

THE NEWS OF AL HABTOOR ENGINEERING

AL HABTOOR ALDAR



Al Habtoor Engineering and Leighton International partner to become the biggest construction company in the region

CHAIRMAN'S MESSAGE



Riad T. Sadik

There is truth behind each occurrence in our everyday lives, making every second of life a unique experience. Similarly there's veracity in the day to day life of our company which makes every development and every accomplishment a true act of excellence.

It is noteworthy to emphasize the significance of each individual in our organization. Only by being responsible, trustworthy and above all by believing in the great talents and powers that each of us has, each person regardless of their position has brought about continued success.

Furthermore what has enabled HEE to carve out landmarks and achieve

milestones out of every project is the phenomenal teamwork we have had in every step of the journey.

This joint effort and teamwork is the true act of excellence which has given rise to an exceptional force, enabling HEE to aspire to greater goals and developments. These days many of you are working with our new extended family members from Leighton and we are all learning enhanced techniques and procedures from each other.

I am confident that working together as a team and sharing our experiences will enable us to add value to one another, and that by working side by side, we can move towards an even more prosperous and fulfilling future. ■

It gives me great pleasure to address you all here. This magazine is a great communication tool and I hope you can capitalize on the information provided as well as use it for sharing your views with the large audience that receives it.

This is my first address to you through Akhbar Al Dar, and every forthcoming issue will carry a message from me.

The merger of Al Habtoor and Leighton represents one of the most exciting times in the history of both companies. As I have mentioned before, we are aiming to bring together two great companies and form one of the world's leading construction companies, both in terms of our size, and the quality of

our work and people. Our ultimate goal is to become one of the world's top 50 contractors, and already we are well on the way to achieving this.

The merger will involve some restructuring and will require patience, flexibility and support from all of you. It is a time of change, but without doubt a positive change. The changes we make now will enable us to grow the business and set us up for the long-term.

Once again, I would like to thank you all for the support you have shown me to date. I look forward to working with you all to build a company that we can all be very proud of. ■

MD'S MESSAGE



David Savage

Disclaimer


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Millennium Towers

The Bronze Beauty

In this industry where sustenance is fueled by excellence and requires near perfection of efforts or if it's still possible building it to be completely faultless, we thrive to excel and make each endeavor worthy of praise from the people we work for and those we value the most making us more and more committed. Because of our vision of always rising to the challenge, we put ourselves under scrutiny. In this edition of Project in Focus, Akhbar features Site 588 – The Millennium Towers Hotel and Apartment.

The two-tower project dubbed “The Bronze Beauty” as emblazoned on its external curtain wall glazing and aluminum cladding finish is located just after the 4th Interchange in Sheikh Zayed Road near Mall of the Emirates in Al Barsha. The team handling this venture is headed by Mr. Mohammad Zaki as the Project Director and Mr. Edgard Kazan as the Project Manager. Construction began in January of 2005 with a 14-16 months projected deadline for the original concept of a two-tower apartment building. In the early part of 2006 plans were revised to accommodate changes for a more appealing feature but with a totally different approach to building functionality. The revision period took almost 4 months and the transition happened in mid 2006. With design changes being made on an on-going project and one of the towers changed to a hotel building from the original scheme which was supposed to be an apartment building, several items were affected. Although the structural frame remained



Millennium Towers as at currently stands



Work going on at the entrance of the Hotel



The proud team at Millennium Towers

as it is, the roof and upper slab of the towers were altered. As the Structural Consultant, Shadid Engineering held their part ingeniously for this design issue. The Interior Design which is handled by David Wren made the adjustment to suit the new partitioning and design layout by masking the parts already in place in the previous model, while adding services and facilities for laundry and kitchen areas.

Arising from a common podium of 2 basements and a Ground level, Tower A, the higher of the two buildings, is a 24-floor apartment structure with 147 units and 2 penthouses and Tower B will serve as a hotel with 21 floors composed of 203 rooms and suites. The hotel tower needed a complete redesign of the Electromechanical Plans to be fitted with hotel standards, a development requiring additional equipment and new approvals from municipality services agencies. Design changes also included adding commercial spaces, lodging, fine-dining restaurants, lounges and other eye-catching essentials.

Masaka veneers and marble works are stylishly reflected on the Reception Area at the Ground level. An Italian restaurant which boasts unique designs and décor of Old Italian Palaces, a pavilion in the center, and elegant arches are also located in this level as well as four more spaces for jewelry, newspaper, magazine

and antique shops. Bridges link these two towers on the 1st, 6th, 12th and 18th floors. An all day dining restaurant, a conference area with a capacity of 40-50 people, three small meeting rooms with a capacity for 12-15 people each, and three more shops are located in the First Level. The Sixth Level is a Garden Lobby and the Twelfth level is an Executive Club Lounge. A swimming pool and health club with a gym and spa are on the eighteenth level. It is also worth mentioning that on this same level, the latest and most advanced

equipment was placed in Tower A while Tower B caters to enthusiasts of oriental clubs and Asian restaurants. Other common areas that can be highlighted include a Ballroom for 150 people and a pre function area with a capacity of 100-150 people on the twentieth floor. This undertaking will be open to residents in a few months time pending completion of minor works for restaurant finishes, main and entrance lobbies, external works for paving and landscaping and other touch-up and decoration details.

“This undertaking will be open to residents in a few months time pending completion of minor works for restaurants finishes, main and entrance lobbies, external works for paving and landscaping and other touch-up and decoration details.”

finishing line knowing that everyone did their best and all efforts were exerted to the fullest extent that could be drawn was a relief beyond measure. The team working in Site 588 has made their contribution to Al Habtoor Engineering's list of prestigious projects. It is because of this that the Akhbar team brought the group back under the spotlight to appreciate and acknowledge their hard work.

AKHBAR ALDAR - SEPTEMBER / OCTOBER 2007

Qatar

New Projects in the offing

Tall buildings, luxury houses and hotels, modern architecture and various shopping centres are the result of the new civil construction works of Doha, the capital of Qatar. The construction activities are following those of Dubai.

From two projects in Doha to a total six in the past year is the progress HEE is making. A few updates on four recent projects are given below. These are managed by Senior Project Director

area. The apartments are designed to 3 bedroom and 2 bedroom flats. The building will utilize district cooling. There will be 6 lifts in total with massive parking space that would potentially accommodate 261 vehicles. The Clients owning this project are the renowned Al Jazi Real Estate Development. The Consultants are Diwan El Amara.

Arwa Tower

Among the other projects owned by Al Jazi Real Estate Development and

Al Faisal Tower

The Faisal Tower coded as 905, consists of 2B + G + M + 52 Floors of Offices Tower. The proposed height would be 227 meters. Being a commercial tower it is designed to have 10 lifts.

The Consultants to this project are also Diwan El Amara however the Clients are Qatar Islamic Bank.

Samariya Tower

Samariya Tower is another project owned



Al Dareen Tower



Arwa Tower



Al Faisal Tower



Samariya Tower

Ian Neile and Project Manager Ziad Hodroge.

Al Dareen Tower

The Al Dareen Tower which has been coded Site 904 is a residential tower, with a projected height of 159 meters. A relatively new assignment, the enabling works have been completed and the sub structural works are in progress. The specifications include 2B + G + 36 Floor with a swimming pool, gym and kids play

managed by Consultants, Diwan El Amara is the Arwa Tower. The Arwa Tower is known as Site 906. The ensuing work is very similar to Al Dareen Tower.

Arwa Tower is a 2B + G + 39 Floor Residential Tower proposed to be 176 meters in height, with a swimming pool, an entertainment area and gym facilities. Enabling works of the Arwa Tower are scheduled for the second week of November.

by Al Jazi Real Estate Development and managed by Consultants Diwan El Amara. This Tower is proposed to be 152 meters and is a 2B +G + A + 32 floor mixed-use Hotel and Residential Tower.

With additional ballroom facilities the hotel section will have 238 rooms while the total number of apartments will be 84. The exact design of the tower is still to be finalised.

Abu Dhabi

Landmark Tower has a record-breaking pour

The UAE is a hub of construction activity with a huge number of projects being announced annually. It is therefore no surprise that the region is witnessing several astounding feats in building activities. Recently one of HEE's projects, the Landmark Tower in Abu Dhabi, known as Site HC 1000, broke the UAE record for the largest single concrete pour by completing a pour of 16,000 cubic meters. This is one of the largest pours of self compacting concrete anywhere in the world. A pour of this scale and

Cost Consultants Davis Langdon, etc. The team studied the feasibility and worked over the possibilities for several months before the 16,000 m³ raft foundation pour was executed.

