

Lamprell

times

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Blind flange connected to pipe spool

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Feature article: Living our values
Our warehouse team talk to us about what fiscal responsibility means to them.



Feature article: The Interview
Newly appointed COO Hanan El Kurd talks about what this new role means for him and the organisation.

MESSAGE FROM THE CEO'S DESK



2018 was a pivotal year in further cementing the building blocks for Lamprell's strategic aspirations. As we move through 2019, our focus is on converting those ambitions into reality. We announced our 2018 full year results to the market in March; our revenue of USD 234.1 million being in line with previous guidance. We ended the year with a net cash position of USD 80 million and significantly improved our backlog which sits at USD 540 million. We are delivering on our strategy. The business repositioning we have been working on over the past two years is now translating into tangible growth opportunities for us.

As I've previously mentioned, our IMI joint venture has provided us with an LOI for two new build jackup rig orders, the first order globally since 2015. Our substantial investment in new talent since 2017 has helped support us in securing a place on Saudi Aramco's LTA programme and taking our lessons learned from East Anglia One has ensured we were in the best shape possible to win the Moray East project, in the renewables sector.

Hani El Kurd is now promoted to the role of Chief Operating Officer. His career spans almost 20 years in the industry including 13 years working in the Lamprell Group where he has held a number of key operational and management roles. This appointment reflects his broad execution capabilities underpinned by strong commercial acumen and management expertise and, I know you all join me in congratulating and supporting Hani with his new appointment. You can read more about our operational team developments on >> page 10.

As the industry starts to turn around, employee development and skills retention is front of mind. We are currently focused on nurturing our

senior leadership teams with a coaching and development programme which you can read more about on >> page 20. With a strong focus on 'team', the syllabus hones in on many motivational dimensions, but fundamentally underpins what we're all here to do: win the work and execute work.

In our yards, the Moray East project team is gearing up for the first set of steel which is due to arrive imminently >> page 4, our rig refurb division has had a good start to the year following its record achievements in 2018 and our land rig and contracting businesses continue to provide strong performance.

Constantly looking to the future, the business, championed by the IST team, is taking digitisation to a new level >> page 8. Read about how our warehouse team is living our values and embracing the new era of technology which is being deployed within our business >> page 14.

We also continue to focus on robust risk management throughout the business to ensure current and future opportunities help us return to profitability in the medium term.

Whilst there will always be hurdles to overcome, and that's true for any organisation, it remains an exciting time for Lamprell and I'm genuinely enthusiastic about what the future holds.

Enjoy our Spring issue.

Christopher McDonald
Chief Executive Officer

MORAY ON THE MOVE

The middle of March saw the first 6,000 tonnes of steel start their journey to the UAE for arrival later in Q2 when the Moray East project will truly start to get underway. Project Manager Angela de Vincentis said: "The whole

team are really looking forward to getting the fabrication work on site started and, alongside our client, we've been working hard to ensure complete readiness."

STRONG START 2019 FOR OUR RIG REFURBISHMENT TEAMS



Our rig refurbishment division continues to receive new planned and walk-in work. Q1 saw the award of six new contracts with five rigs undergoing upgrade work in preparation for new contracts they have recently been awarded and one rig being stacked. These rigs will leave Lamprell's Hamriyah facility in Q1 and early Q2. Additionally five rigs which arrived in 2018 left the facility in Q1 this year.



The whole team are really looking forward to getting the fabrication work on site started and, alongside our client, we've been working hard to ensure complete readiness.



EMBRACING NATURAL LIGHT



Lamprell's new CNC shop

Work has recently been completed on a natural lighting project in the new CNC shop at Lamprell's Hamriyah facility. The project involved the removal of metal cladding panels at strategic points along the building and replacement with clear Perspex sheets. The new sheets provide a more

comfortable working environment for our employees with increased natural light, reduced operational overheads associated with energy consumption whilst lowering the environmental footprint of the company.

ENVIRO TEAM HOSTS AUS STUDENTS

A group of environmental science students from the American University of Sharjah (AUS) recently visited Lamprell's Hamriyah facility to get a 'real world' experience of environmental management in action. Both students and faculty members watched a presentation of how we approach pollution prevention and sustainability.

This was followed by a yard tour to inspect and discuss the different aspects of environmental controls used in the energy sector. This visit further strengthens the ties which Lamprell has established with AUS over a number of years to help spread awareness and understanding of best-practice environmental and sustainability management.



AUS students visiting Lamprell



...The new sheets provide a more comfortable working environment for our employees...



TRADE PERSONNEL SUPPORT STRONG LAMPRELL CLIENTS

In Q1 Lamprell's O&M division supplied an additional 500 skilled personnel in various trade disciplines to clients spread across the UAE. Approximately 150 were seconded for operational offshore support activities, and over 300 went to work for a local natural gas company during their plant shutdown project which was carried out with zero incidents. Additionally, many others mobilised to a key client's site to work on a pressure vessel fabrication project. This is a real ramp up from the same time last year.

