

# Import, install and operate a brand new range of H<sub>2</sub>S and CO<sub>2</sub> safety services on 10 offshore rigs in Brazil while completing personnel training with a tight deadline.

United Safety's quality equipment, exceeding local requirements, was deployed at project start up along with an aggressive nationalization development program.

## Challenge

Meet timelines set out by customer to install and operate H<sub>2</sub>S and CO<sub>2</sub> Detection and Protection Systems on 10 rigs, offshore in Brazil while simultaneously developing a competent local content of 60%.

## Solution

Comprehensive range of equipment and personnel to ensure all local and customer requirements were met for project start up.

## Results

Exceeded customer expectations on equipment, technologies and local content by achieving an impressive 79.35%.

In July 2012, United Safety was awarded a contract to provide H<sub>2</sub>S and CO<sub>2</sub> Safety Services for 10 offshore drilling rigs in Brazil. The customer had a tight deadline and gave United Safety 90 days to mobilize due to urgent operational requirements. This was United Safety's first ever project in Brazil and in conjunction with the massive mobilization of equipment and personnel, United Safety was required to set up all of the required operational infrastructure in Brazil.

## KEY CUSTOMER BENEFITS

### United Safety supplied quality equipment that exceeded local Brazilian requirements

All equipment imported for the project needed to meet customer specifications and Brazilian legislation. Thus, United Safety leveraged its strong relationship with suppliers to meet this large quantity order in a tight deadline. In the current financial climate, manufacturers' do not keep equipment inventory and build equipment only after receiving confirmed Purchase Orders (Just-In-Time Orders). To add to the challenge, some products that were currently approved or available in the Brazilian market did not meet United's strict quality and operational standards. As a result, United Safety worked with their manufacturers to facilitate compliance with Brazilian equipment certification requirements. Not all could be attained through the manufacturers, so United explored INMETRO and CA MTb certification options themselves and worked numerous weeks on setting these up. The brand new range of safety equipment included:

- 2,225 Breathing Apparatus
- 20 Breathing Air Compressors
- 100 Cascade Racks (4,500psi) and related breathing air distribution lines/manifolds
- 30 Full Fixed Gas Detection Systems (H<sub>2</sub>S and CO<sub>2</sub>)
- 25 new personnel added to the United Safety Team

### Setting up human infrastructure in parallel to smooth functioning of the project and in keeping with local HR requirements

From the very first word of award and knowing the challenge ahead, United Safety hired an experienced HR manager in Brazil immediately. This was critical in setting up the human infrastructure and local content required to execute the work at the level required by the customer, local regulations, and most of all to the 'United Safety Quality Standard'.



Brazil

United Safety was responsible for sourcing locals, developing them through its new hire program and local government established courses, deploying them offshore and then ensuring they maintained United's standards on performance through the on-the-job training program.

With the help of the Brazil task force, the Brazil HR team implemented the registration, recruitment, and development of local content while in tandem processing the incoming foreign expertise. The technical teams were also focused on customizing the corporate QMS into a localized Quality Management System that was then implemented in the training delivered to project personnel.

#### **United Safety managed the complicated logistics, licencing issues and importation formalities in a smooth and reliable manner**

Perhaps one of the most difficult parts of the project start up, while managing the equipment assembly process (in Canada and Brazil simultaneously) was the actual equipment importation. This was a constant battle to finalize the 'RADAR' license and deal with Customs and Importation formalities. This took up a significant amount of time prior to the mobilization date. But the 100% commitment from United Safety ensured that this phase of the project was efficiently handled.

#### **Strong financial commitment from United Safety to ensure that sufficient resources were available to procure the required equipment and manage the project effectively**

With direct involvement of the CEO from Day 1 and the corporate finance team, the financial decision to make significant investments in procuring resources to build the 10 offshore H<sub>2</sub>S and CO<sub>2</sub> breathing and gas detection packages was made. In order to get the assembly initiated as quickly as possible, United Safety leveraged its 'Muscle' and was successful in actually rearranging the suppliers' production lines to focus on the order for this project.

#### **Going beyond the requirements of the job**

In order to ensure that the job was a success, United Safety went the extra mile for the customer. An example of this commitment is clearly demonstrated when United' Safety's executive team decided that in order to minimize start date delays, United Safety would incur the cost to air freight the equipment, reducing the transport time from 35 days to 5 days.

#### **RESULTS**

United was able to demonstrate to the customer that every day had been utilized to its fullest. United's commitment was also reflective from the immediate financial investment of USD \$6M in capital expenditures and USD \$1M operational expenditures to get this project launched effectively. With this project, United Safety is now a new service provider to the Brazilian market operating with a quality and expertise that exceeds expectations. The result will be increased standards and expectations for safety on customer work sites and improving production efficiency levels for the customer. Based on the success in tackling this challenge, United Safety is now being considered as trusted advisors and is in discussions on the possibility of doubling the current scope in the future.