



AKHBAR

ALDAR

ISSUE NO. 33 – 2010

Breaking through
Architectural Frontiers

Al Habtoor Group
40 year anniversary

A Stroll down
Memory Lane
General Manager,
HLG Building, Qatar
Suheil Al Rayes

Al Habtoor Leighton Group

The Al Habtoor Leighton Group is one of the leading multi-disciplined contractors in the Middle East and North Africa.

It functions through its two core operating companies, Al Habtoor Engineering and Leighton, and through its diverse range of complementary Associated Businesses.

The specialist services provided by these Associated Businesses include piling, interior fit-out, MEP services, steel fabrication and erection, facilities management and pre-fabricated modular structures, as well as offshore oil and gas expertise.

The Group operates through businesses in the UAE, Qatar, Kuwait, Saudi Arabia, Oman and Bahrain, and is looking to expand further into the Middle East and North African region.

It offers clients a complete, one-stop solution to all construction, development and asset management needs, and focuses primarily on five market sectors:

Building
Civil Engineering and infrastructure
Offshore oil and Gas
Rail
Mining

Akhbar Aldar is an internal publication produced by the Al Habtoor Leighton Group. It provides information to staff on current and past projects as well as general information on the company's growth and direction.

You can contact us at akhbaraldar@hlg.ae or through info@hlg.ae.



When you have finished with this magazine, please recycle it.

AKHBAR ALDAR

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CHAIRMAN'S MESSAGE

Our corporate structure is being remodelled and the move to a decentralised management structure is essential if we are to maintain our growth momentum and meet the new challenges that have surfaced as a result of the recession of 2008-09.

I would like to start with congratulating and appreciate our entire Al Habtoor family for the successful completion of 40 brilliant years. Undoubtedly we have reached a significant milestone in our corporate history that will continue to motivate and inspire in the days to come.

Our operating environment has changed substantially over the past 12–18 months and we need to mirror these changes in the way we deliver our projects. We must place greater emphasis on productivity and accountability because in the current market it is our performance that is ultimately going to distinguish us from our competitors.

Our corporate structure is being remodelled and the move to a decentralised management structure is essential if we are to maintain our growth momentum and meet the new challenges that have surfaced as a result of the recession of 2008-09. We have weathered the worst of the downturn due to our solid foundations but we still face significant challenges and need to address the issues that hamper our efficiency.

Each business leader must provide practical ideas on how they can improve operations and create a safe and healthy work environment. Addressing imprecision is only half the battle, however. I look forward to a corporate climate driven by a culture of accountability, productivity and better work ethics.

In the same vein I would like to add that our people are our greatest assets and keeping them motivated and focused is a prime consideration. We have successfully navigated the worst together and can look forward to better times. I therefore encourage everyone to support the ongoing changes. Our greatest accomplishments are realised together!

Riad T. Sadik



CEO & MANAGING DIRECTOR'S MESSAGE

Fortunately, one of the Group's key strengths is its flexibility. While the majority of our existing projects are building projects, we have the ability to adjust our focus to the infrastructure work on offer. Most importantly, we have the capability to successfully identify, pursue and deliver these projects.

The market has certainly changed in the first few months of 2010. We have noticed a significant increase in competition, particularly in the building sector, in our core markets. Increasingly our best opportunities lie in large-scale infrastructure projects, many of them in new geographic markets.

Fortunately, one of the Group's key strengths is its flexibility. While the majority of our existing projects are building projects, we have the ability to adjust our focus to the infrastructure work on offer. Most importantly, we have the capability to successfully identify, pursue and deliver these projects.

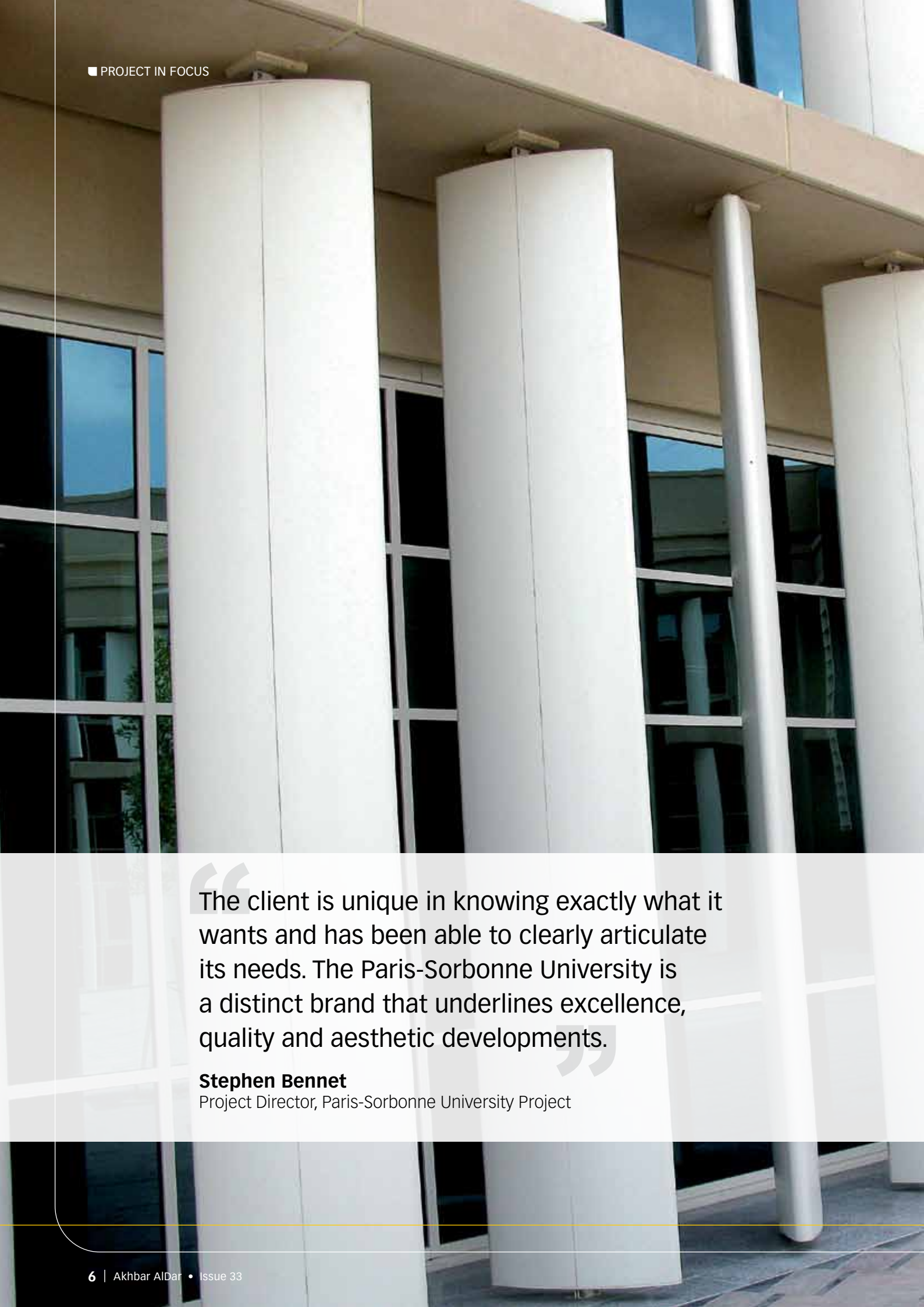
Our New Markets Business Unit is now well established. Our expansion into new geographic markets is essential if we are to achieve the growth objectives that we have set for ourselves.

When you're working hard it's sometimes difficult to notice the progress you are making. We've all been working very hard this year and we have achieved a lot. We've made good progress on most of our major projects, we've secured some good new work in new geographies, we've made great strides in improving the quality of our site housekeeping and we've taken some important steps in our new approach to safety management.

In recent months we have secured some important new projects in various locations – from the Arzanah Medical Centre in Abu Dhabi to a couple of defence projects in Afghanistan. We've got a number of good prospects on the radar and I'm confident that we'll have converted a number of these in the near future.

I hope to be able to share these successes with you soon.

Laurie Voyer



“The client is unique in knowing exactly what it wants and has been able to clearly articulate its needs. The Paris-Sorbonne University is a distinct brand that underlines excellence, quality and aesthetic developments.”

Stephen Bennet

Project Director, Paris-Sorbonne University Project

Breaking Through Architectural Frontiers

With successful completion of the first phase, HLG is moving through the next stage of construction of Abu Dhabi's **Paris-Sorbonne University**.

The completion of the first phase of the Paris-Sorbonne University project in Abu Dhabi has allowed the university to move into its permanent campus on Al Reem Island.

The project was awarded to the Al Habtoor - Murray Roberts (HMR) joint venture in 2008 by Mubadala Development Company, a state-owned company of the Abu Dhabi Government and is valued at AED 1.2 billion.

The project involves the design and construction of a 93,000 square metre complex delivered in two distinct phases, which includes the main academic building, two lecture wings, a library, an auditorium, the administrative building and a dining hall - all radiating out from the central plaza area.

The project also comprises student residences, a sports hall, car parking and a considerable area for the courtyard and mixed landscaping. The development will be comprised of a central circular plaza with a 25-metre tall domed cupola that resembles the original Paris-Sorbonne University tower.

The first phase of the campus was successfully handed over in September 2009. Now as it moves into the final phase of construction, HMR's involvement includes the construction of six individual building structures, an auditorium, a sports hall, car park, and two residential blocks for male and female students.

