AWP xChange: Contractor's Summit

Presented: June 22, 2022

The AWP xChange™

Your Emcee for Today

Andrew Foy
VP, AWP & Construction Excellence

- 16+ years experience in industrial construction
- 6 years dedicated AWP implementation experience for a range of Owner organizations
- CII AWP Scaffolding JWG Chair
- CII AWP Leadership Team Member

Your Support Team

Tori Reid
Marketing Manager
tori@o3.solutions

Mandi Coker
VP, Education & Engagement
mandi@o3.solutions

The AWPXChange™

Today's Summit

Purpose:

To educate Contractors, EPC Firms, and Owner/Operators on the best way to support AWP

Agenda:

- Framing Today's Conversation
- Peer Stories – presented by Shell, Linde, Zachry
- How Technology Supports Contractors
- AWP Implementation Tips & Support
- Key Takeaways, Q&A

The AWP X Change™

SAFETY MOMENT

By communicating procedures clearly and effectively with employees …accident rates will be minimized and subsequently an injury or illness befalling a worker, site visitor or members of the public who happen to be nearby.

The Importance of Communication

1. Begin with positive outlook.
2. Create an environment to be heard.
3. Set the stage for the conversation.
4. Be tactful and concise.
5. Avoid abrupt, offensive, or accusatory statements.
6. Be sure to listen.
7. Agree where you can.
8. Encourage standards and advocate for success.

Source: IncidentPrevention.com

Housekeeping Items

- Submit questions using Slido (#awpxchange)
- Chat directly with Event Hosts
- All presentations and a link to the recording will be available to registered attendees
- Stay connected! #AWPxChange

Interact with Us Using Slido

We will use Slido throughout the day for Q & A Sessions & Polls.

Visit **slido.com** and enter the code **#awpxchange** or scan the QR code to join us!

The AWPXChange™

Slido Practice:

Where are you joining from today?

The AWPXChange™

slido

Where are you joining us from today?

ⓘ Start presenting to display the poll results on this slide.

O3 SOLUTIONS

Framing Today's Conversation

Speaker Introduction

Josh Girvin
CEO

- CII AWP Community for Business Advancement
  - Leadership Team, Member
  - Performance & Benchmarking, Founding Co-Chair
  - Scaffolding Working Group, Founding Co-Chair
  - AWP for Engineering, Founding & Current Chair
- CII Technology Committee Member
- Former SVP Product & Market Strategy for Materials Management / RFID Software
- 12 Technology Patents
- BSE Mechanical Engineering, Princeton

WHO IS O3?

O3 is a modern web-based platform that leverages Advanced Work Packaging and Agile best practices to disrupt the status quo for companies in construction who want to improve productivity, safety, quality, and predictability.

O3 SOLUTIONS

Turn ON
the Power of O3

Market Leader in AWP Software

Change Management

Managing enrollments and certifications for 4,500+ users across 75+ courses

Collaboration

Supporting 3,500+ users across 30+ contractors on $70B Oil & Gas project

Automation

Connecting 38 data threads across 6 systems to manage data for LNG Project

Scalability

Managing portfolio of 50+ small cap projects across 7 offshore assets

Optimization

Driving Owner engagement from concept through commissioning

Construction Industry Institute®

Advanced Work Packaging Conferences and Summits
Organized by Group ASI • Content Developed by Industry

Fiatech™
Innovation that builds the world.

O3 SOLUTIONS

BY THE NUMBERS

500+
PROJECTS

10+
OWNERS

50+
CONTRACTORS

10+ EPC
FIRMS

10 SOLUTION
AREAS

10,000+
USERS

10 WORK
PACKAGE TYPES

1 COMPREHENSIVE
PLATFORM

92% CLIENT
SATISFACTION

18% PRODUCTIVITY
IMPROVEMENT

58 NPS
SCORE

Why O3 is Better.

Legacy Providers

Everything to Everyone

Unproven Start-ups

O3's SOLUTIONS: What Sets O3 Apart

Single, Modern Platform

- Cloud-Based
- Easy to Configure
- Modern SaaS Software

Supports Work Packaging

- Work Package Creation
- Automated Workflows
- True Constraint Management

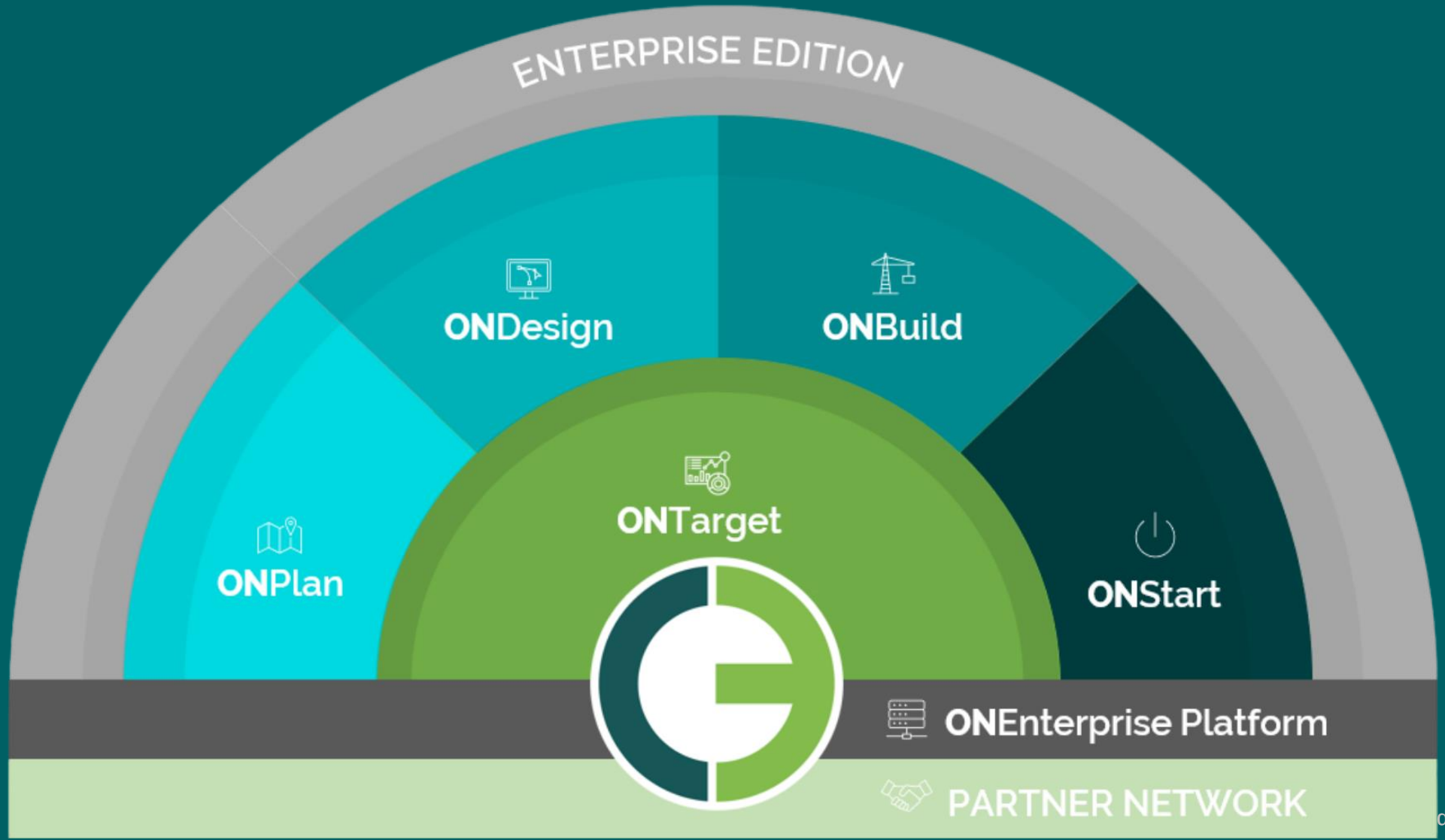
Scalable Across Project Types

- Robust Roles & Permissions
- Multi-Project Support
- Multi-Contractor Support

Continuous Innovation

- Based On Client Input
- Release Every 2 Weeks
- Web-based Interface

O3's SUITE OF SOLUTIONS



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Visit O3 Solutions online to:

- Download case studies
- Check out our latest webinars
- Watch quick overview videos of our solution suite
- Connect with us on social media
- Sign up for our monthly newsletter

www.o3.solutions

PART ONE:

Peer Stories: Successful AWP Program Collaboration Examples

The AWP Change™

Today's Summit

PART ONE - Purpose

To share stories directly from practitioners who have successfully implemented Advanced Work Packaging and Workface Planning programs

Peer Stories

- **Shell:** Powering Progress in Projects with Advanced Work Packaging, Interview with Jay Moser
- **Linde:** 'Last Mile' of AWP in the Field, Implementing AWP & Workface Planning with Construction Partners
- **Zachry**: Leveraging Data to Simplify AWP

Q&A Session with all Speakers

Today's Summit

PART ONE - Purpose

To share stories directly from practitioners who have successfully implemented Advanced Work Packaging and Workface Planning programs

Peer Stories

- **Shell:** Collaborating with Contractors to Deliver AWP Outcomes, Introduction by Jay Moser
- **Linde:** 'Last Mile' of AWP in the Field, Implementing AWP & Workface Planning with Construction Partners
- **Zachry**: Leveraging Data to Simplify AWP

Q&A Session with all Speakers

Speaker Introduction

Jay Moser

Principle Technical Expert Construction at SHELL Projects & Technology

Shell

The AWP Change

Powering Progress in Projects
Advanced Work Packaging

A thriving and inspired community

CAUTIONARY NOTE

The companies in which Shell plc directly and indirectly owns investments are separate legal entities. In this presentation "Shell", "Shell Group" and "Group" are sometimes used for convenience where references are made to Shell plc and its subsidiaries in general. Likewise, the words "we", "us" and "our" are also used to refer to Shell plc and its subsidiaries in general or to those who work for them. These terms are also used where no useful purpose is served by identifying the particular entity or entities. "Subsidiaries", "Shell subsidiaries" and "Shell companies" as used in this presentation refer to entities over which Shell plc either directly or indirectly has control. Entities and unincorporated arrangements over which Shell has joint control are generally referred to as "joint ventures" and "joint operations", respectively. Entities over which Shell has significant influence but neither control nor joint control are referred to as "associates". The term "Shell interest" is used for convenience to indicate the direct and/or indirect ownership interest held by Shell in an entity or unincorporated joint arrangement, after exclusion of all third-party interest.

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We may have used certain terms, such as resources, in this presentation that the United States Securities and Exchange Commission (SEC) strictly prohibits us from including in our filings with the SEC. Investors are urged to consider closely the disclosure in our Form 20-F, File No 1-32575, available on the SEC website **www.sec.gov**.

Shell's operating plan, outlook and budgets are forecasted for a ten-year period and are updated every year. They reflect the current economic environment and what we can reasonably expect to see over the next ten years. Accordingly, Shell's operating plans, outlooks, budgets and pricing assumptions do not reflect our net-zero emissions target. In the future, as society moves towards net-zero emissions, we expect Shell's operating plans, outlooks, budgets and pricing assumptions to reflect this movement.

Also, in this presentation we may refer to Shell's "Net Carbon Footprint", which includes Shell's carbon emissions from the production of our energy products, our suppliers' carbon emissions in supplying energy for that production and our customers' carbon emissions associated with their use of the energy products we sell. Shell only controls its own emissions. The use of the term Shell's "Net Carbon Footprint" is for convenience only and not intended to suggest these emissions are those of Shell or its subsidiaries.

Is the use of AWP a requirement on capital projects for Shell?

