

Inspiring and coaching a sustainable operating culture based on shared values and focused on risk and opportunity
Passionate about preparing the next generation of leaders globally
Coach and advisor on culture, ESG and HSSE (sustainability)
M&A, Governance, audit and business turn around
Project Management

Thrives in dynamic environments where he can apply his full range of competencies in building pragmatic sustainable operating performance or performance turnaround working with the board to the shop floor.

Proven track record, hands on experience and lessons learned from 40 years in industry from international energy operators, contracting and consulting companies. Comfortable managing large dispersed international teams to deliver results.

Focused on the getting the people, process and performance basics right through a solid understanding of risk and opportunity. A deep understanding of business processes that deliver operating success in a low margin environment.

Hands on experience in building, maintaining and improving operating cultures having held national, regional and global positions.

Builds relationships that enable success without hampering his ability to be tough and fair when needed. Working in multiple cultures and continents he has learned the importance of cultural sensitivity balanced with the need to deliver reliable, safe and responsible business performance.

Areas of expertise

- Inspiring people of every nation and culture to be their very best
- Delivering sustainable performance solutions in challenging operating and cost environments
- Business and executive leadership lecturer
- A coach and advisor to boards of directors, executive leadership teams and senior management
- Passion for creating leaders for the real world we live in
- Inspiring, building and maintaining industry top quartile operating culture
- Building shared purpose and values and driving nationalization – a motivator
- Author of two books on mental health awareness

Aspirations

Continue to work with and coach executive teams and boards of directors at the same time as inspiring teams across broad geographies and cultures to develop their own ways of delivering performance based on shared values and goals. Working for dynamic companies that value their people and the people they work with alongside progress.

Career Achievements

Director JS Resilience and Leadership Advisory Ltd

2023 to date

Pillars of the service offer:

- Senior level ESG / HSSE / Sustainability advisory
- Performance turnaround and leadership coaching
- Resilience and risk advisory to high risk industries and financial institutions

Work ongoing:

Incident Investigation Coach and Trainer (confidential client Ghana and UK)

2025 to present

Coaching and Training of Incident Investigation techniques and methodologies both online and onsite

In excess of 140 people trained to date

Safety and organisational culture (Shipping Company Singapore)

Development of and execution of culture survey, supported by interviews with all levels of crew and management. Leadership and culture training and coaching.

Associate Lecturer in Management Practices with BPP University London

2024 - 2025

Delivering classes at Masters and Bachelors level

- Principles of management
- Executive Leadership and Governance

Student rating of delivery 4.7 out of 5

Leading from Within Leadership

Development of an online offering for leaders, focused on developing a deep understanding of themselves how they interact with and influence others.

Director of HSSE Capricorn Energy Ltd

2022-2023

Directing and integrating the sustainable management of environment, social, governance and safety risks in large scale projects in a company with a (2022) market cap of \$900M

Coaching management on integration of above risks alongside management of a team of specialists delivering cross company and external input and assurance.

Projects currently being managed across a wide set of geographies.

Advisor to the executive management and board on all matters ESG/HSSE

Key team member of all M&A activity covering ESG and asset integrity

Operations HSSE Manager Capricorn Energy

2020 - 2021

Hired to step into the Director position end 2022. In this role, spearheaded the operational input into a large-scale purchase of operating assets in Egypt, as well as simplification of multiple corporate processes and introduced a company wide fully integrated business management system.

Reshaped the team delivering HSSE services to the company to align with the business bringing back a sharp focus on costs. Played a lead role in non-financial reporting, through leadership of the Sustainability Report. st standards such as TCFD,

Head of Health, Safety, Security and Environment (HSSE) DNO ASA

2014 – 2020

North Sea, Kurdish Region of Iraq, Tunisia, Oman, Somaliland, Yemen

DNO is Norway's oldest oil and gas company with interests in the North Sea and the MENA region with a current market cap of US\$1.5 billion. On joining in 2010 DNO had interests in five countries: Kurdish region of Iraq, Oman, Tunisia, Yemen and Somaliland, with the regional operating center in Dubai and head office in Oslo. As an ostensibly onshore operator, DNO manages exploration, drilling, production as well as construction of all onshore facilities working with multiple national and local contractors and plays an important role in developing local and national capability.

After divestments and license expiry DNO now operates in the North Sea and the Kurdish Region of Iraq with a production of (2020) 125,000 barrels per day.

The position reported to the Board of Director HSSE Committee and Managing Director. Over the four years working with country and Executive Management, a sea change in company operating culture was achieved throughout challenging fiscal and operating environments. DNO now possesses a slim suite of pragmatic processes driving sustainable and continued change in the areas of technical and business risk management, operating excellence and HSSE.