The joint venture contractor Al Habtoor Engineering Enterprises and CCC - Consolidated Contractors Company completed this engineering feat with several hours of continuous nonstop activity. The task commenced on Thursday the 9th of August 2007 at 4:00 pm and was finally concluded on

The Landmark Tower has been designed to become the tallest building in Abu Dhabi, at about 330 meters and 72 storey's. It will also be an iconic symbol that marks a turning-point in the architecture and building technology in the City of Abu Dhabi.

At the time of going to print, the project was well progressed. The climbing shutter for the core was being fixed up to Basement 1 and the slab on Basement 3 was also in progress. This is a building that truly lives up to its name. ■



Work in full swing at night



An aerial view of the completed raft foundation

magnitude requires a detailed and well structured strategy.

Nidal Habib, the Project Director for Al Habtoor Engineering on the Landmark Tower, enjoyed the challenge of planning for and executing the huge pour. Others involved in the planning and managing of the pour include Engineer Mubarak Saad Al Ahababi, Dr. Mohamed El-Raghy, Project Manager and Engineer, EC Harris International, Supervising Engineer Buro Happold, Architects Pelli Clarke Pelli and

Monday the 13th of August.

Self-compacting-concrete has several benefits over conventional concrete, including extreme fluidity, no need for vibrators to compact the concrete, simpler placement, etc. It is one of the latest technologies used in contemporary construction, and was supplied by one of the largest concrete suppliers in the country, Unibeton Readymix, from 5 batching plants, thus making use of 120 concrete truck mixers in a single go.



Project Director Nidal Habib

Al Habtoor Leighton Partnership



L to R - Riad T. Sadik, Khalaf Al Habtoor and David Savage at the signing ceremony

“This is a key strategic move that lays the perfect ground for further expansion, not only in the region but also in North Africa and further afield. The unique strengths that each company brings will enable all parts of Al Habtoor-Leighton to grow and produce strong results.”

— Riad T. Sadik

On the 13th of August we officially announced the HabtoorEngineering and Leighton International partnership. This created waves in media and industry circles resulting in several callers wanting the details. Finally we decided to run an elaborate report in our company magazine Akhbar Al Dar. The normal life cycle of any business enterprise involves inception, growth, market challenger, and then market

leader. When these stages are crossed by an establishment it strives to either sustain that position or move on to the next level i.e. go global. This strategy has directly resulted in the Habtoor Leighton tie-up with Leighton, acquiring a 45% stake by investing approximately \$870 million. Together Al Habtoor-Leighton has become one of the region's largest multi-disciplined contractors. Managing Director of Leighton International, Mr. David Savage, has assumed a direct role in the day-to-day management of

the new business, alongside Al Habtoor Engineering's current Chairman, Mr. Riad T. Sadik.

As one strolls along the corridors of the HEE building, one may notice a lot of new faces. The different departments of each company are already working together in tandem towards a unified goal. An integration team has been set up which is headed by Nigel Poole. The MD's office is a flurry of activity with board meetings going on most of the time.

ESTD. 1970

A brief glance at HEE



Burj Al Arab Hotel

Al Habtoor Engineering Enterprises was formed in the year 1970 by Riad T. Sadik and Khalaf Al Habtoor. It is the founding company of Al Habtoor Group, which is diversified into several fields including hospitality, education, vehicle sales, etc. The company has successfully established itself through building iconic structures which include hotels, airports, healthcare facilities, educational and cultural buildings, sports stadiums, entertainment facilities, retail facilities, public buildings, apartments and condominiums, as well as diversified civil works.

Over the years, Al Habtoor Engineering has earned a reputation of consistently producing value-engineered and aesthetically appealing marvels by successfully managing demanding projects within the given timeframe, without compromising on safety or quality. Its region-wide presence offers clients the accessibility and support of a local firm with the strength, stability, and resources of a multinational corporation. Al Habtoor Engineering has a presence in Dubai, Abu Dhabi, Amman, Beirut, Cairo, Doha and London.

With a constantly growing workforce in excess of 30,000 people, the company is fully equipped to take on challenges that are seemingly insurmountable to others. The company has been growing at a phenomenal rate, and being in its thirty-seventh year, its name carries a great deal of trust and respect in the region and in the construction industry.



Sheikh Rashid Terminal at Dubai International Airport

ESTD. 1949

A brief glance at LEIGHTON



City of Arabia, Dubai

Leighton was formed in Australia in 1949 by Englishman Stanley Leighton. In England, Stanley Leighton had been heavily involved in engineering and infrastructure contracting – a key aspect of the Leighton Group's success today. During World War II, the Admiralty appointed Leighton as their major contractor, signing for airfields, mobilisation centres and defence works. A decline in the construction industry following the end of the war led to Stanley Leighton looking for new markets in which to use his skills. Africa was initially targeted, but it was to Australia that the first batch of Leighton "immigrants" was eventually dispatched on the steamer SS Chitral on Good Friday, 1949. Leighton Pty Ltd, the Australian company, was born. By 1962, Leighton Contractors had been formed and floated as a public company and was listed on the Melbourne Stock Exchange.

Today's Group is a far different entity than from what it was 50 years ago. It is no longer solely a construction company. Rather, it is a major service provider, with active interests in engineering infrastructure, mining and resources, building, telecommunications, property, and environmental services. While construction remains a core activity, what the Group offers today is a range of services, delivered to clients operating across a diverse spread of industries and locations. With each passing decade, the Group has grown, prospered and added to its core skills. The foundations for future growth are stronger than ever before with many exciting prospects both at home and abroad.



Electronics manufacturing facility, India

ALHABTOOR

ASSOCIATES

Habtoor STFA Soil Group (HSSG)

Founded in 1938, STFA Construction Group is one of the oldest and biggest construction companies in Turkey. STFA Pile Construction, which specialised in Foundations (Onshore and offshore pile construction, piled jetty, berth and port construction, shoring systems constructions, soil improvement...), is its subsidiary, operating since 1970. HEE's partnership with STFA, started with a JV on JBR 4 & 6 Piling works in 2003 and further strengthened with the success on Palm Island Jumeirah Shoreline apartments piling works. In the third quarter of 2004, HEE and STFA Soil Group permanently sealed their relationship by establishing a new local company - Al Habtoor-STFA Soil Group LLC (HSSG). Formed as a local company, it became operational from January 1, 2005 and has effectively replaced the joint venture between the two companies. As of today HSSG has completed more than 30 projects successfully in Dubai and Abu Dhabi within the last two years and HSSG is targeting a ranking within the first three preferred Specialised Foundation contractor in the UAE.

Habtoor Specon (HSMEP)

Al Habtoor-Specon is the result of a collaboration between Al Habtoor Engineering Enterprises LLC and Specialist Construction (Specon Ltd), an MEP (Mechanical, Electrical and Plumbing) contracting firm originally from Cyprus and Greece. With the volume of MEP work in the region increasing and a worldwide shortage of MEP contractors, Al Habtoor Engineering was determined that to ensure quality, reliability and competitiveness throughout its projects' MEP installations, it required more control over this area of work. Al Habtoor - Specon is a turnkey MEP services firm which will undertake all disciplines of MEP works, including power stations, firefighting, air conditioning, plumbing and electrical systems - basically electro-mechanical, building management and control systems. The firm is headquartered in Dubai, but is already planning to expand within the region with primary areas of interest being Abu Dhabi and Qatar.

Al Habtoor Interiors (AHI)

After more than 25 years of providing valuable support to Al Habtoor Engineering Enterprises, the construction firm's Carpentry and Joinery Division grew to become the Al Habtoor Interiors LLC. Established in 1975, it is now a turnkey interior fit-out service to a diverse and growing range of clients as well. Forward planning has seen investment in cutting edge technology which will enable Al Habtoor Interiors to remain at the fore of industry developments. Al Habtoor Interiors makes 95 per cent of its timber products in-house using the finest products from around the world. Also specialising in fire rated doors, the company has taken on several large scale projects.

A current list includes Jumeirah Beach Residence 4, Executive Towers at Business Bay, and private palaces, to name a few.