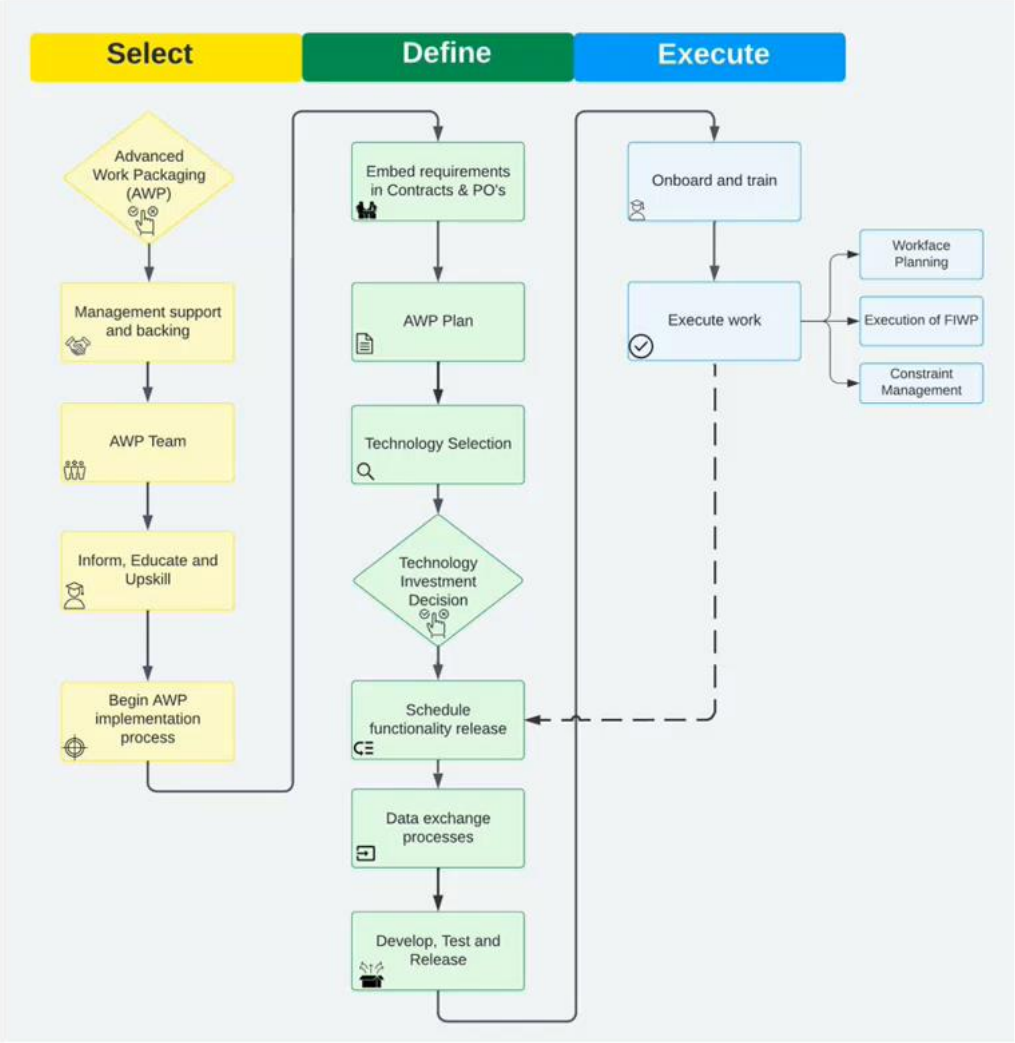
Is Shell using AWP across all project phases, or is the process typically limited to construction?

How do you see the role of Engineering & Procurement contractors verses a Construction contractors, in terms AWP?

How do you manage the technology side of the process, when working with the contractors?

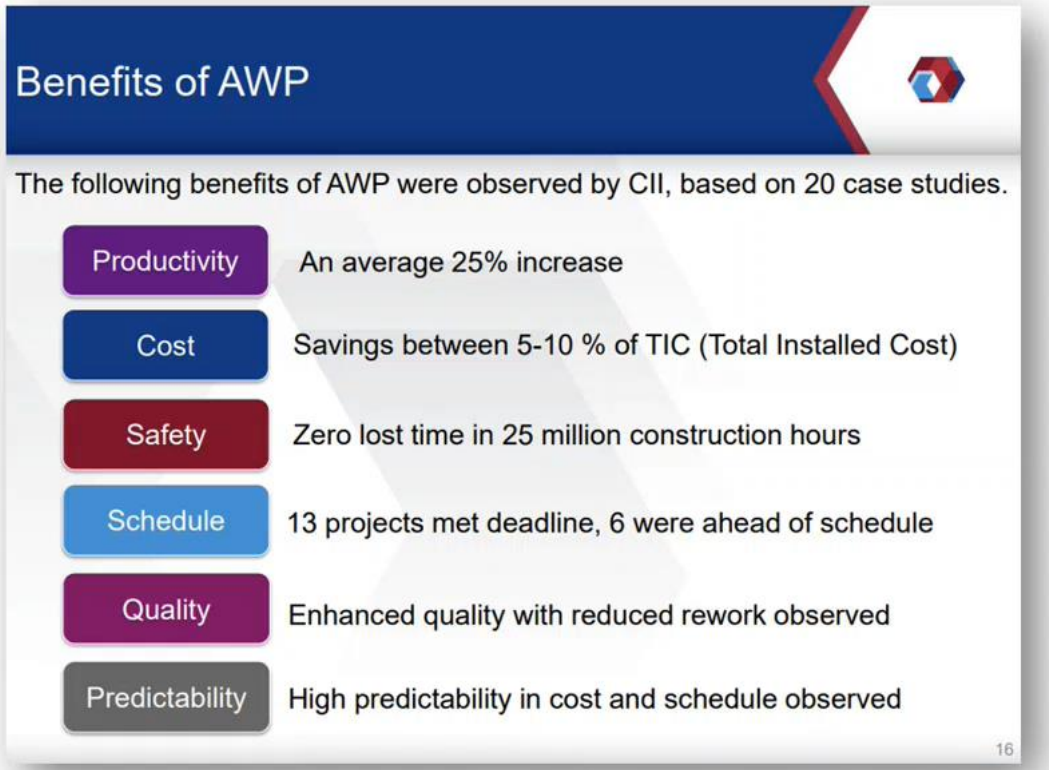
Is AWP adoption a significant step-change in the way that projects are executed?

AWP Journey



Why Advanced Work Packaging (AWP)?

- On SDA we demonstrated that improvements during construction can be made through adoption of AWP
- The Industry is heading in this direction, it is not optional if we want to stay competitive
- Increase productivity of contractors through better planning and constraint management
- Improve construction & commissioning safety performance
- Decrease in re-work
- Improved job satisfaction



CII = Construction Industry Institute

Thank You!

Speaker Introduction

Eric Leimer
Project Director

The AWP X Change™

“Last Mile” of AWP in the Field –

Implementing AWP & Workface Planning with Construction Partners

Eric Leimer

AWPXChange™ – June 22, 2022

Making our world more productive

The Linde Engineering World

- The leading industrial gases and engineering company
- Formed in 2018 with the merger of Linde AG and Praxair, Inc – two world-class companies with nearly 140 years of shared history and successful achievements
- Proven critical project execution knowledge in diverse geographies
- Best-in-Class safety performance

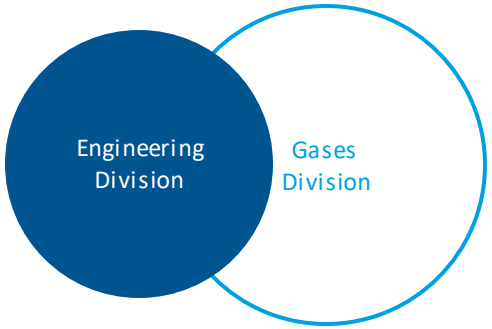
Linde plc

~80,000

Employees*

Unique setup

Close to the customer with an integrated business model



Linde Engineering

~7,300 Employees*

Petrochemical Plants
Hydrogen & Synthesis Gas Plants
Natural Gas Plants
Air Separation Plants
Adsorption & Membrane Plants
Manufacturing of Components
Services

Active on more than 140** construction sites worldwide

100+

Our company
We serve our customers in over 100 countries worldwide

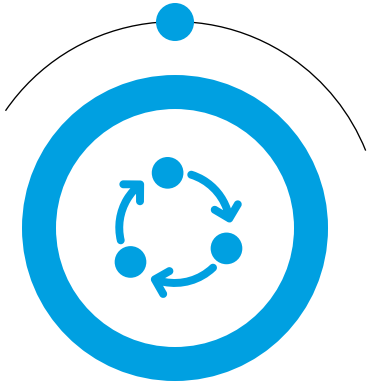
*As of 2020
** As of 2019

Integrated EPC planning & execution with the end in mind –

Key Learnings (AWPXChange™ 05/2021)

AWP Methodology

- Stick to CII/COAA and industry AWP principles & terminology



EP Execution

- Definition & tracking of EWPs & PWPs is key
- Constraint management
- Interdisciplinary supply chain management
- Controlled CWP hand-off to construction

Concept / Feed Phase

- AWP is integral part
- Frontloaded Path of Construction is key
- Integrated EPC concept schedule as basis for L3
- Stable foundation for EP execution

Workface Planning & Site Execution

- Transparency for early mitigation
- Common WFP platform for better cooperation
- 3D constr. model & graphical work packaging (ad-hoc implementation challenging but works)
- Data requirements in POs & sub-contracts

Which benefits can AWP & WFP deliver to field execution?

Competitiveness

- Cost efficient projects
- Win-win for proj. stakeholders

Field Execution & Project Result

- Increased field efficiencies
- Schedule certainty

Execution Planning & Controls

- Improved safety
- Transparency & single truth
- In-sequence execution

EP Deliverables

- Availability of material, drawings, & data by constr. sequence
- Predictable work fronts

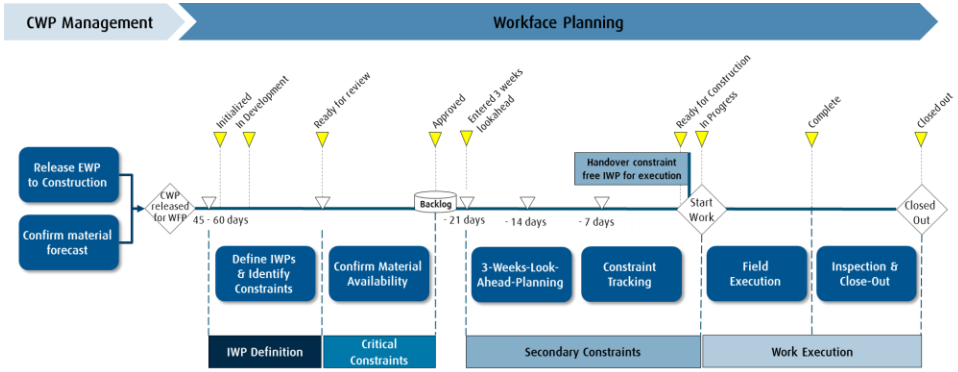
Partnering / Sub-Contracting – Familiarization with AWP & WFP

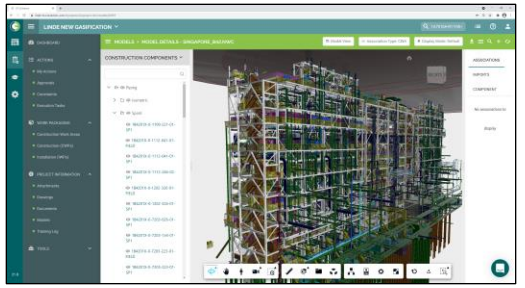
- Invitation to Tender (ITT) & Sub-Contract(s) include AWP & WFP
- Workshops with Construction Partners (at management & project level)
  - Linde's AWP approach for EP scope
  - WFP execution at site
  - Integrated Construction & WFP platform
- In APAC & EMEA, Construction Partners typically have limited experience in AWP & WFP
  - Almost all have some level of familiarization & experience with AWP
  - Generally seen positive & as opportunity to mitigate execution risks
  - Limited confidence to price-in efficiency gains from AWP/WFP (for unit-rate contracts)