The Project Director, Stephen Bennet, is a building graduate with 20 years' experience in the construction and engineering industry.

He said the project posed a number of professional challenges for him.

"There were some challenges, but I was very lucky to start my first project in the UAE with a strong and committed team who have delivered results in line with the high standards I experienced with my previous employer, Leighton Asia," he said.

"The client is unique in knowing exactly what it wants and has been able to clearly articulate its needs.

"The Paris-Sorbonne University is a distinct brand that underlines excellence, quality and aesthetic developments."

Mr Bennet said the key consideration during the project development was the design and build functionality. To address this, the project team presented three different design options that included:

Combining contemporary architectural ideas with the region's rich historical and cultural architectural heritage.

Providing an image that would be recognised in international academic circles and national and global business communities in order to make the institution a unique and a regional icon.

Recognising the critical role of embedded information technology and providing systems that integrate and support the university's educational mission.

Providing accessibility for the disabled.

Applying intelligent use of local building materials.

Having an ecologically sensitive design that included energy conservation through both active and passive methods.

Incorporating indigenous landscaping material to create meaningful aesthetic and



◀ Paris-Sorbonne University
Abu Dhabi



maintainable environments including space for social activity, spiritual renewal and intellectual energy growth.

Incorporating campus planning and design with rich palatial interiors befitting the Sorbonne University's status and aspirations.

"After a lot of analysis, research and calculations, we put together a design-and-build plan that addressed each element in detail and we were confident the plan would meet the client's goal," Mr Bennet said.

During the construction of the project, complete integration and alignment of each function is critical, therefore the project team used various techniques to ensure effective control mechanisms were in place for quality output and on-time delivery.

"The project was financed through a consortium of national and international banks so it was critical to ensure the monthly cash flow projections met the satisfaction of both the client and the financiers. This created its own issues as we had expenditure commitments as well as programme commitments to meet."

The variety in the comprehensive architectural elements of the project required specifically tailored solutions for logistics and safety management.

◀ **Stephen Bennet** (right) and **Ken Southworth** (left) on site

“There were some challenges, but I was very lucky to start my first project in the UAE with a strong and committed team who have delivered results in line with the high standards I experienced with my previous employer, Leighton Asia.”

Stephen Bennet
Project Director

Total value of the project

AED 1.2 Billion

University capacity

2000 students

Man-hours worked to date

10.7 Million

Explicit safety management initiatives were implemented to address high-risk issues. Risk identification is the first step in safety management followed by providing solutions and allocating responsibility.

“Because we know the kind of risks associated with complicated projects we put a lot of effort into scrutiny, planning and scheduling,” said Mr Bennet.

“A project of this scale required individual responsibility zones and we did just that.

“Since the project operates under the standard HMR JV safety management procedure which requires a custom-made safety plan for the site, we assigned safety representatives to each of the six buildings and they had complete ownership of their assigned area.

“It was their responsibility to ensure the project safety plan was effectively administered.”

The Project Safety Manager, Dennis Balogh, said the team worked hard to create a safety precinct by setting up a number of nurse care centres for instant support and establishing a project-specific rigging and crane crew for potential threats.

He said additional measures adopted on site included:

1. Appointing a full-time plant flag man:

One of the principal dangers identified was the risk created by heavy traffic congestion on the adjoining roads. To address this, a full-time flag man was appointed to provide a clear divide between people and vehicles, and all moving vehicles were restricted to a “walking” speed.

2. Launch of the “Don’t Walk By” Campaign

A form for recording on-site safety hazard observations and rectification measures was developed and distributed to the entire workforce. Drop boxes were installed around site for daily collection. The campaign resulted to a substantial reduction of ‘near miss’ cases. To encourage the widespread use of the “Don’t Walk By” form, all participants were entered into a monthly draw for a final grand prize.

3. Registration to the British Safety Council

The site registered as a member of the British Safety Council, which provides access to an on-line safety network, information services, safety guides and posters. This helped guide safety tactics and control initiatives. As a further motivation to continue the efforts at the site, the project entered the International Safety Award contest for 2010, which recognises good safety commitment on construction project sites.

Number of labourers on the job per month

2,500

Total built-up area of the final project

93,000 m²

“We are committed to promoting a culture of health and safety across the business. We organise regular training and awareness sessions to our workforce as well as visitors on site,” Mr Balogh said.

The Paris-Sorbonne University has been a very challenging assignment and the project team has worked to full capacity to ensure this world-class facility is developed to meet and exceed the client’s expectations.



Profile

Stephen Bennet has 20 years’ extensive international construction experience throughout South-East Asia. Now working in the UAE, he is currently Project Director for the Al Habtoor Leighton Group.

Mr Bennet has been directly involved in the design and delivery of construction projects in the high-rise, industrial, process and high-end buildings sectors.

He has also been General Manager of Leighton’s Vietnam and Thailand operations where he was fully responsible for the company’s activities in Thailand, Laos, Cambodia and Vietnam as well as budget, P/L and divisional management duties.

New project signings for HLG

HLG has underlined its strength in the market by securing new projects in the MENA region.

Arzanah Wellness and Diagnostic Centre, Abu Dhabi

The Arzanah Medical Complex is an AED 410 million project being developed for Medical Holding Company LLC, a subsidiary of Mubadala Development Company in Abu Dhabi.

The project comprises a hospital, clinic, energy centre and medical gas storage building, landscaping and internal design. A key feature of the design is an architectural glazed structure connecting the buildings.

The complex will house three specialist healthcare facilities: Wooridul Spine Centre, the Abu Dhabi Knee and Sports Medicine Centre, and a state-of-the-art wellness and diagnostic centre developed by Mubadala in partnership with Singapore's AsiaMedic Group.

The new medical centre will form part of the AED 22 billion Arzanah development near Zayed Stadium on Abu Dhabi Island. Work on the project began in April with completion scheduled for December 2011. The project is underway with Gerry McNabb as Project Director.



HLG enters Afghanistan

Two new projects to boost company profile in the region

HLG's recent success on a project in Dubai for the Australian Defence Force (ADF) has led to the award of two new projects for the same client in Afghanistan. And it is hoped that they will not be the last. Both projects are located inside the Camp Holland military base at Tarin Kowt in the Orūzgān Province.

The first project involves the design and construction of a facility for military equipment known as Scan Eagle. The project includes offices, flight aprons and support infrastructure. The second project comprises the construction of three accommodation buildings to support ADF personnel deployed at Camp Holland. The accommodation units

feature construction of a special reinforced structure based on a new innovative ADF design.

Further opportunities exist for both the ADF and other national defence forces, and our success on these first two projects should lead to more work.

HLG named preferred contractor on Dubai building project

In April, Daman Investments named the Al Habtoor Leighton Group as the preferred contractor for the completion of its “Buildings by Daman” project at the Dubai International Financial Centre.

The project is approximately 35% completed and HLG will be responsible for completing its delivery. The development comprises three

towers – a 20-storey office block, a 60-storey hotel, and a 60-storey apartment block with an intricate structural steel inter-connection between the two towers.

HLG and Daman Investments are finalising a phased delivery schedule for the project, with milestones and delivery details soon to be agreed.

HLG Staff are already on site, and the project is due for completion in December 2011. A final contract is expected to be signed soon.

The twin buildings by Daman at DIFC ▼





(L to R) Thiess Services Middle East's Steve ▲ Patterson, Oto Williams, Mike Moore and Richard Naylor, with the GCC Sanitation & Waste Management Contractor/Service Award

Facilities Management Award for TSME

Thiess Services Middle East has been awarded the GCC Sanitation & Waste Management Contractor/Service of the Year Award at the Facilities Management Middle East Awards 2010.

The award was presented at the annual Facilities Management Middle East Awards 2010 gala dinner on 19th May, and recognised TSME's work in waste collection and recycling in Abu Dhabi.

In addition to receiving the award, Thiess Services Middle East was also shortlisted for five other awards.

Tim Harwood said that TSME was proud to receive the award for its work in Abu Dhabi. "This is great recognition for the hard work of the TSME team and indicates there is a growing need and demand for a sustainable approach to waste management and recycling in this region."

Updates from Abu Dhabi

Hotel hits a high

HLG project features in Condé Nast Traveller's Hot List 2009

In a survey of the world's best new hotels, leading UK travel magazine, Condé Nast Traveller has voted Sir Bani Yas Island Resort, a TDIC-Leighton project, as one of only two hotels in the UAE to make the 'Hot List' for 2009.

The Anantara-managed resort is an exclusive retreat on Sir Bani Yas Island in Abu Dhabi and the first tourist development on the site. The island will eventually feature an Arabian-themed animal reserve and a signature golf course.

TDIC-Leighton managed the refurbishment of an existing 64-room hotel and further development of a boutique-style hotel, located on the northern part of Sir Bani Yas Island in Abu Dhabi. TDIC-Leighton acted as project manager for the hotel works and main contractor for the chalets and ancillary buildings.

The chief requirement of the project was an integrated design and construction recovery service to enable the fast track completion of the project to the highest standard. The packages incorporated sea defences, landscaping, civil works, new buildings including the chalets, pool, restaurants, bars, spa, gym and club, interior refitting, signage and kitchens.

Project Director, Michael James, said he was pleased that Anantara had been recognised. "It is a credit to all the team for their hard work and innovation under pressure. The acknowledgement is a matter of great pride for all of us".