Al Habtoor Steel (AHS)

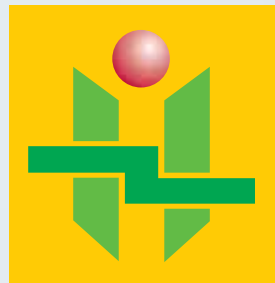
The Al Habtoor Engineering Steel Fabrication Division was formed in 1973 to meet the company's steel fabrication requirements. It was expanded to handle numerous external projects, and continues to provide invaluable support for the company's own operations. Since its inception it has grown into a highly dependable design, manufacturing, and erecting company in the field of structural steel. Quality materials and components are used on each and every project, supervisory staff of the highest caliber oversee all workshop and on-site activities and strict quality regulations are adhered to at every level. Today, Al Habtoor Steel Fabrication Division is one of the largest and most automated steel fabrication units in the UAE, operating in a 13100 sq. mt. facility and employs over 375 employees with a monthly turnover of 700 tons to 1200 tons. It is fully equipped with all the modern equipment needed to complete the jobs efficiently and with the highest quality standards

Al Habtoor Training School (HEETS)

Getting the right people at the right place and then retaining them is a huge challenge. One of the company's greatest initiatives is the launch of a training school in May 2007. HEE Training School (HEETS) is an independent department created by Al Habtoor Engineering to integrate all our training activities. Its objective is to systematically plan, implement and measure our training activities across all our locations and levels. Cross-trade training is a priority. It is imparting training to masons, carpenters, steel fixers, etc.

Al Habtoor Joint Ventures (JV's)

Al Habtoor Engineering has a number of strategic JV's with industry leaders in specialised fields of construction. A JV with Murray & Roberts, which is South Africa's leading construction and engineering group resulted in the Bur Al Arab Hotel and Concourse 1 at Dubai International Airport. The airport works also has another JV partner, Takenaka, which is a leading Japanese Contractor with specialist expertise in integrated airport projects. A JV with Al Jaber Qatar is another feather in its cap, while the construction of Landmark Tower in Abu Dhabi has resulted in a JV with CCC.



LEIGHTON CIATES

Leighton Holdings

Leighton Holdings Limited is the parent company of Australia's largest project development and contracting group. Founded in Victoria in 1949, the organisation has grown from a small, privately owned civil engineering firm into a dynamic group that includes Thiess, John Holland, Leighton Properties, Leighton Contractors, Leighton International and Leighton Asia. With over 25,000 employees, the Group's operations are spread all around the Asia-Pacific region on projects in Australia, New Zealand, Hong Kong, Indonesia, Malaysia, Singapore, the Philippines, Thailand, Vietnam, China, Taiwan, Sri Lanka, Macau, India and the Gulf Region.

Leighton Holdings is listed on the Australian Stock Exchange and has its head office in Sydney. Leighton Holdings' purpose is to maintain and further develop a diversified contracting and project development business which creates wealth for shareholders and adds value to clients and other stakeholders.



Leighton Group companies offer a broad range of project development and contracting services and skills to public and private sector clients from a wide range of industries. Project development skills – infrastructure, property or resources-based – and project management of construction and property developments complement the Group's contracting activities.

Leighton Contractors

In 1962, Leighton Contractors was formed and floated as a public company and was listed on the Melbourne Stock Exchange. The company strengthened its Australian presence with new offices in Sydney and Brisbane, and in 1971 Leighton Contractors changed its name to Leighton Holdings and was listed on the Sydney and Perth Stock Exchanges as well as Melbourne.

John Holland

John Holland is one of Australia's largest and most diverse specialist contracting businesses featuring a wide range of specialist construction skills. It is Australia's leading rail contractor and a significant services contractor.

Recently it re-entered the mining business. In January 2000, John Holland became a member of the Leighton Holding

Group when Leighton Holdings Pty Ltd acquired a 70 per cent stake in it. The group prides itself on engineering excellence, efficient performance, skilled professionals, ethical practices and strong client relationships.

Thiess

Established in 1933, Thiess is a leading integrated engineering and services provider with diverse operations throughout Australia, South East Asia and the near Pacific. In 1980 the Leighton Group expanded its portfolio of work to affirm its standing as one of the leading companies in its field. In 1983 HOCHTIEF became the Group's major shareholder, bringing Thiess into the Leighton Group.

A host of projects have marked this decade, amongst them were the resort project at Discovery Bay in Hong Kong, construction of the LNG North West Shelf site for Woodside, the redevelopment of Sydney's Darling Harbour, construction at Brisbane's International Airport and the construction of the ABC Centre at Ultimo in Sydney.

Leighton Properties

Leighton Properties is the real estate wing of the Leighton Group. Established in 1972, Leighton Properties' charter is to undertake commercial, bulky goods and mixed industrial property development projects.

Leighton Asia

Leighton Asia was formed in 1975. The company made its presence felt working on projects such as the Tuen Mun reclamation contract. In 2002, Leighton Asia was split into two separate operating companies: Leighton Asia (Northern) – based in Hong Kong and operating in Hong Kong, Macau, China, Taiwan, Korea, the Philippines, Guam, Thailand, Vietnam, Laos and Cambodia; and Leighton Asia (Southern) – based in Kuala Lumpur and operating in Malaysia, Singapore, Brunei, Sri Lanka, Indonesia, India and the Arabian Gulf. The companies complement each other and operate in distinct geographic areas.

Leighton International

Leighton International, which was formerly Leighton Asia (Southern), is now a stand-alone operating company of the Leighton Group. The company, led by Managing Director, David Savage, maintains responsibility for Leighton's operations in Malaysia, Singapore, Brunei, Sri Lanka and Indonesia. Since then, Leighton International has experienced strong growth and expanded into the key markets of India and the Arabian Gulf. The partnership with Al Habtoor Engineering has made it a force to reckon with in the region. ■

Face to Face with David Savage

The past few months has witnessed a whirlwind of activities within HEE's corporate environment. The Habtoor-Leighton merger has elevated both organisations to larger statures. It has created a lot of excitement, within both the organisation, and the industry as a whole. The new leadership brought a new lease on life and higher aspirations to the company. The time was just right to get to know the person in the spotlight, our new Managing Director, David Savage.

A majority of our employees met David during the sohour party. Everyone was delighted at his friendly approach and willingness to meet all despite the fact that there were 1780 people in queue to shake hands and share a greeting. As he happily went around from table to table there was not a single element of fatigue in his conduct. He was smiling and exited and everyone found him to be a very approachable person. In this issue, Team de Akhbar catches up with the new Managing Director and gets to know him better.

It took us a week before we got a day and time to finally meet. As we enter the MD's office the smell of new furniture and the soft hue of the interiors has a convivial effect. David already seemed to be ready and anticipated potential questions. His instant and well structured answers made the interview very easy flowing and all encompassing.

Given here are some excerpts from the interview.

Akhbar: This is a very informal session and we would like to know something about your personal life. Please tell us about yourself, starting from your childhood to your current family.

David Savage (DS): I was born in Samoa in the Pacific Islands, to parents who were missionaries, and was raised in Victoria, Australia. We are a large family consisting of four brothers and two sisters. As the eldest boy, I had a lot of responsibilities to take care of at an early age. My wife Jenny and I celebrated our silver wedding earlier this year. She is now with me in Dubai. We have a son and a daughter. Our son Jarrad has just completed a marketing degree at university, and our daughter Rhiannon is studying natural medicine.



David Savage talking animatedly

Akhbar: Who has been the ideal in your life and what are the values that you live by?

DS: As the son of missionaries, my upbringing has been responsible for instilling most of my values. I believe that you should work hard, be honest, and treat people well in both your personal life and the business world.

Akhbar: We are curious to know about your hobbies and leisure interests.

DS: I enjoy sports and, no, I do not read many books! I am a cricket fan, and I also enjoy Australian football, golf and squash. Once a year, our family makes it a point to go snow skiing in Canada. We also go hiking, and we try and make it to a new location each time. It's great when the whole family gets to share time together.

Akhbar: Please enlighten us on your academic background, and your reasons for getting into the construction field.

DS: I studied at Geelong University, from where I graduated with a BSc in Civil Engineering. As my first assignment, I worked as an engineer for three years with the State Railways, and then for three years with an iron ore mining company. I then joined John Holland, which is part of the Leighton Group. This is now my twentieth year with Leighton. In these twenty years, I have gone through several portfolio changes from Project Manager in Malaysia, to Estimation and Business Development Manager for SE Asia, to Country Manager & Area Manager in the Philippines, etc. In 2003, I was appointed the Deputy MD of Leighton Asia, and in 2005, I became the MD Leighton Asia - Southern, which became Leighton International in July this year.

Akhbar: Which countries has your job taken you to and which one was your favourite?

DS: I've been involved with almost the entire south-east Asian region, including India, Sri Lanka, the Philippines, Hong Kong, Indonesia, Taiwan, etc. I probably enjoyed Malaysia most, having lived there for fourteen years. It's a great place to live.

Akhbar: Please tell us about your first interaction with HEE? What was your first impression of the company?

DS: My first contact with HEE was when I met Mr. Riad T. Sadik about the prospect of a merger. HEE came across as a large and successful company that was building iconic projects and that was one of the largest contractors in the region. I was impressed not only with the work the company has and is undertaking, but also with their approach to business.