Workface Planning Set-Up
with Construction Partner

Partnering → WFP Set-Up → Site Execution

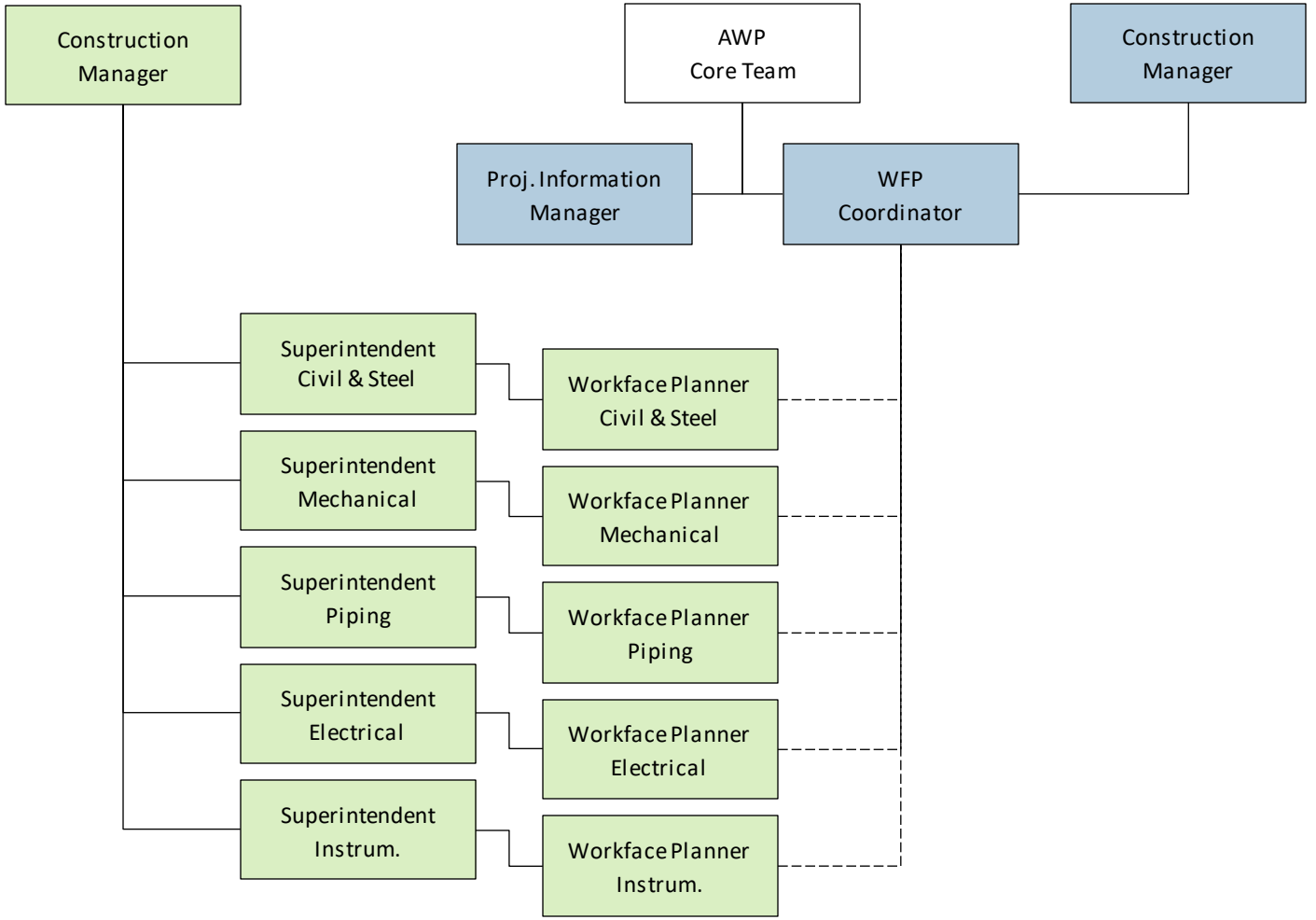
- WFP procedure
- CWA definition
- CWP / Execution Task types
- Norm manhours for WFP
- Data requirements for Construction Partner
  (mainly for pipe & steel prefab.)
- WFP Software Set-Up & Configuration
- Reporting format and dashboards
  (integrated with L3/L4 schedule & progress reporting)
- Org. set-up of Construction & WFP team
- Training materials and set-up





Workface Planning –
Typical Site Organization

Partnering | WFP Set-Up | Site Execution



Workface Planning & Construction –
Site Execution

Partnering → WFP Set-Up → Site Execution

- Release of CWPs for Workface Planning (by Linde)
  - EWPs released & PWPs sufficient material coverage confirmed
  - Data upload to Constr. Mgmt. Syst. (CMS) & WFP Software
    (e.g., CWP & EWP index, docs. per EWP, components & associated material, 3D model)
- Workface Planning Coordination at Site
  - Integrated planning sessions with construction to break down CWPs
  - Alignment of construction execution and WFP
  - IWPs fulfil quality & safety standards (integrate workflows of QHSE & WFP)
  - WFP generates sufficient work front in form of IWPs
  - Follow-up on timely closure of IWPs
- Material Management
  - Material receiving, registration, and release for construction
  - Issue of material to field by IWPs (integrated workflow with WFP)

Implementing AWP & Workface Planning with Construction Partners –
Lessons Learned

- WFP “light” with little leadership by Linde not successful
- Integrated WFP platform
- Release of CWPs with clear scope definition and required data
- Integration of AWP WBS into project controls
  - L3/L4 schedule & resource loading
  - Progress reporting
- WFP coordination at site
  - Lead WFP Coordinator by Linde
  - Integrated Construction and WFP team (Linde & Constr. Partner)
  - Include sub-sub-contractor management in WFP
- Material management

Thank you for your attention

Linde Engineering
Eric Leimer
eric.leimer@linde.com
www.linde-engineering.com

Making our world more productive

Speaker Introduction

Duncan Turner

Senior Project Engineer

ZACHRY

The AWP X Change™

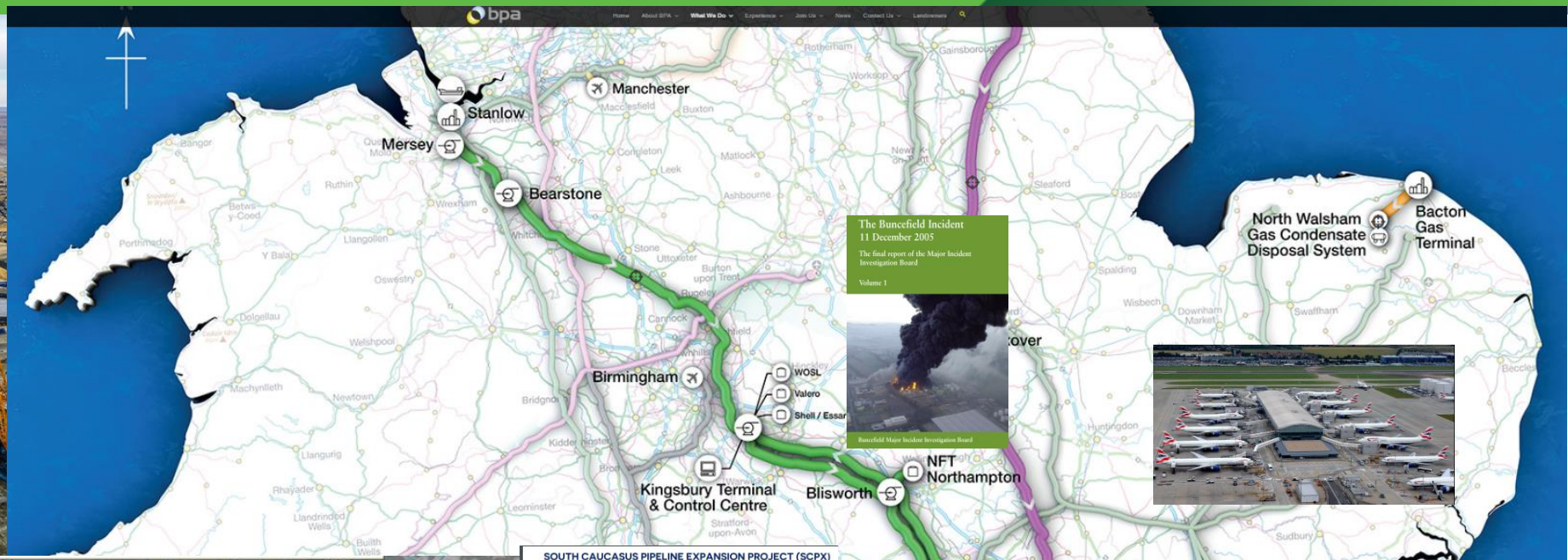
ZACHRY GROUP

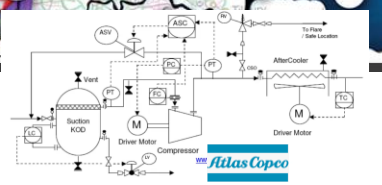
Leveraging Data to Simplify the AWP Process