The Anantara Resort on Sir Bani Yas Island ▼



Updates from Abu Dhabi

St. Regis Hotel resort project on target

The project team for the **St. Regis Hotel** on Abu Dhabi’s Saadiyat Island has reached a key milestone, having met its first structural completion date earlier than scheduled.

The project, which is a joint venture with HLG and Murray & Roberts, began in August 2009 and is due for completion in August 2011.

The contract is for the 380 luxury hotel rooms, 259 residential apartments and 33 luxury residential villas. The project also features a retail and entertainment component, a health and racquet club, a health spa and 1,600 structured parking bays.

Senior Project Manager, Gus Heber, said initial works involved the construction of many deep basement pits and water tanks below the water table and several metres beneath the hotel basement area, as well as a three-level underground basement car park for the Apartment Complex.

“Since August 2009, the extensive structural works have now made their way out of the

ground which covers a substantial footprint of approximately 350,000 square metres,” he said.

“During this period the raft slabs of the 33 surrounding villas have been dotting the perimeter while a dedicated underground service tunnel for the hotel’s service vehicles and main in-coming chilled water supply has been making its way forward from the site entry and is about 70 per cent complete.

“Concrete placement on site is currently averaging 4,000 cubic metres per week.”

Mr Heber said the first of seven apartment buildings reached structural completion on May 26 - three days before the original contract requirement date. The structural works in total are programmed to continue until November 2010.

“The achievement of the first structural completion date earlier than programmed was an important milestone for the project,” he said.

“Currently the site workforce is 3,000 men and this will increase to about 6,000 men later this year as the structural works complete and the internal works and external cladding will be in full swing.

“The hotel structure is 40 per cent complete and structural works for the 33 villas surrounding the hotel and apartments are about 50 per cent complete, so we are pleased with the way we are tracking at the moment.”

Project Manager **Gus Heber**, Construction Manager **Tony Dorsett** and Section Manager **Vishal Bhan** with some of the Apartment 1 construction team on the first roof slab completed.



Updates from Abu Dhabi



Charity event opens new course

Official inauguration of the Academy Building at the Gary Player-designed **Saadiyat Beach Golf Course**

The Academy Building at the Gary Player-designed Saadiyat Beach Golf Course opened its doors to the public with the inaugural Saadiyat Beach Charity Golf tournament on the 28th of January this year.

HLG executed the project as two separate contracts – the 18-hole championship golf course and the academy facility including the maintenance building. Each of the two components of the project required separate teams with distinct capabilities and expertise. The 18-hole championship golf course involved the construction and operation of

a turf nursery, earthworks, initial shaping, irrigation and pump station, final shaping, capping, grassing, bunker construction, development of the cart path, construction of two irrigation lakes and one saltwater lake, water supply pipe work, footbridges, driving range and practice facility with floodlighting and other additional landscaping works.

The academy facility and maintenance building, under a separate project, was constructed to a high-level of specification for both the building and landscaping areas. A comprehensive procurement strategy was

critical to the success of the project. As a result, it was agreed between the client, designer, operator, engineer and contractor that a re-measure contract would be implemented allowing the designer some flexibility to create his vision while assisting in the valuation of change.

It was also critical to engage a specialist golf course sub-contractor to carry out work to the course once the earthworks had been completed. Approximately 2,382 standard bushels (sprigs for the fairway and tees) were transported from the US for the Bermuda turf

The academy facility and maintenance building, under a separate project, was constructed to a high-level of specification for both the building and landscaping areas.





Saadiyat Beach Golf Course ▲
Academy building main entrance

HLG Sponsors Pro-Am Golf Classic

The newly constructed Gary Player-designed Saadiyat Beach Golf Course was launched with the Saadiyat Beach Classic charity event held in January 2010.

Al Habtoor Leighton Group sponsored two holes and a table and the event raised more than AED 1.2 million for charity.

Hosted by Gary Player, the Saadiyat Beach Classic attracted well-known figures from the world of golf including up-and-coming star Rory McIlroy, Darren Clarke, Sam Torrance and Costantino Rocca. Following the opening event, Mr Player – who has designed more than 300 courses – described the Saadiyat Beach Golf Course as being one of his best.

Al Habtoor Leighton was represented at the Classic by Saadiyat Link Project Directors Brett Bass and Paul Greenacre and Project Manager of Gary Player-designed Golf Course Academy buildings, Daniel Nijam. They were partnered by Sarah Stirk, a well-known and popular sports presenter and journalist from the world of golf.

The event raised more than AED 1.2 million for charity.

Hosted by Gary Player, the Saadiyat Beach Classic attracted well-known figures from the world of golf including up-and-coming star Rory McIlroy, Darren Clarke, Sam Torrance and Costantino Rocca.

nursery. It was essential these were collected promptly upon arrival and delivered to site in refrigerated vehicles and planted at the earliest possible opportunity.

Logistics were vital to the success of the project with equipment and materials coming from various locations, including the pumping system, irrigation, drainage, bunkers lining and stolons from the USA, the peat moss for the greens from Ireland and a mix of sand from Saudi Arabia and the UAE.

In order to minimise potential issues for future interface with adjoining works such as hotels and villas, the roads and deep services were maintained to ensure decisions in regard to tie-ins, golf course boundaries and subsequent works were taken in consultation with all parties.

Despite the size increase of the golf course and design modifications requested by Gary Player Design, the 18 holes of the championship golf course were completed in time for the Saadiyat Beach Classic, held in January as part of the Abu Dhabi Championship.



Gary Player at the Saadiyat Beach Classic charity event ▲

Updates from Abu Dhabi

TDIC Conducts Ministerial Tour

Saadiyat Construction Village applauded



The Inauguration ceremony ▲

TDIC Managing Director, HE Mubarak Al Muhairi, praised the new Saadiyat Construction Village as a “regional benchmark for the level of housing and associated facilities provided for construction workers across the UAE” at a ministerial tour of the village in March.

Mr Al Muhairi and other senior TDIC executives toured the entire site, seeing modern, first-class worker accommodation that is a blueprint for future HLG projects.

TDIC representatives on the tour included CEO Lee Tabler, Development and Project Sponsor Nima Alborz, Director of Infrastructure Andrew Seymour, Project Manager Nick Sier, Operations Manager Simon Venison, and Erica Lewis from the Marketing Department.

In addition to HLG operating as the main contractor on site, its associated businesses of Al Habtoor ATCO and Al Habtoor SPECON were also significantly involved in the project. To date, 5,000 workers have been involved in the construction activities achieving more than 6 million LTI-free man hours.

The completed facility

The completed construction village will house up to 19,632 construction workers and operational staff in 56 accommodation buildings. These buildings have approximately 4,392 steel-framed modules incorporating 290,000 square metres of insulated sandwich panel. There are four pre-engineering dining and recreation buildings each with a ground floor area of 6,700 square metres capable of seating 2,400 persons at a time.

Each building provides amenities including a supermarket, internet café, games room, library, fitness centre, barber shop, cinema and a number of TV rooms to cater for the various nationalities expected to be accommodated.

Each group of buildings also has access to a prayer hall and multi-purpose sports court. In addition, a floodlit recreational oval ground will provide cricket pitches and nets.

The facility is completely independent with its own kitchen, laundry, sewage treatment

plant and pump rooms. At full capacity the kitchen will produce about 60,000 meals and 180,000 chapattis per day and the laundry will wash and dry 26 tonnes of clothes and bed linen daily.

HLG worked closely with its client TDIC to incorporate sustainability objectives within the facility. These include a district cooling system, solar hot water system for all accommodation buildings, solar light tubes in the dining area and recreation buildings and the re-use of water for flushing, cooling tower make-up water and landscaping.

Although the project has been handed over to TDIC, there are on-going activities including road works, landscaping and perimeter fencing. Works are expected to be completed in the third quarter of 2010.

Saadiyat Construction Village ▼
Abu Dhabi



Updates from Dubai

Setting the Foundations

Dubai Pearl meets its first milestone with one of the largest raft pours in the region

The Dubai Pearl project reached its first tangible milestone on the way to delivery with one of the largest concrete raft pours in the region. The concrete raft pouring involved 11,000 cubic metres of concrete being poured in 30 hours, and the laying of 2,500 tonnes of steel. The raft pouring is the first and most critical milestone for all projects as it involves a large area and must be completed in a single pour.

The Project Director, Rajab Younis, said given the large size and scale of the Dubai Pearl project, this made the pour even more of a landmark moment. The completed Dubai Pearl development will be a massive structure. Each of the four towers is 74 floors high with a 3,072 square metre slabs. They are crowned by a prestigious Sky Palace which attaches the four towers together.

As a result, the raft's pour was undertaken in four phases. With 44,000 cubic metres of concrete in total poured into the foundation of the towers, the project team accomplished four of the biggest rafts in the history of the Middle East, all delivered well ahead of schedule.



Artistic impression of Dubai Pearl ▲

“HLG has a reputation for constructing some of the Middle East’s most luxurious and elegant buildings.

I’m delighted to have this opportunity to be HLG’s construction representative on such an iconic project.

Rajab Younis
Project Director



Thiess Services Middle East inaugurates new plant

Abu Dhabi's construction industry can now reduce its environmental impact thanks to the opening of a new specialised processing plant designed and built by Thiess Services Middle East (TSME) to manage construction and demolition debris.

TSME, a joint venture between Al Habtoor Leighton Group and Australia's Thiess Services, designed the plant to meet the requirements of its 15-year waste management concession contract with the Center of Waste Management Abu Dhabi. The plant allows construction waste to be processed and recycled for other uses such as roadbase, general fill and aggregates for construction and infrastructure projects.

