



seaway@work

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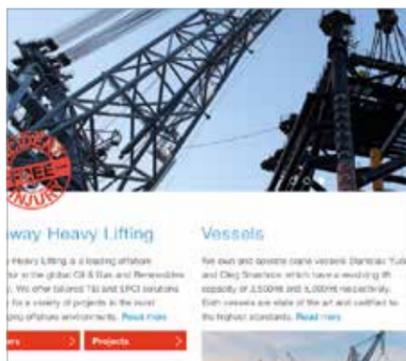
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If you have any suggestions to make about future issues of our seaway@work or any other internal communication activities please feel free to contact: Angela Diergaarde adiergaarde@shl.nl

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We would like to thank all those who contributed in words, ideas and images to this issue of seaway@work.

Seaway Heavy Lifting
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seaway@work

foreword

Jan Willem van der Graaf
Chief Executive Officer



seaway@work

a magazine for and about our people

I am pleased to present the first issue of seaway@work to you. A magazine for our people and about our people. With this magazine we want to inform you regularly about developments within the company and we will give you insights in projects and the lives of some of our colleagues.

The first 8 months of 2013 have shown great performance from all of us at Seaway Heavy Lifting. Both vessels started operations in the middle of the winter and have been working continuously. We have delivered good results for our clients whilst we have overcome many operational issues. At the same time we have been able to welcome our colleagues from Subsea 7 in Aberdeen, Glasgow and Paris into the Seaway team. They are focussed on looking at the large integrated Renewables projects of the future and will be the subject of future articles in seaway@work. As we all know, the Borwin Helwin project was challenging. Thanks to the experience and expertise of all involved, onshore and offshore, we have executed this project safe and to the clients requirements. Lessons learned will help us to improve our operational efficiency and overall safety performance. On Gwynt y Môr, we benefited from our experience during the 2012 campaign. We therefore could work very effectively on the next round of 80 MP's and TP's this year. In addition to these two projects for Siemens and RWE we have delivered well to our clients Hollandia Strukton, Vattenfall, WindMW and GDF Suez.

Our people form the basis of our success. A very good cooperation and understanding between all of us, offshore

and onshore, is key to ensure that projects are realised safely, smoothly and successfully. This applies to our business acquisition, to the way we contract projects and also to the manner in which we develop our engineering and operations solutions to our client's needs. The technical departments and the crews are doing a great job in delivering high uptime of our fleet. Our assets are simply not effective without you. So, a very sincere thanks to all of you at Seaway Heavy Lifting for your contribution to date.

*"Our people form the basis
of our success".*

I put great emphasis on your safety. To me, safety is about getting you all home safe, after a shift, every day of your career. Huib Oosterveld and Marco Schut will inform you in this magazine on our next steps and the initiatives on our Incident & Injury Free programme (IIF). They have my full support in their efforts to work with all of you in achieving best in class results. In this magazine we also introduce to you the four Seaway Heavy Lifting values. They are **Safe**, **Efficient**, **Fair** and **Passionate**. These four values fit in our vision of what kind of company we want to be. I find it important that we all feel the same about what this company is all about. Incorporating our values will take some time. I trust we will continue to develop our mutual understanding over the coming period. /

Jan Willem van der Graaf

Safety - our main priority

By Huib Oosterveld and Marco Schut

To us, safety is all about creating a safe working environment with no room for incidents or accidents. It is about each individual taking responsibility and performing work in a safe, smooth and successful way.

Safety is not just about behaviour; it has everything to do with top end engineering, good logistics, solid operational preparations and execution and not in the least; communications. The support we provide onshore is essential to facilitate safe offshore operations. Therefore, all work needs to be carefully prepared, reviewed and assessed. The offshore crew then

makes the final adjustments and preparations, based on their extensive experience. This combination of onshore and offshore preparation and knowledge sharing is key to create an Incident & Injury Free working place.

