



Lamprell's efficiency and improvement initiatives  
**Project Evolution and Compass**  
seeing significant benefits



- P-2** Message from the CEO
- P-3** HSES News
- P-4** New Build Jackup Rig News
- P-6** Rig Refurbishment Activities
- P-8** Offshore & Onshore Construction
- P-9** Engineering & Construction Update
- P-10** Engineering Initiatives
- P-11** Land Rig Services News
- P-12** MIS Arabia Activities
- P-13** Operations & Maintenance News
- P-14** Project Evolution Nearing Completion
- P-15** 2015 Bowling League Winners Crowned
- P-18** Peter Whitbread
- P-18** Petrofac Interns Visit Lamprell
- P-18** Compass Live on Rig Projects
- P-19** Lamprell VP Wins IMC Award
- P-19** Glossary of Terms



## Message from the CEO

As we move into the second half of 2015 it is business as usual at Lamprell. All ongoing major projects are progressing well including the seven new build jackup rigs under construction ➤ page 4 as well as the modules being constructed for the Petrofac project ➤ page 8. Our smaller Land Rig Services, Engineering & Construction and Operations and Maintenance business units also continue to

deliver projects on schedule and win new work. Operationally we have had a steady start to the year following the record performance in 2014 and we have continued to deliver according to plan in a difficult environment.

Those of you who keep up with our press releases would have read that I have decided to retire next year in June. I joined Lamprell in early 2013, initially to continue the recovery process started by Peter Whitbread and then to place the Group on a firm foundation to take it to the next stage of its growth. With your help we have managed to achieve those goals and I now feel that it is an appropriate time to advise my intended departure, in plenty of time to find and appoint a new CEO. I will still be involved in the business even after retirement as I have agreed to support the Company on a consultancy basis thereafter. In order to help with the transition process to the new CEO, the Chairman, John Kennedy, has agreed to take on a more hands-

on role until next year's annual general meeting. The search for a new CEO is already under way.

I am very pleased that Tony Wright has been promoted to Chief Financial Officer. Tony has had a positive impact on the way that the business operates since joining in early 2013. I have every confidence that he will succeed in his new role.

We have also seen changes among the non-executive directors with the departure of Michael Press, the arrival of Mel Fitzgerald and Debra Valentine and the appointment of Ellis Armstrong as Senior Independent Director. In a listed company it is typical for non-executive directors to rotate on a regular basis in this way. Mel and Debra bring many years of experience in the global energy industry and their respective skills will complement the current expertise on the Board.

On a sad note, we unfortunately lost our former CEO, Peter Whitbread, earlier this year ➤ page 18 when he passed away on 18 July. The news came as a blow to all at Lamprell, as he was highly respected among our employees and management team. He was a great friend and a tremendous support to me personally since I joined the Company and I will certainly miss him.

Finally, as the global energy markets continue to experience a significant shift which is expected to last longer than originally envisaged by the industry, I feel confident that with our strong balance sheet and cash position, and a market-leading operational performance, we are well positioned to weather the storm during these uncertain times. In addition, the Board is undertaking a thorough review of our strategy to ensure it is robust in the face of industry challenges. We remain confident that Lamprell has a clear path for targeting those clients and markets where we see the best opportunities during the downturn and for developing the business in the longer term.

- Jim Moffat



# HSES News

## Take 5 Campaign Kicks off in Lamprell's Yards

Lamprell's HSESQ and Communications departments recently kicked off a new campaign called "Take 5", which encourages our workers in the yard to take a few minutes to observe their work areas before, during and after they finish their tasks and shifts. It works on a concept of 5 steps, namely:

**STOP** – what you are doing and observe your area



**THINK** – is your work area still safe since you came back from a rest break?



**LOOK** – around you and observe the area to identify any changes



**FIX** – if you can fix a hazard then do so and if not report it



**CONTINUE TO WORK SAFELY** – once your work area is free of all hazards



A new safety campaign called "Take 5" was kicked off across the Group recently

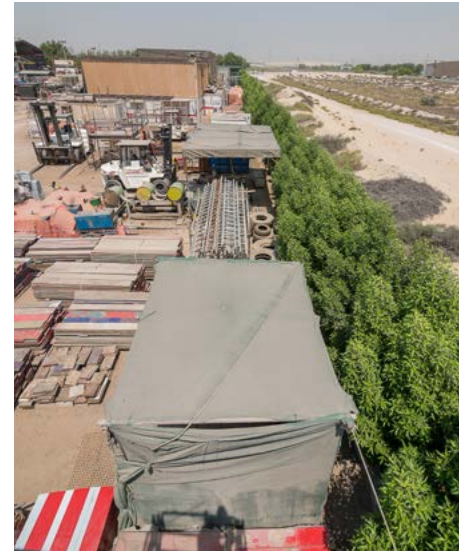


Translated posters and banners have been displayed across our yards and our supervisors are rolling out the campaign via Toolbox Talks. With the new campaign we hope to prevent injuries and incidents and keep our workforce safe.



## Land Rig Services' (LRS) Tree Planting

Earlier this year the LRS team at Lamprell's Dubai Investment Park (DIP) facility took a proactive approach to improving the natural environment around the yard by planting trees along the entire eastern boundary of the site. 120 Damas trees were planted by Lamprell personnel. This species is fast-growing and tolerant of heat, drought and salt, making it a perfect landscape tree and shrub for the UAE. This initiative enhances the aesthetic appearance of the local community which includes a nearby residential neighbourhood, improves the quality of air in the local region due to photosynthesis by the trees, and helps to offset CO<sub>2</sub> emissions from machinery operations on-site. The logistics and viability of similar initiatives at other Lamprell facilities are currently



120 Damas trees were planted by Lamprell personnel at the DIP facility

being investigated. Congratulations to the team at LRS DIP for this valuable contribution to improving the environmental and sustainability performance of the organisation.