DELIVERING KEY SERVICES ACROSS THE UAE

In Lamprell's Site Services division work continues with key clients ENOC and SNOC. In Q1 the team completed mechanical works for a brownfield project at ENOCs' refinery in Jebel Ali. In addition, various EPC activities continue to be carried out on a number of ongoing projects for SNOC under our long-term agreement.



SAFETY- IN ALL THAT WE DO

The oil & gas sector will, and should, always be under intense scrutiny when it comes to HSES management.

There have been many global high-profile incidents such as the Deepwater Horizon drilling rig incident in the Gulf of Mexico, in 2010. Globally, occupational accidents or work-related diseases account for more than 2.78 million deaths per year. Additionally, there are some 374 million non-fatal work-related injuries and illnesses annually¹. The legal ramifications resulting from HSES incidents can be catastrophic for both the employee involved and the company as a whole.

It's for reasons such as these and our commitment to keeping employees safe at all times that Lamprell has implemented highly robust HSES procedures and continues to actively promote best in class safety standards. Even today, with much stronger legislative frameworks in place, there remains unscrupulous companies who barely cover the bases, paying lip service to environmental responsibility, reducing workplace accidents, and ensuring the health and welfare of staff. At Lamprell, these form part of our core values. The proof is in our results and at the end of 2018 Lamprell recorded its best-ever total recordable incident rate of 0.15 (31 December 2017: 0.30) since its listing, which is an industry leading result for the business.

We are serious about living our core values as we strive to continue to be an industry leader in HSES best practice.

¹Source: International Labour Organization



...at the end of 2018 Lamprell recorded its best-ever total recordable incident rate of 0.15.



VALUES DRIVEN CULTURE: SAFETY

Safety is embedded into Lamprell's culture, it is one of our core values, and our senior management team firmly believe in the positive reinforcement of recognising efforts in this arena. To keep employees motivated and

thinking about safety best practices at all times, our project teams regularly hold incentive events where project employees working in Lamprell's yards are rewarded for taking action and positively contributing to a strong safety

culture. One such event took place in Q1 on a Hamriyah based project where senior management thanked those recognised by the official selection committee and distributed incentive awards.



Project teams regularly hold safety incentive awards

HSES 'FINISHING STRONG' IN EUROPE

A series of emergency response drills, including casualty rescue within restricted spaces, were recently held as part of a training exercise on the East Anglia One project. The safety training took place in both Belfast and Vlissingen during Q1 with the goal of creating awareness, developing employee response and competence, and ensuring the foundations remain enduring for a strong finish.



Emergency response drills in Belfast and Vlissingen

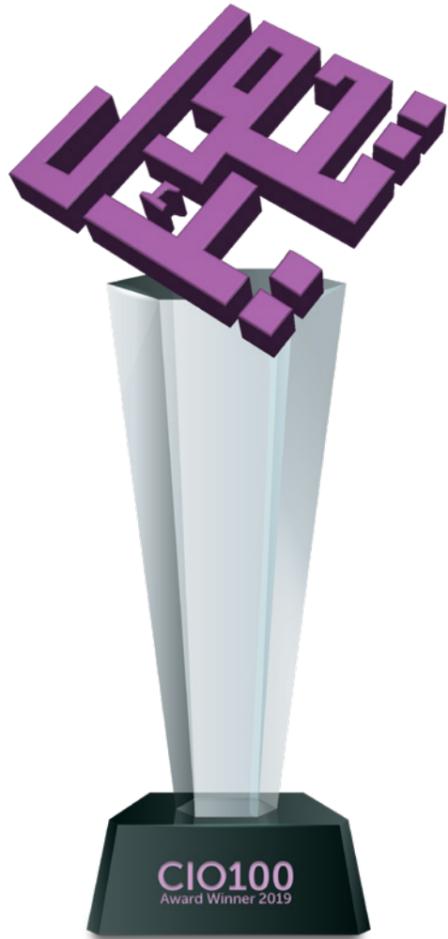
SAFETY ON THE HORIZON

Lamprell is currently fabricating three soil coring land rigs on behalf of its client Horizon Geosciences. In Q1 senior management from Lamprell and Horizon joined the project team to celebrate at an HSES incentive ceremony where staff were rewarded for their excellent safety performance. To date, there have been zero incidents on the project which is on schedule for delivery later this year.



Horizon project incentive ceremony

LEADING THE WAY WITH DIGITISATION



In February Lamprell won a CIO 100 Award for the third year running in recognition of our team's continued efforts in improving the business using technology. The CIO 100 is an acknowledged mark of enterprise excellence in business technology, awarded to organisations for driving business value through technology innovation. The awards recognise how technology is helping to build better business processes, improve productivity, visibility and foster collaboration to make businesses more competitive.

