



THE IPLOCA NEWSLETTER

MARCH 2018



52nd Annual Convention - London, U.K.

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BENDING HISTORY



This is what experience looks like

POWER: The Maats bending machine program ranges from 16 to 60 inch. The robust and reliable Maats bending machines have the capacity to bend pipes up to 1 inch wall thickness x100 of the maximum loadable pipe-size. The Maats bending machines are the strongest available in the market.

OPERATION: The layout of the machines is simple, operating the machine is easy. Machine settings can be easily controlled and if required easily adjusted.

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IPLOCA Mission

To provide value to members through a forum for sharing ideas, engaging the industry and its stakeholders, facilitating business opportunities and promoting the highest standards in the pipeline industry.

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IPLOCA Secretariat

**International Pipe Line & Offshore
Contractors Association**
Chemin des Papillons 4
1216 Cointrin / Geneva
Switzerland
Telephone +41 22 306 02 30
Fax +41 22 306 02 39
E-mail info@iploca.com
Website www.iploca.com

IPLOCA Newsletter

Editor
Caroline Caravellas
Lay-out
Peter Schoonenberg
Advertising
peter@pedemex.nl
Comments & copy
melinda.steinberg@iploca.com
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IPLOCA Yearbook

Advertising
peter@pedemex.nl
Listing changes
listing@iploca-yearbook.com



Letter from the President

As forecast in our December Newsletter, it looks like we have a busy year ahead of us! The IPLOCA calendar is filling up and we encourage you to participate in as many of the initiatives as possible. In the pages that follow other important deadlines are also highlighted, such as the due dates for submissions for the IPLOCA awards, and your HSE statistics.

As a reminder, the submission of Health, Safety & Environmental Statistics is an obligation of Regular Membership and we also welcome statistics from our Associate Members who have field construction activities.

The online form is available at www.iploca.com along with guidelines and translations to assist you.

A number of regional meetings are being planned this year in locations across the globe, including, Brisbane, Australia; Paris, France; Lima, Peru; and Abu Dhabi, U.A.E. More details regarding these meetings may be found on our website and will be emailed to company representatives in the respective regions.

The Innovation and Membership Committees are pleased to announce a special seminar in April focusing on the collaborative guidelines document, "The Road to Success". This event is designed as an information session for all members and in particular for representatives of companies from our newest category of membership: Corresponding Members.

Arrangements for our 52nd Annual Convention in London are well advanced. This year I am keen to add a new element to the convention programme: Business to Business meetings. During our next board meeting early March, we will be selecting the speakers for the Open General Meetings. You will find more details about the convention on page 19 of this newsletter. Be sure to block the dates in your diary and note that registration will open on 1 June.

For those members wishing to make a submission for the IPLOCA Awards, further details and deadlines are provided on page 18. Three awards will be presented during the convention in London: the IPLOCA Health & Safety Award sponsored by Chevron, the IPLOCA Environmental Award sponsored by Shell and the IPLOCA Excellence in Project Execution Award.

In this newsletter, I am thrilled to put the spotlight on a former IPLOCA president who has dedicated so much of his energy and time to our association and, after 46 years of service, is now enjoying a well-deserved retirement: Jean Claude Van de Wiele.

Best regards,

A handwritten signature in blue ink, which appears to read "Andrew Ball". The signature is fluid and cursive.

Andrew Ball

IPLOCA President 2017-2018

News from Geneva

Membership Certificates

Membership certificates were mailed out in January. If you are the designated IPLOCA Key Representative for your company and you have not yet received your certificate please contact Sarah Junod (sarah.junod@iploca.com).

HSE Statistics Due

The deadline for the submission of statistics is 9 March 2018. It is a requirement of regular membership in the association to provide Health, Safety and Environmental Statistics, so if your company has not yet submitted them, please make sure they are sent right away! Further details are available on page 13.

Change in Business Administrator

On 28 February, Business Administrator, Caroline Caravellas officially handed over to Melinda Steinberg. Caroline is leaving this position to concentrate on other commitments and is grateful for the valuable relationships she has built up amongst IPLOCA's past and present directors, other members and Media Partners. In the immediate future, Caroline will work on ad-hoc communications projects to support the Secretariat.



We warmly welcome Melinda, a dual British-Swiss national with a broad experience in communications, project and event management. Most recently, Melinda worked with the International Federation of the Red Cross & Red Crescent Societies and the International Electrotechnical Commission.

10th IPLOCA Anniversary for Sarah Junod

At the end of January, our Accounting and HSE & CSR Committee Coordinator, Sarah Junod clocked up 10 years of service with IPLOCA. Congratulations, Sarah!

Sister Associations

IPLOCA values and benefits from its relationship with its Sister Associations and when possible representatives from IPLOCA attend their annual conventions.



Pipe Line Contractors Association's 70th Annual Convention

PLCA celebrated its 70th anniversary at the Grand Hyatt Kauai, in Koloa, Hawaii from 13 to 17 February 2018. Other commitments prevented IPLOCA from being represented at this event.

DCA Distribution Contractors Association's 57th Annual Convention

DCA's Annual Convention was held from 25 February to 2 March in Dana Point, California. IPLOCA Executive Secretary, Juan Arzuaga attended, accompanied by his wife Alejandra. The members of the World Federation of Pipe

Line Industry Associations met there to further discussions and exchanges on topics of common interest.



Pipeline Industries Guild's 61st Annual Dinner

IPLOCA President, Andrew Ball and IPLOCA Executive Secretary, Juan Arzuaga have confirmed their attendance at this annual dinner, which gathers the most important companies of the pipeline business in the U.K. and is taking place on 13 March in London, U.K.



Pipe Line Contractors Association of Canada's 64th Annual Convention

PLCAC's Annual Convention will be taking place from 22 to 26 April in Nashville, Tennessee. IPLOCA President, Andrew Ball and IPLOCA Executive Secretary, Juan Arzuaga, will be participating, along with their respective wives, Michelle and Alejandra.



Board Meeting Update

Edinburgh, 7 December

The following are the main discussion points from the December 2017 Board Meeting.

New Committees

The missions for all the committees were presented and it was agreed to post them on the IPLOCA website on each committee page.

HSE & CSR Committee

The deadlines for submissions for the Health & Safety and the Environmental Awards were confirmed as 11 May and 18 May, respectively. Concerning the Health & Safety Shared Experiences Platform, 173 documents had been uploaded and the target for the end of the year had been set at 250, with a target of 500 for the end of 2018. The committee suggested adding the "top contributor of the month" to the website page of the platform to encourage contributions.

The Health & Safety Workshop was well received by the 49 registered attendees and 41 webinar registrations, and included presentations around the theme of humans and machines and the hidden hazards. Workgroups produced recommendations on new health and safety initiatives.

Going forward, the committee proposes to focus on raising the awareness of corporate social responsibility.

Innovation Committee

It was noted that the Novel Construction session held on 25 and 26 October was attended by just over 70 delegates and was also available for the first time via webcast. The chairman of the committee encouraged all members to send company representatives to these sessions.

A discussion took place about holding the Spring Novel session in conjunction with the Pipeline Technology Conference (PTC) in Berlin in March. This was subsequently agreed during a teleconference with the leaders of the Novel Construction workgroups. It was also agreed that IPLOCA should take up the offer from PTC to organise a booth during this event (12 to 14 March).

The committee confirmed that the aim is to start developing an offshore section in "The Road to Success", which will commence as a new chapter and may perhaps turn into another book. However, this is very much dependent on the level of involvement from offshore contractors. The submission deadline for the Excellence in Project Execution Award is set as 25 May and the winner and runners-up will be announced at the convention in London.