“The coming together of Al Habtoor and Leighton should give everyone a return. For staff this translates into a stable work base and development. We are here to build this company into a world-leading organisation.”

Akhbar: What strategic changes do you intend for the working of systems at HEE? What do you think will be the initial challenges?

DS: I think the challenge lies in bringing together the Leighton and HEE cultures, which will strengthen them both. Another challenge is understanding the cultures of these two companies, and how they can work together. A third challenge is in building a suitable structure for Leighton and HEE such that we can add value. Both these companies have doubled in size in a short period, and we need to sustain that growth for our shareholders. Our goal is to grow and become one of the world's leading contractors.

Akhbar: How do you see HEE changing and growing?

DS: I see HEE continuing its recent growth trajectory to become one of the world's leading contractors. I see the company entering new markets and expanding its range of building and infrastructure services, while growing in size and diversity. HEE and Leighton together will synergize with each others strengths. Employees can look forward to better systems and greater opportunities for career development. I am sure everyone will be very happy with the new merged entity, and I expect that all our staff will be proud to tell others who they work for.

Akhbar: Take us through your schedule on a typical day of work here.

DS: I start off the day by co-ordinating with our offices in Australia and Malaysia. The time difference between us means that the offices there close when its mid-day here. The latter part of the day generally involves meetings with department heads. During Ramadan, I was able to catch up on a lot of paper-work and emails in the later part of the day, which usually goes on until six or seven in the evening. At the moment we're having a lot of meetings – there is so much to do!

Akhbar: Is there a message that you would like to give to our readers?

DS: The coming together of Al Habtoor and Leighton should give everyone a return. For staff this translates into a stable work base and opportunities for further advancement. We are here to build this company into a world-leading organisation.

With this message as a signature Akhbar thanked the new MD for his time. While leaving his office we could actually feel the promise of good times to come so evident in his positive, approachable and amicable disposition. The first impression is the last impression, or so goes the saying ■



Pictures above: David, Jenny, Jarrad and Rhiannon on a skiing trip

Procurement, Material Handling & Logistics Solutions



Ibrahim Huneidi

Managing and procuring the materials, delivery, supply and logistics for a company with the region's largest construction operation base is surely a mammoth task. In order to understand the exact nature of the various challenges involved in this process, the Akhbar correspondents met the Procurement Department team to ask the experts.

sub-set of Procurement. As explained by Ibrahim Huneidi, the Procurement Department Manager, the procurement process at HEE is divided into three broad areas, namely Procurement, Main & Site Stores, and the newly formed Scaffolding & Formwork Division.

The Procuring Function

Being the main function of the Procurement Department, the procuring function is large. This function is further grouped into four areas - purchasing, scrap, smr's and expediting.



Ahmad Jaafar

However, before we proceed, it is important to differentiate the terminology difference that prevails between the terms "Procurement" and "Purchasing". A more traditional concept, Purchasing involves the 'blind' incalculable buying of goods and materials, without much thought to price and a total product knowledge.

A) Purchase Team

There are three kinds of resources that a construction company typically purchases i.e. Assets, Permanent items, and Temporary consumables. Assets include Tools, Power Tools, Surveying equipment, Laboratory equipment, etc. Permanent items refer to construction supplies that are usually specific to a project, and require a high level of technical expertise to be able to assess its quality and durability. Goods in this category require the approval of the clients. For instance the exact specification of the type of steel to be used in a particular project is sometimes outlined by the clients. The purchasing members are generally engineers who may decide to test the product prior to the purchase decision.



Kashif Naqvi

On the other hand, Procurement involves a delicate process of comparing goods and services based on both technical and commercial aspects, and sourcing them at the optimum possible total cost at the optimal time, from the optimal place and in the optimal quantity. Purchasing is thus a

Temporary consumables refer to items needed for the company's day to day operations. Thus safety items, stationery, timber, office furniture, site office setup equipment are listed in this group. Often the team involved in the purchasing decision need not necessarily be engineers. An individual's business acumen and sales expertise suffices for this role.



Wissam Haider



Mak Moosa



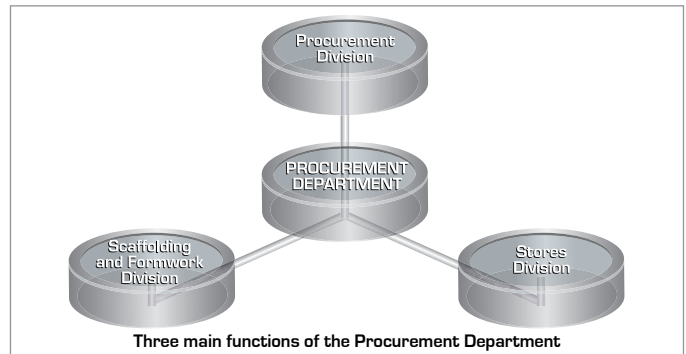
Usman Zaffar



Hussein Majzoub

The purchase process of the durables is done by teams competent in civil, electro-mechanical and architectural works. Typically, a site sends in their specifications as an Electronic Material Requisition (e-MR), which can range from being for one specific item right up to 150 or more individual items, with minute details on a products features, warranty, delivery schedule, payment terms, supporting documents, pre-qualifications, etc. Each item with a unique specification is assigned an ERP Code. The team will then seek suppliers by floating a Request for Quotation or RFQ. An RFQ describes the exact requirements before being sent to prospective suppliers. Occasionally, the clients or consultants may specify a particular supplier before hand. Wissam Haider, a Procurement Material Engineer who purchases permanent materials like concrete blocks, chemicals, etc, says, 'The preparation of an RFQ is critical to your search. Only a specific and detailed RFQ will get you unambiguous and clear information.' Once the offers are received, a cost benefit analysis and comparison is conducted between the various quotations. The qualifying supplier and the eliminations make it easy to spot differences and settle the purchase decision. This is a critical and risk-prone task which mandates the procurement engineers to possess a high level of technical expertise to comprehend the exact specifications for a fit match purchase. As Engr. MAK Moosa, a Sr. Procurement Officer who handles Electrical, HVAC, Fire Alarm / Fitting, Survey / Lab Equipments continues, 'A crystal-clear understanding of the projects requirements, a comprehensive technical knowledge of the products, and an in-depth knowledge of local and international sources coupled with analytical expertise and refined negotiation skills are the keys to generate an ultimate Purchase Order.' Price is not always the main factor as each criterion is an important input in the ultimate buying-decision. Marjorie Jacinto, a Material Engineer says, 'While purchasing, we need to be alert at all times, as even a small overlook may involve major repercussions. I also assign unique ERP codes to each item as per the international CSI Standards, and have already assigned over 20,000 code numbers so far.'

The process is similar for consumable material too. To minimise risk when purchasing, the departments policy stipulates that one must possess a number of suppliers on their approved list, so that in case one defaults you have the other to bank on. In case of very large quantity orders, a balance is usually obtained to eliminate delays and ensure availability. The smaller the order size, the higher the price, and the larger the percentage of an order given to one supplier, the greater is the risk of supplier default. Usman Zaffar, Procurement Officer says, 'I keep standby suppliers, which is also a department



policy, so that a site doesn't suffer in case a supplier defaults. Items must be compared on an apple to apple basis, as there are a number of suppliers with the same product, but different brands, quality and price. Also, safety items are selected circumspectly, as it is our people at the other end, so quality can never be compromised.' Thus, the evaluation of suppliers is a constant process moreover a re-evaluation is also done in the event of a new product offering or an unprecedented change. A good application of International standards and Negotiation skills in the procurement process is a must. Dr. Kashif Naqvi, Sr. Procurement Executive says, 'For most of the items that I procure, like cement, plywood, timber, scaffolding & formwork, etc, the major focus is to compare the technical strength of a product in line with effective cost management and on-time delivery. Suppliers must furnish product samples and show compliance certificates to international standards (BS, EN, ASTM, DIN, etc,) along with their quotations. This eliminates counterfeits and inferior quality products.' It is also important to be in touch with the markets and their price changes. For example, the price of timber is constantly fluctuating due to the banning of tree cutting and other environmental factors. Thus, by observing this trend and any cyclic trend involved in it, one must make an educated guess on the best time to buy timber. Using this analogy can bring in large savings in the long run, and can insulate the company from losses related to price rise, etc. Abbas Kleit, a Purchaser for consumables and stationery says, 'It is an external focused job, and negotiating with suppliers while following the trends in local and international markets allows me to gain vast experience'.