At the opening ceremony on the 10th of May, TSME's General Manager, Tim Harwood, said the plant was the largest and most sophisticated of its type in the Middle East.

"Not only does this plant provide opportunities to re-use and manage construction waste within Abu Dhabi, it also reduces demand on natural resources and quarries in other locations in the UAE," he said.

Boasting the latest in safety features and technology, the new plant is capable of processing more than 7,000 tonnes of material per day. The products generated from this plant meet all international quality standards and in many cases have been shown to outperform natural quarried products.

"Abu Dhabi is taking its carbon footprint reduction strategy very seriously with

projects such as this and we are pleased to be part of such a worthy initiative," said Tim. He congratulated the Center of Waste Management on their vision to find a cleaner, greener way to manage construction waste in the Emirate.

TSME is looking forward to contributing to this vision by providing the market with the option to use high-quality recycled products.



Laurie Voyer CEO and MD of HLG along with H.E Rashed Mubarak Al Hajiri, Chairman of the Department of Municipal Affairs, Abu Dhabi, and H.E Majid Al Mansouri, Secretary-General and Committee Chairman of the Environment Agency Abu Dhabi, at the opening of the plant

TSME's plant in Abu Dhabi is the largest and most sophisticated of its type in the Middle East



Medical Assurance

HLG provides a team of trained medical practitioners to assist with employee Welfare

With a team of 160 medical and paramedic staff, HLG offers its employees around-the-clock medical support. The clinics, located at all the main HLG Labour Camps, include dedicated medical facilities that operate 24 hours a day, seven days a week. The teams include doctors, physiotherapists, medical coordinators, male nurses and pharmacists. First-aid centres with male nurses are located at HLG construction sites and medical coordinators are on hand if needed. HLG’s head doctor, Dr A W Ibrahim, provides an overview of the medical facilities available to the workforce.

AKHBAR الخبير: **How many patients are treated on a daily basis?**

Dr. Ibrahim: On average 90-100 workers visit a clinic each day. After examination, patients requiring further treatment are referred to company-approved hospitals. The patient is always accompanied by a medical coordinator who is responsible for facilitating the required formalities.

The same facilities are provided to workers at project sites and offices. If the case is serious then the patient is sent to a hospital. The on-site clinics have the basic equipment for

patient examination and medication as per the Dubai Municipality standards.

AKHBAR الخبير: **What medical services are HLG employees entitled to receive?**

Dr. Ibrahim: Employees are entitled to medical treatment as per federal law. All medical expenses are paid by the company, including hospital admissions and minor/ major surgical procedures. In 2009, 386 employees were admitted to various government hospitals. Surgical procedures such as open-heart surgery and angioplasty are all covered.

All employees should read the medical manual and procedures carefully to learn their rights and understand how these services can be availed.

AKHBAR الخبير: **Do you run general awareness campaigns and health check programmes for workers?**

Dr. Ibrahim: Yes, we do. On a daily basis the male nurses visit approximately 10 rooms in every camp. The purpose of these visits is to create awareness about certain diseases and to help prevent infections. It also provides

a certain degree of psychological support. Another regular activity is the ‘Public Hygiene’ programme. In the past, yoga sessions were also organised for a general sense of well-being.

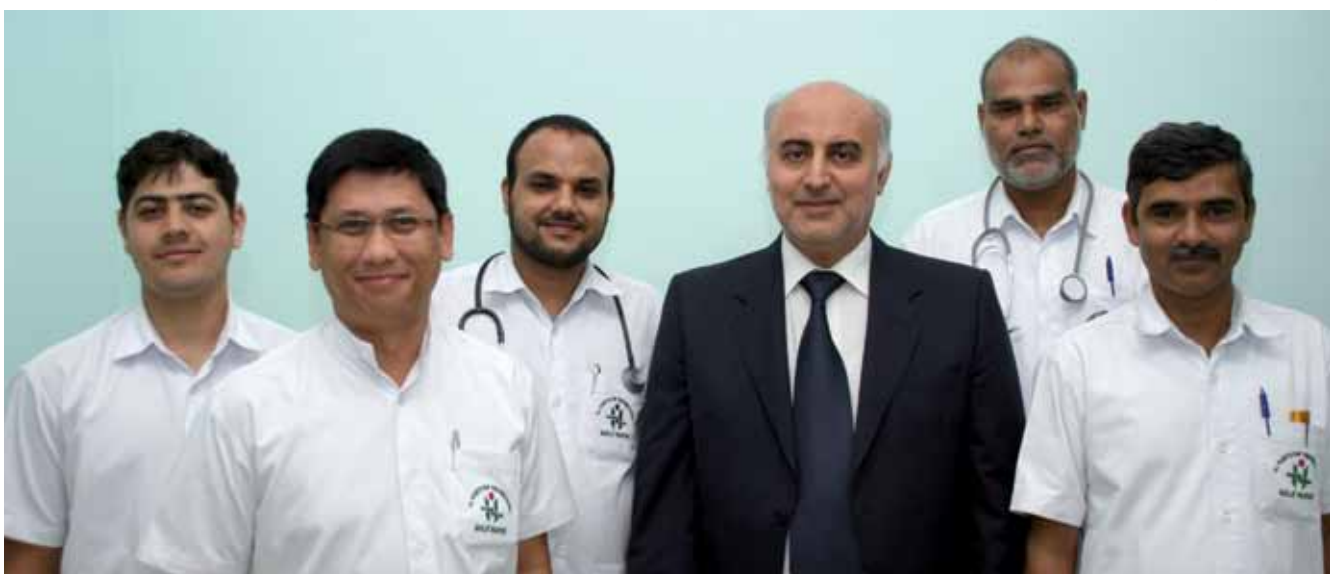
AKHBAR الخبير: **How closely are you associated with the government hospitals?**

Dr. Ibrahim: We maintain good relations with all government hospitals as we utilise their services frequently. There is a mutual trust and respect.

We have been awarded several Certificates of Appreciation for our excellent track record from different hospitals and regulatory bodies including the Government of Dubai, Department of Health and Medical Services, Rashid Hospital, NMC Specialty Hospital and Mafraq Hospital.

Health is wealth. Although we have a good network of medical centres across all areas of operations, it is critical that people take care of themselves. A preventive approach is always the best option.

Dr. Abdul Wahab Ibrahim ▼
with his team at the Al Quoz clinic





Mr. Khalaf Al Habtoor and Mr. Riad T. Sadik ▲
with prominent business executives of the U.A.E.

Al Habtoor Group 40 year anniversary

The Al Habtoor Group, one of the UAE's oldest and most distinguished business houses, reached a milestone in 2010 by completing 40 successful years of operation, demonstrating four decades of commitment to the local market. Such a long period of sustained success and accomplishment is inspiration for the Group as a whole, giving confidence for a bright future.

As the first and the flagship business of the Al Habtoor Group, Al Habtoor Engineering Enterprises (HEE) is extremely proud of this achievement. Under the guidance of the Chairman of the Al Habtoor Leighton Group, Mr Riad T. Sadik, and Chairman of the Al Habtoor Group, Mr Khalaf Al Habtoor, Al Habtoor Engineering Enterprises became the largest multi-disciplined contracting company in the region, earning a reputation for consistently delivering high-quality, complex building and engineering projects to strict deadlines, without compromising employee safety.

Al Habtoor Engineering has undertaken a substantial number of large-scale construction projects across the region, including high-rise commercial and residential buildings, hotels, airports,

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universities, infrastructure and shopping malls. With a broad base of public and private clients it has created a reputation for delivering high-quality projects.

Today, as part of the Al Habtoor Leighton Group, it aims to be the leading diversified international construction group in the Middle East and North Africa. The experience and expertise gained over the past 40 years has set HEE apart from its competitors and has positioned it to continue to excel in the years to come.

Al Habtoor Engineering is an integral component of the Al Habtoor Leighton Group, and by reaching the 'four decade' milestone in such a successful way, has become an inspiration to the entire group. To commemorate 40 years of operation,

Mr. Khalaf Al Habtoor giving the welcome speech



Business Leaders of UAE join the celebration



HLG's Corporate Soccer Team

the Al Habtoor Group organised a series of activities including the "Join the Giving" Facebook charity campaign. For every member who joined the Facebook group, AED 4 was donated to the Red Crescent Society. The campaign was embraced by employees and non-employees alike. During the gala dinner celebrations on 12th April, Mr. Khalaf Al Habtoor made the generous gesture of doubling the sponsorship amount. This generosity increased the donation figure to a total of AED 400,000.

As part of the celebrations a football tournament was organised. As one of the competition's sponsors, Al Habtoor Leighton Group, also entered its own corporate football team, lead by team captain Mr Ashraf Shibrawi, Government Affairs Manager.

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Future Perspective on the MEP Industry

Stelios Thrasyvoulou, Finance Director for Al Habtoor SPECON LLC – HLG’s specialist MEP associated business - discusses the company’s strengths and future plans.

The MEP industry has witnessed major changes in the last couple of years. With smart buildings and green systems dominating the building industry, allied businesses were among the first to jump on the technology bandwagon. Sophisticated products are increasingly being made available in the Middle East market but the key is having the capability and expertise to incorporate them into projects.