Offshore Engagement Committee

The newly created Offshore Engagement Committee presented its first report and confirmed its mission as: "To ensure members in the offshore industry have a voice and are equally represented within the membership of IPLOCA, and to promote innovation, share best practices with the members as a whole."

A number of short-term and longer term objectives were presented, including ideas on how to encourage existing offshore members to be more active in the work of the association and how to attract potential members.

Scholarship Committee

After the pre-agreed 3-year pilot period, the Board approved both the continuation of the scholarship programme and IPLOCA's funding of it for a further 5 years, i.e. until 2023 inclusive. Additional funding ideas are being explored by the committee and these will be discussed in more detail at future board meetings. Several scholarship logos were proposed and one was approved for immediate use.

Membership Committee

The mission of this new committee is “to expand membership of IPLOCA by encouraging participation of Corresponding Members to attract more Regular and Associate Members”

A proposed seminar in Houston was discussed – its objectives being to introduce Corresponding Members (in particular) to “The Road to Success” (RTS) and the Health & Safety Shared Experiences platform, and use this event as a pilot one for future RTS seminars. The meeting (one day with lunch) will be held at Fluor’s Houston head office on 30 April, 2018, which is also the first day of the Offshore Technology Conference (OTC). A draft agenda was presented, which included an overview of IPLOCA and focused mainly on presenting the content of the RTS app. Attendees are expected to consist of representatives of all IPLOCA members in the region.

Conventions

The results of the Mexico City convention questionnaire were presented. It was disappointing to note that only 20.5% of attendees responded to the questionnaire, which meant that the responses could not be considered a fair representation of all convention participants.

The number of first-time attendees continues to increase as compared to last year. The convention app was downloaded by more participants compared to last year: 79% logged in, compared to only 32% at each of the last two conventions.

A call for speakers for the upcoming convention in London would be sent, seeking potential presentations for the Open General Meetings (OGM). The idea of including a panel discussion, during the OGMs was proposed and accepted, with a focus on an HSE and/or CSR theme.

A new element will be introduced to the convention programme in London: Business to Business meetings. It was agreed to move the golf tournament to Wednesday to leave more time in Tuesday’s schedule.

Sponsorship guidelines have been created to formalise what has been a “gentlemen’s” agreement in the past, and to assist the Secretariat in managing the relationship with potential and current convention sponsors.

Treasurer’s Report

Adam Wynne Hughes presented the Treasurer’s report. He reviewed the main costs associated with the various activities undertaken in 2017 and presented the forecast for the year-end. He confirmed that total funds stand at CHF 3.5 M, with solid cash balances. The budget for 2018 states

a loss of CHF 151,500 compared to the CHF 167,000 loss budgeted in 2017. This assumes no new Regular Members, two new Associate Members and three resignations in each category.

2nd Vice President appointed

On 1 December 2017, Iosif Panchak moved from Stroygazmontazh to take on a new position as Deputy General Director at J.S.Welding & Building Company and was duly re-appointed by the IPLOCA Board as Director for Europe Eastern and as 2nd Vice President.

Membership

At the time of the meeting, total membership stood at 249, specifically 96 Regular Members, 129 Associate Members, 16 Corresponding Members, 4 Academic Members and 4 Honorary Members.

Applications:

The following applications for membership were approved:

- **IEnova**, Mexico (Corresponding Member)
- **Polyguard Products**, U.S.A. (Associate Member)
- **Strike LLC**, U.S.A. (Regular Member)

Name Changes:

The following name change was received:

- Nacap Australia Pty Ltd. to **Nacap Pty Ltd.**

Resignations:

The following resignations were received from:

- **Costain**, U.K. (Associate Member)
- **Logstor A/S**, Denmark (Associate Member)
- **Spiecapag Régions France**, France (Regular Member)
- **WorleyParsons**, Canada (Regular Member)

Regional Meetings

The following regional meetings were confirmed:

- Brisbane, Australia on Wednesday, 9 May, the day before the APGA Safety Seminar.
- France, in the Paris area, on 5 June.
- Latin America, during the week of 8 to 12 October (date and venue to be confirmed).
- Abu Dhabi, U.A.E. on a day (to be confirmed) during ADIPEC between 12 and 15 November.

Media Partners

The Board was reminded that IPLOCA members have the possibility of periodically providing editorial content for each of our Media Partner publications.

Next Board Meeting

The next board meeting will be held from 6 to 9 March 2018 in San Antonio, TX, U.S.A..

Member News



ELMED's 70th Anniversary

On 8 January, ELMED Dr. Ing. Mense GmbH celebrated its 70th company anniversary. The family business, in its second generation, has developed over the last few decades into an internationally renowned and sought-after supplier of special products for industrial measurement and testing technology. After moving out of Essen 48 years ago, the products "Made in Germany" are being sold to customers all over the world. Both the progressing globalisation and the constantly growing demand for energy in industrialised and emerging countries have contributed to ELMED's dynamic expansion. After the early beginnings in medical technology, for which the company is still known, the focus is now on high-voltage testing of coatings and linings as well as industrial high-performance stroboscopes. The ISOTEST[®] brand, which is particularly used for passive corrosion protection, is in demand worldwide. For many years, ELMED has been contributing to the longevity, safety and environmental compatibility of existing and future pipelines.

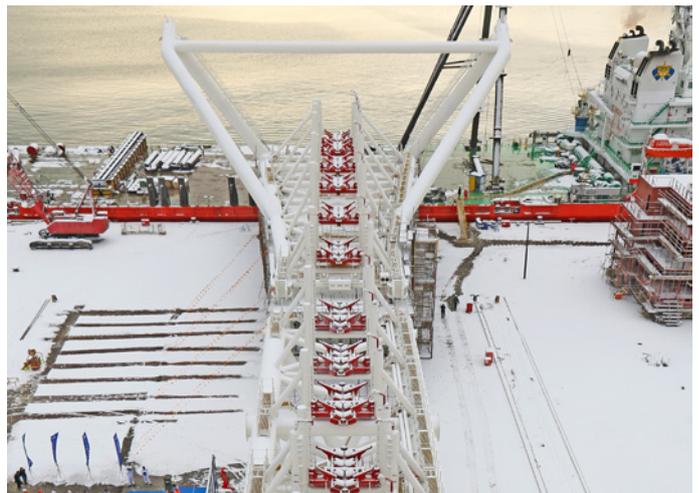
Fluor Corporation Named to the JUST 100 List

Fluor was named to the JUST 100 list by Forbes and JUST Capital for the second straight year. Fluor was also ranked as the most just company in the Industrial Goods category and in the top 25 across all categories. The company believes in conducting business in a socially, economically and environmentally responsible manner to benefit current and future generations. For the second annual listing, Forbes and JUST Capital ranked America's 1,000 largest publicly-traded companies on the issues that Americans care most about. Companies are ranked on specific themes such as worker compensation and well-being, customer treatment, product impacts, environmental footprint, supporting communities, generating jobs, behaving

responsibly in sourcing and supply chains and more. The rankings are based on a survey on public attitudes toward corporate behaviour that involved more than 72,000 Americans over the past three years. The JUST 100 list features the top 100 companies across all industries. The JUST Capital rankings debuted in 2016. Fluor was also named to the JUST 100 and ranked as the most just company in its category in the inaugural list.

Goriziane's Stinger Ceremony

On 12 December 2017, the ceremony to celebrate the completion of the stinger for the pipe laying vessel YS5000 of Yantai Salvage Bureau took place in Yantai, in the northeastern Shandong Province, China. The project was awarded at the end of November 2016 and it took about 15,000 hours of engineering and 290 days of construction. The innovative 3-ramp stinger, with a maximum length of 110 m, the widest part of 39 m, highest part of 25 m and with a total weight of 1428 tons, has been designed and manufactured in full accordance with international standards, meeting the customer's deadline.