B) Expediting Deliveries

As the name suggests, this team is in constant touch with sites and suppliers for checking delivery of material. The Construction business is a fast paced activity in the region and any delays cannot be afforded. Therefore expediting makes sure that goods are actually delivered to their required locations on the specified dates and times. It requires planning with the site to



Vladimir Bandang



Syed Shakeel



Abbas Kleit



Marjorie Jacinto

determine when exactly they need their material, and planning with suppliers, so that they can deliver goods at the desired time while following the proper procedure. Suppliers may deliver either to the company stores, or directly to the construction site depending on what is predefined on their LPO's. Expeditor Syed Shakeel states, 'Most consumables and large orders are delivered to the main stores, while most permanent material and small orders are delivered to sites directly.'

C) SMR's Handling Team

Once an order is purchased and delivered to the site, an SMR or "site material receipt" is issued within a week. Suppliers will send in their invoices or statement of accounts. The SMR team would then manually match the invoices with the SMR's, and forwards them to the Accounts Department for processing payments. Today, this is all handled electronically through the ERP system. 'This is a very critical task as each unit and quantity is thoroughly inspected and matched for compliance with the specifications, quantity, etc.' says Hussein Majzoub, a Procurement Coordinator. The SMR team from the procurement department and storekeepers at sites work together, and as a final point, this team will make sure that all steps of supplying the material have been fulfilled, so that the LPO can be properly closed.

D) Scrap Management Team

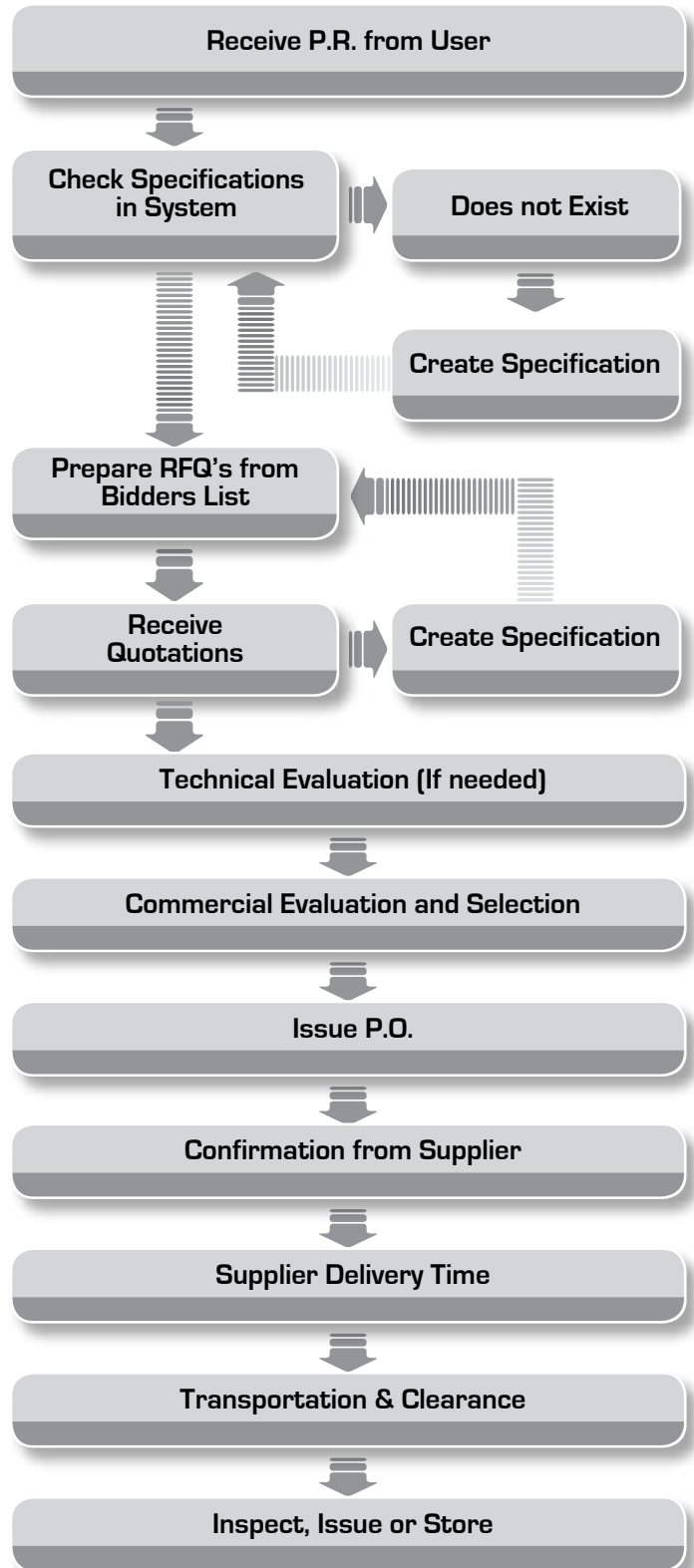
Construction sites, camps and plant generate a fair deal of scrap materials. It is in the company's interest to make economical use of the scrap generated instead of blindly disposing it. Whenever a sizeable amount of scrap accumulates at a site, the scrap management team in the procurement department is informed. 'It is the Procurement Department's policy to physically visit the site and inspect the scrap. Based on this, it is decided what to do with it. The responsibility is huge and time consuming, and transactions are mostly cash based.' says Vladimir Bandang, who assesses scrap and manages the petty cash and logistics. Scrap usually includes things like steel, air-conditioners, tools, generators, tables, computers, portacabins, tyres, batteries cables, etc. Some items require specialised disposal for environmental and/or health-related reasons.

The Formwork and Scaffolding Division

Formed recently, at the start of 2007, this division is primarily focused on centrally managing all formwork and scaffolding for the company. The division came about with the realisation that there already existed a large amount of assets comprising scaffolding and formwork equipment in the company. These are reusable assets and every construction site used to hire or buy these materials separately, with no co-ordination or management of the assets to optimise usage and minimise capital investment. When they were not needed, they were just stored and got lost or rusted, etc. It became clear



Abdul Kader



The Procurement Process

that whenever they were not required at one place, they could easily be shifted to another place where they were required. As a result, the internal hire charges that sites now have to pay are significantly less than what they would pay to an external vendor. The division now controls all scaffolding and formwork, and purchases new materials when required. As Abdul Kader says, 'There is a dedicated HEE Scaffolding System that runs parallel to the ERP System. We have been able to turn this

activity into a profit centre.' The division has now incorporated an in-house design team.

The Management of Stores

The running of a large store of various materials is a huge task in itself. HEE's main store is located in Al Quoz where the company has several warehouses. Individual temporary stores are also set-up at each construction site. The main store is the focal point for receiving all goods and material ordered, whether they are consumables, perishables, food items, stationery, etc. The warehouses are all numbered and structured in a manner for optimum storage capacity as well as to enable the regular flow of supplies to various locations. Every time material is sent to a specific site, a Material Transfer Order (MTO), or a Transit Transfer Order (TTO) is issued. After delivery the signed SMR is brought back to payment processing. Whenever a site requires material, they send a requisition to the Procurement Department at Head Office. If the requested items are in stock, it is passed on to the stores team at Al Quoz, who service the site directly. If not, then it must be procured. As Abdul Rahman Hajar, the Stores Manager says, 'If we have the goods, we prepare a Material Transfer Order or MTO, and send it to them. Contrary to what one might think, controlling the main store is far easier than controlling the smaller stores at sites. Although much larger in scope and activities we are more organised and have a defined process for workflow. This helps us to adhere to the proper channels and check non-conformance. Sites, on the other hand, as temporary locations, have their own challenges and constraints.'

There is, however, one more step before the MTO is issued. In the event that supplies are available in the main stores a 'Material Collection Advice' is issued to the site that has requested the material, and they are then given one week to collect their goods. If they don't collect them in five days, they are given a reminder which is valid for two more days. Thereafter, if the goods are still not collected, the requisition is cancelled, so as to free booked goods to other sites that need them. The stores require constant monitoring. Fast moving items must be kept in stock. In order to do this, one must know two things - What the consumption rate of the material is and how long it takes the suppliers and vendors to deliver it once an order is placed. These should be balanced, so that stocks never run out. Continues Abdul Rahman, 'We follow a quantity-based re-order level. This means that as soon as the stock of an item hits a pre-determined re-order level [based on the lead time, which is the time taken to get that good], that item is automatically re-ordered.' There is also a need to physically check the inventory in the store from time to time, to make sure that the stock figures available on the ERP system match the actual amount of goods on the stores shelves.