Our company is constantly developing and new colleagues, some of whom are new to the business,

are becoming part of our team regularly. We therefore require strict procedures and training to explain our way of working. In addition, safety communications and the follow up of improvement items are essential to ensure safety is and maintains our main priority.

In the last couple of months, most of you both on- and offshore have



received the IIF training. 'Remember Charlie' has become an important phrase and for some offshore colleagues a way to address each other - and to keep each other focussed on safety. Everyone working for Seaway Heavy Lifting will participate in the IIF training. Our goal is to enlarge overall safety awareness in order to create an Incident & Injury Free working environment.

We want to stress that IIF is not just a programme. It is a working philosophy based on the principle to keep you, and everyone we work with, safe. Safety is part of our culture and our positioning. This is why we have developed a special IIF 'stamp' to include in our communication items. In everything we do, we want you to consider "is this safe and does it contribute to an Incident & Injury Free environment?" The stamp stresses the fact that we always operate according to this philosophy and that everything we do is IIF approved.

To increase visibility of IIF onshore the entrance of our office has been restyled, with the IIF stamp and our safety statement. Our renewed safety statement is part of our corporate positioning and can be used as an in- and external statement.

communications campaign will be developed based on the input provided. Furthermore an action list has been draw up. This action list, with improvement suggestions regarding safety and communications, will serve as a guideline in determining next steps for the coming period.

To maintain the progress on all the IIF initiatives, we have established an IIF leadership team. The team consists of: Jan Willem van der Graaf, Huib Oosterveld, Wim van der Velde, Michiel Goedkoop, Robin Bijlsma, Gert Pellinkoft, Jan Peter Bredeveld, Marco Schut, the VMT's of both vessels and Coordinator Arie van der Harst.

NOTE: depending on availability there is always a member of the VMT present at the IIF leadership team meetings. /

As part of the IIF introduction and follow up, several interviews were performed on board of the Oleg Strashnov in August. During the interviews we asked the crew about learning's from the IIF training, important safety themes, safety improvement suggestions and requests and suggestions regarding safety communications. As a follow up of these interviews, a safety

Actions to support our main priority

We made progress on various topics like:

1. Doubled our training budget.
2. Added an HSE Advisor to the fleet.
3. Established a central action register and ensured action tracking.
4. Revised the Permit to Work procedure and introduced the Management of Offshore Change work standard.
5. HOC in process of being replaced by HSEQ card.
6. Introduced and implemented the Taproot as the tool for root cause analysis.
7. Increased number of Management Visits to the vessels.

We are now working on:

1. Further IIF training on- and offshore.
2. Training of supervisors to increase the Safety Leadership skills.
3. There are 13 work groups who are developing initiatives and working on improvement of safety related issues like; PPE, communications, procedures, work standards, training, language skills. In the next seaway@work we will report in detail on various topics.
4. Development of a safety communications campaign.

The leading offshore contractor

in the Oil & Gas and Renewables industry

As our company is growing and we are strengthening our position in both the Oil & Gas and Renewables industry, we have refined our positioning and re-evaluated our values over the last couple of months. The outcome of this process is a positioning document, which helps us to tell a uniform story in the market. It contains our reason for being, our mission, vision and values. In this issue of *seaway@work* we introduce to you our corporate values and the core of our corporate story.

What is our Mission?

It is our mission to be recognized by our clients as the preferred offshore contractor for the Oil & Gas and Renewables industry by globally delivering top quality T&I* and EPCI** services.

What is our Vision?

We strive to be the leading offshore contractor in the Oil & Gas and Renewables industry in our targeted market segments, preferred and respected by clients. We can only claim this position by demonstrating leadership in safety, innovation and overall project performance, as well as delivering high-value engineered solutions. Our success is therefore based on our people. We support, train and guide

our people to be the best in our industry, making sure we deliver the best added value solutions to our clients.