06/22/2022

ZACHRY

Background

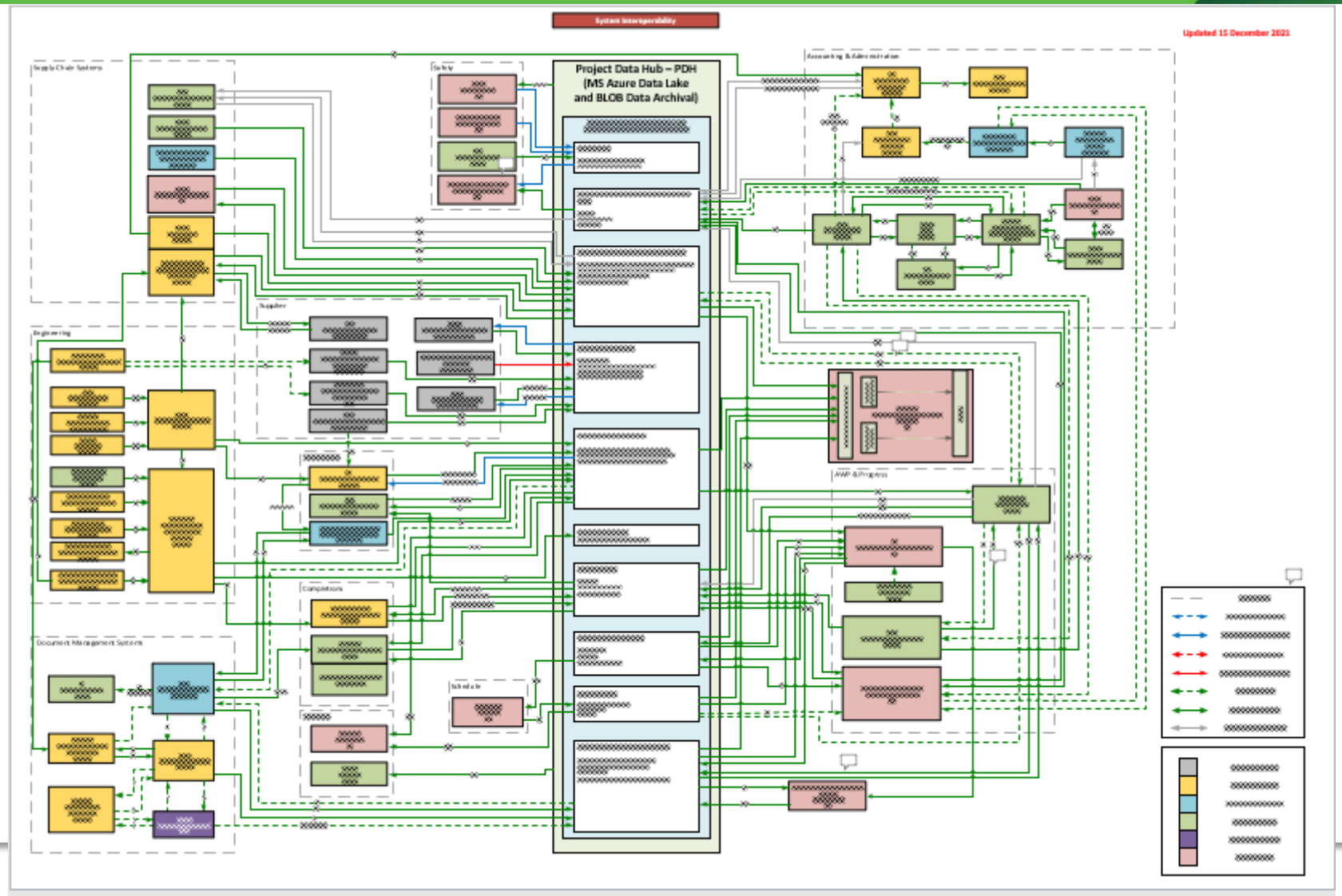




JVIC
a Zachry Group company

ZACHRY

Applications, Databases and High Level Interfaces



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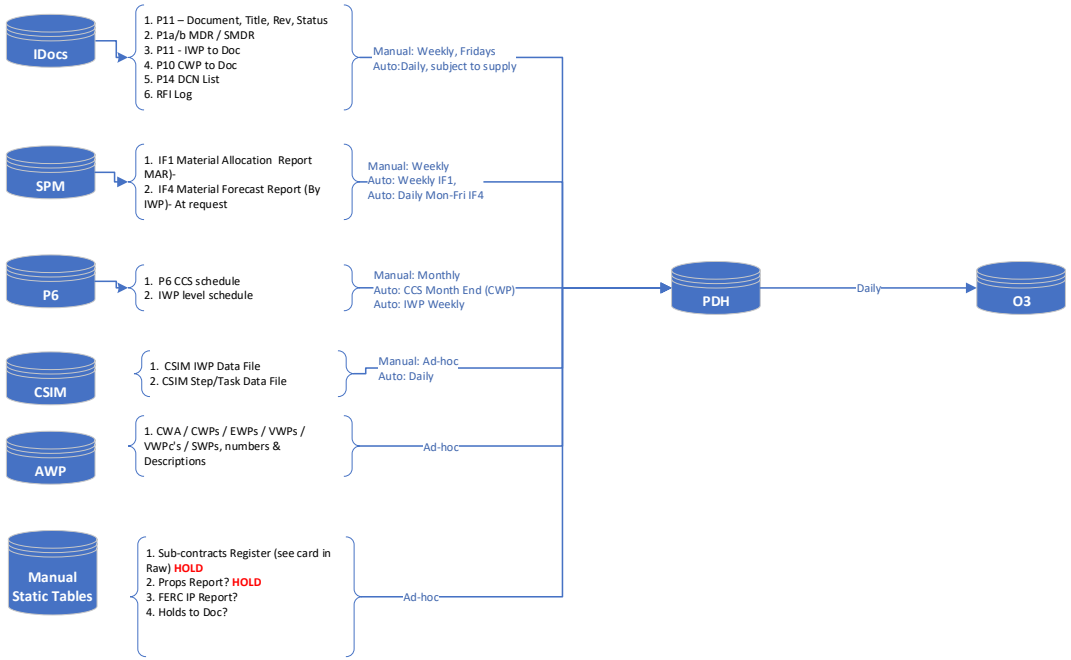
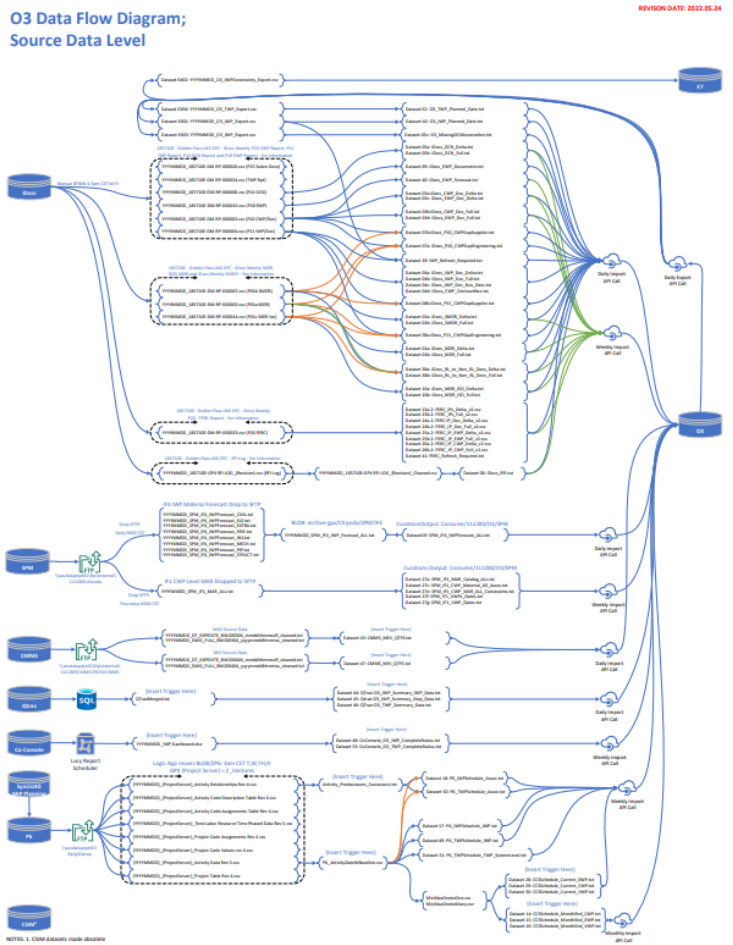
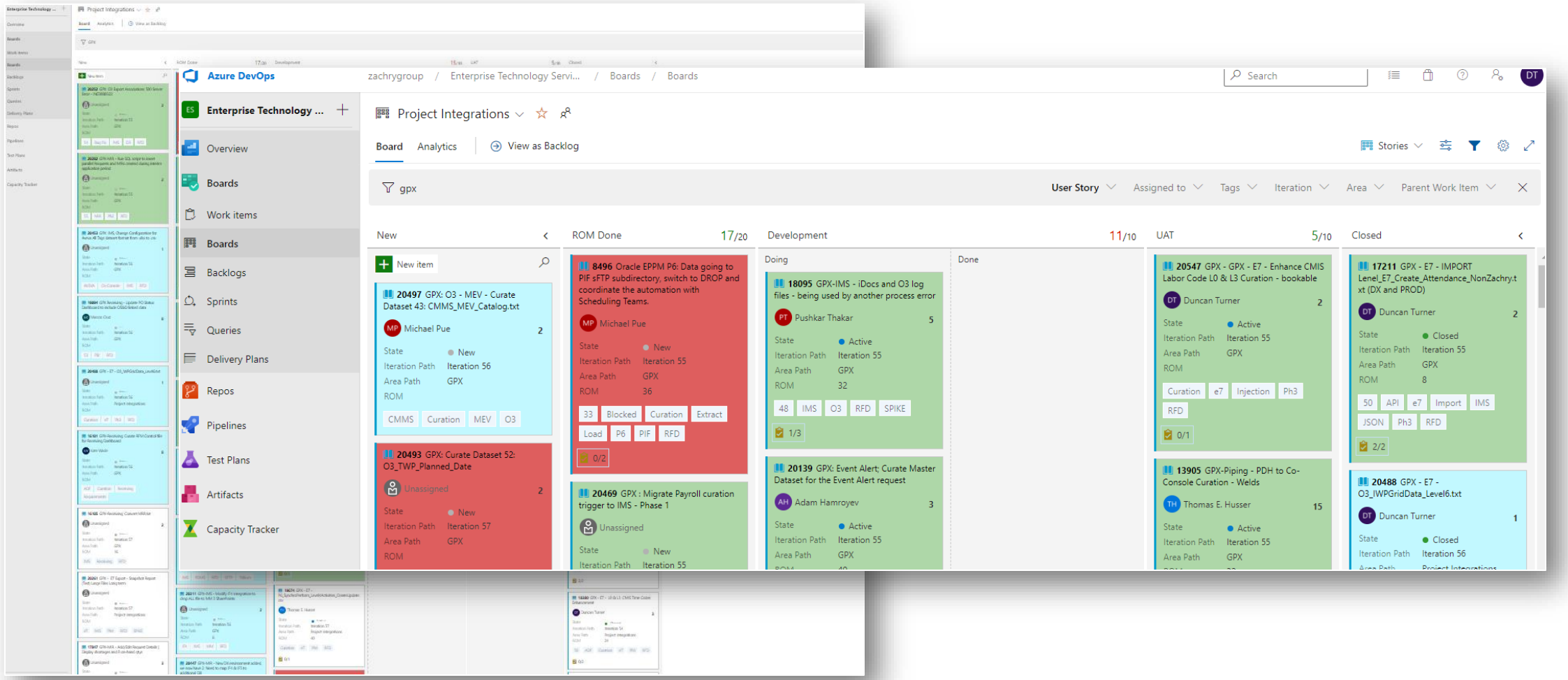
O3 Detailed Interfaces

Data Feeds to O3 – R2 15th June 2020





Execution Philosophy



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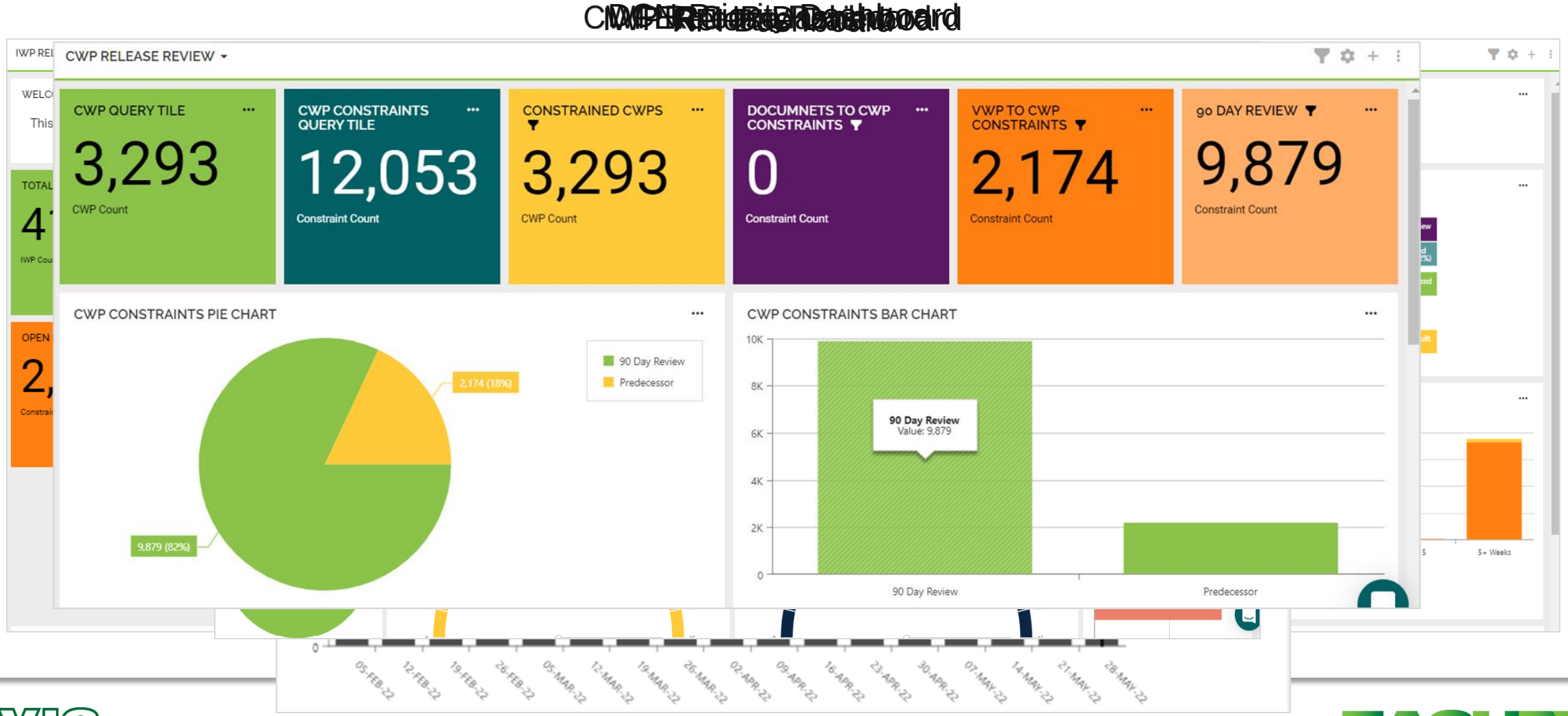
Dashboards