There are regular checks done, and random checks are also conducted every week for several items. These measures make sure that there is nothing missing and that the quantities available are correct. In a recent inventory check, there was a 100 percent correlation between the figures in the ERP System and the actual stock. This is commendable as it is very difficult to achieve it. All these three functions together constitute the

Procurement Department. They are all interlinked by an Enterprise Resource Program or ERP. The ERP System was developed in-house by the IT Department, in cooperation with external third-party software designers. In the first phase of its implementation, it tackled the procurement aspects, by making all documents electronic. This considerably increased the reliability and reduced the time-frame for doing work and coordination. The second phase completes the cycle, with sites able to generate SMR's directly. Says Ibrahim Huneidi, the Procurement Manager, 'There is transparency on both sides, with sites able to follow up and track their orders, thus reducing phone calls, etc. That gives the department more time to concentrate on getting better deals and analysing market trends, etc.' At the end of the day, the department forms a link between all parts of the company. 'The Procurement Department is the backbone of the company. It acts as a pivot point, giving to all and taking from all. I have worked in all the areas of the department, and I am helping in making constant improvements to the way that we operate', says Ahmad Jaafar, the Deputy Procurement Manager. When speaking of the challenges that the Procurement Department faces, Ibrahim Huneidi is clear and outspoken. 'We are constantly striving to give good, quick service to our sites, who are our customers. It is also in our interest to build good relationships with suppliers, and keeping them happy benefits us'. Nevertheless the department has taken several measures and steps to bring in efficiency and overall improvements. Increased activity has increased the number of team members and office space.



Abdul Rahman Hajar



Helmets being picked



Individually numbered storage racks



The main store warehouse



Goods in transit

Risk Management

Risk management in general is the human activity which integrates recognition of risk, risk assessment, developing strategies to manage it, and mitigation of risk using managerial resources. The objective of the whole process is to reduce different risks related to a pre selected domain to the level accepted by society. It may refer to numerous types of threats caused by the environment, technology, humans, organizations, etc. On the other hand it involves all means available for humans, or in particular, for a risk management entity (person, staff, and organization).

In the construction industry, since the outcome of projects is the shared effort of multiple parties, delivery of each task includes an extremely complex actor network and therefore projects are extremely risky with highly inflexible risk management by contracts. The complexity of construction projects means that the project definition in terms of both physical form and organizational structure will be based on consideration of only a relatively small number of risks.

The practical approach is therefore to define the fundamental decisions to be made by each participant in the project and to model the project in terms of categories of sources of risk. This then allows a general structured approach that can be applied to any construction project. This increases the awareness of participants.

In this article we are going to focus on the risk management means for the risks that are associated with the project network structure. And along with highlighting the need for risk management, try and highlight the interrelated responsibilities of all the participants in a project such as the engineering and legal department, the makings of a risk management team and the potential benefits it will have for the project.

All construction projects are prototypes to some extent and imply change. The change in the construction industry itself suggests that past experience is unlikely to be sufficient on its own. A structured approach is required. Such a structure cannot and must not replace the experience and expertise of the participant; rather it brings additional benefits which assist to:

- Clarify objectives
- Identify the nature of the uncertainties
- Introduce effective communication systems
- Improve decision making
- Introduce only effective risk control measures
- Protect the project objectives
- Provide knowledge of risk history

It is not possible to prepare a complete set of tools which are appropriate for all projects. Risk Management deals with change, so any tools can only be a guide or checklist or prompt list which must continuously be re-examined and refined. It is important that risk management is adopted throughout the project life cycle, to allow review of the procedures in the light of experience. The effective apportionment of risk between participants requires an understanding of the legal system in which the construction project operates. This is not to underestimate the importance of engineering, but to emphasize the inter-relationship of engineering and legal solutions. The essence of any construction project is the engineering. This must, therefore, be the starting point of Risk Management. However, the translation of engineering of any significance into reality requires the assistance of specialist organizations, Consultants and Contractors, and effective understanding by each participant of their role in the project. However exact

the engineering, if this is not complemented by clear project documentation, then the success of the project in terms of time and cost may be jeopardized, and in some cases the construction may itself be inadequate with equally disastrous results.

The Risk Management Team must function as a team in which there is trust and respect. Each member should have the ability to carry out the project or a significant part of it. Nonetheless there needs to be a Risk Manager who has the confidence of the team and the client with the necessary skills.

These require an understanding and appreciation of:

- technical issues on the project;
- commercial issues on the project;
- Risk management techniques.

The Risk Manager will necessarily need good management and communication skills, and a degree of objectivity. A blame-free environment needs to be created to foster the innovation necessary for lateral thinking. The Team members must have the ability to carry out logical analysis and to identify initially those events that may occur which might threaten the client objectives. This is normally carried out in an unstructured session in which possible events are simply recorded, based on prompt lists or activity lists or bar chart programmes. All in all, with the mentioned requirements and methods needed to successfully implement risk management, it is clear that the process will not only promote teamwork, understanding and responsibility, it will also substantially reduce risks, fatalities and financial disasters. ■



Learning Culture



Mutaz Ahmad training employees of DP World



First Aid training being conducted for male nurses



Naghman Rafique delivering a storekeeper's training session



Jafar M. Khair conducting Primavera Training

There have been a number of training sessions conducted over the last few months, and a selection of them are listed here:

BSC Certification

HEETS conducted training courses for the BSC's Level 1 Certificate in Health and Safety at Work. Level 1 aims to formalize Health & Safety Induction Training. There were two one-day courses held on the 10th and the 12th of September, conducted by various members of the Safety team. A week later, 25 people appeared for the exam, and all 25 passed – a 100% pass rate. It is hoped that every employee of HEE will be a Level 1 certificate holder in the future.

Training for DP World

For the first time, HEETS has been contracted to carry out training for an outside agency. Dubai Ports (DP) World had HEETS conduct two training courses for its employees. The BSC Level 2 Certificate in Supervising Staff Safely, which is a three day course was held thrice.

Also, the BSC Level 2 Certificate in Risk Assessment, which is a one day course, was held twice. Both these courses were held at the DP World Training Centre in JAFZA. There are many more such trainings in the pipeline for both HEE employees and outsiders.

Basic First-Aid Training

A Basic First-Aid Training refresher course for Male Nurses and Medical Staff was conducted by the HR & Administration Department. The aim of such training is to build the awareness of first-aid skills and safe practices in emergency situations that an employee could face. Male Nurses require certification by authorised training providers who are approved by the JAFZA authorities. It was held at Al Qouz Medical Section in two batches, which were conducted by TUV and Eurolink Safety.

Store Keepers Training

On the 26th and 27th of October, a two day training was held for Store Keepers at the IT Training Room, HO. The training covered topics ranging from Inventory Management to Safety issues to ERP systems and procedures, and was conducted by Mr. Naghman Akhter, Mr. Ibrahim Huneidi and Mr. Kashif Naqvi. A new course is scheduled to be conducted at Business Bay shortly.

Primavera Training

As part of the Planning Departments "Continuous Improvement Program", it is conducting training within the department on the latest Primavera Project Planner version 5.0 (P5). Once the company's standards on planning and scheduling are loaded into the system through a database stationed in the organization's main server, P5 is ready for optimum utilization for all projects of HEE.

Setting New Parameters

Al Habtoor Engineering supports BuildSafeDubai

Wednesday, 24th October saw Al Habtoor Engineering becoming a signatory to the Members Charter of Build Safe Dubai at its launch in the Habtoor Grand Resort & Spa, Dubai. Steve Hudson, QHSE Manager signed the Members Charter on behalf of Al Habtoor Engineering, being joined by representatives from over twenty other companies in doing so. BuildSafeDubai is an initiative first developed by Bovis Lend Lease in New York and then customised for the Dubai construction industry. It is very much hoped that many more companies in the region will sign up in the months to come, as membership is open to all involved in the construction industry. Chris Doyle, Head of Environment Health & Safety (EHS) & Sustainability (CEMEA) for Bovis Lend Lease in Dubai, hosted the event and stressed the importance of the initiative. He also presented several examples of unsafe work practices here, together with the simple means by which they can be corrected. Mark Warrington of Dubai World Developments regulatory arm EHS, who also addressed the assembled masses, stated, "This shows that we all speak a universal language of safety. It will raise the profile of Health and Safety and at the end of the day it is good for the workforce on site." Accompanying Steve Hudson at the event was Andrew Land, Company Safety Manager. They both will drive the BuildSafeDubai ethos within the company and help ensure that HEE not only supports but contributes to this most worthy initiative in the pursuit of an incident free workplace.