## Ambient Air and Marine Water Monitoring at Lamprell Facilities



Lamprell intern Akanksha Chopra monitors the quality of the ambient air and marine water surrounding Lamprell's Sharjah facility

Due to the importance that Lamprell places upon environmental performance, the Company periodically engages the services of a professional laboratory to monitor the quality of the ambient air and marine water surrounding our facilities in the UAE. This monitoring is undertaken to gain a better understanding of

local environmental conditions and to ensure compliance with both UAE federal and local regulations. The database of environmental results can also be used to highlight any issues with the local environment and design measures to better protect these valuable resources.



# New Build Jackup Rig News

## Ensco Projects Progressing as Scheduled with Excellent Safety Statistics



Our Ensco projects are in an excellent position for on time delivery

Our Ensco new build jackup rig projects continue to progress very well, with Ensco 140 at 75% completion and Ensco 141 just crossing 65% completion. We performed the engine start on rig 140 during the first week of September which will follow with the load out in early November. The projects are

also recording good productivity gains, particularly around the flux cored arc welding initiative with a reduction of indirect manhour usage. The safety record on both projects continues to be excellent, with Ensco 140 achieving 2 million manhours without recording a day away from work case (DAFWC) in early August,

while Ensco 141 maintains a world class total recordable injury rate of 0.11. Both projects are in an excellent position for on time and on budget delivery, all of which is achieved through a fantastic team effort by both Lamprell and Ensco project teams.

## Shelf Jackup Rigs on Schedule

VIP's from Shelf and Chevron visited the Lamprell Hamriyah yard in July to see the progress on both new build jackup rigs destined to work for Chevron in Thailand. General progress, housekeeping and cable management were appreciated by the VIP's during their visit. Shelf 1

& 2, which both had their first cut of steel on 1 October last year, are progressing as scheduled. All major milestones such as the keel laying, legs and cantilever fabrication and mud pump installation were achieved ahead of time on Shelf 1 with the next major milestone being the

main engine start-up which is due to take place in late Q4. Shelf 2 is progressing as planned with the start of cantilever fabrication milestone achieved in September and mud pump installation due to take place in Q4. Shelf 1 hit its 700,000 manhours without a DAFWC in August.



Both Shelf rigs have excellent safety statistics and are progressing well



## NDC 7, 8 and 9 Progress Update



NDC 9 plate cutting ceremony

Our jackup rig projects for National Drilling Company (NDC) continue to progress very well, with NDC 7, 8 and 9 projects at 35%, 25%, and 16% completion respectively. We achieved certain significant project milestones in the month of July, notably the NDC 8 keel laying and the first cut of steel on NDC 9, which was performed by the NDC team. The keel laying for NDC 9 is scheduled for late September. All major rig components such as spud cans, cantilever, drill floor and legs sections are progressing well. Productivity on all three rigs

continues to be excellent, which allows us to achieve planned progress with optimised levels of manhours. In addition, the safety record on each project has been maintained at a high standard. The NDC 7, 8 and 9 projects are the first to use our new Panel Line and the teams have been working well producing our first panels from the new automated line.

With a view to identifying smarter and more efficient ways to work, we conducted a one-day brainstorming lessons learnt session called "Project

*We conducted a one-day brainstorming lessons learnt session called "Project on Paper" in August*

on Paper" in August. This was attended by senior personnel from NDC's headquarters alongside the Lamprell and NDC project teams. There has been excellent team work between Lamprell and the NDC project team, this coupled with the application of lessons learned on previous sister hulls will make these projects a greater success.



NDC 8 Keel Laying



NDC 7 on schedule



NDC 8 on schedule



## Rig Refurbishment News

### NDC Rig Muhaiymat Returns for Upgrade and Refurbishment work

The National Drilling Company (NDC) rig “Muhaiymat” returned to our Hamriyah facility for short term upgrade and refurbishment work in August. The scope is primarily centred on the Underwater Inspection in Lieu of Dry Docking (UWILD) of the spud cans as well as various structural, piping and outfitting works. Lamprell Project Manager Dileep Narayanan commented “NDC has set an ambitious target for completing the work which will require a significant commitment from the project team. We are confident we can deliver on schedule as we have done many times in the past. As with all projects of this nature, there will be a major emphasis on HSE to ensure the work is completed safely and all risks are properly assessed and mitigated. We look forward to delivering another successful project for NDC.” Lamprell was awarded the contract to build this second rig, out of a series of nine, for NDC back in 2010 whereafter the rig was successfully delivered on schedule in 2012.



NDC rig “Muhaiymat” returned to Lamprell's Hamriyah facility for refurbishment work after we successfully delivered the rig back in 2012

### Seafox Rig Ahmed Phase 1 Complete and 2 in Progress

The Seafox rig “Ahmed” arrived at our Sharjah facility for refurbishment work earlier this year in Q1. With the first phase of work complete, which included steel repair, an UWILD survey, jacking system overhauling and various Heating, Ventilation and Air Conditioning (HVAC), piping and architectural works, the next phase has kicked off. Phase 2 includes repair work to the HVAC system, steel work repairs and an accommodation piping upgrade. Completion and delivery of this project is planned in early Q4.



Seafox's rig “Ahmed” is undergoing phase 2 of refurbishment work at our Sharjah facility



## Noble Rig Mick O' Brien back in our Yard



An upgrade and refurbishment work on the Noble rig "Mick O' Brien" is nearing completion

The Noble rig "Mick O' Brien" is a Friede and Goldman JU3000N class vessel, which arrived in our Hamriyah facility for an upgrade and refurbishment work at the end of October 2014. With the first phase of the refurbishment complete, the second phase kicked off in August with repair work to the main AC chiller units, an UWILD survey, an Alternate Current Field Measurement (ACFM) inspection of the legs and various piping and structural works. To date there have been no DAFWC recorded on this project. This has been achieved with the combined efforts and excellent teamwork between both the Noble and Lamprell HSE and Production teams. Completion of this project is planned for Q4 2015, thereafter this rig will take up its new assignment with Dubai Petroleum.