- Introduced and matured the business and operational risks management program alongside the crisis management capability of the company.
- Influencing and coaching towards a sustainable operating culture and managing emissions reporting and reduction efforts. Focused in building national HSSE Teams with a slimline Corporate team of essential and shared skills. At the height of activity, the HSSE Function numbered est. 70 persons excluding contracted persons.
- Steadily improving operating excellence performance in the areas of integrity and HSSE with a TRIF reduced from 2.23 to 1.04 and a sharp focus on major accident hazards.
- Driving a change in culture where bad news is increasingly welcomed alongside good.
- Functionally lead on portfolio rationalization involving divestment in four countries alongside further investment in Kurdistan. Key role in business development projects over the 5 years in role.
- Moved the company towards a joined up pragmatic approach to sustainability.
- Member of Investment and Contracts Committees
- Continues to deliver results through a motivated team who enjoy space to deliver agreed plans and goals.

The transition from Dana Gas to DNO took me into a similar role in a larger company with significantly more growth potential with many similar challenges.

Technical Director and Head of HSSE and Asset Integrity Dana Gas PJSC

2010 – 2014

UAE, Kurdish Region of Iraq, Egypt

Dana Gas is a UAE based regional operator that in 2014 achieved a revenue of \$683 MM. Heading up the Technical Leadership Team made up of heads of technical discipline for projects, subsurface, drilling, operations as well as technical competence development I managed the introduction of an Operating Risk Management System that drove process and cultural changes in Dana Gas. In his role John:

- Developed and lead delivery of a three-year cultural transformation strategy focused on developing leaders at all levels of the company and a robust understanding of risk and performance.
- Delivered assurance to the CEO that proposed spend, projects and new asset opportunities have received robust technical review.
- Drove the turn around and execution of the Western Offshore (Zora) project stalled for more than three years, leaving a technical capable team in place that delivered the project (\$220 MM project)
- Lead staff recruitment processes for all surface disciplines with an increasing focus on nationalization.

- A full-time member of the Board of Directors and Joint Operating Committee for the PEARL Consortium managing the Khor Field in the Kurdish Region of Iraq with a production of 300 MMscfd, 14,000 bbls of condensate and LPG export.
- A powerful external advocate for Dana Gas including a central role in obtaining reserves-based lending and presenting the Dana Gas journey to excellence at conferences.

Having worked in large organisations, the opportunity to work with a smaller company with few systems in place, multiple operating locations with integrity challenges, projects that were faltering and a management team that was firmly behind change was a move that would enable me to prove to myself and others that I was able to transfer my large company skills into this challenging environment. The role was everything it promised and more.

BP HSE Director for the Angolan Strategic Performance Unit (Angola)

2007 - 2010

UK, Singapore and Angola (Multiple locations), Member of the of BP Upstream Global HSSE Leadership Team and Chairman of the Angola cross industry HSSE forum.

At the time of this position, Angola was BP's flagship development with high margin oil production from one offshore vessel (FPSO) and another in construction. In 2010 Angola produced 7% of BP's global production and had a spend in the billions of US Dollars in construction, drilling and operations.

- Continued the year on year reduction in incident and accident frequency, with the Angola Business at the top of the safety (personal and process) performance table for the E&P Segment at leaving.
- Reorganization of the HSE Discipline to drive HSE accountability into the line and accelerate the Angolan nationalization process. Increased capability of HSE team whilst reducing functional spending by \$5mm in one year through introduction of rigorous performance management processes.
- Headed the discipline development and deployment team with over 100 BP discipline specialists working across the business in multiple countries (drawing on expertise from in and out of the business unit).
- Lead a three month long (10-person team) process failure related investigation reporting directly to the CEO Upstream with outcomes that impacted industry wide practices.

From the North Sea I was offered my first Director role in HSE and crisis management for what was at the time BP's largest capex business in the upstream portfolio. The role included a significant coaching role for the recently appointed national security manager

BP HSE Planning Performance and Learning Lead North Sea Region

2005 to 2007

North Sea (Norway and UK Sectors) and Netherlands

As leader of this newly formed department and the second most senior HSSE person in the Region:

- Drove the development of long term & annual regional HSSE & Integrity plans and business management processes.
- An integral player in the development of the North Sea Operating Management System.
- Ensured supply and interpretation of assured data and coached executive management on performance intervention.
- Lead the North Sea HSSE Team Leaders network and worked closely with the OIMs network in an influencing and coaching role.
- Regional HSSE Teams numbered estimated 50 persons based in the business units with a core regional team of shared scarce skills.
- Member of the 24/7 cross BP incident investigation team investigating two fatal accidents.
- Member of the BP North Sea Emergency Response Team liaising with Authorities.
- A lead role with the Health and Safety Executive on improvement notices and incidents.

With the restructuring of the North Sea Business I was asked to form a new team that transformed the way BP managed performance and risk and drove performance improvement.

BP HSE Assurance Coach to the Developing Business Unit

2003 – 2005

Six fields of the North Sea

- In this newly formed role the first six months was a trouble shooting exercise to uncover the causes of deteriorating operating (HSE and production) performance culminating in the implementation of a risk management system alongside the finance function that enabled clear focus on identified risks and prioritization of effort.
- Follow this period, the remainder of the time in the role was embedding the risk and learning culture required to drive performance improvement across the region

Having proven a capability to drive performance improvement in developing countries I was challenged to do the same in the mature setting of the North Sea. With a floating remit I was tasked with establishing the reasons for performance deterioration and driving change towards improving performance and culture.