AKHBAR ^{Q1}: **What are Al Habtoor SPECON’s strengths and key advantage factors?**

Stelios Thrasyvoulou: We entered the Middle East market in 2005 when the region’s development was at its peak. In December 2005 we partnered with HLG as a key strategic business move to provide a mutually competitive edge for both companies.

We are regarded as specialists in several areas of building services and were fortunate to prove our mettle through the execution of a large number of major MEP multi-disciplinary projects including hotels, airports, hospitals, sports facilities, and residential towers. Most recently we added educational facilities to our specialty through work executed at Paris-Sorbonne University and Zayed University projects in Abu Dhabi.

Hotels are one of our major strengths. They are very challenging assignments as the MEP works include a major proportion of the main contract unlike with commercial buildings. This is because they have stand-alone rooms and complex centralised control systems. We have demonstrated our hotel specialisation through our on-going works at Kempinski Residences on the Palm Jumeirah, Business Bay Hotel, Doha City Centre (Phase-III - three hotels) and the recently concluded JBR hotel.

Hotel projects provide the litmus test in its ability to differentiate a good MEP contractor from a mediocre one through a high level of focus on engineering, quality and timely execution.

Today’s digital and technology-based systems make it imperative to educate oneself in

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available systems, their implementation and successful testing. This often becomes challenging to even the best professionals. It is an enviable achievement to be involved in six hotels in the first four years of operation.

AKHBAR ^{Q2}: **What trends do you think will emerge in the MEP market and where do you foresee Al Habtoor SPECON growing in the near future?**

ST: Despite the market difficulties in Dubai during 2009, we managed to have a good year with our turnover doubling and approaching the AED 0.5 billion mark. We achieved our primary target of doubling in size from 2008 and setting up operations in Doha.

Going forward our plan is for aggressive but systematic growth and expansion in sync with Al Habtoor Leighton Group’s entry into new and emerging markets. Our prime areas of interest, just like HLG, are Saudi Arabia where there is ample liquidity and Libya which is emerging as an up-coming strong market in construction.

In addition there are the more established GCC economies of Kuwait and Oman where opportunities exist to participate in contracts alongside our partners. One area that we are particularly keen on is high and medium voltage (HV/MV) as we see a rise

in these projects. There are some very large projects coming up in this area, with recent government initiatives in Qatar and Abu Dhabi to expand the electricity transmission networks to cope with the increased population growth and demand providing ideal opportunities for us.

We were quite dominant back in the 1990s (in a different capacity then) in HV/MV works in Abu Dhabi, having participated in approximately 60 per cent of the projects in the field of HV/MV and overhead transmission lines.

We hope to recapture this status as Al Habtoor SPECON, and as a measure to further strengthen our position, we have teamed up with Vinci Energies of France in a 50-50 consortium to tender for these works. In Doha alone there is scope to secure a large slice of the QR 3 billion of substation work which will be out for tender later in the year.

We have seen a trend in the market requesting increased specialisation, efficiency and engineering expertise including design-and-build capability and we intend to capitalise on that based on the strengths of our team.

AKHBAR: What would you regard as a major turning point in establishing yourselves in this market?

ST: Paris-Sorbonne University was a landmark project for us as the first major high-profile project in Abu Dhabi as Al Habtoor SPECON. It also opened doors for our next university project, Zayed University, which we are currently executing.

We are also keen to participate in the New York University project, presently under tender for MEP works, which would provide us the privilege of working with Mubadala on all three of their universities in Abu Dhabi.

Completing Phase I of Sorbonne was extremely challenging and required an extraordinary effort from the site team, area and head offices. We faced a huge challenge in early 2009 as the MEP design was under development. In view of the delivery timelines we needed an urgent solution. As a result we mobilised our in-house design team on the site on a full-time basis to modify and finalise the design.

This involved long hours and a seven-day-a-week schedule with night shifts. The key to success was the good team collaboration

with the main contractor, the appointed MEP designers, and the strong driving force and proactive approach of the client urging us all towards our common goals.

Once the design was complete we braved the next challenge in meeting the project's delivery deadline. Undoubtedly a very tight timeframe due to the relatively late completion of the MEP design, it meant using all our influence with suppliers and manufacturers to ensure deliveries of long lead items were made in time for installation, testing and commissioning.

In quite a few instances in fact we had to bypass factory production lines and air-freight major equipment. Following three very long months (June, July and August of 2009)

with everyone at site stretching themselves day and night (and with a workforce of more than 1,800), we managed to cross the line successfully, obtaining substantial completion on 31 August 2009.

The feeling of achieving the first major goal on this prestigious project following months of hard work was one of pride and satisfaction. We look forward to completing Phase II which will follow shortly.

AKHBAR: What are your goals for 2010?

ST: 2010 will be an interesting year which I consider will be even more challenging than 2009 in many ways.





Profile

Stelios Thrasivoulou is a board member and Finance Director of Al Habtoor SPECON. He works closely alongside his father, Managing Director Thrastos Thrasivoulou, on all areas of business operations with particular focus on financial, commercial and legal matters. He is also involved in strategic and business development matters including the company's expansion in new markets.

Stelios has a Masters in Engineering and a Bachelor of Engineering degree from Cambridge University. After his graduation he followed a career in business consulting working with Andersen in London for four years where he became a manager and qualified as a chartered accountant (and subsequently became a member of the Institute of Chartered Accountants in England & Wales). He then moved to Deloitte where he was working in corporate finance advisory for four years where he became an associate director involved in large European transactions in both the finance and industrials sectors.

He joined Al Habtoor SPECON in May 2006 and was an integral part of the team that set up and expanded the business to its current position of 4,000-plus employees and a major player in the UAE MEP market.

Liquidity is coming back into the market and discussions are on-going for the settlements of long outstanding dues. However, we expect things will begin to improve in Dubai towards the end of the current year although it will continue to be an uphill battle until the economy recovers.

In the meantime our focus is on Abu Dhabi as there are numerous prestigious projects coming up. We have this year secured the Khalifa Port and Industrial Zone (USD 90 million MEP) and hopefully we can follow it up with many more projects in the Khalifa Port area.

We will also centre our attention on securing projects in the HV/MV arena and further strengthen our niche position as one of the leading university and hotel MEP contractors in the region. We intend to work closely with HLG following its expansion in new regions and continue strengthening our relations with clients.

We are aiming to provide a complete solution to our clients as part of HLG's initiative to offer a 'one-stop-shop' to clients with a focus on quality, competitiveness and timely execution. In addition there is an increased emphasis in the market on health, safety, quality and the environment and in this respect we are implementing all HLG processes and procedures.

Al Habtoor SPECON has been privileged to work with prestigious clients in our brief history and we intend to build on those relationships. We want to strengthen the relationship with our partners and clients including HLG, HMR, the Al Habtoor Group, Faisal Holdings, Mubadala, TDIC, ADPC, Dubai Properties, Emerald Palace Group, Abyaar, MASDAR and Dubai Pearl.

Maximising productivity, ensuring employee well-being and conducting in-house training and development seminars are also prime focus areas for our business and we are implementing various strategies to achieve these goals.

Health and Safety Summit

Raising the Bar on Health and Safety Performance

More than 130 people have taken part in the inaugural HLG Health and Safety Summit to raise awareness of sound health and safety practices across the business. Held on April 29, senior management and JV partners were invited to discuss the current health and safety environment across HLG and identify ways to improve and build on the company's safety record.

HLG's Director of QHSE and Training, Tom McGuire, said the summit was designed to draw attention to a crucial aspect of the business - workplace safety. "Constantly looking at ways to boost health and safety in the workplace is of major importance to our business," he said.

"By holding this summit we were able to talk directly to key staff and partners and provide a refresher on meeting safety requirements as well as explore ways to build on existing programs and announce new initiatives."

The summit also launched a range of new initiatives to increase awareness and support for HSE.

"We released a new Occupational Health and Safety Policy and announced forthcoming changes to our health and safety management system, so it operates more efficiently across the business," Mr McGuire said.

"We also released a range of Minimal Acceptable standards to be enforced for key safety areas such as working from heights, housekeeping and edge protection, so all staff is clear on what actions they need to take to stay safe on site."

Mr McGuire said the summit also featured personal testimonies from speakers who had been injured at work and those who had been directly affected by workplace accidents.

"This part of the summit had a huge impact. It acted as an important reminder to all staff of the human impact of health and safety, and that there is a real personal cost if we let ourselves down on this front," he said.

"HLG is actively involved in governmental and contractor association working parties on health and safety, and we aim to continue contributing and striving to ensure HLG meets world's best practice in the health and safety aspects of our business.

"We have given our wholehearted commitment towards our goal to eliminate all Class 1 personal damage on our work-sites."

The Summit aimed to:

- reverse any unacceptable health and safety performances across the business;
- support company policy to promote awareness of health and safety requirements to all employees and those under HLG's care;
- develop a positive health and safety culture and improve performance going forward;
- reinforce HLG's commitment to becoming the leader in health and safety;
- address issues pertaining to responsibility and accountability for health and safety; and
- encourage delegates to commit to implementing all HLG's health and safety policies and programmes.

◀ **Laurie Voyer** addressing Senior Management Members of HLG

“HLG is actively involved in governmental and contractor association working parties on health and safety, and we aim to continue contributing and striving to ensure HLG meets world's best practice in the health and safety aspects of our business.”



Saudi Arabia: Land of opportunity

HLG New Markets Business Unit's Executive General Manager, **Doug Watkinson**, looks at the emerging market of Kingdom of Saudi Arabia (KSA) and the promise that it holds.