The stinger has been shipped to Shanghai, where it will be assembled on the vessel. Goriziane has also supplied the pipe handling system, the stinger handling system, the variable length linkage, the firing line umbilical management system and the welding equipment for double joints. This major delivery occurs during Goriziane's 70th anniversary year.

J. Murphy Wins National Grid Gas Asset Contract and New CEO Takes Charge

J. Murphy & Sons Limited has been awarded a GBP 13 million "design and build" contract by National Grid to replace and refurbish assets on the national gas transmission system. Starting in mid-January 2018, the work, which is part of National Grid's "AGI Renovation

Campaign”, will identify and upgrade ageing assets on the high pressure gas system across an area from Exeter in the Southwest, Kings Lynn and Cambridge in the East and Bishop Auckland in the Northeast. This award follows on from previous work to refurbish valves for National Grid which was successfully delivered by Murphy. Murphy’s in-house welding service in Leeds will also play a vital role in the project, delivering onsite and offsite inspection, specialist assessments, assembly testing and offsite fabrication. National Grid’s Gas Transmission Delivery team is investing in the maintenance of their existing assets to make sure there is a safe and secure gas supply for customers, and to make sure they comply with the latest specifications and legislations. Planning is already underway for the next phase in 2019.



Murphy also appointed John Murphy as its new CEO in January. He was previously the company’s chief operating officer, responsible for leading the group’s operations in the U.K. and abroad. Previous CEO, Steve Hollingshead, will take up a role as non-executive director on the company’s board.

Construction continues on Jemena’s vital Australian gas link

Jemena’s Northern Gas Pipeline (NGP) is a significant Australian national gas security project, for the first time linking vast gas fields in Northern Australia with rising east coast gas demand. Jemena secured the tender to develop the project from the Northern Territory (NT) Government in November 2015. The pipeline is a 622 km long, 12” Australian Standard AS2885 steel gas pipeline between Tennant Creek, in the NT, and Mount Isa, in Queensland (QLD). The project also includes a start of line compressor station with processing equipment, and an end of line compressor station. Construction began on the NGP in May 2017. More than 900 jobs will be created on the NGP, with in excess of 600 jobs expected to be filled by local people. Approximately 200 contracts have been awarded locally.

Jemena has worked closely with government, local communities and traditional owners in remote regions to ensure the project provides tangible benefits and leaves a legacy. Jemena has ensured a major focus on engaging local Aboriginal people through whose land the pipeline traverses. The project has been challenged by being built in a time which coincides with a hydraulic fracturing moratorium in the NT. This has resulted in challenges



to securing approvals and land access. Jemena’s active local community work has been fundamental to achieving the necessary approvals and social licence to allow this vital project to proceed. At the end of 2017, 403km of the pipeline had been constructed and the facilities construction was well underway. The NGP will begin operating at the end of 2018.

JES Pipelines Opens its Newest Office in the U.S.A.

2018 is expected to bring exciting opportunities for JES Pipelines, with the opening of a new branch in Houston, Texas, U.S.A. in January. With this move, the company expands its presence in North America that started with the opening of an office in British Columbia, Canada last year. At the same time, Mark Werner and Rick Odegard join the JES Pipelines worldwide team. Mark and Rick have had distinguished global careers in the pipeline inspection industry with over 40 years of combined experience that includes all aspects of the business, from the field to corporate executive management and they will focus on the business development of JES Pipelines in North, Central and South America.

Kalpataru Power Transmission Limited (KPTL) Awarded the Mangala Intra-field Pipelines Augmentation Project

Kalpataru Power Transmission Limited (KPTL) was awarded the Mangala Intra-field Pipelines Augmentation Project by M/s Vedanta Limited (Cairn Oil & Gas) in January 2018. The contract value is USD 67.50M. Mangala Field, located near Barmer in Rajasthan, India, is a major crude oil production field operated by Cairn Oil & Gas. To increase the production from 18 existing well pads at Mangala, an additional network of intra-field production fluid (600), power fluid (1500) & injection water (900) pipelines is required. The

contract involves design, engineering, procurement and installation of new pipelines (from 12" to 30") along with loop lines, connecting well pads and the Mangala Processing Terminal. The entire project of proposed facilities is a brown field job and requires extreme care to be taken during engineering as well as construction phases so that the existing facilities continue to be up and running until completion of this contract with minimum production loss. The contract is expected to be completed by March 2019.

3 Vulcano XXL by Laurini Officine Meccaniche Employed in the "Atlantic Sunrise Pipeline" Project, Pennsylvania



Laurini Officine Meccaniche inaugurates 2018 with important news. Following the development of the new machine last year, as many as three Vulcano XXL have crossed the Atlantic ocean and have been put into service on the "Atlantic Sunrise Pipeline" 42" project under construction in Pennsylvania for Williams Transco. The three machines built by Laurini Officine Meccaniche are operating on two different construction sites managed by Latex Construction Company and Henkels & McCoy.

The superscreen Vulcano XXL is the latest version of Vulcano 2.0, a bestseller in the pipeline world that has reached 100 machines in use at worksites all over the world. As its name implies, Vulcano XXL is larger, and weighs about 30,000 kg. Fully assembled, it is 3.5 m wide. Created to respond effectively to the different types of terrain and the many configurations of the track, Vulcano XXL is a "special edition" that is ideal for big projects, considering its optimum performance that guarantees a consistent increase in production, about 320 m³/h, or 30% more. The end users are extremely satisfied and the dealer CRC-Evans has expressed the intention to confirm an order for additional Vulcano XXL machines. More shipments are expected to be heading towards the U.S. coasts.

Polyguard Record Sales

Polyguard Products Inc. announced that 2017 marked its 25th consecutive year of top line sales growth for the company. The company said this is a credit to its diversity, the quality of its manufacturing practices and, most importantly, the employee owners who take so much pride in the work they do every day. Polyguard's streak began in 1992 and has withstood the financial ups and downs of the various markets Polyguard serves, including several nationwide recessions. The leadership in place at Polyguard credits this to several factors that make Polyguard a unique company, highlighted in the company tagline: "Employee Owned. Innovation Based. Expect More". As a result of these increased sales, Polyguard more than doubled its manufacturing capabilities by moving the majority of its manufacturing facility to Corsicana, Texas, U.S.A. to keep up with demand.

SPAC Designs a New Sandblasting Device to Improve Work Conditions and Limit Environmental Impact

SPAC has developed a vacuum sandblasting controlled system (ISAC- "Installation de Sablage à Aspiration Contrôlée") to meet on-site operators and management's request for a system that would create a safer environment for sandblasters to work in, provide better visibility during sandblasting operations and be more environmentally friendly. The new system consists of a vacuum cartridge filter system set up on the track carrier which is lifting the sandblasting cabin. Vacuum hoses are set up along the crane arm between the cabin and the vacuum system. Managed by SPAC's Equipment Direction, the design and production of ISAC involved several SPAC services: onsite teams, HSE team, in-house workshop and engineers, all committed to develop a device to improve work conditions. In May 2017, a prototype was successfully tested on Val de Saône, a major French pipeline project. After some modifications provided by the field operators, the system is now working effectively



every day on the RGM (Renforcement Gascogne Midi) site, regardless the weather conditions. ISAC provides immediate comfort to the operator and ensures that the sand and dust is wholly collected, removing the sandblasting impact on the environment.