Following the first accolade, Shumon Zaman, Lamprell's Vice President of IST & Business Optimisation, was presented with a further recognition for the work of him and his team by way of a CIO Catalyst Award for the oil & gas sector at the Future IT Summit. This award honours the trailblazers of the industry recognising individuals, and therefore their teams, who have mastered the art of innovation and emerged as true business enablers by acting as catalysts for change.

Lamprell is highly focused on leading the way in our industry where digitisation is concerned, with the full support of both our senior management team and Board of Directors.

“Lamprell is highly focused on leading the way in our industry where digitisation is concerned...”

CREATING COMPETENCE

Lamprell recently launched a new programme at its training centre LATC which provides the formal structure and framework for ensuring ongoing competency assurance in yard personnel. The 'Planned Task Observation' programme has been designed to witness trade personnel completing specified work activities against a defined standard which confirms that QAQC, technical competency and HSES protocols are being achieved. In the event that the expected standards are not being met, individuals can be assigned for retraining or on the job coaching to improve their competency to the desired level.



Town Halls were held across Lamprell's facilities in April

CEO TOWN HALLS

Following Lamprell's 2018 full year results announcement at the end of March, CEO Christopher McDonald held a series of Town Halls for employees across its UAE based facilities in early April where he discussed the company's

recent achievements and future plans. Commenting on the events; Kaye Krause-Whiteing, Vice President Human Resources & Corporate Services said: "I never fail to be impressed, particularly during the Q&A sessions, at the high degree of engagement and interest we have. It speaks volume for the culture we have."

PREPARING FOR THE FUTURE

Following recent project awards and the announcement that Lamprell had been selected to join an elite group of contractors on Saudi Aramco's LTA programme, our Supply Chain Management Department invited a group of 15 local subcontractors to a workshop held in Hamriyah to discuss upcoming project needs. EPCI Subcontracts Manager, Yelena Humatova commented: "We emphasised the expectations of both Lamprell and Saudi Aramco, and discussed the upcoming audits that we would be conducting at all subcontractor sites to verify their compliance and ensure they met our strict requirements." Lamprell is gearing up following a lengthy industry downturn, ensuring we are ready for our upcoming project needs.



Subcontractors' workshop held in Hamriyah

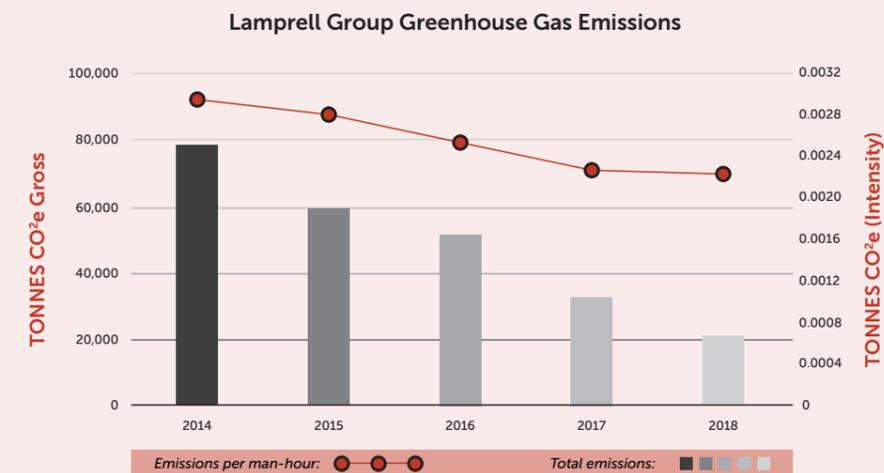
ALL ABOARD AT MASTTECH



Senior management representation at Masttech 2019

Lamprell enjoyed healthy representation at the recent 2019 Masttech event which was held in Dubai on board the legendary QE2, now a floating hotel and retired ocean liner. Vice President of Technical Support, George Jacob, was part of a panel discussion at the event, delivering a well-received dialogue on rig reactivation. Masttech is an International Marine Technical Conference with a tradition of showcasing the latest developments in the marine industry.

DECREASING OUR FOOTPRINT FOR THE FOURTH CONSECUTIVE YEAR



In 2018, Lamprell was again successful in lowering its organisational CO₂e footprint for the fourth year running by reducing its gross and intensity emissions. This achievement is due to a number of initiatives undertaken in 2018, including improved utilisation of office space, better optimisation of chiller systems including the installation of energy saving air conditioning units as well as 'smart' controls for our compressed air systems. We are also closely monitoring our vehicle usage, so personnel are required to swipe in when boarding Lamprell provided transport. This allows the Transport Department to monitor bus occupancy rates and change bus sizes if occupancy drops below 75%. Between 2014 and 2018 we have reduced our CO₂e emission by 57,619 tonnes. This equates to removing 12,525 cars from the road for a period of one year.

THE INTERVIEW OUR NEW COO

HANI EL KURD

“

Excellence starts with management direction, underpinned by strong systems, but most importantly strong people that are driven, motivated, engaged and accountable.