Our corporate story

Seaway Heavy Lifting is a leading offshore contractor in the global Oil & Gas and Renewables industry, offering tailored T&I and EPCI solutions. We service a diverse client portfolio including the major operators in the offshore Oil & Gas and offshore Renewables industry. We operate globally focussing on the North Sea, Mediterranean, America's, Africa, Asia Pacific and Middle East. Our track record is reflected in our portfolio of project and client references. Our goal is to provide our clients with the most effective and added value solutions. This goal is supported by our highly skilled and motivated workforce, quality assets and our continuous focus on new technologies. We utilize our experience and proven solutions from both the offshore Oil & Gas and offshore Renewables industry whilst capitalising on the EPCI expertise from our parent company Subsea 7.

* Transport & Installation

** Engineering, Procurement, Construction & Installation

Seaway Heavy Lifting is a Subsea 7 Joint Venture company.

Our values

Why do we have values? Our values are behavioural indicators of our operating principles. They guide our internal conduct as well as our relationship with our customers and partners. Each value is explained below and supported by examples of translation to every day work.

Safe

Safety statement

It is our belief that no injury is acceptable and that all injuries can be avoided. Everyone at Seaway Heavy Lifting, from the top down, is relentless in their pursuit of an Incident & Injury Free (IIF) environment.

We are all responsible for creating and maintaining our Incident & Injury Free environment and lead our company towards that objective. This responsibility is based on personal accountability.

Safety is of paramount importance to Seaway Heavy Lifting because we care about all people involved in our projects. These are undertaken in ways that maximize safety and environmental protection.

Our demanding Incident & Injury Free (IIF) programme provides a solid foundation. All parties involved in our work - including business partners, subcontractors and suppliers - are bound by this IIF regime.

It is governed by a management system which drives continuous improvement and demands full compliance with national and international regulatory requirements. We relentlessly pursue to be an Incident & Injury Free company. /

Efficient

We focus on what our clients need and, in so doing, we apply the highest standards of project management. Proven solutions are our starting point, tailored to the requirements of our clients. We exercise complete control over our fully owned vessels and other assets. When circumstances change, we are flexible and adapt our approach or process, never losing sight of the agreed schedule and budget. We always make sure that everyone is aligned by communicating extensively, both internally and with the client, from the preparation phase through to the delivery phase. /

Fair

We recognize the value of certainty, which is why we always deliver what we have promised. Integrity is the foundation for all negotiations and agreements. We value open and transparent dialogue with our business partners and avoid surprises. We never undertake anything we cannot handle. We act fair in our relationships with clients, people and suppliers. /

Passionate

We are proud of the expertise and experience of our on- and offshore employees. They apply the highest standards, ensuring that projects are realised safely, smoothly and successfully. The passion, ownership and commitment of our people result in detailed, effective and maximum value added EPCI and T&I solutions for our clients, which form the basis of our success. /

Motivated
Safe Straightforward **Passionate**
 Proud **Efficient** Committed **Fair**
 Driven

Our renewed look & feel following our positioning

Following our renewed positioning we have developed a new look & feel for all our communication materials. We have started with a restyling of our corporate website, with the aim to further optimise the usability and strengthen our profiling and positioning online. As such the website text has been rewritten to match our corporate story.

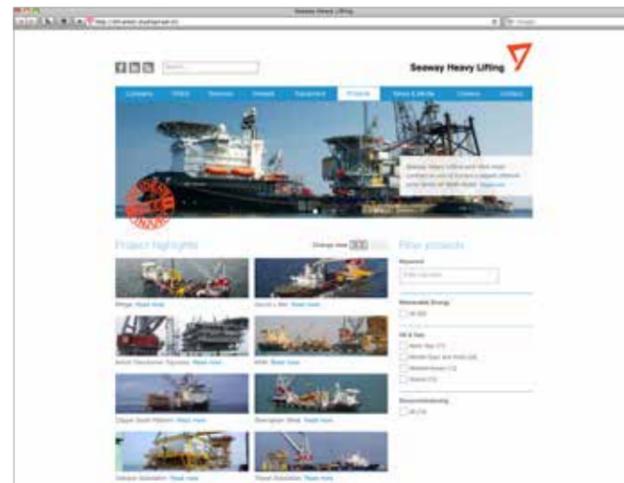
Furthermore a new PowerPoint template has been developed to support the commercial activities. The new template contains various image and slider options, in order to tailor the presentation to specific target groups.