MAX STREICHER GmbH & Co. KG aA Participates in Val de Saône Pipeline Project



MAX STREICHER GmbH & Co. KG aA is carrying out parts of the Val de Saône project for GRTgaz S.A., in a joint venture and is responsible for lot 4 east of Dijon, capital of the Bourgogne region in France. Lot 4 extends over a length of approximately 36 km and the pipeline has a diameter of 48". Due to mainly coarse gravel soil, dewatering with deep wells is necessary. This means that 1,250 deep-wells and 8 km 32" water discharge lines have to be installed, covering a total of 12.5 km pipeline trench. Moreover, about 6 km of the pipeline pass through rocky ground. In addition to laying the pipeline, the contract includes the execution of twelve microtunnel crossings and several valve stations. The project will be completed by the end of June 2018. The total length of the pipeline is 190 km and as part of the project, interconnection stations are being created and the compressor stations in Voisines, Palleau and Etrez are being expanded. The objective is to guarantee the national gas supply as well as distribution and in particular to develop the north-south direction of gas transport in France.

Tekfen's Role in Shah Deniz Stage 2 Project's Off-shore Platforms

The "Shah Deniz Stage 2" project is one of the biggest gas development projects in the world, focusing at European Energy Security by transporting natural gas through the South Caucasian Pipeline (SCP & SCPX), Trans Anatolian Natural Gas Pipeline Project (TANAP) and Trans Adriatic Pipeline (TAP). Upon completion of the "Shah Deniz Stage 2", 16 billion m³ per year (bcma) will be added to the

currently produced 6 bcma under Shah Deniz Stage 1. In order to increase production capacity, two more off-shore platforms called the "Shah Deniz Bravo (SDB) Platform Complex" are installed offshore in the Caspian Sea in a water depth of 94m. The fabrication and hook-up of production and risers platform (SDB-PR), quarters and utilities platform (SDB-QU) and a bridge linked to the SDB-PR are undertaken by Tekfen, Azfen (Tekfen & SOCAR's Joint Venture Company) and Amec Foster Wheeler. SDB-PR will receive the well production fluids, and process and export them to the onshore terminal through separate gas and liquid pipelines. The SDB-PR platform topsides unit weighs about 15,900 tons and is 100m long by 60m wide with its 133m-long flare tower. In addition, the SDB-QU topsides unit weighs about 10,100 tons with a bridge weight of about 400 tons. All the "Shah Deniz Bravo Platform Complex" has been made in "Bayil Yard" in Baku by using local infrastructure and manpower. Two topsides units have been successfully sailed away and installed in recent months. After the completion of the onshore part of the "Shah Deniz Stage 2" project (95% completed as of December 2017), which is also undertaken by Tekfen, the first gas is expected to be produced in 2018.

New Tesmec 1675 EVO Trencher in the Val de Saône Gas Pipeline



A new section of the 48" natural gas pipeline connecting Etrez (Ain) and Voisines (Haute-Marne) has been completed. For this project, Bertet Sarl, a customer of Tesmec S.p.A. from the past, deployed a trenchers fleet composed of one Tesmec 1150 Rock Hawg surface miner, one Tesmec 1150 ChainSaw with 0.70m width configuration, two Tesmec 1475 chains with 0,80m and 1,05m width configurations, and a brand new Tesmec 1675 EVO equipped with 1.83m width chain. The 1150 Rock Hawg is a surface miner designed for hard rock conditions with a 3m width cutting drum. It was employed to level the rock portions of the right of way. The 1675 Chainsaw EVO, with the ability to reach an

extremely low digging chain speed of 47m/min, is designed to maximise performance in hard rock and minimise the digging teeth wear rate. To increase their performance, the chainsaw machines worked using the pilot trench method (PTM), which consists in first excavating a smaller ditch with a small digging chain and subsequently enlarging the ditch to the final requested size with a larger machine. The

PTM optimises the trencher fleet use during its working life while increasing the final advanced performance and reducing costs. The trenchers fleet excavated a total of 43km of which approximately 40km in rock, in less than 8 months from March 2017 to October 2017, producing on average 500ml per day. The project was completed within the requested deadline.

Membership Centre

New Corresponding Member



Sempra Energy's Mexican subsidiary, **Infraestructura Energética Nova, S.A.B. de C.V.**

(IEnova) develops, builds and operates energy infrastructure in Mexico. With almost 900 employees and more than USD 7 billion* invested, the company's presence spans multiple business lines within the value chain of the energy sector open to private investment in Mexico. IEnova was one of the first and largest private companies to invest in the energy sector in Mexico following the reforms that allowed the participation of the private sector in natural gas pipelines, storage and distribution. It is the first private energy company to be listed on the Mexican Stock Exchange and the only energy company to be part of the Mexican Stock Exchange Sustainability Index. Currently it is present in 14 states in Mexico including those states bordering the U.S.A. IEnova owns and operates various natural gas, LPG and ethane distribution, transportation and storage systems as well as a natural gas combined-cycle electricity generation plant, three solar farms** and two wind farms.

**At the end of 2016, including projects in operation and construction ** Solar farms in construction*

Infraestructura Energetica Nova S.A. de C.V. (IEnova)

Paseo de la Reforma 342 Piso 24
Col. Juárez C.P. 06600
Ciudad de México
Mexico
www.ienova.com.mx

New Regular Member



Strike is a leading pipeline, facilities, and energy

infrastructure solutions provider, offering a full range of integrated engineering, construction, maintenance, integrity, and specialty services across North America. The company's

end-to-end solutions span the entire oil and gas lifecycle, and ensure that the customers' product moves from point A to point B quickly, safely, reliably, and with certainty. Founded in 2003, Strike has grown quickly to become a leader in the industry. With a commitment to doing what's right for its customers, employees, and communities, the company strives to build long-term relationships with everyone they work with, rooted in integrity, safety, and quality.

Strike LLC

1800 Hughes Landing Blvd., Suite 500
The Woodlands, TX 77380
U.S.A.

T +1 888 353 1444 **F** +1 281 353 9091

info@strikeusa.com www.strikeusa.com

New Associate Member

Polyguard Polyguard Products specialises in products which protect

surfaces and structures from moisture, water, or other undesired substances. The company is an industry leader in the production of self-adhesive protective coatings for engineering and construction. Polyguard Products has manufactured underground pipeline coating systems for buried pipelines since 1953. The specialty product, the RD-6 coating system, proven in the North American market for 30 years, is a field-applied coating that is non-shielding to cathodic protection currents in case of a disbondment from the substrate. Polyguard Products celebrated 25 successive years of sales growth in 2017 and prides itself on innovative technologies that differentiate it from mass market products.

Polyguard Products

4101 South Interstate 45
Ennis, TX 7519
U.S.A.

T +1 214 515 5000 **F** +1 972 875 9425

nate@polyguard.com www.polyguard.com

Health, Safety, the Environment & CSR



New Member of the HSE & CSR Committee

The HSE Committee welcomes its newest member: Melvyn Atkins.

Melvyn is based in the U.K. and has been Global HSE Manager for Pipeline Induction Heat (PIH) since August

2017. Since that time, he has worked with PIH project teams both onshore and offshore to develop a positive HSE culture throughout the business with a key focus on leadership and employee engagement. In addition, he now has an advisory involvement as part of the PIH CSR consultative team.

Health, Safety & Environmental Statistics Required of All Regular Members

As a condition of membership, Regular Members are required to submit their annual health, safety and environmental statistics to IPLOCA, such that aggregate statistics for the industry can be collected and monitored. We welcome this information also from our Associate Members who have field construction activities.

The single, online form, along with guidelines and translations in French, Russian and Spanish, are available at www.iploca.com. The returns should cover pipeline construction sites or offshore operations and all infrastructure-related projects. The deadline to submit your 2017 Health, Safety and Environmental Statistics Returns is 9 March 2018. So if you are representing a Regular Member

and you have not yet sent in your statistics, please do so immediately. Returns are confidential documents and are not shown or passed on to any third party, other than the HSE & CSR Committee working within the IPLOCA Office in order to produce the annual statistics reports.