”

The words of an eminent philosopher? ‘No’. To those who know him well, this is the mantra of **Hani El Kurd** who has recently been promoted and appointed as **Chief Operating Officer (COO)** for Lamprell. Lamprelltimes finds out more about what this new role means for him and the organisation.

LT: Hani, firstly a massive congratulations on your appointment. You’re a great ambassador for the business and an example of what hard work and commitment can bring. Is this where you saw yourself?

Hani: Thank you. I’ve always been driven by long term goals; eager to learn and seize experiences. But I would stress the point that were it not for the support and quality of people around me in the operations function along with the great organisation that Lamprell is, I doubt that I’d be in this position today. For me, it’s all about the strength of the foundations, and that is the team.

LT: That segues nicely into the team theme. What’s different now that you are COO and why is the role needed now?

Hani: Let me address the second part of this question first. It is an exciting time at Lamprell right now. We are constantly evolving and growing as an organisation and a pervasive, values driven culture like ours makes all the difference. Before this change our CEO, Christopher McDonald, had nine direct reports covering business acquisition, business execution and key support services. That’s a lot of bases for him to cover. This change allows me to hone in on all things operations allowing Chris

to focus his attention on more strategic activities for Lamprell; supporting our continued sustainability and growth. The role is needed now because the organisation’s evolution is right for us to make this change. Specifically, the execution grounds that need to be covered are wider than they have ever been.

As for the first part of the question. My new responsibilities, along with the existing operational functions (projects, production, services and operations) have engineering, procurement & supply chain management and risk & commercial reporting into me. It’s a strong team and I’m genuinely excited

about working alongside everyone as this new chapter in Lamprell opens up for us all.

LT: What does this mean for the evolution of the organisation?

Hani: We have a well-established and regional leading position in jack ups and land rigs but we’ve needed to spread our wings to ensure the business is future proofed. Hence our move into the EPCI oil & gas and renewables ‘space’. However the evolution into EPCI is not without considerable planning and particularly so on the execution side. It’s a competitive market out there.

However, we work hard on our preparedness and learning lessons along the way is a large share of that. For my part it’s all about how closely we work together – identifying a prospect, understanding if we can be competitive on that opportunity and then pricing it right so that we can ultimately make money from the project when we take it through into operations.

Considering this further, Hani frowns and tells us: “You know, in Lamprell everything we do is actually embodied in a few key building blocks: always a risk based approach to safety, building our EPCI portfolio without neglecting our rig building expertise, forging strong

partnerships to leverage capability and competitiveness and being accountable and commercially aware at all times – at every level.”

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...it’s all about how closely we work together – identifying a prospect, understanding if we can be competitive on that opportunity and then pricing it right...

”

“

...‘change is the only constant in life’ and we must never allow ourselves to stagnate. Evolve, evolve, evolve.

”

LT: More specifically?

Hani: We’ve made a number of organisational and procedural changes to ensure we’re future-fit, but we never consider ourselves as ‘done’. As the famous saying goes ‘change is the only constant in life’ and we must never allow ourselves to stagnate. Evolve, evolve, evolve.

Since I took on the operations role, prior to my new position, we’ve implemented many improvement and integration plans, with a massive focus on lessons learned and risk management; readiness planning; Lean Six Sigma methods in execution and yard investments.

Pausing for a moment Hani, enthusiastically says: “we’re actively embracing digitisation across project management, production and operations. This is particularly exciting for the business as we see this as the future for ever more cost competitive delivery.”

LT: What next?

Hani: The list is endless. We have so many ideas. But accountability

and adding value is at the heart of everything we do. Digitisation forms a big part of that. And continuing focus on execution excellence, predictability and learning underpinned by greater alignment of our project delivery support functions will be the outline framework within which we work. It’s important that we maintain our strength in the jack-up fabrication and refurbishment space whilst we continue to build our EPCI businesses in renewables and offshore oil & gas. Success on the LTA with Saudi Aramco is a key component of that growth trajectory.

Specifically in Production, we have recently announced Richard Taylor’s promotion to Production Director. He re-joined us in late 2017 and has really transformed the discipline. This is key to our production organisation’s evolution and accountability. A geographically spread company across multiple locations; and executing a variety of projects with input from numerous disciplines related to production, requires a clear organisation to support the complexity of bringing all these processes together.



Hani El Kurd | COO

In brief with Hani El Kurd

1. **Car or bike?**
Definitely bike. Motorbike I should add!
2. **Football or cricket?**
Basketball all the way!
3. **Fiction or non-fiction?**
Non-fiction, always.
4. **Town or country?**
City every time.
5. **Summer or winter?**
Summer.



Some of the team

PRODUCTION EXPLAINED

Hot on the heels of Hani’s comments about production, we speak to **Production Director, Richard Taylor** to understand more about what may be an enigmatic subject matter for some of us!



