

Mustang's Continued Commitment to Technical Excellence

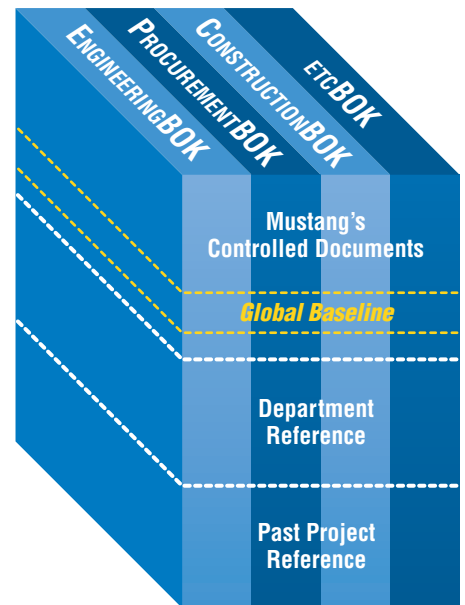
Almost 30 years ago, *In Search of Excellence*, was published and quickly became a landmark business guide. In the book, authors Bob Waterman and Tom Peters highlighted a number of companies that relied on common themes to assist in operating success. Among their characteristics were facilitated decision-making processes with few levels of bureaucracy, hands-on management style, productivity through recognition of its people, an entrepreneurial spirit that fostered innovation and a close relationship with customers. These attributes and many others have been practiced by Mustang since its inception.

Complacency, though, has never been part of the Mustang culture, nor have we ever stopped our continued journey toward technical excellence. Instead, increased global opportunities have led to our expansion into new markets with a reorganizing of our information management and execution procedures to facilitate a united approach wherever Mustang operates, while preserving the basic tenets that have led to our success.

In our ongoing quest for technical excellence, we continually solicit feedback from clients, vendors and all other project participants to form a basis for the execution of future projects. Our pursuit of superior project execution in a global arena led to the development of interrelated initiatives to uniformly guide our performance and deliver projects that further demonstrate our commitment to the three tenets of technical excellence: competence, practice and assurance.

Robust and Consistent Body of Knowledge

Since our founding in 1987, Mustang has completed more than 7,000 projects for 400-plus clients around the world. In doing so, we have amassed a powerful data base of historical project information. To that, we have added guiding policies, procedures, benchmarking results, success stories, lessons learned and other relevant data. Each of our engineering disciplines and related support departments have contributed extensively from their vast experience to what has become a foundation for our information database that we refer to as the Mustang Body of Knowledge (MBOK). We understand that to be effective globally, this information has to be made available to each of our project locations in a format that can be kept current, is consistent



Mustang Body Of Knowledge (MBOK)

throughout our organization, is flexible to serve local capabilities and requirements, and has a baseline of minimum expected requirements for project execution and delivery. Additionally, it must be within the clear guidelines for engineering excellence established by Wood Group, Mustang's parent and highly recognized international energy services company.

Mustang has embarked on a multi-faceted initiative to harness and standardize its vast existing information database and create an even more powerful knowledge capability that is consistent and globally usable. The documents within this knowledge structure clearly identify the issuing authority and its ownership, with easily understood provisions for updating and processes for continual improvement based on ongoing project results. While its content is common to all Mustang global operations, it provides material that is locally applicable, including regulations and certifications and other geographically relevant information.

A Consistent Accountability Baseline

Clients seek engineering firms that can provide predictable and repeatable results. Mustang has always strived for project consistency that meets client expectations, even though global

project requirements can vary widely with climatic and geographic conditions, country infrastructure (or lack thereof), support and resources, quality of local workforce and other factors that provide challenges. One of Mustang's initiatives is maintaining a project execution baseline which can assure that all execution components will meet client expectations. This starts with a consistent handover from the proposal stage, substantiating that Mustang intends to do what it has proposed. Early planning involving the client and sound scope definition set the project up for a smooth transition into the execution phase. A further component of the baseline standard is an execution phase that is completed with no surprises because it is executed according to a well-defined plan. Documentation and procedures for providing consistency are in place, as is accountability. Finally, at project closeout, in addition to assuring that all requirements have been met, Mustang makes sure that data gathered from the project for the MBOK is thoroughly vetted for accuracy and provides the needed information for feedback and lessons learned. Mustang's baseline project implementation allows for customization to fit local requirements and anomalies and is customer specific. At each stage of the project, there is measured accountability that is suited to the particular type of project yet is guided by management to assure that implementation meets at least the minimum expected Mustang consistency.