Health & Safety Shared Experiences Platform

We welcome and encourage all industry players to share their experiences and invite you to learn from the experiences of others, by visiting www.iploca.com/safetyplatform.

The target set by the HSE & CSR Committee for 2018 is to upload 500 documents by the year-end. The contributor of each month is now given visibility on our website - special thanks go to SICIM and U.S. Pipeline for their recent contributions! A complimentary notification service is available which highlights the latest documents that have been uploaded. If you haven't done so yet, sign up by simply clicking on the link available on www.iploca.com/safetyplatform, or send an email directly to sarah.junod@iploca.com.

2018 Safety Workshop

Tuesday, 23 October in Geneva, Switzerland

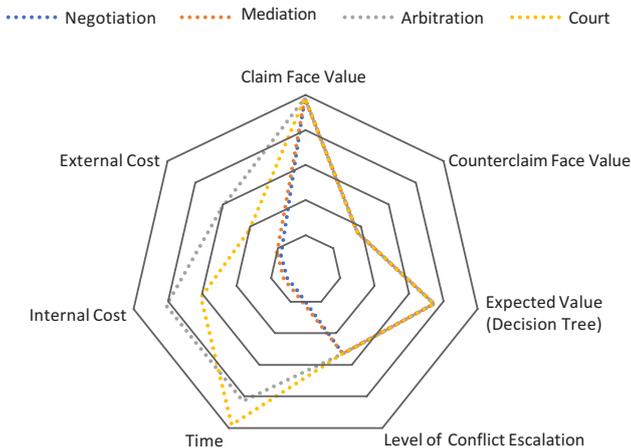
Mark this date in your diaries and watch this space for more information in future editions of this newsletter.

How to Avoid Commercial Disputes: Prepare for Them

Jean-Christophe BARTH-COULLARÉ, Dipl.jur., EMBA, Bankkaufmann, accredited Mediator and Vice-President of the Swiss Chamber of Commercial Mediation; he presented on dispute avoidance at the Novel Construction Session in October 2017.

Numerous commercial negotiations are led as a power game in which two sides are systematically opposed. Compromise becomes difficult because usually one side loses face. Such commercial posturing risks harming the "psychological contract" between the respective stakeholders.

My personal observation is that often senior management will change its oppositional approach to negotiations only when it's too late, and the cost of doing nothing is higher than the cost of changing. The cost of doing nothing can harm the reputation of an organization, damage the trust relationship between the parties, affect corporate morale, or reduce the efficiency of teamwork. While planning the outcome of a commercial claim is difficult, organizations can establish behaviors that will increase their probability of success, reduce their exposure to conflict, and make



Conflict Spider - Source: cf. U. Hagel, Zeitschrift für Konfliktmanagement 4/2014, p. 112

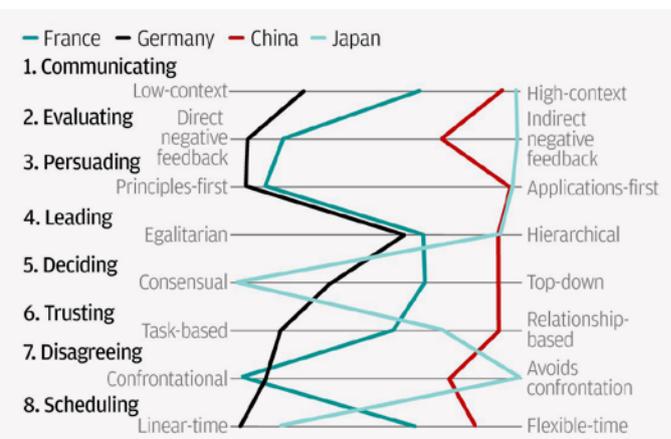
them more resilient. To abandon commercial posturing is to choose to avoid disputes, in particular by being prepared for conflict and by anticipating and managing expectations. A good way to evaluate your business case to avoid disputes is to draw a “conflict spider” to visualize all the elements that have a bearing on the management of a potential dispute. These could include: claim face value, counterclaim face value, expected value, level of conflict escalation, time, internal cost, external cost, and the impact on the relationship between the parties.

Not all factors are straight forward nor is it easy to capture the state of the psychological contract, but this assessment recognizes how key players are connected and ensures that they are engaged. Adopting a project culture of very high quality communication is essential to ensure that a complex long term contract, such as a Pipe Line or Offshore construction contract, is carried out in the best cooperative manner by all stakeholders. This can be done by agreeing on a team collaboration charter on how to communicate to avoid disputes that could reduce efficiency. It is also necessary to pay attention to cultural preferences and values to avoid disputes, such as different concepts of time, bargaining, or criteria for evaluating ideas.

Any complex project would benefit from creating a secure space where honest conversations and mutual understanding can take place. Erin Meyer attempts to map these cultural preferences across eight scales of behavior, as shown on this page. Other strategies to address disputes before they happen include:

- Visualising your contract and creating a cross-functional obligation matrix.
- Designing smart dispute resolution systems in order to agree upon and test escalation mechanisms, so that any emerging disputes are resolved quickly and with minimum effort.
- As a rule of thumb, factor in 1% of overall cost as a dispute prevention contingency during the tender period. This will likely be much lower than the potential cost of any legal proceedings.

It may seem like a paradox to prepare for a dispute when you want to avoid it, but the better prepared each side is to manage a dispute the less likely it is they will have to deal with it. Very high quality communication, proper team alignment and preparedness are the recipes to avoid disputes and successfully manage complex projects and commercial relationships. Dispute resolution preparedness should be a top priority for project managers everywhere.



Cultural Preferences In Managing Chart - Source: Professor Erin Meyer, The Culture Map, 2014.

Innovation Committee

The Innovation Committee is dedicated to explore, develop and deliver new ideas, technologies, equipment and processes that add value to the pipeline industry.

It provides a forum, leadership and guidance to foster these innovations and inform the IPLOCA membership about the current technology and trends affecting the pipeline industry.

IPLOCA at the Pipeline Technology Conference

For the first time, IPLOCA will have a booth at PTC, which will be held from **Monday 12 to Wednesday 14 March** in Berlin. We would be delighted to have you and your colleagues visit booth 70 and share your experience as a member of IPLOCA. For further information on PTC, please visit their website: www.pipeline-conference.com. Daniel Gasquet, our consultant for the IPLOCA Innovation Committee will give a presentation on the afternoon of Tuesday 13 March, entitled “Fostering Innovation in the Pipeline

Industry". In addition, we will take advantage of this opportunity to hold the Novel Construction Initiative Spring Session in Berlin as a side event.

Novel Construction Spring Session

The Novel Construction Initiative's Spring session will be held from **Thursday 15 to Friday 16 March** at the Mercure Hotel Tempelhof, Berlin. The agenda and registration details are available at www.iploca.com/novelsession.

These sessions serve as an open forum for member and non-member companies to present their newest developments within our industry and are an opportunity for the workgroups to meet and discuss their contributions to the live document, "The Road to Success", now available as an app. If you are interested in presenting any new or innovative developments, please do not hesitate to contact novel@iploca.com or juan.arzuaga@iploca.com.

New contributors to the workgroups are welcome, so should you be interested in helping to keep this important tool up to date, please advise the appropriate group leader via novel@iploca.com.