Largely underdeveloped, more than one-fifth the size of the United States of America, and with a population of 28 million (of which nearly six million are resident foreigners), Saudi Arabia boasts a huge market with unlimited potential for growth.

Real Estate and construction are high on the agenda in the Kingdom. The Q1 2010 report by Business Monitor International revealed that real growth in the sector is predicted to be 2.88 per cent compared to

2008, with the construction industry worth SAR 77.69 billion (US\$20.74 billion) by the end of the year. Nominal growth is actually much higher, registering in double digits, but has been negated by inflation.

There are all kinds of construction projects happening in Saudi Arabia. One of the construction sectors seeing growth is the development of large housing communities. These are on a scale far greater than

The construction site of the **Information Technology and Communications Complex (ITCC)** ▼
Riyadh, Saudi Arabia



imaginable in our current markets, and consist of communities that contain an average of 5,000 villas to be constructed at one time.

Also in the pipeline are infrastructure projects, including water and sewerage projects, power stations, and rail networks. Construction has now started on a large light-rail project in Riyadh. The first phase will involve the construction of a 25 kilometre north-south route with 36 rail stations, while the second phase will involve a 14 kilometre route extending from east to west. A Riyadh - Mecca railway is soon to follow.

Large-scale mining opportunities in the country also present fresh opportunities for Al Habtoor Leighton Group. Saudi Arabia is indeed a country that would allow HLG to fully deploy all its capabilities as a contracting group.

The hospitality sector is also extremely active. The Marriott brand intends to build 10 new hotels in Riyadh, Jeddah, Jubail and Damman between 2011 and 2014. These range from the 200-room Riyadh Courtyard, to the 350-room Ritz-Carlton Hotel and Executive Residences.

There is no telling which industry might be next in such a booming region. Only recently, the KSA Ministry of Education launched a SAR 20 billion (US\$5.3 billion) project to construct 3,200 schools in different parts of the Kingdom to accommodate more than 1.7 million students.

While such a move would increase the number of schools in the short term, it would also trigger a proportional increase in the demand for, and construction of, universities, higher education facilities and corporate offices in the longer term.

HLG's foray into Saudi Arabia

KSA is currently poised for massive growth in all sectors of the economy. With this growth comes development and infrastructure, all representing substantial opportunities for a construction group of HLG's size.

HLG's foray into the Saudi market involves an initial entry, with all its associated businesses to follow.

While the KSA team, led by Paul Watson as General Manager Saudi Arabia, is currently quite small it will soon grow well into the hundreds, with our first project, the

construction of the Information Technology and Communications Complex (ITCC) scheduled to run for approximately three years.

Saudi Arabia has the biggest IT market in the Gulf region, with a forecast value of SAR 13 billion (US\$3.5 billion) in 2009 and it is expected to rise to SAR 18 billion (US\$4.8 billion) by 2013.

Located approximately 15 kilometres west of Riyadh city centre, the project will be delivered for the Public Pension Agency (PPA) and is valued at SAR 2.5 billion (US\$0.6 billion).

The site is on a gently sloping terrain, has a total built-up area of 639,333 square metres of which 368,726 square metres is office space. It includes four large tower buildings, as well as smaller developments, all geared towards enhancing the development of the IT and Telecom sectors in the country.

Several other projects across various sectors are currently being studied and tendered for. There are three kinds of contracting methods that HLG is looking at in Saudi Arabia.

Apart from the traditional method of contracting, there is also the 'play fair' method, a staple for German-based construction companies and Leighton Group major shareholder HOCHTIEF AG. This method works by making transparent the complete supply chain of a project. Also being explored is the adoption of captive building clients, which allows all parties involved to share risk equitably.

When it comes to winning new projects in Saudi Arabia, it is all about building good client relationships. Getting to know clients can be challenging but extremely rewarding. Most businesses are based on the relationship between the client and the contractor.

Saudi Arabia is a market where the best established working relationship wins, and this has always been strength of HLG.

Making our presence felt in the Kingdom of Saudi Arabia will be a challenge but one that we have taken on and accomplished several times in the past. The seeds are already sown; growth will follow.

KSA is currently poised for massive growth in all sectors of the economy. With this growth comes development and infrastructure, all representing substantial opportunities for a construction group of HLG's size.

HLG's foray into the Saudi market involves an initial entry, with all its associated businesses to follow.

Positive Key Performance Indicators to Improve Safety

Nitin Naik, Project Planning Manager on the Zayed University Project, discusses safety management

Safety management is a key industry component that requires an understanding of the operating environment, the nature of the industry and potential threats. On the Zayed University Project site we have successfully implemented a safety meter system which could have benefits for more sites across the business.

The measurement of safety performance in the construction industry has mostly been in response to statutory requirements. Consequently, the measures and key performance indicators (KPIs) used by the industry have invariably focused on outcomes normally related to incident occurrences rather than processes.

Most of the lag indicators have tended to give their feedback well after the event, therefore failing to address any weaknesses within the safety management processes as they occur. There is need for proactive positive KPIs to measure safety performance. These positive KPIs may be based on two approaches:

1. Measuring management processes via assessments, audits and reviews.
2. Measuring the site safety environment. The site safety environment can be measured using the site safety meter tool.

What is the site safety meter (SSM)?

In layman's terms, a site safety meter is a technique that provides a 'snapshot' of overall positive safety performance of the construction site at any given time.

As a tool, it was first applied within the Finnish construction industry (Latinen et al. 1996). It is based on a positive approach which

The positive safety KPIs initiative was started back in August 2009.

The site safety meter was chosen as a useful tool to measure safety performance.

After initial consultation through the safety managers' forum, SSM was rolled out on five construction sites in Abu Dhabi. It was further introduced on two construction sites in Dubai in January this year.

provides feedback on both behavioural and structural aspects of a safety system.

Why use SSM?

SSM identifies safety trends and areas of deficiencies for early intervention.

It is simple to use and implement by site safety staff.

It is a good communication tool to motivate the workforce.

How to use SSM?

SSM is a safety appraisal technique which scores correct (safe) and incorrect (at risk) items in a workplace against predetermined safety management criteria. It provides an overall percentage correct score out of 100% for safety.

The scores sheets are filled in by the project team during routine site safety walk. All the data is relevant and is continuously kept up to date to reflect what is occurring on site.

SSM score results

Recognition and tracking a graphical score board which is displayed around the site and announced at toolbox talks.

Regular meetings with the Project Manager at project updates.

Regular feedback by Safety Manager to spot trends and weaknesses in safety behaviour on site.

Results can be used for planning for future safety campaigns.

Industry Applications

The site safety meter has been used successfully across the construction industry. Leighton Contractors Australia, Al Habtoor Leighton Group, and Murray Roberts UAE, Walter Construction Australia among others, have used the tool.

Positive Safety KPIs Initiative within HLG

The positive safety KPIs initiative was started in August 2009. The site safety meter was chosen as a useful tool to measure safety performance. After initial consultation through the safety managers’ forum, SSM was rolled out on five construction sites in Abu Dhabi. It was further introduced on two construction sites in Dubai in January this year.

The SSM technique implemented through this initiative has been particularly useful in getting quick feedback to workers and management. The early results from SSM trials have generated a lot of interest within the project team about the process and its objectives. It has been used as a visual feedback tool to both site and divisional management.

Through HLG’s promotion of the tool, the SSM initiative is also being extended through Build Safe UAE to other construction projects in Dubai.

For more information on the SSM initiative, please contact Nitin Naik via email nitin.naik@hlg.ae

Nitin Naik, Project Planning Manager at the Zayed University project in Abu Dhabi, is a civil engineer with a career spanning more than 12 years. During his professional tenure he gained a wide range of technical experience in planning, programming, claims and applied research. Some of his past roles include researcher, planning engineer, senior consultant, and planning manager with leading contractor companies in Australia, Hong Kong and UAE.

Nitin has also worked with renowned universities in Hong Kong and Australia on applied research on various challenging topics including virtual site visits, solid waste management and construction safety.

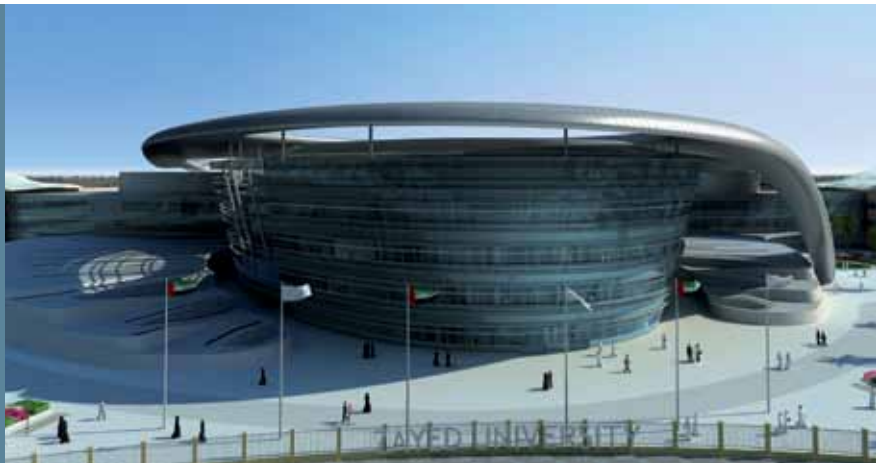
Nitin’s recent research on construction safety insists on the need for proactive safety measurement during construction. It has established the framework to measure safety management processes.



