



Experience

More than a Place to Work

***MUSTANG is a way to work – not just a place to work.***

Since 1987, Mustang has built a legacy of “people taking care of people”, and we’d love for you to become a part of our legacy. Work at a place where your values are valued and where your family becomes part of our family. From chili cook-offs to Mustang anniversary parties, we celebrate our project and people success within a friendly and caring environment.

Mustang Engineering was started in 1987 by three adventurous, faith-filled engineers. They envisioned an engineering company whose priorities included taking care of its people and providing the highest quality engineering design for clients versus just ‘selling manhours’ as a commodity.

They were concerned about the longstanding “hire and fire” method of managing workload at engineering companies and believed that by careful planning and marketing, they might revive a stronger sense of loyalty and security within each employee and, perhaps, clients as well.

Mustang offers the opportunity to work on world-class projects with people who are the “best of the best” in the industry. It doesn’t get better than this!



energy



VISION

**Our Vision**

*Our quest is to embody a culture that inspires super-motivated people to make heroes of Clients, Partners, Vendors and Mustangers!*

**People Oriented. . .Project Driven™**



The word *MUSTANG* conveys energy, vitality and full-spiritedness. That image describes Mustang and its people, who are called Mustangers. Walking into Mustang is like walking into someone's home. It is a great place to work with a family feel. You are always welcome!



# celebrations

Our priority is "people taking care of people", and we focus on long-term growth and security for our people.

**Values.** We consider integrity, trust, and loyalty as our highest calling.



**Our Core Values**



### Our People – The Best of the Best.

We believe that Mustang attracts the brightest and highest caliber people in the industry. Look around on any of our projects and any departments, and you will find a truly amazing combination of technical talent and camaraderie as we hire people who share our values. Our young engineers love being thrown into the deep end technically because they know they have unequalled mentorship from the industry veterans they are working alongside. We rely on our people, not technology, to continue to give us the advantage.

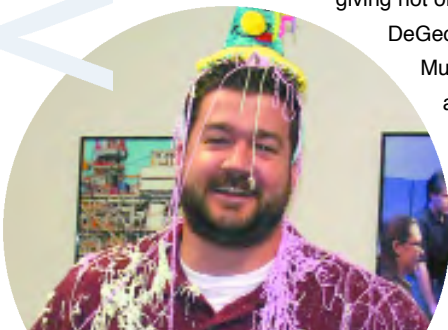
**Challenging and Interesting Projects.** Mention any of the industry's most challenging and high profile projects, and more than likely Mustang performed engineering or some other service for that project. Our project experience list is a "who's who" of industry projects. Let any Mustanger tell you about the sense of pride they get from being involved in projects that impact the world! From projects over a mile deep in water to over a mile high on land, we have delivered projects globally in just about any environment – ice, desert, oceans, mountains, jungles. We deliver projects that set industry benchmarks and undertake projects of magnitude that continue to bring us to higher and higher levels of performance.



**Traditions.** Like any family that creates traditions over the years, so has Mustang. Mustang traditions are an important part of our unique history. By sharing these traditions and passing them along through the years, the sense of belonging within Mustang is enhanced. From the Snickers candy bar as our "official" candy to a phenomenon called *Mustang Motion* to Club Mustang Days, traditions are dear to our heart. Come see for yourself!

**Community.** Ever since Mustang began, we have shared our blessings and good fortune with others. From 36 Mustangers giving money, time and gifts to help two families at Christmas in our earliest days, Mustang's giving to the community has grown to giving not only to individuals, but to community groups such as Toys for Tots, Star of Hope, the Veterans at DeGeorge at Union Station, Multiple Sclerosis Society and many, many more. We call this the Heart of Mustang. Our hope is that as a Mustanger, you will find your balance between work, family and community and develop your own personal *Mustang Motion* in the community.

steady





### Steady Work for Steady People.

This is a phrase you hear frequently at Mustang as it is a core philosophy. We strive to maintain a consistent flow of work rather than looking for the highs and lows. The solid company growth achieved through a proper focus on projects alleviates people from having to



worry about the health of the company or career. Through good planning and foresight, we can achieve steady work for steady people. Our consistent history of growth, shown in the chart above, is a key measure of this.