## Marinia Rig Delivered after Refurbishment

The Seafox rig "Marinia" arrived in our Sharjah facility for steel replacement and other refurbishment work at the end of March. Lamprell was given a target of 11 weeks in which to complete the work which we did successfully and the rig sailed away in July for its next assignment. The scope of work included steel replacement, jacking system repair and an accommodation upgrade as well as various piping, electrical, HVAC and outfitting work. There was a significant amount of teamwork between the project teams and we look forward to continuing our relationship with Seafox to deliver further successful projects. The safety record for the project has been second to none with no DAFWCs recorded and Lamprell is proud of this industry-leading statistic.



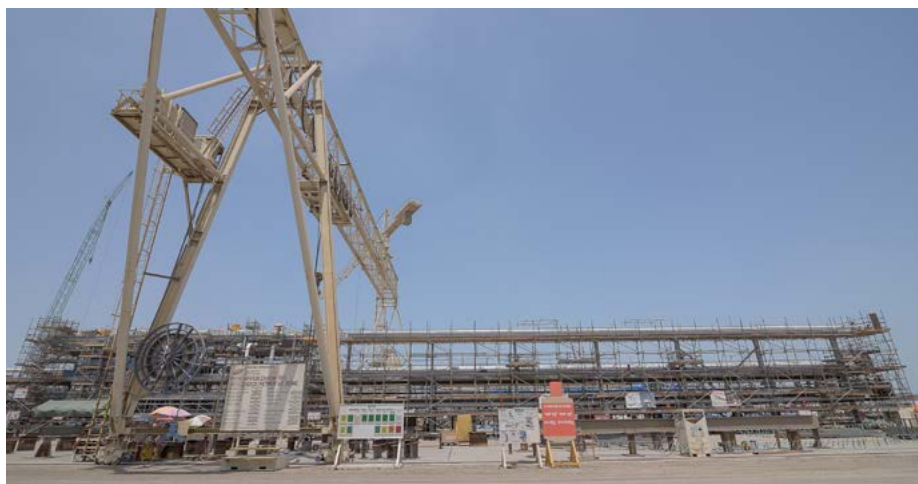
MOS rig "Marinia" was successfully delivered to our client Seafox without a DAFWC



# Offshore & Onshore Construction

## Petrofac Awards Further Work to Lamprell

Construction of the pre-assembled pipe racks for the Petrofac project is progressing as per the agreed schedule in Lamprell's Jebel Ali and Sharjah yards. The project crossed the 1.7 million manhours without a DAFWC mark in August, which is a noteworthy milestone achievement. In Jebel Ali the project team is focused on the completion of the first 14 racks which are scheduled to sail away in Q4 2015. All structural works on these racks have been completed and signed off, and the final testing and mechanical completion of piping and electrical, telecom and instrumentation works are progressing well to meet the sail away dates. In Q2 and early Q3, after seeing Lamprell's performance on HSE, quality and schedule compliance, Petrofac awarded us with an additional three modules weighing in at 4,500mt overall.



Progress continues at a steady pace on the Petrofac UZ750 project

## Lamprell Receives Quality Award on UZ750 Project



The Lamprell project team working on the UZ750 Petrofac project were presented with a Quality award from our client

Another highly notable achievement on the Petrofac project is Lamprell's award of the Zadco V.P. Shield for outstanding quality performance which was presented in August. This award was bestowed upon Lamprell for the exceptional quality performance achieved while

meeting the Petrofac KPI's which were set out for the project back in October 2014. Congratulations and thanks go out to the team who helped us win this prestigious award.





# Engineering & Construction

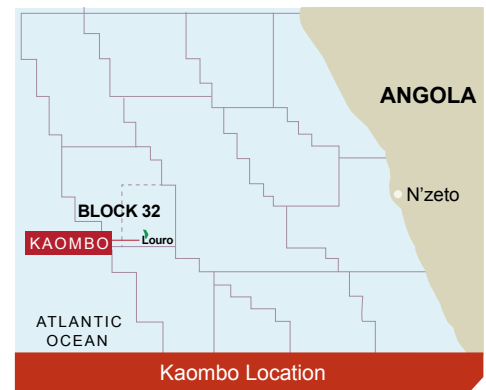
## Kaombo Contract Awarded to Lamprell



Steel cutting for the Kaombo project awarded by new client HMC took place in June

New client Heerema Marine Contractors (HMC) selected Lamprell as their construction partner for their prestigious ultra-deep sea Kaombo project which is based in Angola and being delivered to Total. The

Kaombo project is a development in block 32, approximately 150 kilometers offshore Angola and will secure the sustainable growth of Angola's offshore resources. Lamprell was awarded the contract in



April and will supply buoyancy tanks and suction piles for the Technip and HMC joint venture. The delivery schedule is critical and HMC has selected Lamprell based on our reputation of delivering our projects on time, and to world class standards of safety and quality. This is further recognition by our clients of our key strengths and we are proud to be associated with such an important project. The steel cutting ceremony took place on 17 June and to date the project has been progressing well.

## Progress on Pressure Vessels and New Awards for Sajaa Project

Lamprell's E&C division continues to perform well and are maintaining a healthy bid pipeline for their static equipment and pressure vessels business. Fabrication is proceeding well for the four molesieve vessels which we are delivering for the Sajaa project. These are being constructed in accordance with ASME compliance and to the Petrofac and Sharjah National Oil Corporation's (SNOC) stringent specifications. The installation of specialised internal refractory work has been carried out for two vessels with the others to follow. The high wall thickness vessels, which have sour service

compliance, are fitted with process internals and will be delivered to the Sajaa plant in Q3. Following this, Petrofac and SNOC have awarded Lamprell a further contract to supply two slug catcher vessels for the same project. The scope involves mechanical design, supply of materials and fabrication of vessels, which will take place at our Sharjah facility with delivery expected in late Q4. This new award reflects the trust and the longstanding relationship between the two companies which has been instrumental in developing the Sajaa gas plant over the past 20 years.