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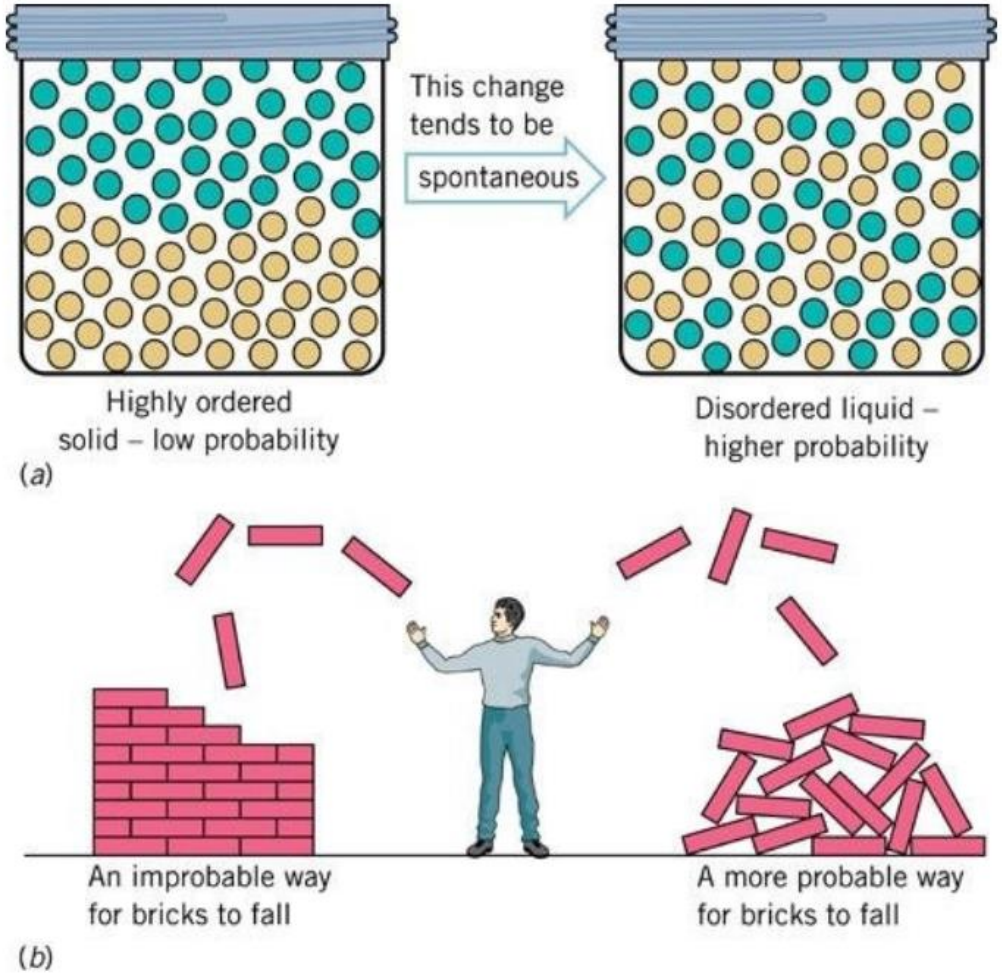
Lessons Learned



"He's right, when you look at it that way, it's not so bad!"

Thank you

zachrygroup.com
jvic.com

Jay Moser

Eric Leimer

Duncan Turner

Q & A
#awpxchangeQA

The AWPXChange™

slido

Audience Q&A Session

ⓘ Start presenting to display the audience questions on this slide.

Short Break, back in 5 minutes

AWP xChange: Contractor's Summit

PART TWO

Presented: June 22, 2022

The AWP xChange™

Today's Summit

PART TWO - Purpose

To share support and implementation tips and best practices for AWP programs and projects

AWP Technology Discussion

- *The latest software available to support AWP programs*
- *A discussion about contractual agreements*

Project Implementation Tips & Support

- *Requirements, Assessments, and other examples*
- *AWP Implementation Toolkit*

Q&A

The AWP X Change™

PART TWO:

AWP Technology Discussion

The AWPXChange™

Speaker Introduction

Colin Budka
O3 Product Manager

- CII AWP Performance & Benchmarking Committee
- Experience with projects in Manufacturing, Oil & Gas, Chemicals
- Former EMT
- Venture for America Fellow, 2018
- Electrical Engineer, Case Western Reserve University

O3 SOLUTIONS

What's New in AWP Software?

Agenda & Objective

Purpose: Review significant changes from the last 12 months of development in O3

Data Management
- Requirements
- Deliverables
- Forms

Change Management
- Releases
- Annotations
- Notifications

Model and Status Visualization
- Expanded Stakeholders
- Automation
- Reporting

Data Management

Data Management

1 Define Needs

- Field-level data requirements
- Entity-level requirement generation
- Import template generation

2 Track Results

- Configurable field mappings
- Alerts and notifications
- Reporting and analytics

3 Simplify Communication

- Configurable detail forms
- Configurable tabs
- Field-based templates

Data Management

1 Define Needs

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3 Simplify Communication

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- Field-based templates

Change Management

Change Management

Define Change Needs

- Vendor Data and Drawing annotation
- Linked constraints
- Enhanced RFI management

Release Change

- CWP release management
- Drawing release management

Notify of Changes

- Change-based notifications
- Configurable settings
- In-app inbox

Change Management

1 Define Change

- Vendor Data and Drawing annotation
- Linked constraints
- Enhanced RFI management

2 Release Change

- CWP release management
- Drawing release management

3 Notify of Changes

- Change-based notifications
- Configurable settings
- In-app inbox

Model and Status Visualization

Model and Status Visualization

1 Expand Access

- Purpose-built TWP creation
- Mobile model access
- Expanded format options

2 Automate Planning

- Expanded scoping automation
- Resource Requirement Automation

3 Visualize Progress

- 4D visualization
- Expanded Status visualization
- Progress Curves

Model and Status Visualization

1 Expand Access

- Purpose-built TWP creation
- Mobile model access
- Expanded format options

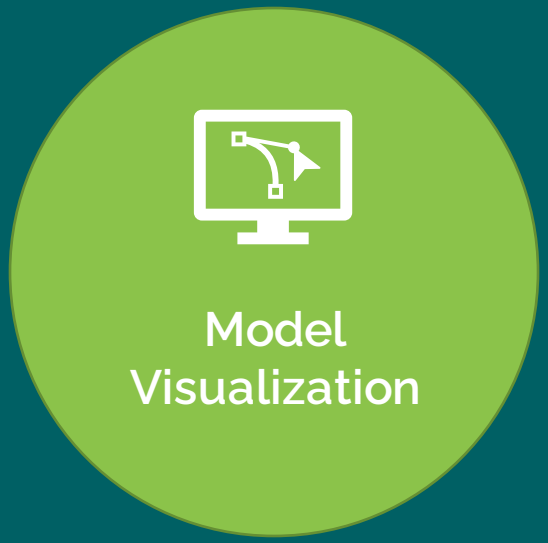
2 Automate Planning

- Expanded scoping automation
- Resource Requirement Automation

3 Visualize Progress

- 4D visualization
- Expanded Status visualization
- Progress Curves

Recap of New Features



O3 SOLUTIONS

PART TWO:

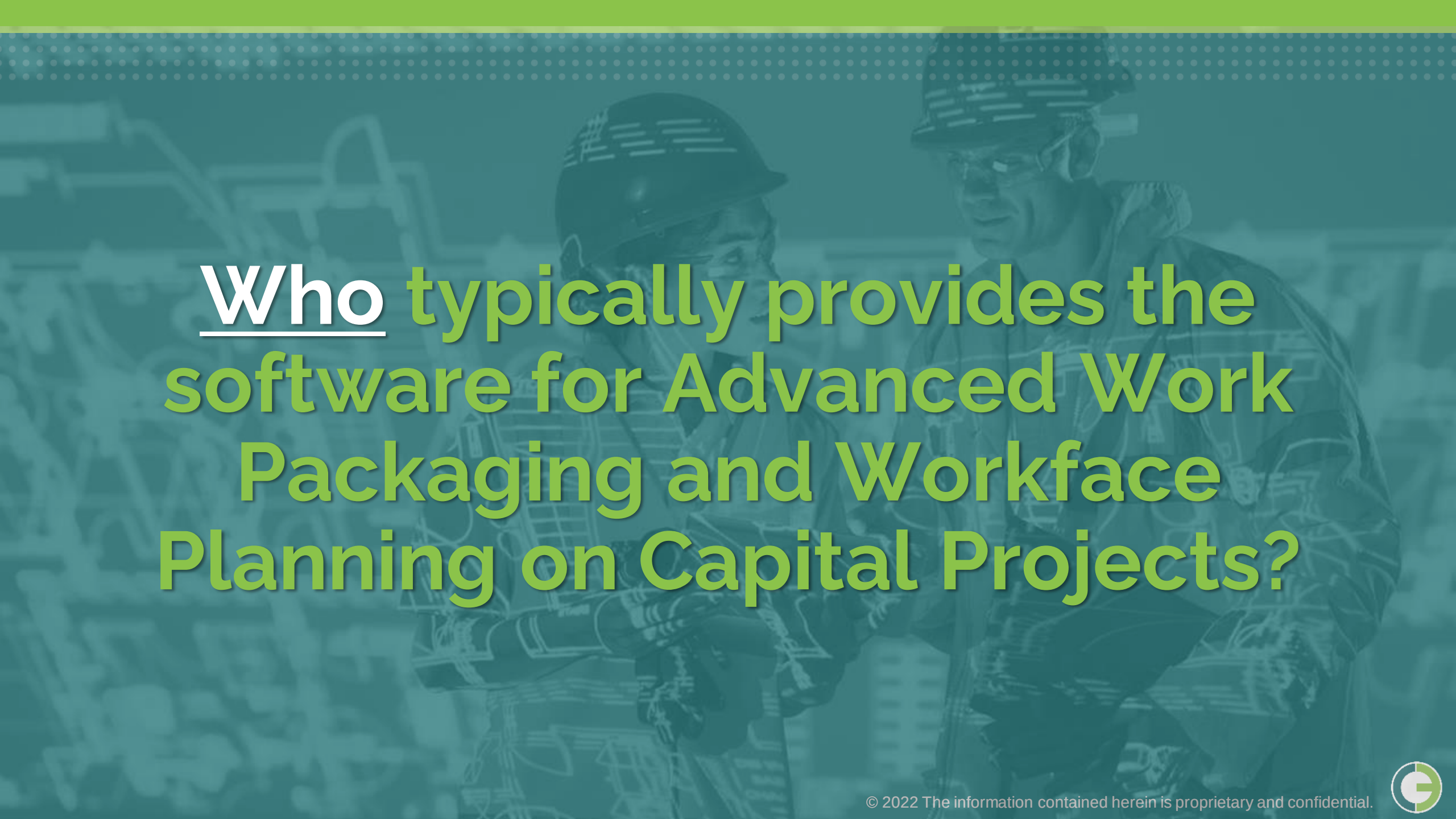
Contractor's Role in AWP Technology

Purpose:

Discuss how AWP technology is used on capital projects and which organization is best placed to implement it

