

SERGEY STADNITSKIY

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SUMMARY

Strong leader in Project Management / Construction with circa 18+ years experience. 15+ years in SHELL technical and commercial roles. Was exposed to variety of O&G and Renewables projects in different countries in Project Management / Construction / Engineering / Completions and Project Controls teams with proven leadership skills and track record of successful delivery in the safe manner. Technical background (MSc. in Civil Engineering), commercial education (MBA degree) and various Shell Project Academy courses. PMP certification from Project Management Institute expected in Q4 2022.

Focused to bring the value by leveraging on expertise, eliminating the root cause of a problem rather than symptomatic issues. Focused to make positive change in people and organization.

Expertise (Oil/Gas & Renewables): Project Construction Brownfield & Greenfield, Project Management; HSSE in Projects; Project Controls; Project Engineering; Mechanical Completions Management; Site Management; Project Quality and Risk Management.

EXPERIENCE

09.2020 – PR. **HUSTAD & GRANAAS A/S - ZOPHIA WINDFARM (EMERGY)**

Norway / Ukraine

PROJECT DIRECTOR DEPUTY / CONSTRUCTION MANAGER

Project scope is the Construction of 450 MW Windfarm in the south of Ukraine. Capex ~500M USD.

Details: Main infrastructure:

- a. 86 km of infield roads;
 - b. Export Substation 35kV – 330kV;
 - c. 93 km of the HV Overhead Line;
 - d. 75 Wind Turbine Generators with associated MV cabling.
1. Established structure and governance of the project with underlying schedules and budgets;
 2. Acted as Construction Manager to prepare and start site construction activities;
 3. Built project team;
 4. Supervised progression of the main deliverables with the management team:
 - a. Selection of the main EPC Contractor;
 - b. Front End and Detailed Design with re-assurance integrity and safety by means of involved validation parties.
 - c. Construction of the project infrastructure;
 - d. Established Quality and Risk Management processes/documentation;
 - e. Supervised development of project schedule; budget forecasts;
 - f. Permits and approvals;
 - g. Land acquisition;
 - h. Finalization of Contracts;
 - i. HSE in construction;
 - j. etc.

09.2016 - 2020. **KPO - KARACHAGANAK PETROLEUM OPERATING B. V. (Royal Dutch SHELL Secondee)** Aksay, Kazakhstan

CONSTRUCTION MANAGER – BROWNFIELD & GREENFIELD. Construction department. Karachaganak De-bottlenecking Project (KGDBN). Capex ~1.1 Bn.USD.

Project scope is major modifications to an existing Karachaganak Processing Complex (KPC) i.e. installation of additional gas treatment units and delivery 200+ tie-ins to an existing lines and equipment. EPC contract. 800+ field contractor's staff daily.

Achievements: Safe and successful delivery of project scope managing greenfield and brownfield construction ahead of schedule and within approved budget. Zero LTIs. "Best KPO 2019 HSSE Card" award.

Details:

1. Greenfield. Managed delivery of the main greenfield project scope construction at field in the safe manner:
 - a. Four 4-level pipe racks with kilometres of piping erection and cable installation scope;
 - b. Two Contactors;
 - c. Five modules of Power Distribution Substation 33kV-6kV-400/380V;
 - d. Two Gas-Dehydration Units (10 modules each) - DRIZOs;
 - e. Twelve Heat Exchangers;
 - f. Ten Separators;
 - g. Oily Water, Fire Water and Storm Water Systems underground scope with ~100 u/g pits and kilometres of u/g pipelines;
 - h. Associated E&I scope;
 - i. Early Works civil scope (predominantly earthworks) prior FID;
 - j. Construction Camp offices, laydown areas and storage facilities;
 - k. Etc.
2. Brownfield. Managed preparation, delivery and handover to Asset main project scope construction at field:
 - a. Successful safe delivery of the 2019 Turnaround/Shutdown scope: 86 plant tie-ins over 13 days;