Fabrication is proceeding well for the four molesieve vessels Lamprell are delivering for the Sajaa project in the UAE

## Award of EPC Berth Pipeline Project for DUGAS

As one of our longstanding clients, Dubai Natural Gas Company Limited (DUGAS) has awarded Lamprell with an EPC contract to build a berth pipeline. This project is part of the bigger plan for building the

new DUGAS propane storage facility. This scope of work, which is expected to last 13 months, includes the engineering, procurement, construction works, laying of the new berth pipeline and marine loading

arms in Jebel Ali. The E&C project team will fully manage the EPC contract including all multi discipline works and civils.



# Engineering & Construction

## Commissioning & Offshore Hookup Award by Dana Gas

Lamprell's E&C group have been awarded two contracts by Dana Gas to support the development of the Zora gas field project. The first contract is to supply a team to assist Dana Gas in commissioning the onshore gas sweetening plant, based in the Hamriyah free zone, while the

second contract is for the offshore hook up works on the platform. The Zora gas field is a major development for the Emirates of Sharjah and its demand for gas to support the power supply requirements in the area. Lamprell is proud to be part of this strategic project for the UAE.



## Engineering Engineering Initiatives



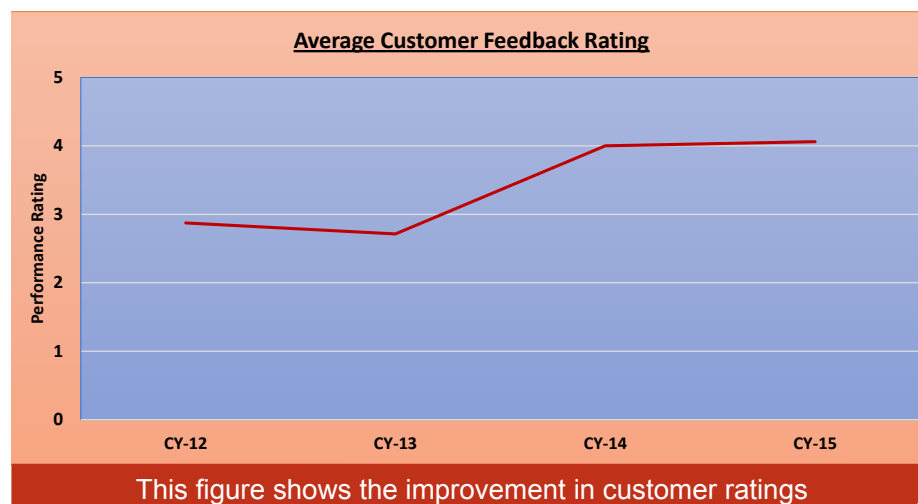
A new material coding structure has been developed by our Engineering team providing unique ID's to material items

Lamprell's Engineering team places great emphasis on continuously improving its processes and developing control measures to ensure overall efficiency improvements on projects. We have seen positive developments on our new build jackup rig projects in Hamriyah as a result of these initiatives. For example, with the implementation of a newly developed material coding structure, we are achieving improved Material Take Off (MTO) efficiencies. Utilities and customised solutions in Aveva and ShipCON 3D software

have also been developed and implemented, which has enabled full automatic profile cutting with enhanced automation in our panel line fabrication. With advance planning and optimisation, the wastage on cables and structural plates has been reduced. Finally, extensive training programs across the department have been rolled out and implemented to enhance the technical competency further, benefiting both the projects and also the Engineering personnel by way of career development.

## Central Document Control Improvements are Evident

In order to streamline the document management processes across all facilities, Lamprell established the Central Document Control (CDC) Group in 2014 and after one year, this initiative has started showing good results. We are finding significant improvements across all projects with the establishment of new procedures, the development of the document management system, the introduction of a vendor document management system and through several other control measures such as a distribution matrix and online status reporting. Further improvements are ongoing and include the implementation of a digital signature tool, setting up a portal for archiving Lamprell's historic



project records, the establishment of an external interface with vendors which will reduce our carbon footprint

by reducing printing, and improving the turnaround time of document distribution.



# Land Rig Services

## WDI 341/342 Rig Upgrade in Chad a Success

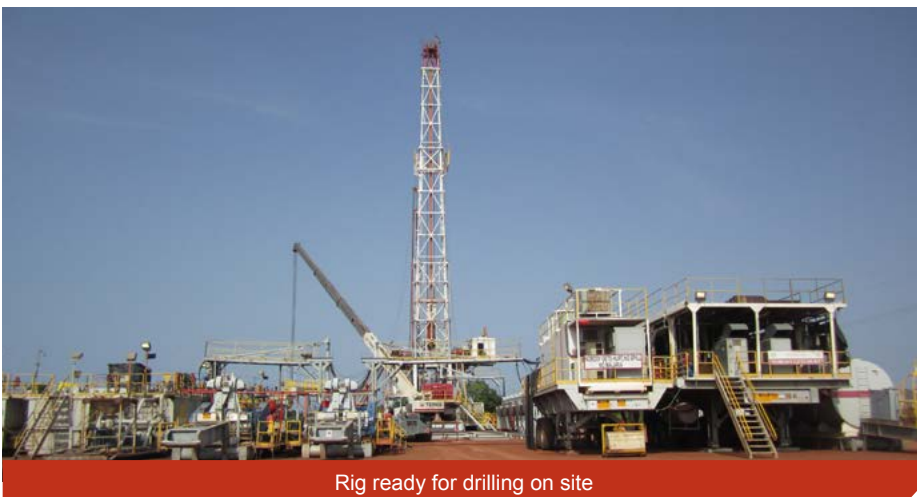
In 2014 Lamprell was awarded a contract by Weatherford Drilling International (WDI) to upgrade two fast moving drilling rigs with Lamprell designed skidding systems. WDI's ultimate client wanted to convert the rigs in order to give them the capability of drilling multiple wells in a single rig move, which results in an increase in operational time. To achieve the requirements of the client's upcoming drilling program in Chad, Central Africa, Lamprell executed this project in three different phases. During phase 1 we sent our engineering team to Chad to complete a survey and basic engineering, and submitted a technical proposal to WDI. Phase 2 included detailed engineering,