Planning & Design: Criss Shipman (GIE)

Earthworks & Crossings: Paul Andrews (Fluor)

Welding & NDT: Gustavo Guaytima (TransCanada)

New Trends & Innovation: Mustafa Abusalah (CCC)

Coatings: Somaieh Salehpour (Shawcor)

Environment: Sue Sljivic (RSK)

Logistics: Bruno Pomaré (Spiecapag)

Pre-commissioning: Vincenzo Calabria (Sicim)

Bending: Geert Dieperink (Maats)

Health & Safety: Alain Gauthiez (Spiecapag)

Sharing our Pipeline Construction Collaborative Initiative - Houston, 30 April

A new seminar is being organised on the first day of the Offshore Technology Conference (OTC) in the Fluor offices, 1 Fluor Daniel Drive, Sugar Land (nr. Houston), Texas from 8:00 to 17:00. The focus of this event will be to provide a brief overview of IPLOCA's initiatives, but more importantly leaders of each Novel Construction Initiative workgroup will explain the innovative information contained within "The Road to Success" app and the future developments currently being worked on.

This seminar is open to members and guests, in particular, representatives of our Corresponding Members would be most welcome. The agenda and further details will be posted on our website: www.iploca.com.

Will Rising Oil Prices Feed a Shale Boom?

Jonathan Green, international upstream consultant, business analyst and presenter; senior associate of IMAP Systems, an Australian portfolio management consultancy.

Shale's resilience has relied on the capital markets' willingness to fund cash-flow deficits. This is no longer the case.

Funding Challenges

WTI crude oil has steadily risen above USD 40/bbl since mid-2016, reaching USD 66/bbl at time of writing: 25% above January 2017 levels and 50% above mid-year lows. However, most shale companies still struggle to return profits. Shale players claim break-even at USD 40/bbl and forecast major production increases as WTI moves beyond USD 60/bbl. However, break-even represents well cost and not the entire corporate burden. Major investment step-changes need to take into consideration total corporate overheads as well as the inevitable rise in cost of goods and services.

Since the shale boom began a decade ago, investment has consistently exceeded returns as investors rewarded production and reserve gains rather than profitability and returns. Bloomberg estimates cashflow deficit from the main

shale basins has exceeded USD 15 billion every year since 2014, implying eye-watering levels of corporate debt and potentially irrational shareholder expectations. The industry is now renegotiating maturing debts, pushing them into an optimistic future requiring USD 70+/bbl and significant profits. Shale oil funding through equity and public debt jumped to USD 100 billion in 2016, of which USD 30 billion was public equity. Bloomberg forecasts a one-third drop in public equity financing in 2017. In response, a focus on cashflow, debt reduction and, significantly, shareholder return replaces growth in reserves and production.

Productivity Challenges

The rate of shale profitability gains is waning and production costs rising. The Energy Information Administration (EIA)'s 2017 drilling productivity report shows stagnating or declining productivity per rig, whilst service costs have risen. Advanced technology has improved initial production rates but may reduce ultimate recovery. A recent MIT study of Bakken wells attributes 50% of production gains from sweet-spot drilling and only 50% to technological. An early study challenges the EIA's shale oil growth estimates, suggesting compounding annual forecasting

errors of 10% due to the move out of the sweet spots. Expectations that the current oil price increase will trigger another major shale boom may therefore be misguided. There are three factors in particular to consider: the upward pressure on services costs; the likelihood that rigs and crews brought back into service will be less efficient; and that operations will expand outside of basin sweet spots.

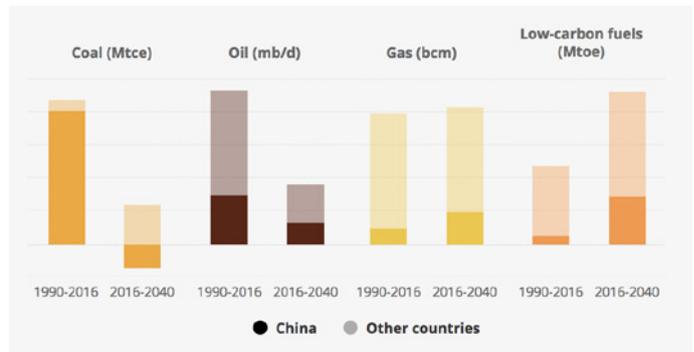
A further aggravation exists in the Permian: infrastructure. The flow of crude is hindered from reaching the Gulf Coast by insufficient infrastructure, discounting prices compared to WTI. Operators also have difficulty getting to market the significant volumes of gas associated with shale oil production. Pipelines are full and, as a result, the Wall Street Journal suggests wells may be shut in and drilling plans postponed pending the construction of new gas pipelines to the Gulf and to planned Mexican gas-fired power plants.

Competition from Traditional Resources

Investment in shale oil during long-term low oil prices has been sustained by the promise of rapid returns due to the speed a well goes into production. Now fears of USD 30/bbl have calmed and prices are forecast to settle at double that figure or more, attention is returning to traditional reserves. McKinsey believes over 75% of future new production will come from deepwater basins. Rystad reports nearly all current unsanctioned deepwater development projects have break-even prices below USD 60/bbl and most are below USD 55/bbl. It is plausible that finance will be redeployed from shale wells, that deplete by some 65% within two years, towards deepwater, where up-front capital-intensive projects have subsequent long-term low costs per barrel and sustained high output. Low cost offshore services and equipment will accelerate this move but prices will inevitably rise as this depressed sector seeks to recover from the ravages of recent years. This trend appears to be confirmed by Exxon's record bid for Brazilian deepwater blocks and Shell's claim that its deepwater projects, on average, have a forward breakeven price of just USD 30/bbl. This latest move by Exxon does not, however, indicate it is abandoning shale: quite the opposite, in 2017 it doubled its Permian acreage.

Oil Resources Must Be Developed

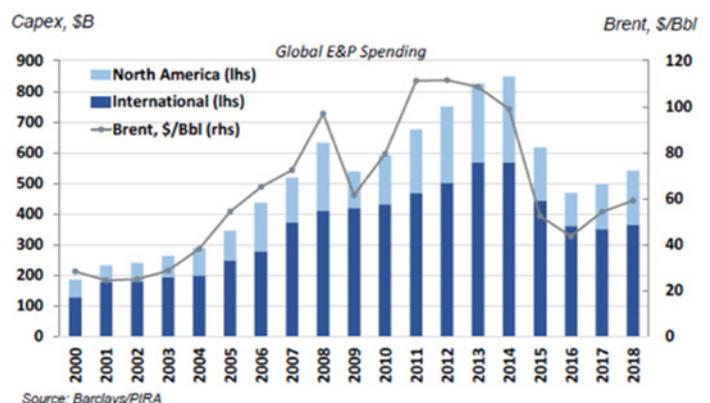
Global annual oil consumption is increasing 1.5 Mbo/d, whilst depletion of producing reservoirs is arguably 6 Mbo/d. Oil storage is expected to soon return to strategic levels, a level that may be underestimated because of China's little-discussed but significant build in strategic stockpiles. Once storage ceases supplementing supply, capacity will exceed demand by approximately 2.5 Mbo/d. Not many industries rely on a mere 2.5% spare capacity, especially when the bulk comes from potentially unstable countries in the Middle East, Venezuela and Libya.



Change in World Primary Energy Demand by Fuel (World Energy Outlook 2017, IEA)

Recent spending cuts impacted seriously on production capacity. Some OPEC and non-OPEC quotas, including Russia's, may now actually represent capacity. Non-OPEC growth has continued despite low prices, however, we now witness the last gasp of growth from projects sanctioned pre-2014, when 40 new projects/year were approved on average compared to the current twelve. The slow recovery in investment is currently restricted to U.S. onshore. Some 4Mbo/d of new production is required in the next five years, in addition to planned investment. Crude prices approaching USD 70/bbl will be needed to stimulate this investment and U.S. production growth will not suffice, even if it reaches 1 Mbo/d per year.