Signatories to the BuildSafeDubai Members Charter



The rescue team at site 596 along with their trainer

Rescue Operations Training

On the 4th of November, the first rescue team from HEE underwent training at Site 596 in Mamzar. The team consists of six people comprising five safety officers and one male nurse. If a person falls from scaffolding or gets caught in between it while working at a height, they need to be physically rescued. Such a rescue should be conducted immediately, and waiting for emergency services to arrive at the scene often takes too much time. There was special scaffolding rigged up for this training. Adrian Jones, the instructor from P&P UK used a life-like dummy nicknamed 'Bob' as a training tool. There were two scenarios used – High Anchor and Low Anchor. Bob hung a few feet off the ground, held only by his harness, just like an accident victim would in a real scenario. Adrian first demonstrated how a rescue worker must carry his tool bag and find a good vantage point, saying that it is better to do a slow job and get it right than to do a hurried job and endanger the victim further. After making himself secure first, the rescuer proceeds to use a long telescopic rod with a hook at its end to reach the victim and hook on to his harness. Once the rescuer has attached a rope to the victim, he can then pull the victim up to his level by using his own body weight and a simple pulley system. All of them came out of it with a sense of achievement. They were also saying that it is much harder than it looks. The team plans to keep in touch with monthly refresher practice sessions, so that they can be ready when duty calls.



A long rod is used to reach the hanging person and attach a harness to him



"Bob" waiting to be rescued from the specially erected scaffolding

The New Company Website : www.habtoorengg.ae

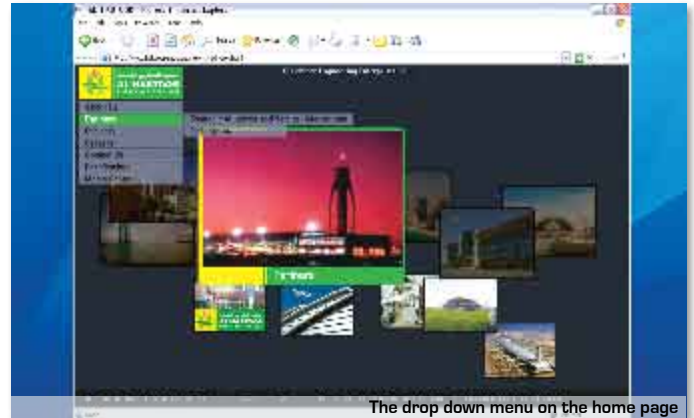
The contemporary business world is fast paced and dynamic. Market leaders and challengers are constantly innovating, upgrading and updating their systems as well as their technology and processes. Cut throat competition has forced both the market and the media to create processes that can give instant results. A large majority of the UAE based organisations are undergoing face lifts and cosmetic changes. As the market leader, HEE recently unveiled its new website. The URL remains the same i.e. www.habtoorengg.ae, but the content, layout and design is a total transformation to the previous site. The inherent creativity is unique and provides a new user experience altogether.

The website uses the latest technology to provide surfers with an amazingly new experience and feel while browsing. The home page consists of a collection of gliding pictures of the company's projects moving past one another. There are several intelligent options to discover. As one rolls the mouse over they will discover that the bigger pictures are actually the main menus. Infact, the menu is accessible in four different ways. The first is a blinking arrow at the top left-hand side. When the user clicks on it, a dropdown menu appears. The second option is a right-hand click on the mouse. The third is by selecting the moving pictures and the fourth is on the bar at the bottom of the page. Once a section is selected on the menu, the picture-frame enlarges to show a full-screen view of the chosen picture. It presents the sub pages in a very artistic manner.

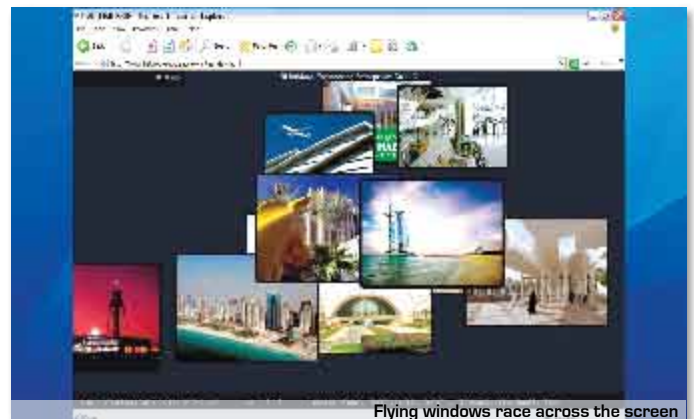
Each sub page is identified by a tab and can be opened by clicking on it. The website makes use of a vast number of large pictures which are beautiful to look at. One can see completed and current projects of HEE in all their glory. It usually takes a few seconds to download these pictures so that the user can see them. To avoid a situation where in most cases of high resolution downloads, the user needs to wait, the new site employs a novel method which allows the pictures to be visible almost instantly. It works on the logic that a user needs to see a picture as soon as they click on a link. The quality of the initial picture is low and blurred, but one can make out what it is. In the meantime, the high-resolution picture is downloaded, and replaces the low-resolution picture in a wave-like pattern. The website uses Flash, and is designed to run in a 1024x768 resolution. This is again a change from the previous website which was in a 800x600 resolution. The 1024x768 resolution is now the common standard in use.

It is multi purpose in nature and can therefore be opened at any location and used as a web brochure during a company presentation demonstrating operational expertise. It can be referred to while bidding for a project or while assessing the company's ability and experience.

The website has received a great deal of positive feedback from users around the world. It puts HEE across as the cutting edge and forward thinking company that it is.



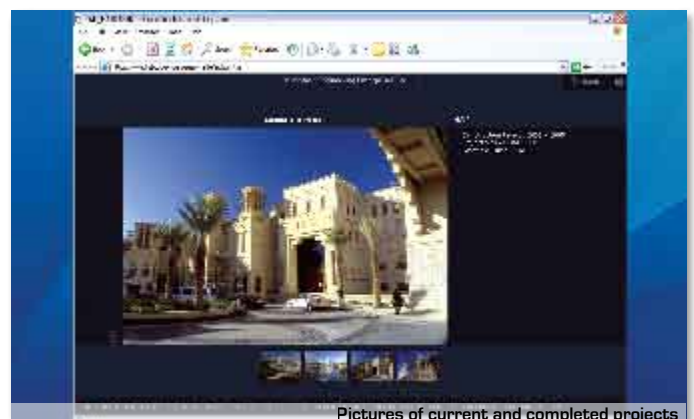
The drop down menu on the home page



Flying windows race across the screen



A brief profile of AI Habtoor Engineering



Pictures of current and completed projects

Celebrating Sohour Party

Sohour, also called Sehri, Sahari and Sahur in other languages, is an Islamic term referring to the meal consumed early in the morning by Muslims before fasting (sawm) during the Islamic month of Ramadan. The meal is eaten before the sun rises, and before the fajr or dawn prayer. Sohour as the morning meal is matched by iftar as the evening meal, during Ramadan.

During the holy month of Ramadan, there are a number of get-togethers. At a corporate level, one looks forward to a large party, socialising with colleagues and friends in an informal and relaxed atmosphere. On the 27th of September, the company organised a Sohour party at the Habtoor Grand Resort and Spa at Dubai Marina. The lawns and beach area of the Habtoor Grand were aesthetically lit up and decorated for the occasion. The venue was divided into several sections to seat the guests numbering more than 1700 people. There was the Raha Beach Zone, the Burj Al Arab Zone and the Madinat Zone. While most of the seating was open air, there was also an air-conditioned tent that seated 300 people. Those present included both company employees and guests. People started arriving at 9pm, and were given badges to identify themselves to others.

The party began with a welcome speech by Ms. Lina Sadek, the Corporate Affairs Manager. She welcomed people to the first ever Sohour party for the company on such a large scale, and invited them to relax and enjoy the evening. She also introduced the new Managing Director, Mr. David Savage to everyone present. It was the first time that he was physically addressing such a large part of the company. He announced his pleasure at being there, and said that he hoped everyone would enjoy themselves. After this, David Savage went around to every table and greeted those present. He met and shook hands with the different groups of people and the different teams that make HEE what it is. Later in the evening, with the spirit of Ramadan all around, a quiz was held to test people's knowledge of the meaning of the holy month and the practices associated with it.

Four rounds of the quiz were held, and there were a flood of entries. Winners were chosen through a lucky draw and walked away with return tickets to their home countries, DVD players, mobile phones, etc. There was also a television given away as a special prize.

Entertainment was provided by a live band, which got people into the mood for a little singing and dancing. The menu was a tantalising mix of Arabic and international food, and sohour was available right from 9 pm to 3 am. The buffet tables were a meeting point for all those present. People also relaxed on the bean-bags that were located at various places. Inside the tent, people enjoyed themselves playing cards and backgammon. Those who wanted a little quiet were free to walk out to the beach. The party got over at 3 am. It was an excellent party, and something that those who missed will indeed regret.