procurement, fabrication of approximately 850mt of steel, painting and finally testing which lasted 23 weeks. We delivered on time from our UAE facility prior to shipping to Chad. Phase 3 included the installation and commissioning of the skidding packages at the rig site in Chad which lasted eight weeks. General Manager LRS Hani Elkurd commented "We delegated a team to install the packages, this last phase was really challenging as we were working in different conditions compared to our own facility. We completed 200,000 manhours throughout the three phases and all milestones were achieved on time without a DAFWC which is a significant achievement

particularly given the remote location operations." WDI commenced drilling successfully with five wells completed by one rig and two wells with the second rig. Our appreciation goes out to Project Manager Juby Thomas, who was a semi-finalist for the newly launched Lamprell Star initiative ➤ page 16, for the success of this project, and to his team who spent several weeks on site in Chad ensuring smooth completion. WDI Project Manager Craig Coles went on to say "Huge thanks go out to the Lamprell team for delivering this project on schedule and safely. The rigs are both performing very well."



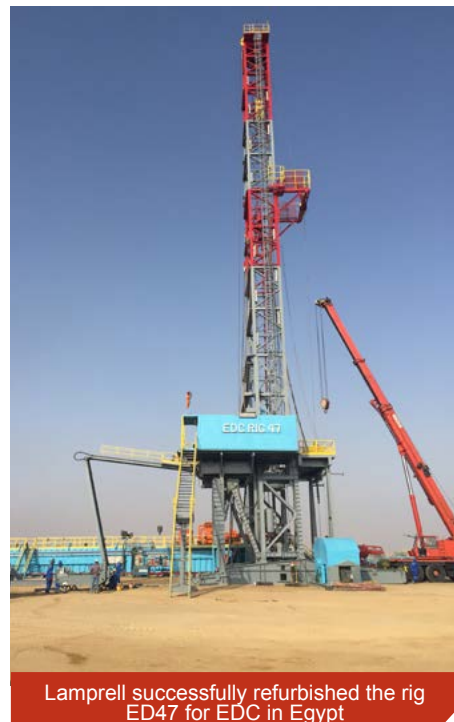
Festoon and mud ditch arrangement on site in Chad



Rig ready for drilling on site

## ED47 Successful Refurbishment

Lamprell successfully refurbished and delivered the ED47 rig in July this year after contract award by Egyptian Drilling Company (EDC) in late April. Scope of work included supervision, inspection and certification of the rig as per API RP 4G CAT IV standards. The work took place on site in Egypt and approximately 20 tons of steel was replaced.



Lamprell successfully refurbished the rig ED47 for EDC in Egypt



# MIS Arabia Activities

## MGSE Project Awarded by SEPCO China



MIS Arabia (MISA) recently received an order for the supply of 33 large vessels and six sets of scrapper launcher receivers including electric operated jib cranes from SEPCO-China for its ongoing Master Gas System Expansion (MGSE Phase I)

project with Saudi Aramco. The order includes the supply of 12 thick wall 117mm vessels, which marks the first ever thick wall vessels executed by MIS Arabia. This is a fast track project with delivery of all equipment expected in Q2 2016.

## Roll out of Large Desalter and Dehydrator

In July Lamprell's joint venture in the Kingdom of Saudi Arabia (KSA), MISA, delivered two desalters and dehydrators for Saudi Aramco's Shaybah GOSP 4 project. Samsung Engineering was our EPC contractor while Frames Separation Technologies provided the process design. These vessels were fabricated under a newly developed propriety design by Frames Separation Technologies. Each vessel weighs in excess of 204mt with a diameter 4.3m x 45m.



Vessels being rolled out at the MIS Arabia facility



## New Division and Resources for MISA



Lamprell is keen on expanding its business opportunities in KSA. To respond to the high demand of medium to large process/modular skid packages both in and outside KSA, MISA has introduced a new division in 2015 to tap into the many opportunities available, with Mathew Cyriac as the new Divisional

Manager. In addition, and in line with expansion plans, the team added a number of resources to augment its capabilities including a drilling machine, automatic tube to tube sheet welding machines, rolling machines, a tandem welding head and a circular welding machine.



# Operations & Maintenance

## Long Service Awards

Lamprell's O&M division recently honoured their employees working at the DPE offshore Fateh and Southwest Fateh fields with long service awards for completing 15, 20, 25 and 30 years of exemplary service. Recognizing employees for tenure is one way we show our gratitude for their ongoing dedication and contributions to the Group.



O&M division employees were recently presented with long service awards

## Horizon Zero Hero Award

Lamprell employees continued their winning streak by bagging the Horizon Zero Hero Award from Dubai Petroleum Establishment.

The award represents our commitment to safety and the leadership exhibited by our employees.



Michael Canalita being honoured by DPE Fateh Offshore Installation Manager David Kittrell for winning the Horizon Zero Hero award for June 2015 alongside the DPE Offshore Leadership Team

## Quarterly Safety Champion Initiative

In our ongoing efforts to improve our HSES performance and cultivate a strong safety culture within our workforce, O&M has introduced the "Quarterly Safety Champion" award for contract employees at our clients' sites. Potential awardees need to show that they consistently and proactively demonstrate safety awareness at all times and are dedicated to ensuring that everyone goes home safely at the end of each shift. The first winner of this award is Lazar Babu, congratulations and thank you for your contribution.



Lazar Babu receives the O&M "Quarterly Safety Champion" award from Dugas General Maintenance Supervisor Brian Thomas and O&M Services Senior Operations and Resources Manager N.A. Mohammed Ali

## Supervisory Skills Training at Clients Sites

Lamprell's O&M division conducted "Supervisory Skills" training for 18 contract personnel working at DPE Offshore fields. The purpose

of the training was to provide an understanding of hazards at the work place and evaluating the risks involved with routine tasks. The

training has boosted the quality of service by enhancing the core competencies of our contract staff.