Working backward becomes the way forward

Sanjeev Goyal, Deliverables Manager on the Zayed University project, explains how a unique approach to project delivery helps the team meet its timelines.

The new web-based system will not only save space but will be far more environmentally friendly in reducing the paper usage. In addition, the data is always secured by a proper back-up. Always available, it avoids duplication and eliminates opportunities for human error.



The construction industry increasingly deploys project management techniques, building information modelling (BIM) and other emerging tools to plan project duration and meet delivery deadlines. During construction, the project team constantly review actual project performance and resolve any discrepancies between the planned and as-built progress. However, it is not always easy to perform these activities since numerous individuals and parties are involved.

In order to ensure a timely, smooth and complete handover of the Zayed University project, the project's senior management placed a dedicated focus on 'Deliverables'. A 'Completion Committee' was formed during the project inception that produced a Project Completion Plan. The approach was intended to 'reverse engineer' the whole process of completion, commissioning and handover by studying the project backwards from handover to project start.

To facilitate the process, one of the Managers was reinstated as the Deliverables Manager, and was assigned the collective responsibility of monitoring and managing the delivery of

operations and maintenance manuals, as-built drawings, testing and commissioning management reports, warranties and guarantees, authority permits and certificates, defect lists, company archives and other handover documentation as per the Project Completion Plan.

This was a massive task initially as it involved identifying the decision thresholds in every area of the project, as well as gathering every document to be included on the Deliverables Matrix.

This covered everything from quality records for the whole project, testing and commissioning forms and certificates, as-built drawings, warranties, authority approvals and permits, and all material and equipment used for each of the 27 buildings and 140 work packages.

Currently the Deliverables Matrix has close to 320,000 empty blocks and each represents a document to be collected, verified, collated and uploaded. From the execution context viewpoint, each block is no longer a mere set of tasks with inputs and outputs but is a context unto itself. The number of blocks on

the matrix will continue to multiply with the progress of the project. A second initiative was to engage the services of a specialised consultant, at the onset, to provide three key components of the completion plan – web-based operations and maintenance manuals, a testing and commissioning management module and a defects management module. This is called the Digital Facilities Guide.

As a web-based process, the system has numerous benefits and outweighs the cost considerably. The underlying theory is that the completion documents, generally prepared as hard copies, will not only prove to be time consuming but will occupy several rooms for storage.

Also, the hard copy preparation processes normally utilise a large human resources pool which has been eliminated completely in this case. From an environmental perspective, the new web-based system will not only save space but will be far more environmentally friendly in reducing the paper usage. In addition, the data is always secured by a proper back-up. Always available, it avoids duplication and eliminates opportunities for human error.

Most importantly, the system was very well received by the consultants, the client and its facilities management company. This process enables the client to be supplied with an electronic copy on a local server.

With the early deployment of the independent testing, commissioning and verification party, the Completion Plan implemented by the

Completion Committee, the Deliverables Manager and the organised Deliverables Matrix, and the specialist DFG consultant, the Al Habtoor Murray and Roberts joint venture made significant strides in improving and enhancing deliverables. The overall development and coordination of the handover process was managed by the senior project QA/QC Manager.

This process was deployed as a pilot project at the Zayed University and subsequently may be applied to all future projects. As a result, the continued deployment of web-based systems across HLG's spectrum of expertise should prove beneficial especially in the case of large and complex projects.



Profile

Sanjeev Goyal has more than 20 years' experience in quality assurance. His approach is very methodical and he possesses an eye for minute details. Having graduated with a Master of Science in aeronautical engineering from Russia in 1986, Sanjeev started his career as a design engineer in the military aircraft industry, then a technical officer in quality control for a commercial airline.

After migrating to Australia in the early 90s, he continued his passion for quality assurance in fabrication in the oil and gas sector and in the telecommunications and construction fields.

He later worked as a divisional quality manager for Leighton India and provided valuable training and support in integrated management systems.

Sanjeev has worked with various quality management systems at project and corporate levels, which provided him with the in-depth knowledge to undertake his current role of Deliverables Manager. His additional Diploma in Information Technology has helped him understand and implement the electronic data management system well.

A Stroll Down Memory Lane

A chat with **Suheil Al Rayes**, General Manager, HLG Building, Qatar

Suheil Al Rayes, General Manager of Al Habtoor Leighton Group’s building division in Qatar, has been with the company for several years. A Civil Engineering graduate, he joined Al Habtoor Engineering in 1984 as a site engineer. Mr Rayes has been involved in a number of landmark projects including the Armed Forces Officers Club and Dana Plaza Tower in Abu Dhabi and the Holiday Centre, Creek Tower, Metropolitan Palace Hotel, Al Habtoor Residences and Al Sufouh Tower in Dubai.

In an interview with Akhbar AlDar he discusses his role and his tenure with the company.

AKHBAR **How has your professional journey been so far and what were the major challenges?**

Suheil Al Rayes: It has been one of the most challenging and positive passages in my life. This company gave me my first job and I have managed a steady progress since then. I have held an array of roles including site engineer, project engineer, construction manager, project manager, project director, operations manager and I am currently General Manager of HLG - Buildings, Qatar.

One of my most challenging projects was the Armed Forces Officers Club. The in-situ shell structure was the largest in the world and its construction involved a very complicated and a highly technical process.

We spent days simply measuring, calculating and figuring out the best option. In the end it was a masterpiece. All of those associated with it recall it even today and it is the most frequently cited example when confronted with complicated and challenging assignments.

It has been an uphill journey to reach where I am today. The challenges have been numerous. As an example, our team at the Creek Tower project was very limited. We had a project manager, a site engineer, one foreman, an architect and one quantity surveyor as the core team. We did not have a planning manager, nor a safety manager

or a QA/QC person, yet every individual took ownership. I am proud to say that we had neither accidents nor delivery issues and we also managed to achieve the highest quality ratings.

I was appointed as General Manager on the 1st of May 2009. My current responsibilities include a primary focus on the business growth and successful delivery of the projects in hand. To meet this objective in the short term, we are concentrating on meeting our targets through day-to-day oversight of business needs and focussing on strengthening of client relationships. In

Qatar is a booming state and the fundamentals are relatively strong. Different companies view the business context differently. Our momentum has not slowed and our relationships with all business associates including clients, consultants, sub-contractors, professional service providers and our staff are still quite strong.

the longer term, we are focused on winning more work through a proven demonstration of our capabilities and creating track records for on-time, on-budget and high-quality project delivery.

AKHBAR **Despite the current global economic situation, Qatar is viewed as a promising market and offers a secure business environment for construction and associated businesses. What are your thoughts?**

SR: The situation is indeed difficult and recovery is taking its own time. However, construction relates to the development of an economy and sooner or later it is going to rebound.

Qatar is a booming state and the fundamentals are relatively strong. Different companies view the business context differently.

Our momentum has not slowed and our relationships with all business associates including clients, consultants, sub-contractors, professional service providers and our staff are still quite strong.

The work environment is professional and people are positively responding to these changes. HLG’s track record, work delivery approach and people are highly valued in the marketplace.



Suheil Al Rayes,
General Manager of
Al Habtoor Leighton
Group's building division
in Qatar, has been
with the company
for several years.

Our Chairman, Mr Riad T. Sadik, is a role model to anyone who has worked with him closely.

His success, his management style, his intelligence and his decision-making ability have always impressed me. His knowledge of precisely what needs to be done, his superior understanding of right and wrong and his intrinsic human values are examples of some of his most admirable and appreciable qualities.

AKHBAR: Putting work aside, can you tell us about your family and other interests?

SR: I enjoy football and support Manchester United and the Algerian national team. I enjoy a good game of football with my 14-year-old son and his friends. We train at the club and I often participate in their matches.

My wife is also a civil engineer. She was also employed by Al Habtoor Engineering, where we met and decided to get married in 1992. I am blessed with two sons and two daughters. My youngest daughter, Tamara, who is 1 year old, is a real joy to be with and I treasure spending time with my family.

While I enjoy my work the most and successful completion of a project provides me with the most satisfaction, I also enjoy eating rich Arabic food and occasionally indulge in cooking myself – I am quite good at preparing a barbeque!

AKHBAR: Do you look to anyone in particular as a source of inspiration?

SR: Our Chairman, Mr Riad T. Sadik, is a role model to anyone who has worked with him closely. His success, his management style, his intelligence and his decision-making ability have always impressed me. His knowledge of precisely what needs to be done, his superior understanding of right and wrong and his intrinsic human values

are examples of some of his most admirable and appreciable qualities.

AKHBAR: With your experience and strong track record in the company, what would your advice be to fellow colleagues?

SR: I would like to advise our employees to love their company and to give as much as they can, because sooner or later it will be repaid with a satisfaction level second to none. Loyalty towards our company and delivering performance helps us to achieve our personal goals as well. In our part of the world, a popular notion exists that the family comes first then your job. However, I believe that both are equally important.



Suheil Al Rayes with his family ▲

▼ The Al Rayes family at soccer practice



A cleaner way

HLG push to create a clean and safe working environment

Maintaining high standards of site housekeeping raises morale, boosts workplace pride, sends a positive impression to clients and visitors and creates a safer working environment.

At a recent HLG senior management forum, employees were encouraged to focus their attention on housekeeping standards across all project sites and offices.

The forum heard that uncontrolled accumulation of construction waste and debris was a prime causal factor for slips and trips and was the source of falling objects. The risk of this type of accident and injury is significantly reduced at work-places where

good housekeeping is an integral part of work-culture.