To improve the usability of our logo, the distance between the company name and emblem has been reduced as shown below.

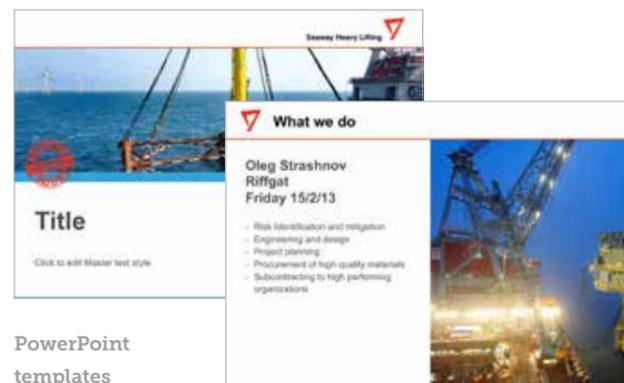
The adjusted logo, colour schedule and PowerPoint templates are located at our management system. Our new website will be online at the end of October.

The following items are momentarily under construction and or will be developed:

- Brochures Oil & Gas and Renewables
- Various brochure templates
- Branding guidelines
- Safety campaign
- Overall employer branding approach
- Overall corporate communications approach



Website



PowerPoint templates



Renewed logo with adjusted distance between name and emblem



East Anglia Offshore Wind Zone Project

Project name

Transportation and Installation of the MetMasts for the East Anglia Offshore Wind Zone Project.

Project scope

Installation of 2 no Mono Piles, 2 no Transition pieces, 2 no Lattice Masts.

Location

Position EAZE and EA1B of the Offshore Wind Zone in the Southern North Sea.

Vessel

Stanislav Yudin for the 2 no Mono Piles. Oleg Strashnov for the 2 no Transition pieces, 2 no Lattice Masts.

Noteworthy

Double hook upending of the fragile and 85m long Lattice Mast (50t) using the whip hoist of the Oleg Strashnov enabling a hook height of 140m.

Challenges

Management of the Master Schedule due to changes in the delivery of Company Structures.

project insight



Gwynt y Môr Offshore Wind Farm

Seaway Heavy Lifting is proud to be heavily involved in Gwynt y Môr Offshore Wind Farm, one of the largest offshore wind farms currently under construction. Gwynt y Môr is located eight miles off the North Wales coast, close to the port of Liverpool. The Gwynt y Môr field consists of 160 wind turbine foundations and two offshore substations.

RWE has awarded Seaway Heavy Lifting three projects within the Gwynt y Môr field. The first project consisted of the Transport and Installation (T&I) of two offshore substation topsides, the second project consisted of the T&I of 80 wind turbine foundations and two offshore substation jacket foundations. The last project awarded was for the T&I of the remaining 80 wind turbine foundations.

The three projects were split in two campaigns, both executed by the 2,500t heavy lift vessel 'Stanislav Yudin'. The first campaign involved the installation of the two offshore substation jackets and was executed in May 2012. In August of that year the Stanislav Yudin started with the installation of 80 wind turbine foundations and the two offshore substation topsides. The installation was completed at the end of December 2012. In May 2013 the Stanislav Yudin returned to Gwynt y Môr field to install the remaining 80 wind turbine foundations. The installation of the last 80 wind turbine foundations was completed end of September.