- b. Successful safe delivery of the 2018 Train 4 Shutdown scope: 4 plant tie-ins over the 4 days.
3. Supervised discipline Superintendents and Supervisors as direct reports and 800+ contractor's field personnel as indirect reports daily at site;
4. Permanent supervision of Fabrication activities at yards;
5. Heavily involved in preparation to the Pre-Commissioning/Commissioning and Handover to Asset activities;
6. Managing multiple complicated interfaces in different languages with the Asset, Engineering, Contractors and Authorities.
7. TQs/SQs/NCR processing and management;
8. Prepared construction input for two Constructability Reviews for Project's Value Assurance Reviews (3&4);
9. Managed changes to the scope and budget by means of MOC process;
10. Contributed to the delivery of the Mechanical Completions Management tool (PetroPCS) in support of Construction/Pre-Commissioning/Commissioning and Handover to Asset activities;
11. Contributed to the management of the Construction Risks/Threats and Opportunities;
12. Controlled site risks and danger factors by means of Permit to Work system, toolbox talks, Safe Job Analysis and daily interventions.
13. Implemented the philosophy that "every individual has a duty to both themselves and those around them to ensure that safe practice is adhered to at all times. In addition to any specific accountabilities for HSE, all employees are accountable for ensuring that they take care of themselves and adopt exemplary safe behaviors";
14. As nominated Workshop Leader for the KPO Safety Leadership Culture Programme motivated coached and developed 100+ contractor front line supervisors. Demonstrated continual improvement in construction site HSSE culture by personal engagement with contractor personnel from all disciplines and by visibly promoting the KPO Golden Rules of Comply, Intervene and Respect.
15. Performed continues follow up with Safety Leadership Culture Programme agenda at site on the daily basis through interactions with people and small talks.
16. Participated in weekly HSE stand-downs with contractor workforce and supported Project HSE Incentive initiative by personally distributing rewards to nominees.
17. Worked closely with KGDBN HSE Team to develop and implement Dropped Objects Prevention programme for KGDBN Greenfield Construction activities.
18. Awarded 2019 Annual HSSE Award for KPO Best Unsafe Behavior Observation.
19. Demonstrated proactive HSSE leadership at the construction site and joint weekly walkthroughs on site with contractor counterparts and the KGDBN and KPO Ops HSE Teams.

04.2015 - 2016 **SHELL NORWAY**

Stavanger, Norway

PROJECT COMPLETIONS LEAD / PROJECT CONSTRUCTION ENGINEER. Project Engineering/Construction department.

Highlights: Shell Draugen Offshore Platform. Major brownfield modifications scope: additional Living Quarters (44 beds); additional lifeboats; replacement of the Aviation Fuel Skid; replacement of the shaft winches; replacement of the well heads; two turnarounds; delivery of the Power Control Module for the pump etc.

Achievements: Improved Shell Mechanical Completions processes by means of improving Shell Inspection and Test Records (ITRs), introducing critical procedures, improving dossiers and establishing reporting which resulted in reduced engineering man-hours offshore, reduced number of Quality Observation Cards, Technical Queries and reduced NCRs. Managed MC issues for non- EPCM scope.

Details:

1. Representing Construction function for certain Draugen projects, providing input to design and constructability. Ensure HSE in design incl. work environment aspects;
2. Acting as a single Shell focal point for all project completions issues including GoCompletions system;
3. Assisting Project to Asset transfer by verifying project scope representation in GoCompletions i.e. ITRs, MCCs (Mechanical Completion Certificate), RFCCs (Ready For Commissioning Certificate), RFOCs/RFSUs (Ready For Operation/Ready For Start-Up Certificates), HOCs (Handover Certificate) and FACs (Facility Acceptance Certificate).
4. Leading the improvement of ITRs;
5. Managing MC Completion's coverage of the non-EPCM scope (tags) delivered by Shell;
6. Responsible for the delivery of Statement Of Fitness (SOF) and Technical Integrity Verification reports for certain projects;
7. Coordinated delivery of the following documents by EPCM contractor in accordance with Shell expectations: (1) Punchlist Procedure, (2) Mechanical Completions Strategy/Guideline, (3) Red-Line Mark-Up Procedure.
8. Improved Mechanical Completions and Pre-commissioning dossiers delivered by Contractor;
9. Producing weekly MC Reports;
10. Overseeing prefabrication activities, quality surveillance (ITP intervention points), inspections etc.
11. Maintaining links with CSU team to align on pre-commissioning and commissioning activities;
12. Preparing/participating in workshops, visiting FATs, Hazop's, Hazid's, design reviews, constructability reviews as required.

01.2013 - 2015 **SHELL NORWAY**

Stavanger, Norway

OFFSHORE PROJECT FILED / CONSTRUCTION ENGINEER. Construction department.

Highlights: Supervised 2013-2015 project scope delivery by EPCM contractor at Shell Draugen Offshore Platform, Norwegian sector. Major and minor brownfield modifications scope: Additional Living Quarters (ALQ), 44 beds; additional Lifeboats; replacement of the Aviation Fuel Skid, shaft winches and well heads; two turnarounds etc.

Achievements: Managed delivery of the ALQ related scope under high workload due to Heavy Lift deadline. Contributed to the improvement and optimization of the offshore construction processes by close cooperation with EPCM offshore organization which resulted in increased productivity, reduction in Quality Observation Cards (QOCs), Technical Queries (TQs), Non-Conformance Reports (NCRs) and scope deviations (FSR).