# Project Evolution News

## Project Evolution Nearing Completion



The official opening of the Hamriyah Panel Line by Lamprell's CEO Jim Moffat took place in July

Project Evolution, a programme to deliver material productivity improvements and cost efficiencies, is progressing well and moving towards the final stages. Several new cranes are operational within our facilities servicing multiple new concrete fabrication pads. Our new in-house scaffolding department is up and running and we are seeing some major cost savings. Centralised gases are on line and our new airline supply which opened in our Hamriyah yard in June is now being fed by integrated compressor stations with both systems servicing the yard very economically. A new yard transporter was delivered in July and our 3D robotic beam cutting line and T-Master are all up and running successfully. The automated Panel Line is operational in Hamriyah and

the outputs and efficiency realised from this continues to improve. The utilisation of improved plate handling equipment is of great assistance. Satellite stores were set up early on in the year and allow us to monitor the movement of consumables more effectively, these are available in all main yards now with potentially more to be added. One year after starting up this project we are nearing completion of this first phase of Project Evolution with only the new canteen, RT bunker and power supply to our Hamriyah facility to be finalised. The new power supply will replace the expensive generator power previously used. We recently reached an agreement with the Sharjah Electricity and Water Authority for a mains power supply which will bring power to the yard by

early 2016. All projects are seeing good savings on welding costs, the span & control and time & attendance management improvements. Project Evolution was a key component of the company's 2014 rights issue and forms a cornerstone of our drive to reduce our costs and hence improve our competitiveness. We are already seeing the benefits from this initiative on current projects. A small team from Evolution will continue indefinitely and maintain focus on Lamprell's continuous improvement and efficiency opportunities. In addition there are studies and proposals being developed for further capability improvements which, once approved, will be executed via future phases of Project Evolution.



A new Yard Transporter was delivered in July and will provide efficient and low cost movement option for heavy parts and prefabricated sections in our Hamriyah yard



Single sided welding gantry on the panel line



# HR News

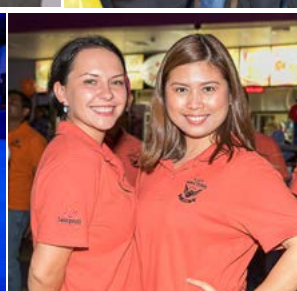
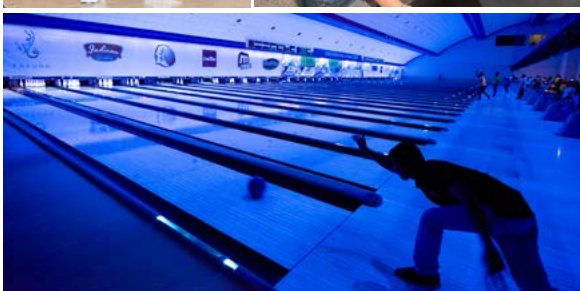
## 2015 Bowling League Winners Crowned



Congratulations to team "Rolling Stones" won this year's Inter-department Bowling League

Lamprell recently held its annual bowling league and the winners have been crowned. Congratulations go out to team "Rolling Stones" who beat the competition and came out on top. Over 15 teams took part in the event which was held at Dubai Bowling Centre in Al Mamzar. Congratulations also go to first runner up "PSC Elites", second runner up "Pro-Bowl" and third runner up "Strike Force". The

much awaited '2nd Inter-department Bowling League', kicked off on 13 May and has been running every Wednesday with the exception of the month of Ramadan. The tournament has given our employees an opportunity to join in some healthy competitive fun in a social and relaxed environment, away from the workplace hence creating interaction, team building and bonding that boost teamwork within the Lamprell group.





## Lamprell Kicks off Star of the Quarter Initiative

Lamprell recently kicked off a new initiative, "Lamprell Star of the Quarter", in order to recognise our employees' outstanding efforts within the organisation. Each quarter Lamprell Department Heads will identify and nominate employees from their departments and submit nominations to a reviewing committee for the selection of the winner. The objective of this programme is to provide recognition and appreciation to deserving employees who 'stand out from the crowd', go beyond what is normally expected of them, promote employee engagement and support our company values. Congratulations go out to Lamprell's first "Star of the Quarter" for Q2-2015, Teresa Gagan from the Offshore/Onshore division. Teresa's manager, Paul Barratt

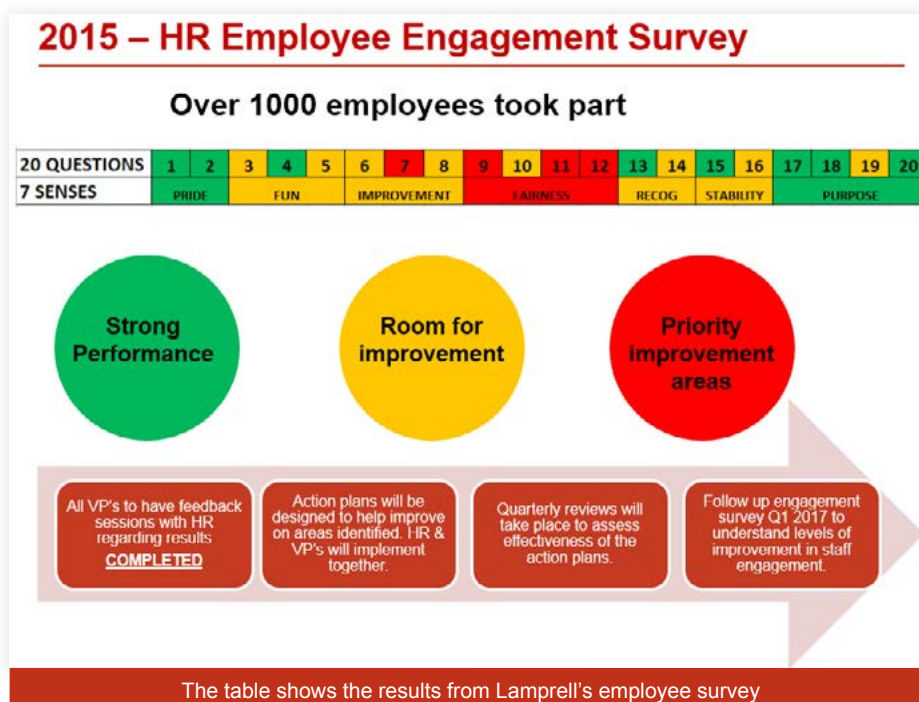
commented: "Teresa has always gone the extra mile and happily taken on additional job responsibilities even if it meant doing jobs that were above her grade. She has brought about cost savings to the company in being the primary architect in revising the work flow process around the compilation and preparation of re-measurement data to support final account resolutions with clients. She is a great team player and embodies the Lamprell core values." Congratulations also go out to all other nominees who made it and the runners up Juby Thomas and Justine Jacob, it certainly was a close fight and a tough job for the judges to pick the winner. Awards and certificates were handed out by our CEO, Jim Moffat at the Town Hall meeting held in Jebel Ali in August.