No project is without its challenges, Seaway Heavy Lifting had to drive monopiles in hard mudstone layers,

work in an area with a 9m tidal range and transport non-stop monopiles and transition pieces from the storage yard in Liverpool to the vessel. By working closely together with our client RWE, these challenges were overcome, and we can look back to a very successful project. During the two campaigns the Stanislav Yudin installed 160 wind turbine foundations, two offshore substations and lifted well over 120,000 tons in a safe and professional manner. /



Dan Tysk Substation Platform

In February 2011 Seaway Heavy Lifting signed the contract with Combination Hollandia - Strukton Systems for the Transport and Installation of the Dan Tysk Substation. The Combination Hollandia - Strukton Systems was awarded a turn-key contract for design, procurement, fabrication, Transport and Installation of the substation platform for Vattenfall.

During 2011 Seaway Heavy Lifting supported Combination Hollandia - Strukton Systems with the design of the platform, to ensure efficient offshore work and prevent unfore-

seen challenges during installations. In September 2013 the substation platform was successfully installed by the Oleg Strashnov.

The substation platform is the central facility in the Dan Tysk Offshore Windpark. This windpark is located in the German Bight, approximately 75 km west of the Sylt Island on the border with Denmark, in approximately 25m of water depth.

The Platform consists of a 1,000 ton jacket, 4 x 84" tubular steel piles with a length of 96m and a deck of

3,000 ton. The entire platform was transported on a single barge from the fabrication yard in Rotterdam to the offshore installation site.

In the beginning of the project the client had a concern towards their other subsea facilities, like cables. It was therefore decided to fully use the features of the Oleg Strashnov and to install the platform on DP. /



let us introduce

seaway@work gives us the opportunity to introduce to you colleagues from various departments both onshore and offshore.

Jeroen Mulder -
Senior Installation Engineer



"I am halfway through my second year now. I have chosen Seaway Heavy Lifting as employer because of the possibility to go offshore regularly and to actually see and feel the result of work done in the office. When looking for a new job, Seaway Heavy Lifting was recommended to me by a Heerema employee, which I think was remarkable.

As an Installation Engineer I am designing rigging arrangements, writing manuals and preparing the work for offshore installation. Offshore experience is essential for this role and luckily there are lots of possibilities to go offshore. I am involved in many different projects, with different people, sometimes under time pressure. Compared to my previous job, my work is very diverse and more practical. Besides the combination of office- and

offshore work, I enjoy the working atmosphere at Seaway Heavy Lifting. Colleagues are very helpful and there is a mentality of taking the time to perform the job best.

I have studied offshore technology at TU Delft. After graduation I worked at Van Oord as assistant-superintendent on a rock dumping vessel, then at GustoMSC as a jack-up designer. My first job was an offshore job, the second one an office job. Working at Seaway Heavy Lifting means a combination of both and therewith the best of both worlds.

By nature I am calm and I can think things over and over again, always trying to find the perfect solution. Offshore experience and a contractors mentality help me in making decisions more quickly. I live together with my wife and two children and I try to enjoy as much family time as possible. Sometimes this is challenging because I spent a lot of time at my hobbies, sporting and studying.

For sports I like martial arts. After a good training I am really exhausted, full of bruises and aches, but completely satisfied. As for my study, since a few years I have been studying (Dutch) law. I am halfway my second year now. I am practicing meditation to try and live according to the mindfulness principle. This helps me in focussing my thoughts, being more relaxed, listen better to other people and thus doing everything I do in a better way." /

Chan Wai Onn - Welder Team
Leader on the Stanislav Yudin



"I started working for Seaway Heavy Lifting more than five years ago. A friend pointed out Seaway Heavy Lifting to me. After applying I started working on the Stanislav Yudin.

As a Welder Team Leader I work closely with the Superintendent providing assistance for the welder foreman to ensure safe operations. I really like working on the Stanislav Yudin because of the short communication lines and good cooperation with my colleagues.

I started my career as a fitter and welder. Prior to working for Seaway Heavy Lifting I have worked three years as a fitter and seven years as a welder. During my days off, I like spending time with my family and my son in particular. One of my hobbies is watching movies." /