Details:

1. Supervised the scope delivery up to Commissioning phase by contractor (up to 250 staff) followed by direct Commissioning and

- Handover to Asset responsibilities as Commissioning delegate;
- 2. Acted as Offshore Construction Manager (OCM) when OCM was not offshore;
- 3. Performed regular punch and discipline acceptance walkarounds with Contractor and Operations representatives;
- 4. Performed hands on control and assistance to the EPCM Contractor at each stage of the completions process i.e. from population of the Inspection and Test Records (ITRs) followed by sign-off of the Completion Certificates such as MCDACs, MCCs, RFCCs and looking after overall MC/PC and Commissioning Handover dossiers quality;
- 5. Performed Commissioning activities as offshore Commissioning delegate followed by RFOCs/RFSUs/HOCs sign-offs with Asset/Operations;
- 6. Contributed to toolbox talks and PtW meetings with Contractor;
- 7. Managed correct representation of the completions documentation (ITRs, Certificates, Punches, Tags, MC Reporting etc.) in GoCompletions;
- 8. Raised TQs/SQs, QOCs, NCRs and managed FSR deviations when necessary;
- 9. Performed HSE Audits/reviews and populated incident reports;
- 10. Performed regular Quality Surveillance walkarounds using QS Check sheets and Flawless (FPD) walkarounds with Contractor.

05.2011 - 2012 **SHELL NORWAY**

Stavanger, Norway

RISK MANAGEMENT ENGINEER. Project Engineering/Construction department.

Highlights: Qualitative and Quantitative Risk Management for the following projects: “Nyhamna Expansion”, “Draugen 2013 Infill Drilling Campaign”, "Draugen 2013 Topside Campaign", “Draugen Upgrade” and other.

Achievements: Improved quality of Cost and Schedule Risk Analysis (CSRA) inputs from engineers by sustained communication of main information principles which serves as a basis for CSRA to all the parties involved, avoiding “garbage-in-garbage-out” effect. Improved efficiency of the Risk Management department by introducing “Norske Shell Risk Management Work Practices” guide for newcomers. Improved efficiency of the Project Controls department by outlining work processes between Project Services and Project Engineering teams by means of introducing “Project Work Initiation” procedure in PIMS

Details:

1. Facilitated project team Risk Workshops on the quarterly basis as well as individual Risk Register update sessions on the monthly basis. Maintained Risk Register in EasyRisk database.
2. Facilitated discussions and making value-adding interventions and feedback on potential Threats, Opportunities, Actions to mitigate proper risk response strategies and impact assessment. With project HSE coordinator acted proactively on the alignment of HSE risks with project risks.
3. Delivered CSRA for the following projects:
4. Nyhamna Expansion - CRA (Oct 2012);
5. Draugen 2013 Infill Drilling Campaign - CSRA (May 2012);
6. Nyhamna Expansion - SRA (Mar 2012).
7. Provided “Easy Risk” training sessions for project teams and newcomers;
8. Provided monthly Risk Management reports to reflect top Threats and Opportunities for project managers;
9. Developed Risk Management Plans as a mandatory part of DCAF / PCAP deliverables of ORP for projects where required;
10. Created “Project Work Initiation” Project Services procedure. Implemented and configured procedure in PIMS;
11. Created “Norske Shell Risk Management Work Practices” guide, reflecting Shell Norway specifics with regards to Risk Management process;
12. LEAN Practitioner

03.2010 - 2011 **NORSKE SHELL A/S**

Stavanger, Norway

COST AND PLANNING ENGINEER, Non Operated Ventures (NOV), Project Engineering/Construction department.

Achievements: Increased efficiency of the NOV Project Services department by means of implementing “Cost and Planning Manual” and corresponding databases

Details:

1. Provided cost and planning service to Shell NOV, covering all stages of project development from feasibility studies, through execution until hand-over to Operations (MCE/CCE updates, Estimate Fact Sheet updates, VAR/ESAR inputs etc.). Ensured NOV projects apply the simplified OPMG tools (especially assurance plans and Cost/Planning issues).
2. Developed, populated & maintained an NOV planning and cost database, which keeps an overview of the major project portfolio costs and schedules. Reviewed and reported on Operators Integrated Project Plans.
3. Structured the benchmarked data available (as a basis for future PS Benchmarking database) and use it with NOV Databooks. Established a format for “NOV Databooks” for projects and ensure that an experience transfer / Benchmarking process are established.
4. Developed NOV Cost, Planning and Risk manual, which standardizes and compiles current “Project Work Practices”.
5. Assisted in maintaining long term planning stability; by enhancing the Change Process in all licenses/ventures, and strive for early warning/no surprise culture on cost and schedule issues, which potentially triggers GIP revisions.