Lamprell's first "Star of the Quarter" for Q2-2015, Teresa Gagan

## Employee Engagement Survey

Lamprell ran an employee engagement survey back in April which gave us feedback from over 1,000 employees on the admin payroll. The purpose of the survey was to better understand the key drivers of employee engagement within Lamprell. The survey was designed to find out exactly how staff felt about working for us so we could focus on the areas required to improve the employee experience. The questions were centred on what have been identified as "The 7 senses of employee engagement" – these being Recognition, Fairness, Pride, Improvement, Purpose, Stability and Fun. We had some very positive feedback with 99.9% of the respondents saying that they were proud to work for Lamprell and 98% saying they are proud to work for their department. Whilst the positive feedback was encouraging, we were interested to hear about the not so positive feedback. The common areas that require some attention include giving employees more development and training opportunities, a greater sense of fairness in things like promotions and



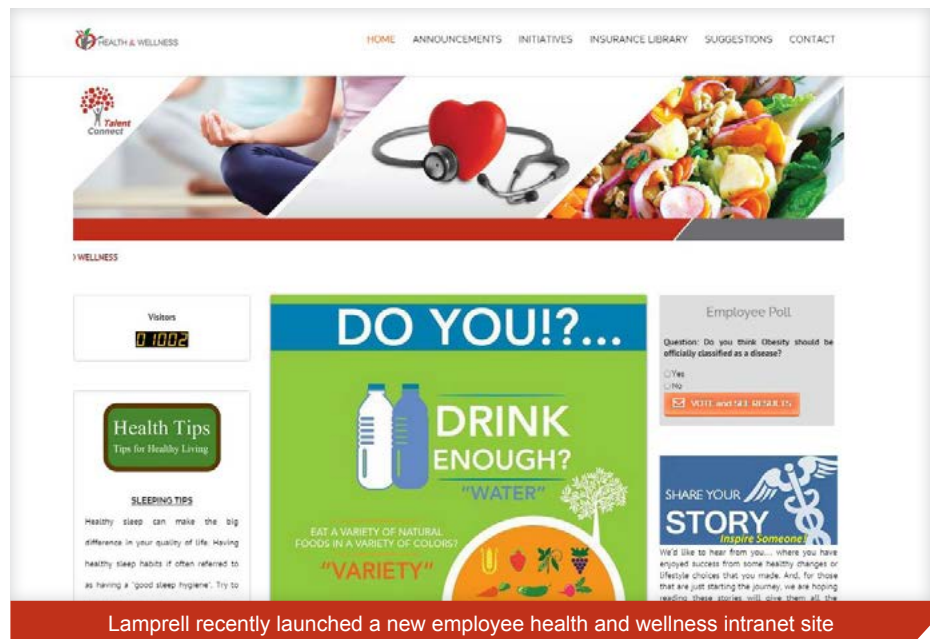
The table shows the results from Lamprell's employee survey

pay and benefits, and recognition for a job well done. Feedback was given anonymously to VP's and line managers and in order to improve these areas we will be rolling out a number of corporate led initiatives and our VP's have been tasked with running department led initiatives

to improve on these results. We are confident that we will make progress and look forward to running the next survey to illustrate improvements. Thank you to everyone who took part.

## Launch of Lamprell's New In-House Employee Health and Wellness Site

In our efforts to continuously promote health and wellness in the workplace, Lamprell recently launched a new in-house 'Health and Wellness' intranet site. This site is intended to be a "one-stop shop" for all of our employee health and wellness initiatives, insurance related information and resources to health and wellness articles. The site has interactive sections where employees can share their health success stories to inspire others, they can also take part in an online poll and provide the company with feedback on initiatives. The new site is just another way Lamprell is trying to look after its employees and improve the general employee experience.



Lamprell recently launched a new employee health and wellness intranet site

## General News

### CEO Town Halls Held in August

Following on from our CEO Town Halls held in January earlier this year, Jim Moffat held his second set of Town Halls for 2015 in August in our Hamriyah, Sharjah and Jebel Ali facilities for all admin employees. These sessions provided Jim with an opportunity to share the Group's

achievements so far in 2015 as well as setting out our future plans. After the usual safety briefing, Jim covered the regular outline of 'where have we been, where are we now and where are we going' covering key developments in the Lamprell story over the last six months. The Town

Halls were a success as usual with a high level of employee attendance. Each of the seven sessions held over three days lasted approximately 45 minutes, and were followed with a Q and A session.