Richard Taylor | Production Director

LT: Richard, for many people the concept of production conjures up a factory of widgets rolling along a conveyor belt but what does production mean in Lamprell?

Richard: Production lies at the heart of what we do and is embedded within the tangible assets that we deliver to our clients. In its simplest form, it means processing raw materials such as structural steel and piping and moving them through our various production phases to produce the components we need to construct various product types. The production process relies on multiple departments interfacing: from Engineering converting client specifications and designs into thousands of ‘shop drawings’; Supply Chain ordering materials and equipment; through to Operations ensuring the facilities and machinery are always ready to start production.

LT: With responsibility for such a vast range of activities, and given the ambition for a more automated and digital future, what are you doing to prepare for this?

Richard: At the moment we are delivering several yard upgrades that will optimise the production process for our products. This includes improved yard logistics through upgrades to our construction pad areas, overhead and gantry cranes and enhancements to our transfer systems between production locations. Another focus area for us is in welding technology improvements. We’re investing in state-of-the-art technology, including robotics that

will drive significant efficiencies within production. This will allow us to mitigate re-work allowing us to support increasingly fast-track schedules for clients. We’re also installing a digital production control system which allows us to substantially improve how we manage our processes and interfaces from cradle to grave. Once fully up and running it will be a real game changer for us.

LT: And, how are you managing what must be a never-ending stream of assessments to ensure competency and integrity across the function?

Richard: People, processes, procedures and construction execution methodologies all help underpin execution predictability and drive performance accountability within the function. During the quieter period in 2018, we were able to reflect on lessons learned, re-group and focus our efforts on development areas which would have been difficult to work through had we been at full capacity.

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We’re investing in state-of-the-art technology, including robotics that will drive significant efficiencies within production.

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My near-term focus is to ensure that we are fully prepared to safely and successfully execute the Moray East and IMI’s jackup rig projects. Competency assurance has been a key focus area. We recently developed a bespoke in-house Supervisor Training Programme and completed a full overhaul of our trade recruitment and competency process, both of which LATC Manager David Enders and his team have played a major role in designing with us.

LT: So, you’re rather like the conductor with a rather large orchestra? Describe a typical day if such a thing exists?

Richard: That’s a good comparison with a slight twist! I’ve now got several deputy conductors to help me attend to all parts of our very large orchestra. And without them we’d be playing out of sync’ so to speak. A typical day normally starts with catching up and replying to e-mails and general administration activities. Team engagement is always important, but even more so at the moment due to the magnitude of the changes we’re making within the department. I spend a lot of my time ensuring the team is fully supported and we’re aligned on what needs to be done to execute our work. However, the readiness and preparedness work for upcoming projects is taking the majority of my time at the moment. When not attending to this it’s all about planning for the future; whether it be supporting proposals, looking at new technology and systems enhancements or figuring out how I’m going to split my time across the yards when we’re back to full capacity!

LIVING OUR VALUES

IN THIS EDITION OUR WAREHOUSE TEAM TALKS "FISCAL RESPONSIBILITY"

How we live our values is a matter of personal pride for everyone who works for Lamprell. They drive our behaviours and define our culture. Under the leadership of Warehouse Manager and Six Sigma expert **Harsh Upadhyay**, the team is working to bring the efficient Amazon model of on-time deliveries and reduced inventory to the oil and gas industry. And with a significant monthly USD inventory to manage, our warehouse team talk to us about what fiscal responsibility means to them.



Lamprell's warehouse team in Hamriyah



Lamprell's warehouse team in Sharjah

LT: How many employees work as part of the warehouse team and what are their responsibilities?



Warehouse Manager, Harsh Upadhyay: "We have nearly 60 employees who manage the warehouses spread across

Lamprell's UAE based facilities. In terms of our responsibilities, we act as a central hub in the supply chain, receiving and storing inventory until distribution is required. The team manages major project material for our clients such as structural steel, E&I and piping; consumable items such as PPE and welding material and non-revenue-based project material including tools and equipment. In 2018, we handled over 100,000 tonnes of inventory. In total, our team oversees open, closed and temperature-controlled spaces spread over approximately 80,000m². That's equivalent to roughly 11 football pitches."

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LT: Why is fiscal responsibility important to you?



Warehouse Superintendent Varughe T.A.: "We manage a very high dollar value monthly inventory which naturally comes with

a lot of responsibility. One of our key objectives is to manage that portfolio and all the associated costs effectively, as well as reduce the risk of scrapping or disposing of aged material. We take pride in our work and feel that by managing costs effectively, we earn the trust of our management, stakeholders, clients and our employees which is important to us."

LT: Can you tell us about any recent developments related to fiscal responsibility within your team?



Warehouse Superintendent Antony Joseph: "The warehouse team has run a number of Lean Six Sigma projects where we have made

multiple process and workflow enhancements. For example, in 2018 we implemented a paperless initiative which included the introduction of tablets that are used for inventory control, bar coding and deployment of inventory items.