Higher oil prices may ease pressures on shale company debt but it will also increase competition from traditional reserves for capital, markets and, importantly, a dwindling pool of skilled professionals. So, **shale may avoid a bust but is unlikely to enjoy a boom**. Entering the next decade, planned new production risks being insufficient to satisfy demand and the next high oil price cycle will likely begin, resulting in continued investment in shale oil but necessitating a significantly greater investment in conventionals. This may be the last ride on the rollercoaster before the promised demise of oil brought about by renewables, but with world GDP set to double by 2040 and the world's mega-fields continuing to deplete, this writer, for one, rather doubts it.



Spotlight on Jean Claude Van de Wiele

Jean Claude Van de Wiele is a well-known figure, not only in IPLOCA, but as a world-renown pipeliner. To Martine and him, IPLOCA was like a second family.



He brought enthusiasm and vitality to Board Meetings as a Director for a number of years starting from 2002, as President from 2014 to 2015, and he was very involved in preparations for our 50th anniversary celebrations in Paris, as Immediate Past President. In addition, he was always very supportive of the development of “The Road to Success” and its role in helping to train future pipeliners.

A life-long passion for pipelines started in May 1970, when Jean Claude interrupted his medical studies to start a career in the pipeline industry. In fact, Jean Claude was looking for a student’s job and was employed on a Chevron project to undertake administrative tasks for a Joint Venture between CAPAG and a Belgian company. This was his first taste of pipeline construction and a “devouring passion was born”, which never left him. Jean Claude gradually climbed the hierarchical ladder of CAPAG, starting off as a buyer for projects in France. Then, only just married to Martine Gallez, in 1974 he

left for England and Scotland to work on the 36” Frigg project, where he not only learned to drive machines and solder pipes, but also developed strong relationships with the teams working on the ground. In 1976, SPIE bought CAPAG and Spiecapag was created, then it became AMEC Spiecapag, and was eventually bought by Entropose and then VINCI. All this to say that Jean Claude is actually one of those loyal employees who follows his whole career with the same employer, but has managed to work for 5 or 6 different companies!

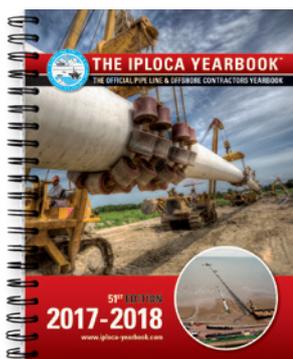
Jean Claude has travelled the globe working on projects in every corner of the world, but in 1998, he returned to head office as Business Development Manager and Head of Studies and Proposals Department. He signed numerous successful projects during this period and is said to have spent more time on aeroplanes and in hotels, than with Martine and their three sons!



The birth of their grand-daughter, Lianna, in 2009 re-diverted Jean Claude’s focus much more to his family. Jean Claude finished his career as Managing Director for Spiecapag, and officially retired in May 2017, although, in his words, he was still “on call” for Spiecapag for a period after that.

Jean Claude, you are now blessed with time to make the most of your real family. We, at IPLOCA Secretariat, are grateful to you for your generous involvement, personal support and invaluable input to our association. We will all cherish many happy memories with Martine and you.

We wish you a long and well-deserved retirement and look forward to seeing you at future annual conventions!



IPLOCA Yearbook 51st Edition

The IPLOCA Yearbook is available in hardcopy and a quarterly updated version can also be accessed on your mobile phone

at mobile.iploca-yearbook.com. Pedemex, the publisher, always appreciates any comments and suggestions. Please continue to send any company updates (address changes or contact names) to listing@iploca-yearbook.com and be sure to also send a copy to sarah.junod@iploca.com. In this way both the publishers and IPLOCA can update the newsletter mailing lists and membership database.

Additional printed copies can be obtained on request: www.iploca-yearbook.com.

IPLOCA Awards to be presented in London

Three IPLOCA Awards will be presented during the Convention in London. Please note that the deadlines for submissions are coming up in May, so don't miss this opportunity to profile your significant initiatives and achievements.

For more information, such as guidelines, entry forms, eligibility and details on previous winning entries, you may refer to www.iploca.com/awards.

Please note that all entries should be focused on the pipeline industry and related work and are **required to comply with the guidelines**, including submission in the appropriate format, not exceeding the maximum number of pages and within the specified time frame.

We look forward to hearing about your latest initiatives and projects

Please contact Sarah Junod, sarah.junod@iploca.com, if you have any questions.



2018 IPLOCA Health & Safety Award sponsored by Chevron Deadline: 11 May

The Health and Safety Award is presented each year in recognition of members' initiatives, all of which are aimed at improving the health and safety of the pipeline industry such as:

- A unique innovation or initiative to avoid incidents
- A new and well-defined system, procedure or practice enhancing safety
- Implementation of lessons learned



2018 IPLOCA Environmental Award sponsored by Shell Deadline: 18 May

The biennial Environmental Award, sponsored by Shell, is given in recognition of members' initiatives, all of which are aimed at reducing the impact of pipeline construction on the environment, such as:

- Reduction of greenhouse gases
- Impact assessment and public consultation
- Energy use and efficiency
- Waste management and reduction
- Spill response preparedness
- Water usage and preservation
- Soil and ground restoration
- Archaeology
- Flora and fauna



2018 IPLOCA Excellence in Project Execution Award Deadline: 25 May

Introduced on the occasion of IPLOCA's 50th anniversary in 2016, the Excellence in Project Execution Award is presented in recognition of an outstanding project execution in onshore or offshore pipeline, or facilities construction by virtue of:

- Excellent client relationship/partnership beyond the expectations and/or contractual obligations.
- Specific technology or engineering developed to either significantly reduce the cost of construction, or minimise the impact of the project on the environment, or to the local community, or for improvement in safety.
- Outstanding response to unexpected difficulties faced during the execution of the project.
- A remarkable or revised construction practice.



52nd Annual Convention

10 to 14 September - London, U.K.

IPLOCA's Annual Convention will take place from 10 to 14 September at the London Park Plaza Westminster Hotel. Save the date in your diaries!

The convention brochure will be mailed out in May, and **online registration will open on Friday, 1 June.**

The five day programme will as usual include business meetings and technical presentations during the Open General Meetings, three days of cultural tours to London's iconic sites, Board Members elections and social events throughout the week.

NEW for 2018: Business to Business Networking Event (B2B) for Members

During the London convention we will be facilitating our first B2B event, at which delegates will be able to book a 10 minute one-to-one appointment with potential buyers, suppliers, operators and contractors, to enable you to hold a quick introduction and to discuss possible business opportunities. This will be a great networking event to build and retain relationships with the various customers in the global markets we represent. If you are interested in either taking part in the B2B event or wish to be a representative host company, please email convention@iploca.com.

Golf Tournament Changed to Wednesday

Following some suggestions from players, the golf tournament has now been moved to **Wednesday**, to leave more room in Tuesday's programme.



Regional Meetings

For more details on these meetings, visit www.iploca.com.

East & Far East in Brisbane

Our Regular Member, McConnell Dowell is organising a Regional Meeting for the East & Far East region on Wednesday, **9 May** at the Hilton Brisbane, 190 Elizabeth Street from 13:00 to 17:30, followed by a cocktail reception. IPLOCA Director Mark Barrows and IPLOCA Executive Secretary, Juan Arzuaga will be on site to greet attendees and answer questions. The following day, the APGA (Australian Pipelines and Gas Association) will be holding their Safety Seminar and their Brisbane Dinner.