**Strong Teams.** The Mustang vision of "Making Heroes" is the differentiator that sets us apart in the industry as the most caring and giving place to work. Many of our project teams have remained together for many years and have become a family unit that works in sync with each other individually. Their projects have become a "home away from home", a meaningful and fun place to spend each day. This is what happens when people believe in being other-oriented, a hallmark of Mustang.

**Opportunity.** International growth, company growth and increasingly diverse industries to serve create many opportunities for Mustangers. From assignments in the field to assignments in overseas offices to advancement among departments at home, the potential for opportunity grows day by day. We focus on the long haul, and this is the type of people we hope Mustang attracts – those looking for a long-term home to either grow up in a career or continue to develop a career.

**Leadership.** Our basic philosophy at Mustang is that to be a leader, you must first have a servant's heart. The role of our leaders is to get the right people in the right jobs so that each person's maximum potential can be realized. We believe that people naturally want to do a good job and that leadership's role is to serve, support and provide the tools so Mustangers can perform at their highest ability. This is leading from the bottom, not the top, and this is how we like it at Mustang.

**Events.** Time passes so quickly that unless we stop and enjoy life, an entire year can slip by with the blink of an eye. Ask any Mustanger what his or her favorite annual event is...maybe our Thanksgiving lunch for all Mustangers and their family members, maybe the kid's Christmas party, maybe our chili cook-off, maybe the Mustang picnic. There is something for everyone. There is a magic to our monthly events that is a unique blend of the essence of Mustang.



**Celebrations.** Celebrations are a part of Mustang's culture, and we seize every opportunity. We celebrate project success...we celebrate seasons...and we celebrate just for no particular reason. Smiling and laughing together are priorities that we believe result in increased creativity and productivity.





# philosophy

A Unique

**First Choice Around the World.** Mustang, remaining true to its core values and philosophies over the years, now has nearly 3,000 Mustangers. Mustang is headquartered in Houston, Texas, and operates 12 offices around the world.

**Mustang has been a Wood Group Company** since 2000. Wood Group is an international energy services company with over \$2.8 billion in sales, employing more than 16,000 people world-wide and operating in 40 countries. The Group has three businesses - Engineering and Production Facilities, Well Support, and Gas Turbine Services - providing a range of engineering, production support, maintenance management and industrial gas turbine overhaul and repair services to the oil and gas and power generation industries worldwide.

#### Mustang Business Units

**Upstream** - Award-winning engineering, design and support services for onshore and offshore production facilities, modules, platforms, floating facilities, tiebacks, revamps, modifications and structures.

**Midstream** - Leveraging upstream and downstream into LNG, LNG regas, GTL and Gas Plants.

**Process Plants** - Expert design and vast experience make us the top choice for petroleum refining and chemicals.

**Pipeline** - End-to-end pipeline solutions for the most challenging projects.

**Automation and Control** - Independent solutions for designing, developing and integrating your automation systems.

**Process and Industrial** - Full-service approach to projects in the chemicals, pharmaceuticals, automotive, polymers, power, refining, manufacturing, pulp and paper, and food and consumer products industries.

#### Selected Awards and Recognition

- 2005 OTC Spotlight on New Technology Award for LNG Smart® Vaporization Process
- 2004 ECC Annual Industry Achievement Award awarded to Mustang co-founders Bill Higgs and Paul Redmon for visionary leadership in the process industries
- Ranked #4 in the Houston Business Journal's 2005 listing of the Houston area top Energy Engineering Companies and #11 in the annual listing of the Largest Area Computer Integrators
- ENR's 2005 Top 500 Design Firms - #22
- 2004 Safe Team Award Winner during the MS-150
- Inc. 500 fastest growing companies in America (1987-1993 and 1988-1994)
- Houston 100 Award (1990, 1991, 1992, and 1993) for fastest growing companies in Houston
- Innovative Houston Award, 1989



People Oriented...Project Driven™

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We hope you can tell from what you have seen and read that Mustang is much more than a place to work. We offer a warm environment with a family feel, flexible working hours, casual dress, as well as other benefits such as profit sharing and a free high-deductible medical plan. Please stop by and see the difference for yourself. Come and **EXPERIENCE MUSTANG!**