Corporate Affairs Manager Lina Sadek introducing Managing Director David Savage



David Savage visiting every table and meeting people



Light hearted conversations were the order of the evening



People relaxing and sharing jokes



The invitees included clients and consultants



A lively band kept everybody entertained



People played cards and backgammon



Friends posing for a group picture



The party provided a chance for old friends to meet and chat



A lively group enjoying the music



One of the lucky winners of the Ramadan Quiz



Guests waiting eagerly for their names to be called as winners of the Ramadan Quiz

Iftar Moments

Ramadan is the holy month of Muslims worldwide. It is the ninth month of the Muslim calendar and it is during this month that Muslims observe the Fasting or “sawm” for the entire month. It is a time of worship and contemplation and also a time to strengthen family and community ties.

As a result, iftar gatherings and parties have become the norm. Private companies, government organizations educational institutes all organize and enjoy the sumptuous iftar snacks and sweet. Various departments and sites of HEE also organized iftar parties and gatherings that were whole heartedly attended by all. These events reinforce the spirit of family bonding that is so characterized by the company. ■



The planning team at their Iftar party



L and R: The Iftar party at the Main Stores



Above L, R and Below L, R: People enjoying themselves at the Iftar party in Abu Dhabi



Celebrating Eid

Eid Al Fitr was celebrated in Dubai on Friday the 12th of October 2007. The festival was a day of celebration for one and all, the culmination of prayer and fasting during the holy month of Ramadan. Eid prayers were specially organised at Al Quoz Camp 1.

These prayers were attended by over 2000 people, 300 of which were from other camps and other companies located nearby. Abdullah P. the Camp Boss said, 'Everything was organised by the camp crew, which includes the other Camp Boss Mohammad Rafique, the security, etc; and people were very happy. Prayers were held at 6:30am.'



Eid prayers at the Al Quoz Camp

The last of the Summer Trainees

So far, HEE has had 17 students working in and around the company as summer trainees. The objective of this is to expose students to the practical work environment, so they gain real-world experience. The trainees hail from both local and international universities, therefore they were first

given a general understanding of work at HEE by spending time at each department in the HO. Then, they concentrated on their core area of specialisation while posted either at site or at the head office. At the end of the program, the trainees were all awarded Training Completion Certificates from HEE.



Summer trainees at the company with Hassan Bazzi (Top Centre) and Sanjay Gawali (Top Right)

Certifications



▶ **Jafar M. Khair**
Planning Manager, HO
 Awarded the Planning & Scheduling Professional (PSP) Certification from AACEI.



▶ **Saniya Rafi**
Project Planning Manager, Site 592
 Awarded the Planning & Scheduling Professional (PSP) Certification from AACEI.



▶ **Mohd. Shakeel Hashmi**
Project Planning Engineer, Site 595
 Awarded the Planning & Scheduling Professional (PSP) Certification from AACEI.



▶ **Samy Olabi**
Planning Engineer, Site 583
 Awarded the Planning & Scheduling Professional (PSP) Certification from AACEI.



▶ **Abdul Razzak A. Hussain**
Engineering Manager
Emerald Palace - Site 607
 Awarded a Diploma from the Institute of Engineering Design, U.K.



▶ **Dr. Kashif Naqvi**
Sr. Procurement Executive, Procurement Department, HO
 Awarded a PhD in International Management from the University of Newcastle, U.K.



▶ **Ali Naqvi**
Recruitment Coordinator, HR & Administration Department, HO
 Awarded an MBA Degree, majoring in Human Resource Management from the University of Newcastle, U.K.

Welcome on board



▶ **Grant Beckett**
 Joins the company as Project Director. He is posted at the Executive Towers and Hotel at Business Bay - Site 592 & 592A.



▶ **Zaki Raja Hawa**
 Joins the company as Senior Project Manager. He is in charge of the new projects recently in Abu Dhabi.



▶ **Raymond Ping Ho**
 Joins Al Habtoor Steel Fabrication Division as the General Manager.



▶ **Basel Ahmed**
 Joins Al Habtoor Interiors as the General Manager.

Long Term Service Award



L to R: Hassan Bazzi with Nazir Ahmad and Mohamad Arshad

Nazir Ahmed joined the HEE family in 1980 and served for 27 years as a Shovel Operator. He is very polite and soft spoken in nature. Nazir was felicitated by the HR & Administration Department for his valuable contribution.

Competition

Competition # 23 Results



Senthil Kumar



Miron Dan



Zahid Hussain Bodla

The last competition was very interesting but difficult. That is why there were only a few entries and people were left confused by the elaborate and cryptic challenges. However, some of you did actually manage to solve the Sudoku, and did arrive at the correct issue, the correct page and the correct article. The right answer was Issue 17, Page 2. As always, the answer had to be decided by random selection from among those who

gave the right answers. We have five winners of AED 500 each in Carrefour vouchers. They are:

Senthil Kumar, who is a Steel Fixer at Site 822.

Miron Dan, who is a Timekeeper, also at Site 822.

Zahid Hussain Bodla, who is the Chief Security Officer of HEE, and is based at the Head Office.

Glenda S. Gutierrez, who is an Accounts Assistant in the Accounts Department in the Head Office. Unfortunately, she was on leave and hence is not shown here.

Rajab Abbas Bodla, a Safety Officer at Site 820. Unfortunately, he too was on leave and hence is not shown here.

Congratulations to all the winners. Keep challenging yourselves and taking part in the coming competitions.

Competition # 24

This time around, we would like to test your understanding of project management. There are 10 Questions (Numbered 1 to 10) with four answer choices each (a, b, c or d). Choose the answer you feel is the best fit, or the most correct from among the given answer choices and send us your answers by simply matching numbers and alphabets. (For example 1-b, 2-c, etc). Send them in by email on akhbaraldar@habtoorengg.ae or my mail to Corporate Affairs before the 15th of December. All the best.

1. What are the General Management Functions?

- Planning, Organizing, Staffing, Directing, Controlling, Coordination
- Planning, Staffing, Organizing, Directing, Controlling, Coordination
- Planning, Organizing, Staffing, Controlling, Coordination, Directing
- Planning, Organizing, Staffing, Directing, Coordination, Controlling

2. The Term Foundation refers best to

- Brick Work, Stub Columns, Plinth Walls, Back Filling, Grand Floor Slab
- Brick Work, Stub Columns, Plinth Walls, Back Filling, First Floor Structure
- Excavation, Stub Columns, Plinth Walls, Back Filling, First Floor Structure
- Excavation, Stub Columns, Plinth Walls, Back Filling, Grand Floor Slab

3. What are the different project phases?

- Planning, Execution, Closing
- Formulation, planning, Execution & Controlling, Closing
- Planning, Formulation, Execution & Controlling, Closing & Finishing
- Formulation, Execution, Finishing

4. Project Risk Management Includes:

- Risk Identification, Risk Assessment, Risk Response Planning, Risk Response Control
- Risk Identification, Risk Probability, Risk Response Planning, Risk Response Control
- Risk Identification, Risk Assessment, Responsibility Allocation, Risk Response Control
- Risk Identification, Risk Probability, Responsibility Allocation, Risk Response Control

5. What are the risks associated with the internal environment of a project?

- Leadership, Scope of work, Resources, Quality
- Leadership, Scope of work, Resources, Health and Safety
- Political & Legal, Scope of work, Technology, Health and Safety
- Political & Legal, Financial & Economical, Technology, Health and Safety

6. What is the work break down activities in the Base Construction Phase?

- Earthwork, Base Preparation, Concreting
- Earthwork, Sheetting, Blinding

- Earthwork, Base Preparation, Blinding
- Excavation, Base Preparation, Blinding

7. Which of the below mentioned costs is not considered an operational cost?

- Manpower
- Plant & Machinery
- Raw Material
- Production Expenses

8. Which of the following does not describe Multi Tasking in handling tasks?

- Prioritizing activities and executing them in a streamline
- Dividing times between multiple activities
- Process of simultaneously conducting multiple activities
- focusing your conscious awareness in more than one place at a time

9. Which of the options below is not a Quality Planning Tool?

- Design, drawings and specification
- Cost benefit analysis
- Auditing tool
- Benchmarking process/Method flow chart

10. What are the risks associated with the internal environment of a project?

- Leadership, Scope of work, Resources, Quality
- Leadership, Scope of work, Resources, Health and Safety
- Political & Legal, Scope of work, Technology, Health and Safety
- Political & Legal, Financial & Economical, Technology, Health and Safety



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