At the forum the HLG Chairman, Mr Riad T. Sadik, reinforced the importance of good housekeeping for improving productivity and safety at sites. Project leaders were reminded to focus on improving their current housekeeping and safety standards.

Mr Sadik further emphasised that maintaining cleanliness and orderliness was the responsibility of every individual to ensure they contributed to meeting corporate goals.

HLG's CEO and Managing Director, Laurie Voyer, told the forum participants that

maintaining housekeeping was linked to the Group's commitment to health, safety and well-being of employees. Occupation Health and Safety must be a prime consideration in the operations of each business unit.

The Al Habtoor Leighton Group is committed to being a leader in Occupation Health and Safety and aims to have the best safety record in our industry. Various measures have been, and continue to be, introduced to meet this objective.

The Group has recently issued a series of Minimum Acceptable Standards, of which housekeeping is one.

Corporate insight

Students and delegates tour HLG sites

Al Habtoor Leighton Group has recently played host to four visiting groups to share its insights into the construction industry in the UAE.

Organised through its links with the UAE Society of Engineers, HLG welcomed delegates from the Slovenian Society of Engineers and Nigerian Society of Engineers, as well as a group of students from the UAE University, Al Ain, and Post Graduate students from Birmingham Young University (USA), and provided a tour of its offices and construction sites.

The four separate tours were aimed at providing participants with an understanding of the key functional areas of construction management as well as some of the challenges related to the construction industry, including human capital, raw material procurement and supply chain management and architectural and design elements.

The sessions were presided over by HLG's Group Manager, Planning, Jafar Khair. Site presentations were given by JAFZA Convention Centre Project Director, Mohammad Sadek, Emerald Palace Project Director, Ziad Al Bataineh, and JW Marriot Hotel Project Director, Kamal Assad.



(Top) **University students**
with Jafar Khair and Kamal Assad
Nigerian student delegates ▶

Protecting Regular Employment Rights

Ministry holds seminar at **Al Qusais Staff Camp**

As part of the Dubai Government's campaign on raising awareness levels on employees' rights, several government and police department officials conducted a series of seminars at HLG's staff camps. The discussions were facilitated by senior representatives from the General Department of Legal and Disciplinary Control, the Dubai Government and Dubai Police. Key officials present included Major

Dr Sultan Al Jammal, Riad Abdul Rahman and Abdul Majid.

The seminar provided an insight to regular employment rights as well as protection and provisions for approaching the government authorities and the police. The officials encouraged employees to report issues if they felt their employer breached its employment contracts or violated their

employee rights. The Government of Dubai and Dubai Police assured the workforce that any situation would be settled peacefully and in a fair manner.

The government officials encouraged mutual discussion between employees and employers as the first level of issue settlement.

Riad Abdul Rahman ▼
Addresses staff at the Al Qusais camp



Bangladesh Consulate visits HLG Labour Camps

A high-level team from the Bangladesh Consulate in Dubai recently paid a visit to HLG camps. The visiting team included the Consul General H.E. Mohammad Abu Zafar, the First Secretary Ms Nasreen Jahan and Mr Korshed Alam Chowdhury, Director General of the Bureau of Manpower, Employment and Training.

The visit was aimed at inspecting the camp facilities, and HLG's HR representatives Nawar Haidar and Abdulla Sheeha provided a guided tour of the sites. The visiting delegation rated the HLG camps highly, praising them in comparison to many other camps they had previously visited.

HLG is committed to on-going improvement of its labour camp standards and has received positive feedback from previous inspections, including those conducted by the Dubai Government.

The Bangladesh Consulate General in Dubai made a visit to the HLG camps, where a large number of Bangladeshi's live.



◀ **Consul General H.E. Mohammad Abu Zafar, Ms. Nasreen Jahan** with **Nawar Haidar** and others

Sports matches held at the Jafza project site

Two sports competitions have been held at the Jafza Convention Centre project site in a bid to increase morale and promote productivity through camaraderie and teamwork. Organised by Project Safety Manager, Chris Fogg, and Project Director Mohammed Arif Sadek, the inter-site cricket and basketball matches attracted participants and spectators from HLG’s key Dubai project sites.

The competition was further supported by keen volunteers from site 611, who helped make the arrangements for the matches. Participants were from Iris Bay project site, the Dubai Pearl project site and a team of project safety managers and subcontractors from the Jafza site.

The basketball players also included a team from the Group corporate office, the divisional office in Abu Dhabi and a team from the plant department. Supported by the group’s corporate office, the matches were played for fun. The winners of the cricket match were the hosting 611 team and the basketball victors were the corporate office team.



(Top) Project Safety Managers vs the Group Corporate Office

(Below) A team of cricketers

(Bottom) Winners of the basketball match



ATM facility at camp



In association with the UAE Ministry of Labour and WASEELA Banking, HLG has recently installed ATM machines at the Sonapur camp. This project has enabled the workforce to withdraw their salaries at their convenience.

ATM’s have been installed in camps. Card holders can withdraw money from the machines at any time, thus avoiding long queues associated with manual cash disbursement.

An extremely welcome initiative, one worker told Akhbar AlDar the service has helped workers to implement self-imposed limits on spending and assisted them to budget more effectively.

A Day in the life of Mohamed Razak

All our people are integral to our success. It is often those who work in the background that keep the business running smoothly and efficiently. Akhbar Adar recently spoke to Mohammad Razak, one of the senior bus drivers at site 592, to understand what it means to be such a critical part of the business.



Tell us about yourself, and how long have you been with Al Habtoor Leighton Group?

My name is Mohammed Razak and I am from Pakistan. I have been working with Al Habtoor Leighton Group for the last 32 years. It is my pleasure to be given the opportunity to speak about myself and feature in the company magazine. My family will be delighted.

Do you enjoy your work?

I enjoy my work very much and would not trade it for anything. I love the people I work with and that is why I have been with the organisation for a major part of my life. Al Habtoor is like my family.

As a driver what challenges do you face with traffic here in the UAE?

I am among the very early morning drivers and hence fog is a major challenge. Poor visibility is definitely a problem while driving however given the fact that I know the roads very well and that we are regularly given tips on safe driving practices, I take my precautions and drive safely at all times.

Are there any stories of working with HLG that you would like to share with us?

◀ **Mohamed Razak**
Bus Driver, Business Bay project site

Driving is a pleasant experience as once you know you will be on the road most of the time you begin to enjoy the movements around you. Some instances are really good. Once I saw so many great models of motorbikes that were part of a rally. At times we endure sad moments especially when we see accidents. But life needs to move on and I have many good memories to treasure.

As one of our longest-serving employees, how different is the environment now compared with the past?

The current environment is good. When I first joined the company it was a small group but now it has become more advanced with many qualified people around and I am very happy to see that. I feel proud to say that I work for Al Habtoor as we have a very good reputation and outside HLG people are impressed and happy for me.

What is your normal day like?

I wake up at 4 am and start my trips to the various camps to pick up workers and leave them at their respective sites. In the evening it is a reverse journey. I make two trips per day as the shift timings differ.

Competition

Picture perfect

Knowing how to take the perfect picture is an invaluable skill. Whether your passion lies in taking pictures of your family, your workplace, your home town or nature, the ability to capture the moment helps record special memories.

In this issue of Akhbar AlDar, we are holding a photography contest open to all HLG employees.

The five best entries will win gift vouchers worth AED 500 each. So hurry up, get snapping and send your best shot to Andrew Wilcox, Group Corporate Design Manager, at andrew.wilcox@hlg.ae. Only one photo and one entry per employee and email files must be under 1MB. Entries can also be posted to the Corporate Affairs Department. The last date for receiving entries is 31st August 2010.



Al Habtoor Leighton Group

CORPORATE OFFICE

Airport Road, Rashidiya
Dubai, United Arab Emirates
PO Box 10869
T: +971 4 285 7551 / +971 4 206 0600
F: +971 4 285 7479

KUWAIT

Block No 3, Street 4
Villa 93
Yarmouk Area, Kuwait
T: +965 2 535 6206 / 207
F: +965 253 6208

UNITED ARAB EMIRATES

Dubai

Airport Road, Rashidiya
Dubai, United Arab Emirates
PO Box 10869
T: +971 4 285 7551 / +971 4 206 0600
F: +971 4 285 7479

SAUDI ARABIA

New Markets Business Unit

Airport Road, Rashidiya
Dubai, United Arab Emirates
PO Box 10869
T: +971 4 285 7551 / +971 4 206 0600
F: +971 4 285 7479
M: +971 50 159 3304

Abu Dhabi

Villas 5,6,7 - Um Al Nar
Behind BMW Showroom
Abu Dhabi, United Arab Emirates
PO Box 4284
T: +971 2 401 5959 / +971 2 401 5969
F: +971 2 558 7996

BAHRAIN

Bahrain Financial Harbour
Level 22, West Tower
King Faisal Highway, Manama
Kingdom of Bahrain
T: +973 1 750 2770
F: +973 1 750 3030

QATAR

4th Floor, Al Jassim Tower Building
Near Ramada Signal, C - Ring Road
Doha - Qatar
PO Box 22478
T: +974 405 9444
F: +974 441 0563

OMAN

New Markets Business Unit

Airport Road, Rashidiya
Dubai, United Arab Emirates
PO Box 10869
T: +971 4 285 7551 / +971 4 206 0600
F: +971 4 285 7479
M: +971 50 654 9405