We now manage all our PPE electronically, which allows us to monitor historical employee transactions. For example, we can easily see when PPE such as coveralls, helmets, water bottles and shoes were last requested, from which location and from whom. This allows us to manage stock better and keep track of employee consumption.

We have also worked on improving warehouse space and utilisation. After completing data analysis on our fast-moving items, we relocated where certain items were stored and this, in turn, has significantly speeded up issuance time. All of these initiatives help us reduce costs within the department."

LT: How will the digital transformation journey improve performance?



Warehouse Sr. System Business Analyst, Valera Svietykh: "In the future, the Warehouse Department will do much more than

merely physically move material. In an increasingly digital world, warehouses are the backbone of an information ecosystem in which a connected and carefully coordinated set of movements and actions must be tracked at every level in order to maximize the efficiency and meet customer demands for increased flexibility, visibility, and transparency. The application of the Internet of Things, the use of advanced

dashboard analytics, place sensors and advanced networks everywhere will significantly improve performance and customer satisfaction."

LT: How do you feel digitisation impacts fiscal responsibility within your department?

Warehouse Manager, Harsh Upadhyay: "The impact of digitisation is significant, and as a department, we see enormous benefits. Accurate and reliable systems, processes and data are essential to running an efficient and effective business operation. Inventory represents a large portion of Lamprell's assets, and decision makers need to be able to accurately identify how much inventory there is and where it is located in order to make effective budgeting, operating and space management decisions. Digitisation enables those decisions instantly and helps reduce the holding cost and risk of scrapping or disposing of old materials."

LT: How does the warehouse team demonstrate fiscal responsibility?

Warehouse Superintendent Antony Joseph: "We work together as a team and use our digitised inventory method daily to plan and monitor our activities. This allows us to effectively utilise our surplus material, deploying it for use on other projects instead of scrapping it. It also prompts us to alert our buyers ahead of time when new material is required allowing us to stay ahead of the game. Being able to accurately forecast this helps reduce project risks and costs."



THE BIG PICTURE PIPE SHOP

Lamprell's new 50,000m² pipe fabrication shop is a state-of-the-art automated and digitised workshop producing carbon and stainless steel pipe fabrication. The facility is designed to operate 24 hours a day and provides controlled conditions for optimum productivity. Complete with testing,

blasting and painting facilities as well as a fully automatic warehousing system, the shop offers a leading regional one-stop solution to cost-effective pipe fabrication.

Find out more by contacting marketing@lamprell.com

TIME CAPSULE BACK IN... 1992



BILL CLINTON
becomes the 42nd President
of the United States

The average cost of a
GALLON OF GAS
in the US is **USD 1.15**



The first
MCDONALD'S
opens in Beijing, China



**CARTOON
NETWORK**
is established

AT&T
release the first colour video phone
on the market for **\$1,499**



EURO DISNEY FRANCE
opens its doors



STEVEN LAMPRELL
is the sole owner of the Company



PETER WHITBREAD
is Lamprell's General Manager



LAMPRELLTIMES IS BORN

The company was in its
17TH YEAR OF OPERATIONS
in the United Arab Emirates

"...PEOPLE
make up our most precious asset, and we
will be finding ways of making Lamprell the
company that we work for with pride and
satisfaction." – *Peter Whitbread*

AT THE TIME, 1992
was the best year for growth
that the business had experienced
in its history



I WOULDN'T BE WITHOUT MY... LAMPRELL 'STAR' ENGRAVED MONT BLANC PEN

By Faiz Mohamed



I have always appreciated fancy pens, but this exceptional and unique engraved Mont Blanc pen holds a lot of meaning for me. It was presented to me by our former CEO Jim Moffat when I was voted as 'Lamprell's Star of the Year' in 2015 by our Executive Committee. This pen is my ally and companion at work, both in the country and when I am abroad. It is a daily reminder of

winning the much-coveted title thanks to my mentor's confidence and peers' support. This pen is a symbol of my journey, my accomplishments including both successes and challenges and a daily reminder that it has all been worth it. I feel that at Lamprell, our efforts are truly recognised and I am humbled by this gift which I will value and honour for many years to come.





TRANSFORMING TALENT...

“

I'm passionate about our people having the best possible experiences they can while they're in the workplace; particularly that they're able to seize every opportunity to learn and grow

”

▲ **Kaye Krause-Whiteing**
Vice President, Human Resources & Corporate Services

Kaye speaks to Lamprelltimes about an exciting new coaching initiative Lamprell has undertaken...

“And which is why I'm very excited to be sharing the work we've been doing recently with our Lamprelltimes readers. We're always up to date with our technical trades training and mandatory learning associated with our licenses to operate but it's been some considerable time since we've had any sort of formal focus in terms of nurturing our senior leadership. And it's so important that we pay attention to this as it supports our sustainability in terms of ability to recruit, motivate and retain people. So, at the end of 2018, we set about launching our leadership development and excellence programme.”