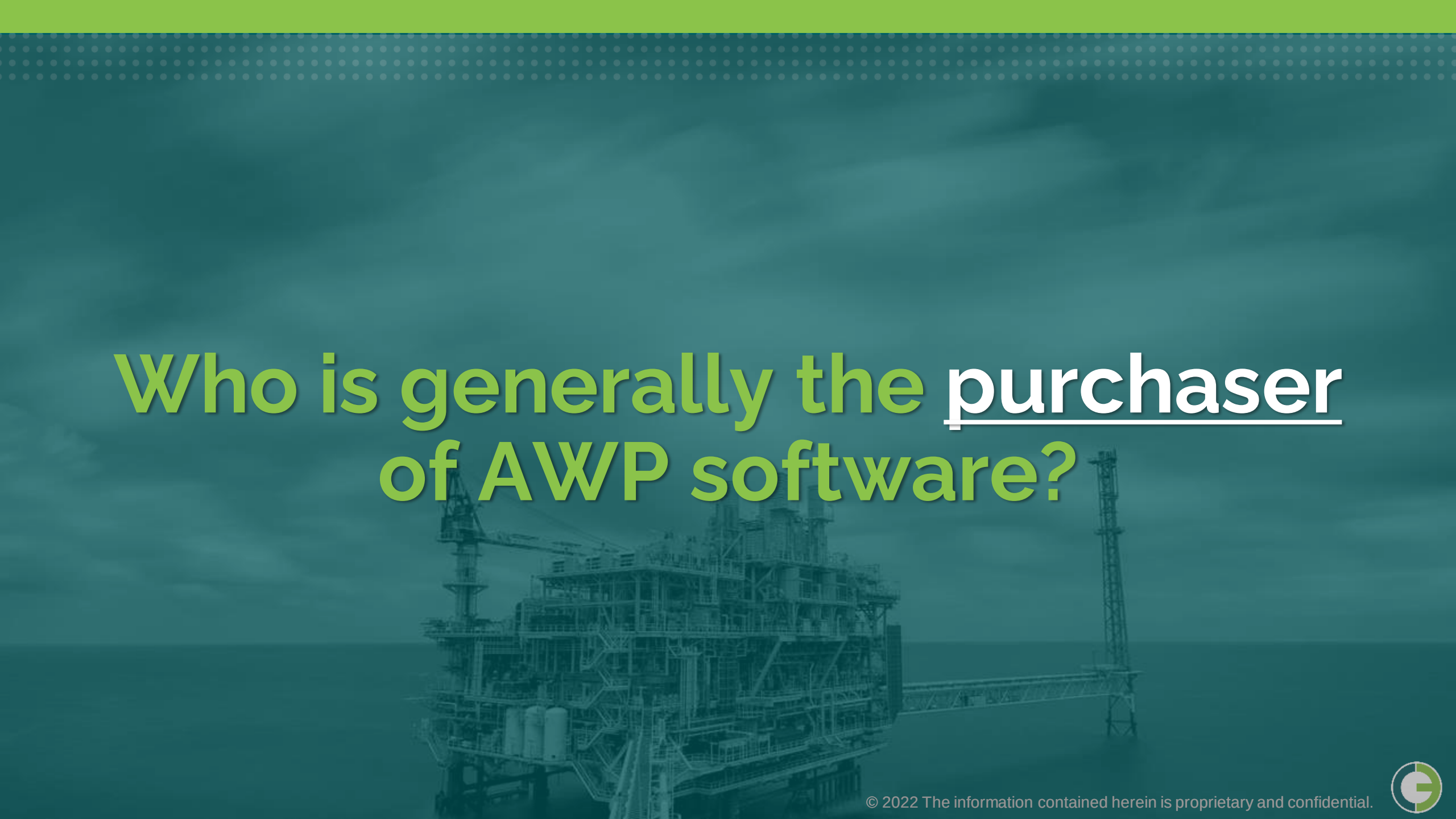
Contractor Summit

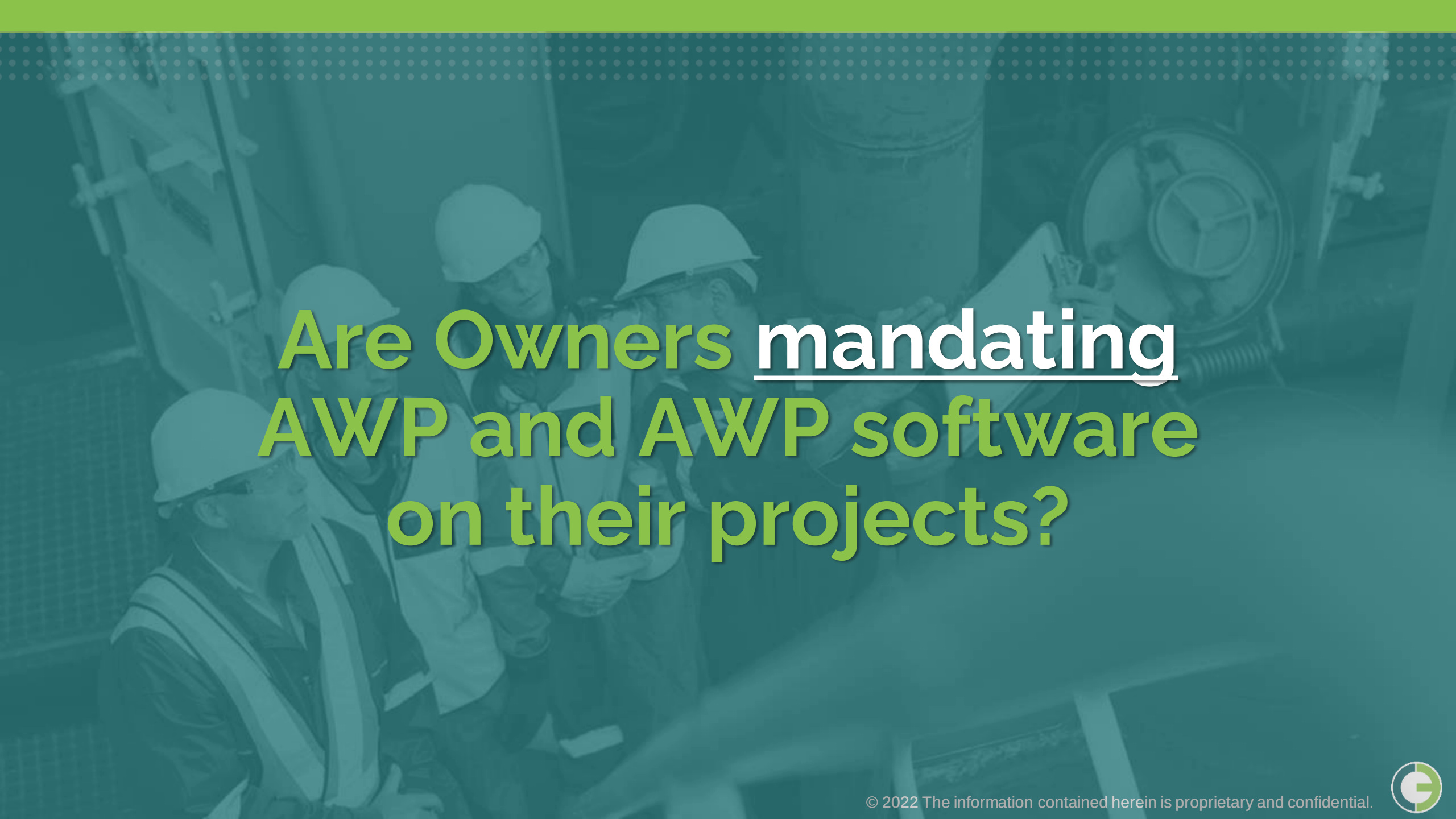
The AWP XChange



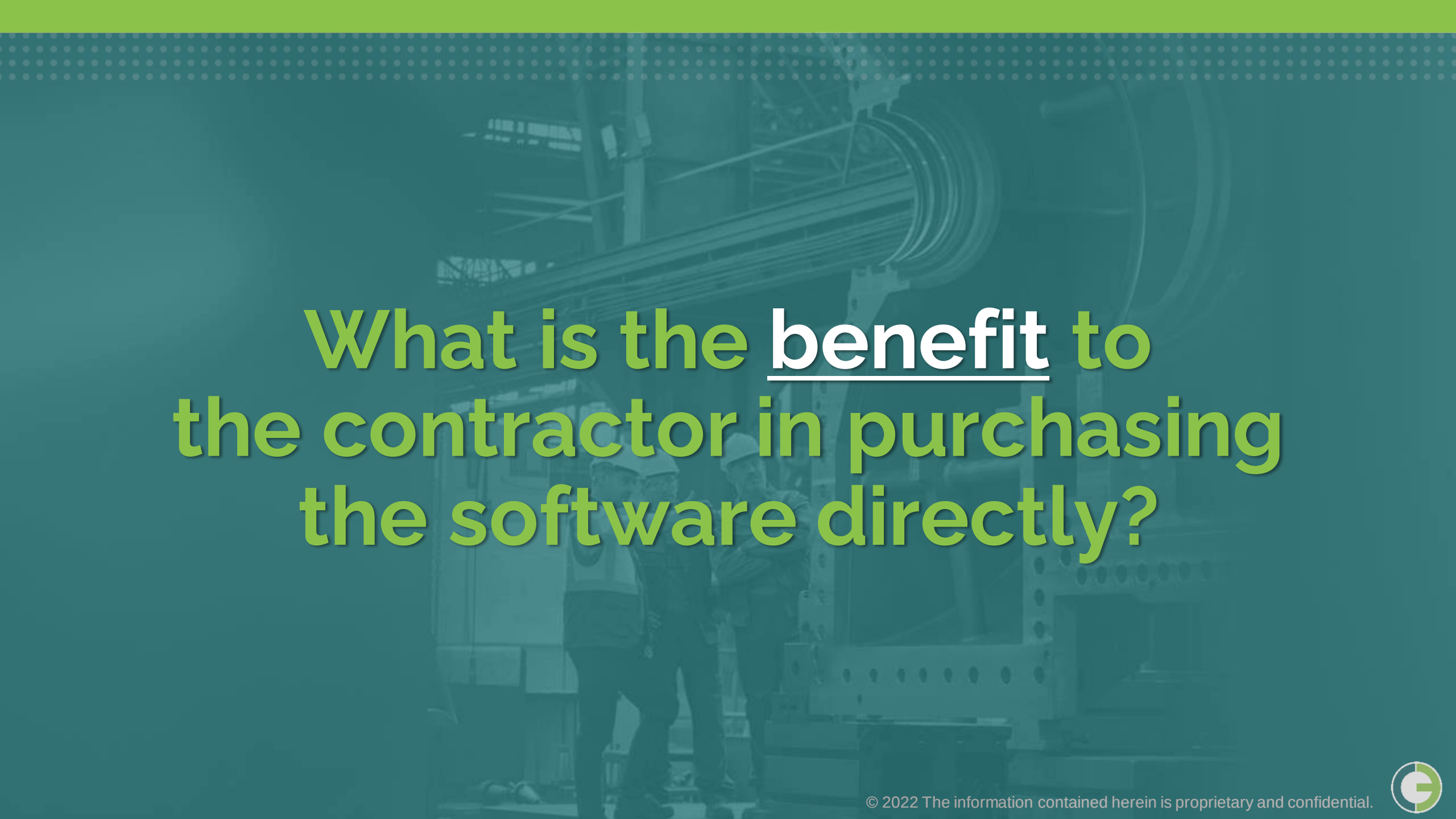
Who typically provides the software for Advanced Work Packaging and Workface Planning on Capital Projects?

Who is generally the purchaser of AWP software?