Paris, France

Regular Member, Spiecapag will be running a Regional Meeting in Paris on **5 June**. IPLOCA Director for Europe Mediterranean, Jacquelin de la Porte des Vaux and IPLOCA Executive Secretary, Juan Arzuaga will also make presentations focusing on the latest IPLOCA initiatives.

Latin America in Lima

Regular Members, G.D.I. and Serpetbol Peru will hold a Regional Meeting in Lima, Peru during the week of **8 October**. The final date and details of the venue will be confirmed in due course on our website. IPLOCA Directors, Giacomo Bonfanti, Gonzalo Montenegro and IPLOCA Executive Secretary, Juan Arzuaga will be there to greet participants and to make presentations.

Middle East & Africa in Abu Dhabi

Regular Members, The C.A.T. Group and Zakhem International Construction are planning a regional meeting for Middle East & Africa on a date to be confirmed between **12 and 15 November**, in conjunction with ADIPEC. IPLOCA Directors Georges Hage, Albert Zakhem and IPLOCA Executive Secretary, Juan Arzuaga will be on hand to discuss current IPLOCA initiatives and issues pertinent to the region.

IPLOCA Media Partners

Media Partners' editorial opportunities are available for IPLOCA Members. Contact: melinda.steinberg@iploca.com.

BENJAMIN MEDIA

Trenchless Technology

North American Oil & Gas Pipelines

10050 Brecksville Road
Brecksville, OH 44141
U.S.A.

T +1 330 467 7588

F +1 330 468 2289

E info@benjaminmedia.com

www.trenchlessonline.com

www.napipelines.com

Rob Krzys

President & Publisher

E robk@benjaminmedia.com

Bernard P. Krzys

Chief Executive Officer & Publisher

E bkrzys@benjaminmedia.com

GREAT SOUTHERN PRESS

Pipelines International

Suite 1, Level 3

169-171 Victoria Parade

Fitzroy, Victoria 3065

Australia

T +61 3 9248 5100

F +61 3 9602 2708

E query@pipelinesinternational.com

www.pipelinesinternational.com

Annie Ferguson

Publisher

E aferguson@gs-press.com.au

Jessica Kliese

International Sales Representative

E jkliese@gs-press.com.au

GULF PUBLISHING

Pipeline & Gas Journal

2 Greenway Plaza,
Suite 1020

Houston, TX 77046

U.S.A.

www.pgjonline.com

Brian K. Nessen

Group Publisher

T +1 713 520 4471

E brian.nessen@gulfpub.com

Hamilton Pearman

Europe

T +33 608 310 575

E hamilton.pearman@gulfpub.com

PALLADIAN PUBLICATIONS

World Pipelines

15 South Street
Farnham, GU9 7QU, Surrey
U.K.

T +44 1252 718 999

F +44 1252 718 992

E mail@palladian-publications.com

www.worldpipelines.com

Rod Hardy

Director

E rod.hardy@worldpipelines.com

Chris Lethbridge

Advertisement Manager

E chris.lethbridge@worldpipelines.com

Elizabeth Corner

Editor

E Elizabeth.corner@worldpipelines.com

PENNWELL PETROLEUM GROUP

Offshore Magazine

1455 West Loop South
Suite 400

Houston, TX 77027

U.S.A.

T +1 713 963 6270

F +1 713 963 6228

www.offshore-mag.com

Paul Westervelt

VP, Group Publishing Director

T +1 713 499 6305

E pwestervelt@PennWell.com

Upcoming Events

2018

EPOCH - Exploration and Production Offshore Congress Hub
5-6 March - Rome, Italy
15% discount available for IPLOCA members
www.oilepoch.com

IPLOCA Board Meeting
Board Members only
6-9 March



Pipeline Technology Conference
12-14 March - Berlin, Germany - Visit IPLOCA at booth 70
www.pipeline-conference.com

PIG - The Pipeline Industries Guild Dinner
13 March - London, U.K.
www.pipeguild.com

IPLOCA Novel Construction Initiative Spring Session
15-16 March - Berlin, Germany
www.iploca.com/novelsession



NAPEC - The North Africa Exhibition and Conference
25-28 March - Oran, Algeria
www.napec-dz.com

Pipeline Opportunities Conference
3 April - Houston, TX, U.S.A.
pipeline-opportunities.com

The Pipeline & Energy Expo
3-5 April - Tulsa, OK, U.S.A.
pipelineenergyexpo.com

IPLOCA HSE & CSR Committee Meeting
HSE & CSR Members only
10 April (date and place to be confirmed)



PLCAC 64th Annual Convention
22-26 April - Nashville, TN, U.S.A.
www.pipeline.ca

Hannover Messe
23-27 April - Hannover, Germany
www.hannovermesse.de

IPLOCA Pipeline Construction Collaborative Initiative - Seminar
30 April - Sugar Land, TX, U.S.A.
www.iploca.com



Offshore Technology Conference
30 April - 3 May - Houston, TX, U.S.A.
2018.otcnet.org

IPLOCA Regional Meeting for East & Far East
9 May - Brisbane, Australia
www.iploca.com



Offshore Upstream Development in Russia and CIS
18 May - Moscow, Russian Federation
www.rpi-conferences.com/en/upstream-development

IPLOCA Board Meeting
Board Members only
30 May - 2 June



IPLOCA Regional Meeting for France
5 June - Paris, France
www.iploca.com



APGA - Australian Pipelines & Gas Association - Convention & Exhibition
8-11 September - Darwin, Australia
www.apga.org.au



IPLOCA 52nd Annual Convention
10-14 September - London, U.K.

Other Important IPLOCA Dates

Health & Safety and Environmental Statistics
9 March - Deadline for submissions

Member News for IPLOCA June Newsletter
16 April - Deadline for submissions
melinda.steinberg@iploca.com

2018 IPLOCA Health & Safety Award
11 May - Deadline for submissions

2018 IPLOCA Environmental Award
18 May - Deadline for submissions

2018 IPLOCA Excellence in Project Execution Award
25 May - Deadline for submissions

IPLOCA Annual Convention
1 June - Registration opens

Member News for IPLOCA September Newsletter
16 July - Deadline for submissions
melinda.steinberg@iploca.com

IPLOCA Board of Directors

2017-2018



Left to right front row: Rubén Kuri, John Tikkanen, Andrew Ball, Iosif Panchak, Adam Wynne Hughes, Juan Arzuaga. **Second row:** Sue Sljivic; Georges Hage; Khulud Halaby; Brian Laing; Kelly Osborn; Fatih Can. **Third row:** Doug Evans; Oliviero Corvi; Steve Sumner; Ma Chunqing; Bill Partington; Yasar Pakel (resigned). **Fourth row:** Jacquelin de la Porte; Bill Solomon; Mark Barrows; Alberto Barbieri.

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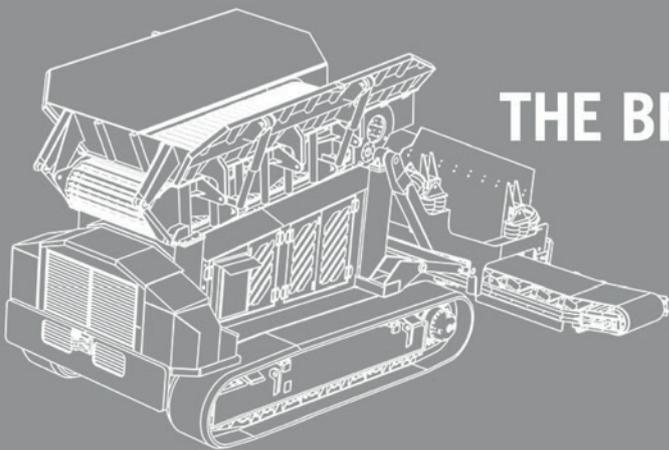
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