“After reviewing a number of proposals, we settled on working with a specialist consultancy, Diversitas, who undertake a wide range of coaching and leadership assignments across the world. Their objective is to create transformative experiences for their customers, allowing them to gain the most benefit from individual and team coaching; taking their honed and newly acquired approaches into leadership and management practices in the workplace. Furthermore, their approach is highly practical and hands-on. It's not about tomes of textbook theories that eventually gather dust on the bookshelf. It's very fresh and engaging.”

A number of Lamprell's senior leadership, including the Executive Committee, have embarked on the programme taking the form of a number of workshops running across most of 2019. The focus is to develop the latent potential of our current leaders and to

enable them to enhance their leadership capability to more effectively inspire and engage with others to accomplish strategic objectives together.”

“All those who are currently enlisted on the programme have begun by undertaking an initial psychometric profiling assessment supplemented by a one to one feedback session,” explains Kaye. “This has been really rewarding, and many of the participants have fed back to us in terms of how personally revealing the sessions have been for them. It can be quite a cathartic experience if you've never done anything like this before. Detailed analysis of the data is also fascinating as whilst it throws up areas where we are doing really well, and areas where we have room for improvement; it shows our talent pool is strong and motivated. And this is 'motivated' in the widest sense of the word: to learn, succeed, be part of the team, give/receive feedback etc. We've hundreds of good reference points to work with which are also helping us to shape individual 2019 performance development plans”.

Tracy May, Managing Director for Diversitas had this to say to Lamprelltimes: “When I work with an engaged client it makes all the difference. The commitment to the success of this programme is coming from the very top: the Chief Executive Officer as well as the wider Board. Every single person taking part is going to get a unique experience in terms of their own personal journey. We should never

forget when talking about leadership that one size doesn't fit all. One size fits one. That is very much behind our philosophy and getting everyone to own their individual leadership journey. Leadership isn't always about a continual upward trajectory, it's about leading ourselves first and foremost, then leading others and ultimately the business. It's really energising to be working with a team such as the one at Lamprell.”

Kaye continues: “I'm conscious that at this stage we've only extended the programme to the most senior leadership. However, it is our full intention to distil a complementary version of the curriculum to a wider population in the future so that we all have a common platform of data to reference. This also goes hand in glove with our own performance management programme and gives us two controlled, systematic data sets from which to work.”



...AND CONTINUING THE DEVELOPMENT JOURNEY

Lamprelltimes speak to Group Hookup and Commissioning Manager Grant Bandy about the importance of continuing professional development. Grant is a Chartered Engineer, holds Masters and Bachelor of Science degrees and is a Fellow of the Institution of Mechanical Engineers.



Grant Bandy
BEng MSc CEng FIMechE
Group Hook Up & Commissioning Manager

LT: Can you explain continuing professional development (CPD) in a nutshell?

Grant: At its core, CPD is the responsibility of professionals to keep their knowledge and skills up to date in order to deliver to high quality, uphold the expectations of clients and meet the requirements of our professions. CPD basically describes any activity that professionals take part in to develop and enhance their skills. That may be from courses, workshops, further or vocational education, etc.

Sabih Laham, our Vice President of Engineering and a Chartered Mechanical Engineer, has a particular interest in both CPD and professional engineering institutions, and the benefits they bring to the individual and company. Sabih has been particularly active in and has made a significant contribution to this area, being instrumental in setting up and holding the post of Deputy Chairman of a UAE based group, the "Professional Chartered Engineers in the UAE" (www.pceuae.com). The main aim of this organisation is to assist current and aspiring engineers within the United Arab Emirates in their professional development. Membership of any Professional Institution, such as the Institution of Marine Engineers, Institution of Mechanical Engineers, etc., provides a route to structured CPD whilst providing professional credibility and ongoing career support.

LT: Why do you believe CPD matters at Lamprell?

Grant: The benefit of CPD to Lamprell is that through developing our personnel, we ensure that standards across the company are high and consistent. CPD can also promote improved engagement from the workforce, commitment to job roles, and maximising staff potential. The ideal would be to get to the position where all our engineers are members of an appropriate professional institution, actively engaging in CPD and where applicable to do so, working towards chartered status of their respective professional body.

LT: Can CPD help organisations win new business?

Grant: Any Company's strength lies with its' people. As Lamprell is up-scaling for the LTA, CPD is now more critical in retaining and attracting key personnel in an improving market. It is also key in ensuring that we continue to maintain and enhance the knowledge and skills required, and that capabilities keep pace with current standards.

LT: How important it is to be part of professional development?

Grant: Acknowledging that experience is a great teacher, it often also leads to repeating what we have always done before. In undertaking focused CPD, we can remain open to new possibilities,

knowledge and skill areas. Change is a constant and skills can become quickly outdated; CPD allows us to adapt to the evolving workplace.