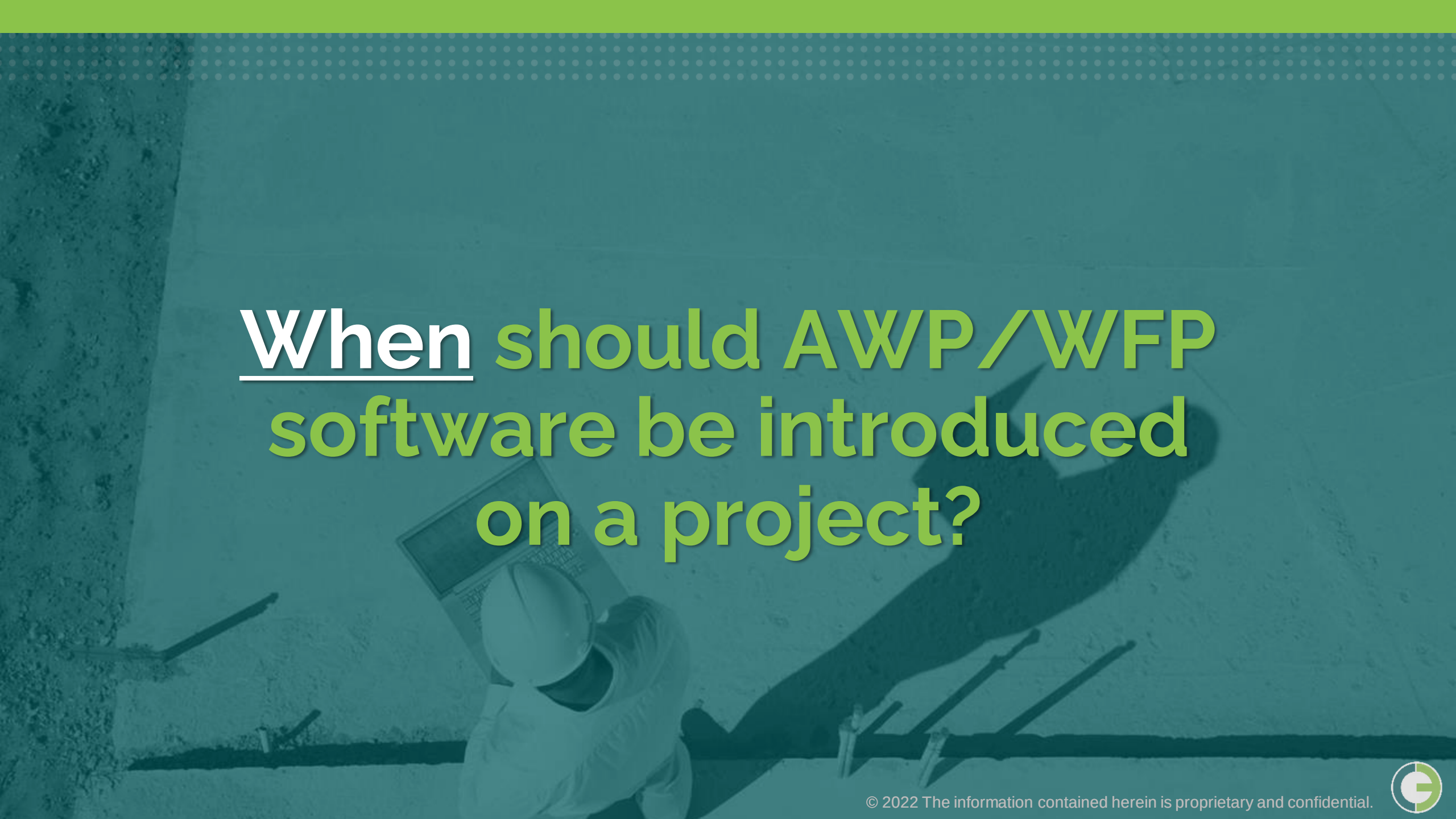


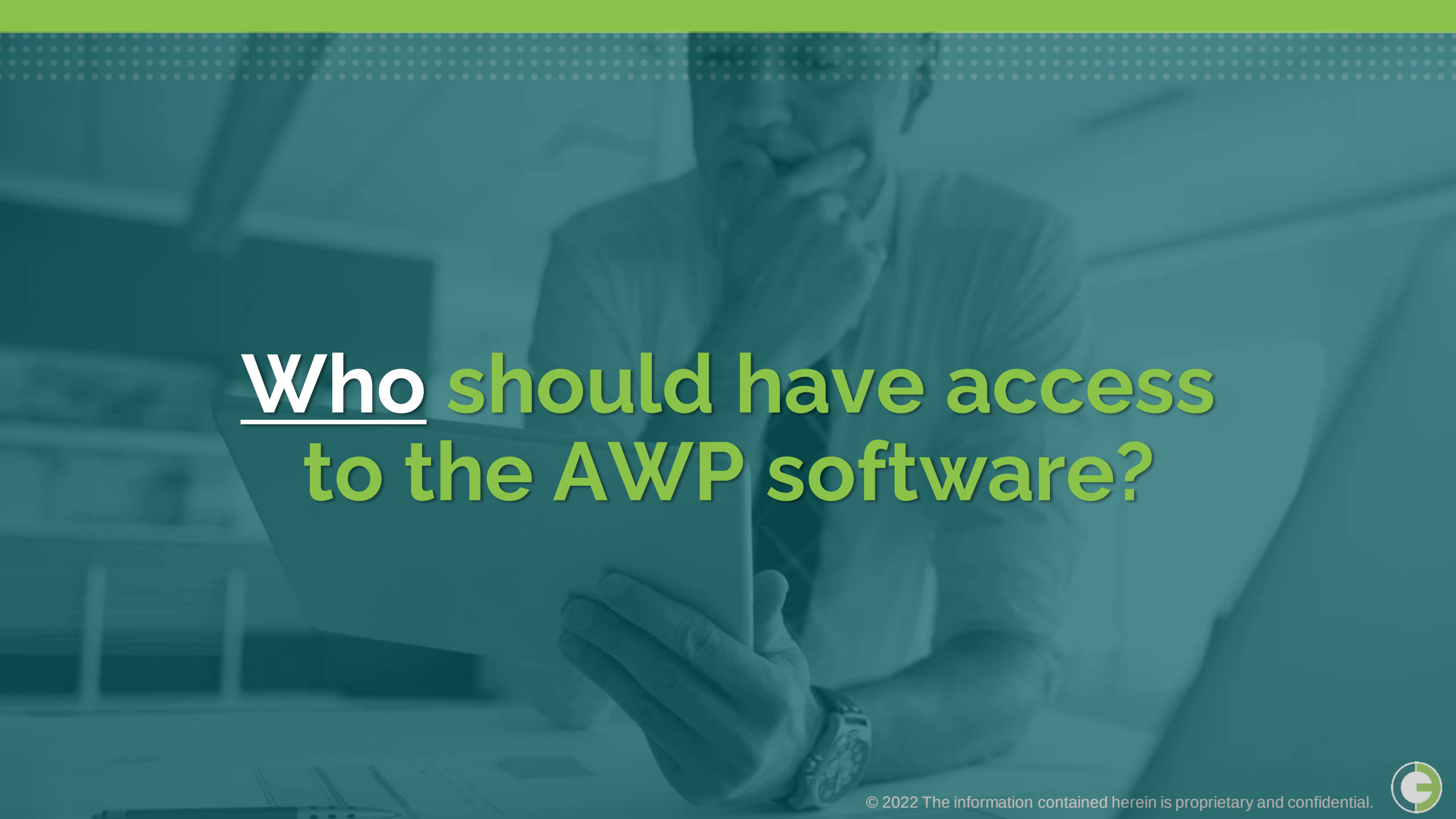


Are you seeing movement from Contractors?



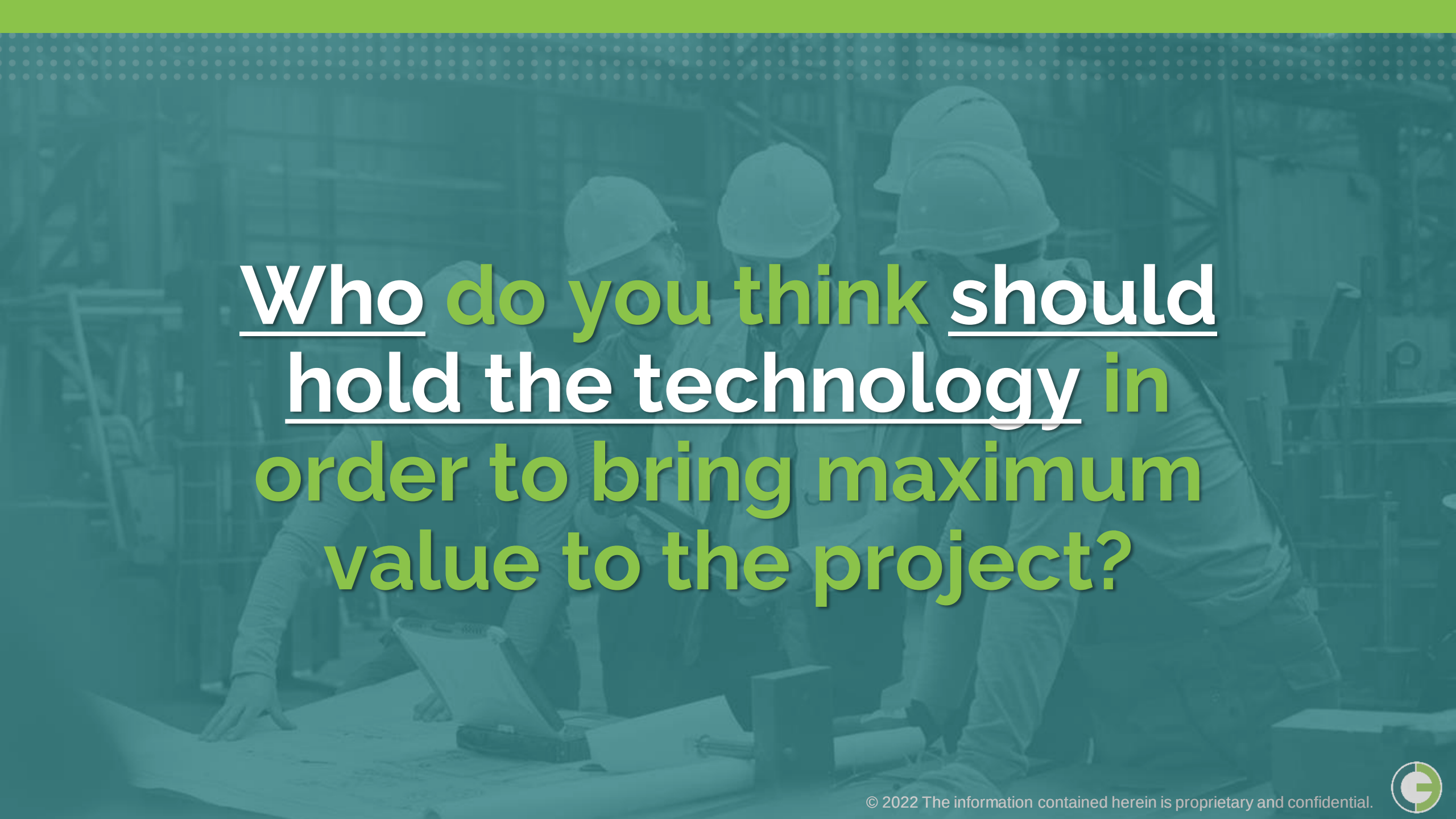
What is the benefit to the contractor in purchasing the software directly?



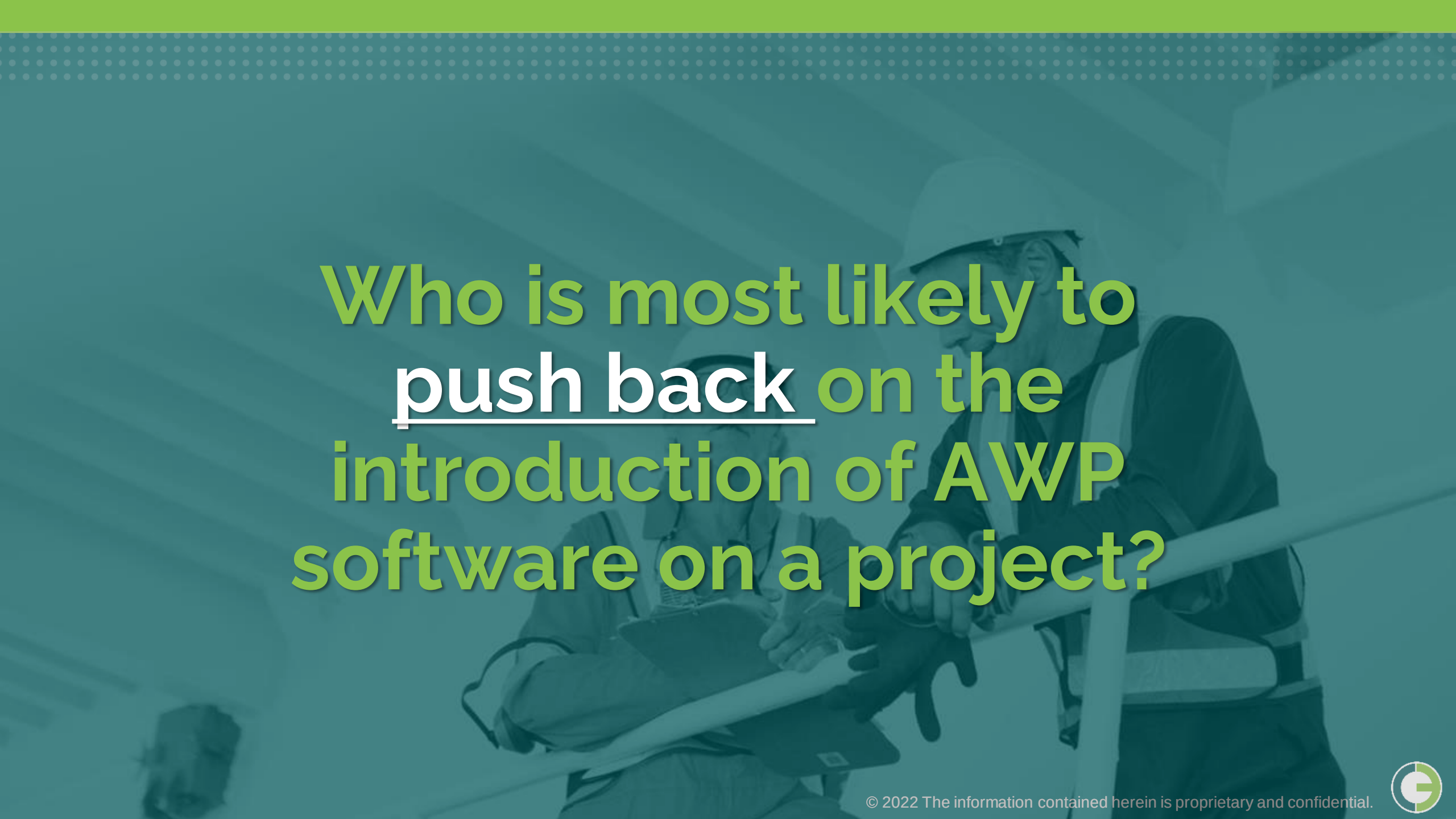


Who should have access to the AWP software?