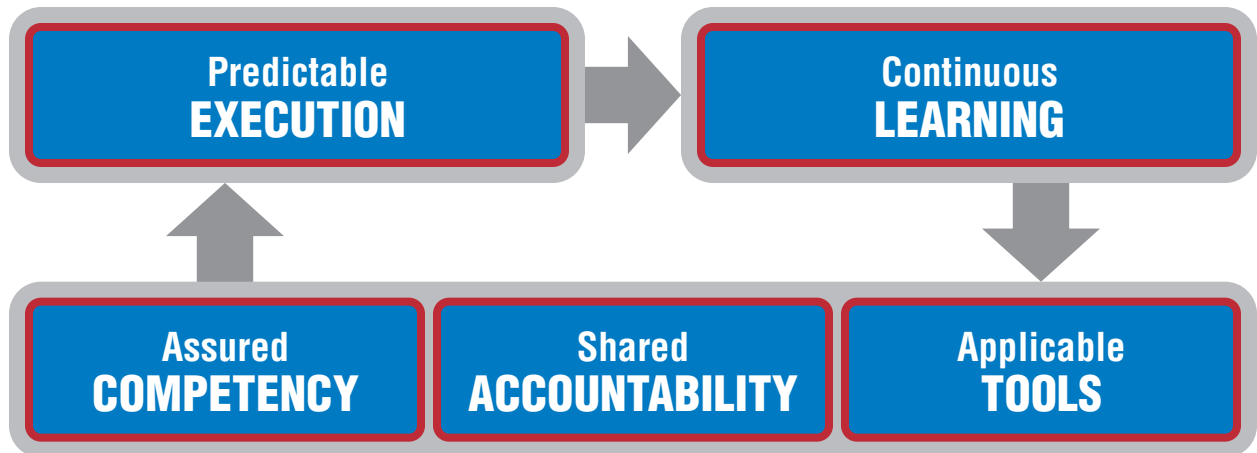
Continued Technical Excellence

Mustang has built its reputation on its technical innovation. Projects in all parts of the world have been successfully undertaken and completed in all of Mustang's business sectors, despite numerous challenges. Unusual projects using Mustang ingenuity and technical expertise have led to an impressive record of 'firsts' and 'bests'. Repeat clients have added to our lists of 'mosts'. Mustang's approach to technical excellence through continuing global initiatives marries the best of what its founders had in mind with their philosophy of being *"People Oriented...Project Driven"* and the ability to develop solutions that provide predictable outcomes and are adaptable regardless of where the project is undertaken.

The core components of Mustang's search of technical excellence start with the hiring of the best people, training and engaging them, and developing them for positions where they can be most effective. This component assures competency in every operating location and promotes low attrition rates for which Mustang is noted. In addition to empowerment, clearly defined responsibilities and a common mission, all Mustang employees, wherever located, have the necessary oversight and support from dedicated technical authorities and subject matter experts so that accountability on all projects is shared, identified and consistent.



5 Technical Excellence Components



To enhance and manage its significant body of knowledge, Mustang has invested in leading edge industry software tools, such as SmartPlant®, Citadon and AVEVA NET for data management and document control with global connectivity. In addition Mustang has developed many in-house packages, such as *PACESETTER™*, to manage the project and its deliverables while interfacing seamlessly with the data management packages. Through the use of the internet and intranet, the tools are available to each Mustang operation and project, with all Mustangers fully trained on its capabilities. Software is contained in a standardized list and is validated for its proper use on each project. Each Mustang project is consistently planned and uniformly managed. Each office is equipped to execute the project with baseline documentation and plans to assure a predictable outcome. The information technology provides availability throughout all phases of the project lifecycle, including start-up and brownfield phases.

At the conclusion of each project, Mustang conducts a Lessons Learned audit as a means of recapping the execution so that project knowledge can be captured, thoroughly evaluated by each discipline and location, and available for future project teams. The lessons learned are not just cataloged, but are fed back into the system to be incorporated into practices and procedures, training modules, engineering and design bulletins and other continuous improvement tools as appropriate. Information sharing through growing the MBOK helps the project participants realize their personal potential and promotes continuous improvement. At each stage of the technical excellence cycle, there is guidance and oversight by management and engineering leadership at the company, both regional and local levels, with accountability and assurance in place at each level.

As Mustang becomes more global, we have taken our basic culture and philosophies and become more robust in our procedures and processes. The goal of Mustang's global initiatives is to continue the excellence of our innovative spirit and sound project execution. Additionally, we are preparing for future projects in an expanded arena with consistency, flexibility, sophisticated project execution and information management tools, key people in oversight positions for technical assurance, defined, shared accountability at multiple levels, and processes for continual learning and improvement.