“
In undertaking focused CPD, we can remain open to new possibilities, knowledge and skill areas. Change is a constant...
”

LONG SERVICE AWARDS

OVER 35 YEARS

CEO Christopher McDonald as well as other members from the senior management team recently attended an awards ceremony

and lunch for Lamprell's long serving employees. Over 30 employees were honoured at the event, five having served over 20 years, 11 over 25 years, four over 30 years and one employee, Ebrahim Maleravalap, who has served over 35 years. Dedication to be applauded.



Lamprell recently celebrated its long serving employees

SOWING THE SEEDS OF SIGMA. EMPLOYEES CAN BE REWARDED WITH USD 10,000

Q1 saw the launch of the Sigma Rewards and Recognition programme giving employees the opportunity to earn big cash prizes for their ideas. Any Lamprell employee who completes the Lean Six Sigma certification and an approved associated project is eligible for performance-based rewards which are directly linked to the value the employee creates for the business. An employee (or team of employees if working together) will be eligible for a total cash reward of 10% of the validated project savings capped at USD 10,000 per individual. Any project savings will be reviewed and approved by Internal Audit, Finance and the Sigma Steering Committee. Vice President IST & Business Optimisation Shumon Zaman explains: "The underlying principle is simple – employees who go the extra mile to save the company money will be eligible for a share of the cash savings that they help generate." Lean Six Sigma is a set of techniques and tools for process improvement which has gained worldwide recognition. Lamprell launched a pilot Six Sigma project in 2017, and following success-

ful implementation and cost savings of over USD2.1 million, the business officially launched the project company-wide in 2018.



“
...employees who go the extra mile to save the company money will be eligible for a share of the cash savings that they help generate.
”

LAMPRELL THROUGH THE LENS

Lamprell kicked off its exciting new annual calendar photography competition, 'Lamprell through the Lens' in Q1, and employees have the next few months to get engaged and showcase their expertise and photography skills. Both yard and administrative employees, have been invited to submit their top three photographs for a chance to have their image appear in Lamprell's 2020 annual calendar, shared on Lamprell's LinkedIn page which has over 120,000 followers, be featured in Lamprelltimes and win bragging rights for a full year.

Lamprell's 2020 calendar will be distributed internally, to our clients and at ADIPEC, one of the world's largest oil

& gas exhibition and conference. While there will be a total of 13 winning entries (calendar cover and one for each month of the year), there will be one overall winner whose photograph will also feature on both the covers of the calendar and Lamprelltimes.

While voting will be open to all Lamprell employees, a panel of Lamprell judges including external professional photographer *Sid Siva* (www.sidsiva.com) will have the deciding vote. Keep reading Lamprelltimes for further updates on this exciting and new competition. Our lucky winners will be announced in Q3.



FOOTBALL FIESTA AT LAMPRELL

Lamprell held its sixth inter-department football tournament at the Cultural and Sports Club in Hamriyah Town in March. Our Hamriyah Yard 1 - Tuskers team reigned supreme, being crowned as champions for the third year running following their win over Hamriyah Yard 2 - Tigers in the finals. Thanks go out to the many tournament organisers, players and support personnel as well as all the spectators who supported the event; it was a huge success.



Champions: Hamriyah Yard 1 - Tuskers



First runner-up: Hamriyah Yard 2 - Tigers



Second runner-up: FC Engineering



Most valuable player: Rajesh George (Hamriyah Yard 1 - Tuskers)



Best goalkeeper: Jithesh Kariyambadi (HR and HSESQ - Athletico)



Best goal of the Tournament: Ian Byers (Commercial, Proposals and Business Development - Vanquishers)



Top scorer: Rajesh George (Hamriyah Yard 1 - Tuskers)



Fair play award: HR and HSESQ – Athletico



GLOSSARY

AT&T	American Telephone & Telegraph
AUS	American University of Sharjah
CEO	Chief Executive Officer
CNC	Computer Numerical Control
CO ₂ e	Carbon dioxide equivalent
COO	Chief Operating Officer
CPD	Continuing Professional Development
E&I	Electrical & Instrumentation
ENOC	Emirates National Oil Company
EPCI	Engineering Procurement Construction and Installation
EPCL	ENOC Processing Company Limited
HR	Human Resources
HSE	Health, Safety, Environment
HSES	Health, Safety, Environment and Security
HSESQ	Health, Safety, Environment, Security, Quality
IMI	International Maritime Industries
LATC	Lamprell Assessment and Training Centre
LOI	Letter of Intent
LT	Lamprelltimes
LTA	Long-Term Agreement
O&M	Operations & Maintenance
PPE	Personal Protective Equipment
QAQC	Quality Assurance Quality Control
SCM	Supply Chain Management
SNOC	Sharjah National Oil Corporation
TRIR	Total Recordable Incident Rate
UAE	United Arab Emirates
USD	United States Dollar



Your feedback is important to us!

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Any feedback, suggestions or queries should be emailed to:

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