How is AWP software used differently when purchased by an Owner versus an EPC versus a Contractor?



What if the Contractor doesn't want to share certain information with the Owner or other stakeholders?



PART TWO:

AWP Implementation Tips & Support

The AWP Change™

O3 SOLUTIONS

PART TWO:

Contractual Agreements to Support Collaboration

Contractor Summit

The AWP XChange

Purpose:

Learn how O3 can maximize your opportunity to win more contracts with AWP software.

- AWP in Contracts
- Timing
- Ownership
- Wording of AWP Requirements
- Contractor Assessment
- Questions

AWP In Contracts

- Does AWP language belong in bid documents and contracts?
- Have you ever seen AWP language in a bid or contract?

Contractor Summit

The AWP Change

Contract Language

Timing

AWP requirements need to be identified at time of bid.

Language must be included in all relevant contracts.

Introduction after award is a recipe for failure / change.

Contract Language

Ownership

- Who decides what the AWP requirements are?
- Who decides which contracts they apply to?

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The AWP XChange

Contract Language

Wording of AWP Requirements

- What should be written in the contract?
- Are we seeing consistency in contract language for AWP?

"On this project we will 'build AWPs'"

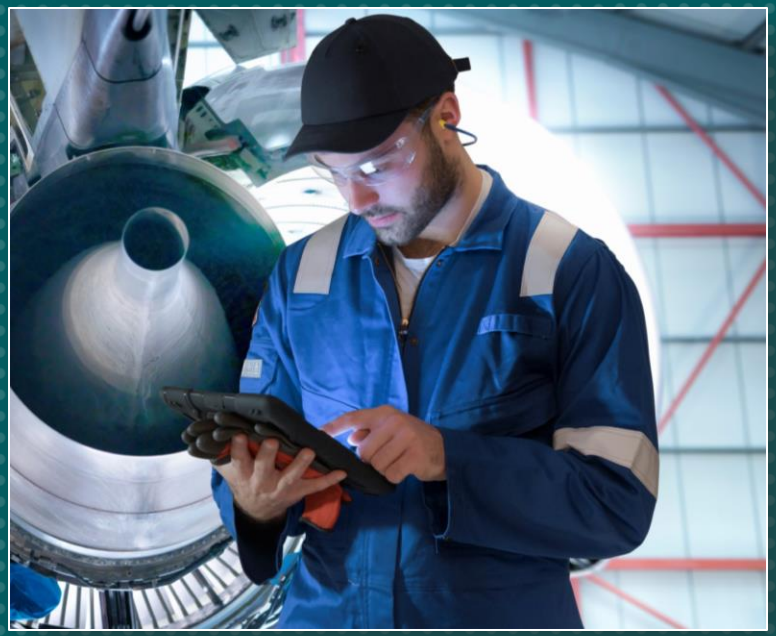
Contractor Summit

The AWP XChange

Contract Language

Contractor Assessment – Pro Tips

- Read the requirements
- Perform a gap analysis
- Guideline vs Stipulation
- Push back (if needed)
- Be honest about experience
- Don’t reply with vapor



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The AWP Change

O3 SOLUTIONS

AWP Implementation Toolkit

Contractor Summit

The AWP XChange

Purpose:

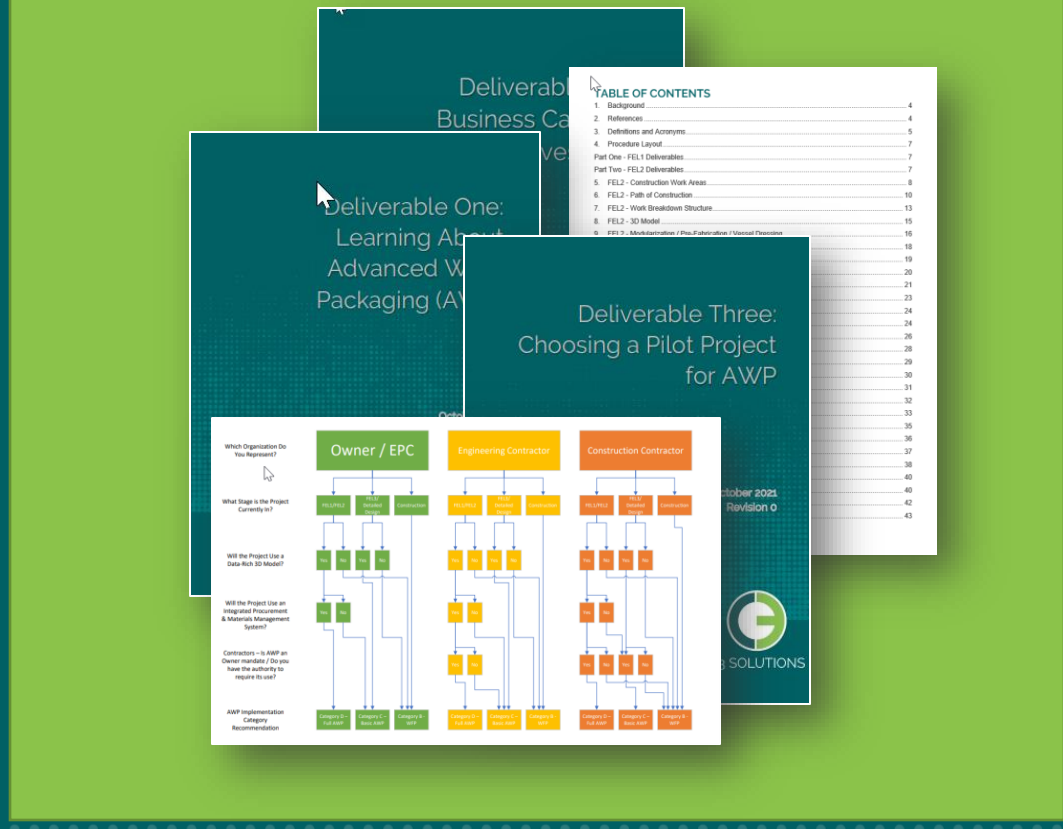
Busting the myth that AWP is difficult to implement and giving you resources to accelerate adoption

Background

- AWP is growing into a global best practice.
- More and more companies are implementing AWP.
- A lot of material is available to help organizations new to AWP.
- But there is no single, step-by-step guide available.

AWP Implementation Toolkit

- O3 is developing an implementation toolkit to address this shortfall.
- Released in a series of publications over the course of the next year.
- Free-issued to the community.
- Rather than a lot of theory, this will be an actual project, albeit a fictitious one.
- Practical examples and real documents.



The AWP Change™

Frequently Asked Questions

- Doesn’t CII do that?
- Is this AWP training?
- What will be included?
- Who should use this material?
- Aren’t there consultants that do this?

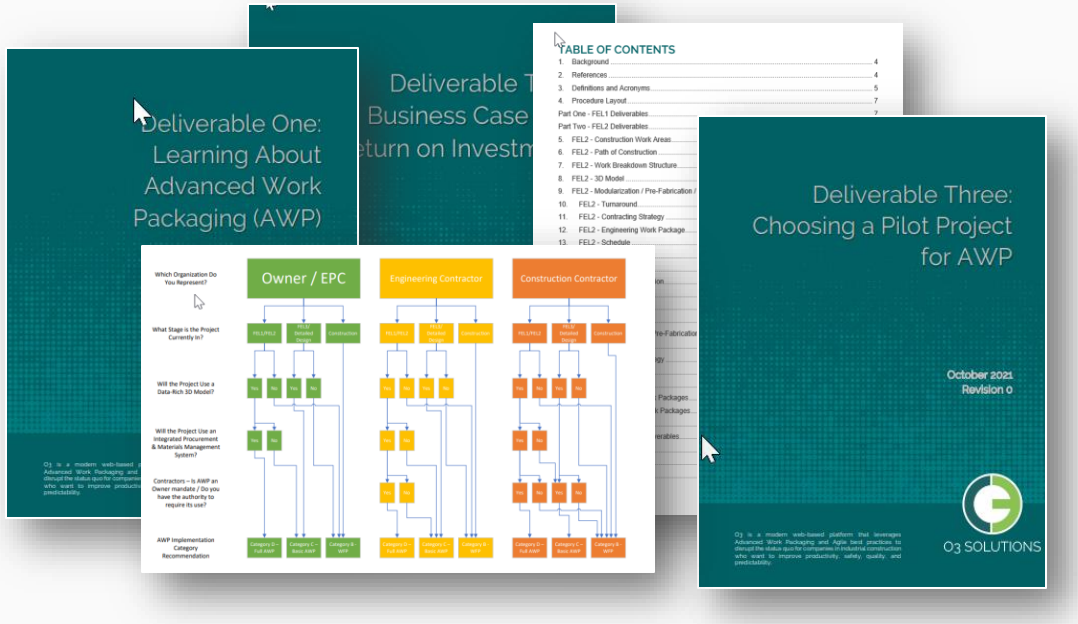
Where can I find the toolkit?

Advanced Work Packaging Implementation Toolkit

Download the following materials discussed in the AWP xChange Sessions.

What is Advanced Work Packaging?

AWP began as a Workface Planning (WFP), and was initially developed in Canada as an effort to reverse declining field productivity by improving execution planning and efficiency. This concept was then extended into a partnership between the Construction Owners Association of Alberta (COAA) and the Construction Industry Institute (CII).



AWP was recognized as a CII Best Practice in 2015. There is a LOT of information about AWP, so it can be difficult to know where to start. Below, we will focus on the key information sources and most easily accessible information.

The intent for this toolkit is to provide help and guidance for people and companies looking to start their AWP journey. Each deliverable will be structured as a logical, sequential part of the process, and the resulting toolkit will provide a step-by-step guide to AWP implementation and execution.

https://bit.ly/AWP-Toolkit-from-O3

WRAP UP:

Key Takeaways

The AWPXChange™

Key Takeaways for the Day

- AWP is a project execution methodology not a construction execution methodology
- O3 is the leading AWP solution with support for the entire project lifecycle
- Leading Owners are requiring AWP by building clear expectations into contracts and bid packages
- AWP is a collaborative process that requires contractors to be successful
- Contractors who demonstrate the ability to support AWP with process and technology will win work over those who do not
- AWP is not as hard as some people would like you to think
- Check out all of the free resources from CII and O3 and you can get started today

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Conclusion

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Q & A
#awpxchangeQA2

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slido

Audience Q&A Session

ⓘ Start presenting to display the audience questions on this slide.

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Are you finding more contractors becoming familiar with AWP in general?