2004 - 03.2010 **SHELL RUSSIA. Salym Petroleum Development (SPD), SHELL's JV (Western Siberia).**

Moscow, Russian Federation

PROJECT ENGINEER; Technical Department

1. Coordinated 2005-2009 Company Business Planning: Managed the development of the Corporate Business Plan; Work Programme and Budget; Quality Assurance Reviews; main editor for the Asset Reference Plan; Latest Views/Latest Estimates. Demonstrated and fostered sense of urgency and focused commitment to delivering results on time by providing interdepartmental liaison and data exchange particularly between Sub-Surface, Engineering, Construction and the Business Planning group. Covered all engineering aspects of the team. Heavily involved in Resource and Schedule Management, Coordinated corporate budget allocation with the Management Team including participation in costs challenges. Built economic models.
2. Business Improvement projects & studies (2005-2009):

- a. Coordinated Benchmarking Project. Benchmark of operational KPIs of the company comparing to other O&G companies in Western Siberia and in South America. Deloitte Consultants were invited (Jan - Mar 2009),
- b. Legacy Wells study (Q4 2005),
- c. Gas Utilization study (2005-2007),
- d. Tree Disposal exercise (Q1 2005),

Was involved in Value Assurance Review process at 3 and 4 stages. Organised Opportunity Framing workshop for Gas Utilization project at the Concept Selection stage, including application of TECOP based matrix to the assessment of the various concept risks. Have a knowledge of Project Management techniques and Project Control practices.

3. Acted as a Change Control Panel coordinator and chaired the CCP meetings. Have organised around 30 meetings over 2005-2008 to manage project cost or plan deviations, new scope or changes to approved documents.
4. Coordinated Technological Committees with the shareholders and Decision Review Boards with Management Team. Contributed to HSSE by performing as First Aid helper.

2003 - 2004

PROGRESSTECH Ltd.

Moscow, Russian Federation

CIVIL ENGINEER for Automobile Roads and Airport Runways construction

Achievements: As a Civil Field Engineer/Foreman, constructed 400 meters runway extension in Perm Airport, Russia.

Highlights: 15 direct reports and circa 50 contractor's staff. Was exposed to the variety of different project construction and engineering activities within Define and Execute stages.

Details:

1. Coordinated production of the Detailed Design.
2. Supervised on-site engineering work of own team and contractors. Built 400 meters of runway extension as a Construction/Civil Engineer/Supervisor.
3. Managed Contractors and Stakeholders.
4. Contributed to an overall HSSE environment at site by means of HSSE audits and implementation of relevant HSSE work at site procedures.
5. Developed project schedule (MS Project) and Project Execution Plan.
6. Planned Resources: people, equipment, construction materials etc. Processed design and tender documentation.
7. Commissioned and Handed Over runway extension to the Airport authorities.
8. Closed budgets, spare parts accounting etc. Performed Unit Rates analysis. Tracked actual expenditures.

EDUCATION

2012 - 2014

MBA (General), Durham Business School, UK Durham, United Kingdom

1995 - 2000

Volgograd State University of Architecture and Civil Engineering

Volgograd, Russian Federation

Graduated with honors.

Ms. Sc. Degree with Honors in Civil Engineering. Thesis: "*Design of Automobile Road segment in Rostov Region, Russia*". An average grade is 4.8 (82%). Courses: Theoretical Mechanics, Calculus, Geology, Geodesy, Rock Mechanics, Economics, Design and Construction of Automobile Roads and Runways; Materials' Resistance, Design and Construction of Bridges, Construction Materials, etc.

Project Management Professional (PMP) certification candidate – expected in Q4 2022.

- ✓ Holding two Shell Project Academy (SPA) accreditations:
 1. SPA Level 1A Project Engineer (PE1A);
 2. SPA Level 1 Project Services Risk Engineer (PSR1A).
- ✓ Project Management Professional (PMP) certifications candidate from Project Management Institute (PMI): expected Q4 2022.
- ✓ Shell Project Academy courses completed:
 1. "Managing Project Definition I" (Mar-Jun 2018), Kuala-Lumpur.
 2. "Managing Project Execution and Start-Up I" (Jan-Apr 2014), Houston. Distinction.
 3. "Flawless Project Delivery" (2013), The Netherlands
 4. "Performing Cost Risk Analysis" (Jun 2012), The Netherlands
 5. "Managing Project Controls" (May - Jul 2012), The Netherlands - Distinction
 6. "Applying Project Controls" (Apr - Jun 2011), The Netherlands - Distinction
 7. "Introduction to EP Business - EP00" (The Netherlands, 2009);
 8. "EP Business Economics - EP02" (The Netherlands, 2008);
 9. "Shell Life" (The Netherlands, 2007);
 10. "Shell Leadership Challenge" (Moscow, 2006).
- ✓ Language skills: native Russian; fluent English, intermediate Norwegian (B1 expected Q4 2022), intermediate Spanish.
- ✓ Computer skills: An advanced PC user. MS Word, MS Excel, MS Power Point, MS Project, Qedi GoCompletions, EasyRisk, PIMS, etc.

References available upon request.