Our CEO Jim Moffat presented seven Town Halls over a period of three days in Lamprell's three main facilities



## Peter Whitbread

On 18 July, we received the very sad news that our former CEO, Peter Whitbread, passed away at a hospice near his home in the UK. Peter had been battling with cancer for the last few months and returned to the UK in January to undergo treatment. Unfortunately, some complications arose causing his condition to deteriorate in July. Peter was instrumental in making Lamprell the company that it is today. He joined the Group in 1992 and

served as MD/CEO for 17 years until 2009 and again more recently when he took over the reins in 2012. He stepped down as a Non-Executive Director in May this year. He was a great friend and supporter over the years to employees' right across the workforce and was highly respected inside and outside of Lamprell. He will be sorely missed by everyone who knew him. The Company was well represented at Peter's funeral held in the UK on 31 July.



Peter Whitbread 1944 to 2015

## Petrofac Interns Visit Lamprell

In August interns from Petrofac came to visit our facilities in Jebel Ali and Sharjah over a two day period. The purpose of the visit was for the students to get a better understanding of the type of work Lamprell and Petrofac do and how we go about our day to day business on projects. During the visit, after a safety induction, the students were given an introductory presentation on the company, a tour of our yards with a special visit to our Petrofac work sites, a visit to our Engineering offices and finally a lunch with our project managers and engineers who were on hand to answer any questions. The students very much enjoyed the visit with Petrofac representative Daniel Atbir commenting "I would like to express



Intern's from Petrofac visited Lamprell's facilities in August

my warm thanks for the organization of the visits by our interns to your facilities. Discussions with your engineers, walkthroughs and the briefings they received were all very

much appreciated. Please forward Petrofac's gratitude to all that have participated in this effort."

## Compass Live on Projects

We are pleased to announce that Compass, Lamprell's new Oracle ERP system is now live for all our new build jackup rig projects, offshore and onshore and LRS projects. The rig refurbishment projects will be joining them at the end of September. Compass will now be making its presence felt at every step in our business after months of system preparation, testing, training, and communication. To date the 'Go Live' on the various rig projects have gone smoothly with no major issues. This is the ultimate test of Compass' efficacy on real

life projects and we have benefited and learnt a lot. This success is proof that Compass works, can deliver efficiencies and savings to the group and that it can make our work that much easier by connecting all our functions to a single system. The Compass team is currently shadowing the end users to ensure they are at hand when they need them. Soon we will be connecting the last and perhaps one of the most important parts of the jigsaw, our Estimating function. Watch this space for further updates.



The exciting moment we've been preparing for is here! Compass is live! Thanks for all you've done to get us here. It's time to enjoy all the benefits it brings. Connect. Unite. Lead.

Lamprell

## Lamprell VP Wins IMC Award

Lamprell's VP of our Offshore/ Onshore division, Neil Millar, was presented with an International Maritime Club (IMC) Golden Helm Award for Excellence in Offshore Services at the IMC Golden Helm Excellence Awards 2015 (Middle East) which were held in the UAE on 9 September. The award ceremony honours prominent names in the Maritime, Oil & Gas and Offshore industry who have been leading the

way to improve the maritime sector in the Middle East. The nominations for the awards were received from various sectors of the maritime industry and were reviewed by the IMC panel of judges. The awards were based on individual merits and their personal contribution for furthering the developments in the maritime industry.

**Congratulations Neil!**



VP Offshore/Onshore Neil Millar wins IMC award

## Glossary of Terms

AC – Air Conditioning

ACFM – Alternating Current Field Measurement

ASME – American Society of Mechanical Engineers

CDC – Central Document Control

CEO – Chief Executive Officer

DAFWC – Day Away From Work Case

DIP – Dubai Investments Park

DPE – Dubai Petroleum Establishment

DUGAS - Dubai Natural Gas Company Limited

E&C – Engineering and Construction

EPC – Engineering, Procurement and Construction

FCAW – Flux Cored Arc Welding

GM – General Manager

HR – Human Resources

HSE – Health, Safety and Environment

HSES – Health, Safety, Environment and Security

HVAC – Heating, Ventilation and Air Conditioning

IMC – International Marine Club

KSA – Kingdom of Saudi Arabia

LRS – Land Rig Services

MGSE – Master Gas System Expansion

MISA – MIS Arabia

MTO – Material Take Off

NDC – National Drilling Company

O&M – Operations and Maintenance

PAR – Pre-Assembled Racks

QAQC – Quality Assurance and Quality Control

QC – Quality Control

SNOC - Sharjah National Oil Corporation's

TRIR – Total Recordable Injury Rate

UAE – United Arab Emirates

UWILD – Underwater Inspection in Lieu of Dry Docking

VP – Vice President









أديبك  
ADIPEC

9-12 November 2015  
Please visit Lamprell in  
hall no. 6 - stand 6210



## Certifications:

<p>Bureau Veritas</p>  <p>ISO 9001:2008 ISO/TS 29001:2010 OHSAS 18001:2007 ISO 14001:2004</p>	<p>ASME</p>  <p>U,S,PP,U2</p>	<p>National Board</p>  <p>NB, R</p>												
<p>Monogram Licenses</p>  <table> <tr> <td>2B-0133</td><td>4F-0281</td><td>16C-0278</td></tr> <tr> <td>2C-0113</td><td>7K-0303</td><td>16D-0075</td></tr> <tr> <td>4F-0094</td><td>8C-0182</td><td></td></tr> <tr> <td>4F-0227</td><td>16C-0202</td><td></td></tr> </table>			2B-0133	4F-0281	16C-0278	2C-0113	7K-0303	16D-0075	4F-0094	8C-0182		4F-0227	16C-0202	
2B-0133	4F-0281	16C-0278												
2C-0113	7K-0303	16D-0075												
4F-0094	8C-0182													
4F-0227	16C-0202													
<p>API QMS</p>  <p>2427, 0881</p>	<p>API - Q1</p>  <p>Q1-1322 Q1-0633</p>													

P.O. Box 33455, Dubai, U.A.E. Tel: +971 6 528 2323, Fax: +971 6 528 4325  
www.lamprell.com

Your feedback is important to us!  
Lamprelltimes is produced by Lamprell's Corporate Communications Team. Any feedback, suggestions or queries should be emailed to: [communications@lamprell.com](mailto:communications@lamprell.com)