency (MCA)

MASTS (Marine Alliance for Science & Technology Scotland)

Offshore Contractors Association (OCA)

Oil and Gas UK

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ATTENDEES FROM OUR NOVEMBER EVENTS

Opito

RSPB Scotland

Scottish Enterprise

Scottish Environment Protection Agency (SEPA)

Scottish Fishermen's Federation

Scottish Oceans Institute

SOTEAG (Shetland Oil Terminal Environmental Advisory Group)

SustainAbility

The Norwegian Oil and Gas Association

UK Fisheries Oil and Gas Legacy Trust Fund

University of Aberdeen (Aberdeen Business School)

University of Aberdeen (Institute of Biological and Environmental Sciences)

University of Hull (Centre for Environmental and Marine Sciences (CEMS))

WWF Scotland

The next steps

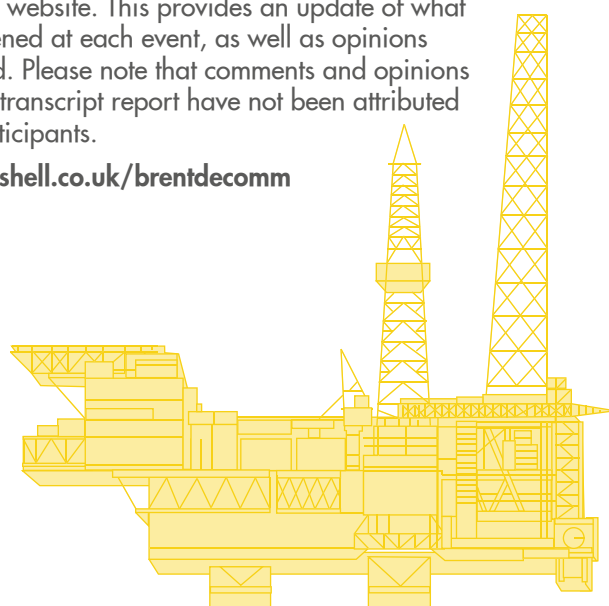
Emerging from discussion at the events, participants deemed that in order to make fully informed decisions about the emerging options for the GBS legs and cell contents, it was vital to have the information about the cell contents (volume and composition). This would then validate the composition modelling that has been done by the Brent team.

The plan is to share this information at another specific dialogue event where more of a focussed session would be possible. This will also present the opportunity to brief all participants on the proposed content of the decommissioning programme before it is submitted to DECC.

Want to read more about the November sessions?

Resources for Change have produced a summary report on the events which is available on the website. This provides an update of what happened at each event, as well as opinions shared. Please note that comments and opinions in the transcript report have not been attributed to participants.

www.shell.co.uk/brentdecomm



MISSED THE EVENTS?

Don't worry if you weren't able to attend... all of the presentation and pre-read material, as well as the full event transcript, are available to view on the Brent Decommissioning website.

www.shell.co.uk/brentdecomm

BRENT

Able announced as successful yard Targeting 97% recycling of topsides

Able announced as successful yard

The Brent decommissioning team has awarded the contract for recycling scope to Able Seaton Port near Hartlepool, UK. This contract will include receiving the topsides, as well as the Alpha jacket, for disposal through reuse and recycling where possible. The target is in excess of 97% recycling.

The Allseas Pieter Schelte single lift vessel will transfer the removed topsides and jacket to a barge where they will be brought to shore. This work will commence once regulatory approvals have been secured and will continue over a six year period. Shell is the first company to sign up

to use the new Allseas technology.

Able anticipates the creation of 100 jobs over an 18 month period to support the strengthening of the quay in advance of the first topside being received, with a further 100 jobs generated when the recycling work begins.

Able Managing Director Andrew Jacques says of the disposal award *“we are delighted to have been selected to undertake this significant decommissioning project. This six year contract will see the deployment of the very latest techniques and technologies.”*



ONE-TO-ONE ENGAGEMENT

If you would like to be briefed one-to-one on any aspect of the Brent Decommissioning Project's developments, or would like to raise any particular queries or issues with the Project team, please **Contact Us**.