BP Middle East & Pakistan HSSE Manager

2002 to 2003

UAE, Pakistan, Kuwait, Iran & Saudi Arabia (Based in the UAE). Member of the country management team and regional advisor on HSSE BP up and downstream. Downstream role covered multiple nationals in the region.

Based in Abu Dhabi as HSE&S Advisor to the Regional Leadership Team significant reductions were achieved in injury frequencies, fatalities and environmental impacts across the region, coupled with an increase in leading metrics. As the lead on crisis management John developed the response strategy and lead the region's response throughout the 9/11 and post 9/11 periods. Also developed sustainable:

- Line owned HSSE risk-based assurance plans and HSSE processes
- Cross regional Standards to drive HSSE performance improvement
- Structured approach to contractor management.

Having coached the incumbent HSSE Manager and with solid relationships established in Abu Dhabi and with regional BP leadership I stepped into the HSSE Manager role.

BP HSE&S Advisor (and Operations Manager) to Abu Dhabi non-operated Performance Unit

2000 – 2002

Based in Abu Dhabi - with equity in three operating companies (non-operated). This role allowed extensive exposure to senior NOC and operating company contacts influencing the setting of targets and management of HSE and operating performance. Towards performance improvement:

- Developed a solid coaching relationship with senior national industry counterparts in Operations and HSE
- Developed a clear and outward focused safety influencing strategy for BP in Abu Dhabi
- Adoption of behavioral changes programs in non-operated companies as well as the key national construction and drilling contractors.
- Deputized for the operations manager for a period of one year.

BP Regional Upstream HSE Advisor

2000 – 2003

North Africa, Middle East, Subcontinent and Caspian region

Middle East & HSE network leader for cross stream network leading the regional cross stream HSE network towards:

- Improved relationships to leverage skills and knowledge across streams and the region.
- Joined up HSSE strategies across the region.

Following commissioning and early operation of the Ha'py gas field I interviewed for and took up a position in Abu Dhabi with a focus on assisting the ADNOC group in safety performance improvement.

Amoco HSE Team Lead Ha'py Gas project Egypt

1999 - 2000

Egypt

- Part of a BP team embedded in the JV company GUPCO
- HSE lead for the construction of an onshore gas receiving facility, offshore platform and pipeline construction, commissioning and start up.
- BP's first venture on the North Egypt Coast
- Advisor to senior national HSE Staff

HSE Manager Amoco Colombia

1996 – 1999

Colombia and Houston

- Manager for a department of national HSE professionals.
- Achieved a reduction from 35 to 1 LTI with significant improvement in all HSE related leading and lagging performance measures.
- Activities managed included: on & offshore field acquisition, seismic, drilling, engineering, construction and operations.

Whilst working with Brown and Root I was offered a chance to fill the position of HSE Manager for this setup business, specifically to bring the project management skill set to the HSE function in Amoco in Colombia in addition to the major accident hazard knowledge gained in the projects managed whilst setting up the business in Colombia.

Projects Manager Brown & Root (Environmental)

1996 – 1999

Colombia

Having conducted seminars on risk management in Colombia for the Instituto de Petroleo in Bucaramanga it became clear that there was a strong pull in Colombia for technical risk management services as well as organizational restructuring projects. ON agreement of a business model I developed the setup of the new office was agreed between B&R London and Houston.

- Establishment of a new projects office for B&R in Bogota, with overall responsibility for bids, contracts, project management and client support services.
- Projects won & managed included risk assessments of facilities and pipelines as well as consulting services on HSE management systems and organizational efficiency.
- Clients included Ecopetrol, BP and Amoco

Senior Engineer B&R Environmental

1992 – 1994

Southern UK and India

- Management of tenders, projects, HSE management systems, environmental impact assessments, contaminated land treatment, technical audits as well as liaison between B&R Civil and Halliburton

MSC. Process Science and Engineering for Water and Wastewater Treatment Water 1991 - 1992
Cranfield University

- After getting married and four years in the oil and gas business I decided to widen my knowledge base with an M.Sc.

Senior Field Engineer, Schlumberger Oil Field Services 1987 - 1991
Netherlands, UK and Venezuela

- Activities included perforating, cased hole logging, drill stem testing, well test lead, reservoir simulations Work both on and offshore on production as well as injection wells.

Insurance technician, Alexander Howdens London 1986-1987

- With the oil price being low there were few opportunities in the oil and gas industry, so I took a job that was as close as I could get, broking global oil and gas risks in the Lloyds insurance market.

BSc. in sedimentary geology - Imperial College 1983 - 1986

Languages	Spoken	Written	Reading
English	Native tongue		
Spanish	Fluent	Good	Good
French	Basic	Basic	Basic
Portuguese	Basic	Basic	Good

A scuba diver of 25 years with a passion for the ocean and has seen first-hand the best and worst impacts of mankind on our oceans. One of the first ever “dive for debris” certified divers in the middle east, and involvement in a number of ocean clean up dives.

Under water focusses on HD video to share encouraging a greater sense of appreciation for our oceans.

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