SEAWAY HEAVY LIFTING AND THE PEOPLE BEHIND OUR SUCCESS

Insights into our departments, people, projects and crew

Sneak preview of 2014
2013 has been a busy and successful year for Seaway Heavy Lifting. We have produced this Seaway Review 2013 in honour of all those responsible for our success. This magazine showcases the many capabilities of our two major assets: Stanislav Yudin and Oleg Strashnov, but above all, we highlight our departments, people and crews.

Our success is based on the experience and track record the company has built up in the last 22 years. Seaway Heavy Lifting started with just a few people and the Stanislav Yudin. The experience and knowledge those people acquired led to the building of the Oleg Strashnov and the expansion of our operations. Over the years, Seaway Heavy Lifting has grown to become the company it is today.

It is our long-term ambition to maintain our position in the changing world of Oil & Gas and Renewables. Many new people have joined us. They are learning and building on the experience that is already there. Together with our more senior colleagues they are the engine for further growth.

This review shows what Seaway Heavy Lifting is and who the people are behind our success. Special attention is given to our clients in 2013 who gave us their confidence and we also provide a preview of the future and our focus for 2014.

I wish you pleasant reading.

Jan Willem van der Graaf
CEO Seaway Heavy Lifting, January 2014
Seaway Heavy Lifting is a leading offshore contractor in the global Oil & Gas and Renewables industry. We offer tailored T&I and EPCI solutions globally for a variety of projects in the most challenging offshore environments. We service a diverse client portfolio including the major operators in the offshore Oil & Gas and offshore Renewables industry. Our track record is reflected in our portfolio of project and client references.

The project was divided into two phases. We started in April 2012 and finished in May 2013. It was our first experience of installing tripod modules onto a specific area on the skirt piles on the seabed.

Provision of Transport and Installation services and equipment for the above platforms from fabrication locations to offshore site (all Dutch Sector North Sea).

During the project, Seaway Heavy Lifting agreed with the owners of the barge equipment to the following barges (Osprey Valliant, Wagenborg5 and H332) and tugs (Bugsier 9, Bugsier 10 and Svitzer Thor). Offshore the platform components were installed using the Oleg Strashnov.

Don’t be a fashion victim.

We are learning from the past and focusing on ongoing procurement.

We are leading the improvement of safety in the industry by being at the very centre.

Aberdeen, 60

We have already achieved a great deal; now we are entering the efficiency phase.

Operations makes it their business to know and arrange for everything that happens on board the vessels.

Siemens is installing the converter platforms Borkwin 2 and Helwin 1 in the North Sea in 2013 and 2014. The converter platforms are to be installed approximately 40 nautical miles north-west of Helgoland to connect the wind parks ‘Nordsee-Ost’ and ‘Meerwind’ to the onshore power supply grid.
2013 has been a successful year in many respects, thanks to everyone at Seaway Heavy Lifting. We were successful in executing our projects and we strengthened our reputation. A strong reputation in project delivery, combined with all of us ‘living’ the values, means that we can achieve any goal. And that is what I feel is present in this company: a safe, fair, efficient and passionate working culture. Since I joined Seaway Heavy Lifting in January 2013, I have really experienced how focused everyone is on getting the best possible result. I am proud to be part of this passionate team and its commitment to performance.

We have shown this year that, by working as a team, we can make things happen. The acquisition of new business, the quality of proposals, thorough contract management and the handover to Operations are head up our operations and success. I have seen the strength of these combined forces on several difficult tenders. The complex mix of Project Management, Planning, Engineering, Procurement and Operations is at the heart of project execution and preparations. These departments take care of our clients’ requirements and daily project challenges. Our experienced offshore teams take over after preparations have been made, they physically get things done, safely and on time. Their challenge is to take all the drawings, procedures and concepts they receive and apply them appropriately to the circumstances in the field. I have seen great strength in Seaway Heavy Lifting on all the projects we carried out in 2013. The Technical, HSEQ, HR, Crewing, Travel, Finance, Base Services and IT departments all support our activities and are essential in keeping our engine running. A lot of hard and sometimes unnoticed work is performed there.

Together we have managed to work out the most efficient and safe way of working.

I consider this to be the core strength of our organisation. We don’t point the finger but rather we take responsibility to define the optimal approach and plan for the execution of each project.

2013 has also been the year of further integration and professionalization. We validated our strategy of offering our clients a more integrated installation and EPCI project approach. Our Renewables teams in Aberdeen, Glasgow, Hamburg and Paris have worked hard, preparing us to expand our services portfolio. We are ready to demonstrate to our clients that we offer added value by delivering integrated installation and EPCI services. We have also learned that the growth of the organisation in the last couple of years requires us to professionalize further. We are improving efficiency by detailing the way we work together. We need to do this as a company, as well as within the various departments. We will do so by developing our procedures and processes further. A good example is the Synergy One IT project, which focused on our financial systems. We are currently working on similar systems for Project Management and Procurement. Another example is the optimisation of the commercial process, called ‘proposing to win’. All are aimed at professionalizing and improving our efficiency.

Embedding our IIF philosophy was one of this year’s main challenges and I am proud that we have created an overall understanding and commitment to an Incident & Injury Free environment. We demand a lot from our vessels, the equipment and the crews. 2013 showed a very high number of anchoring operations, barge movements, lifting and pile driving operations, not forgetting rigging challenges. We carried out complicated offshore projects like Gwynt y Môr, BorWin HoFnIn and Barzan, but we managed to operate safely, an enormous achievement by both the offshore and onshore parts of the organisation. We did have a few incidents and near misses, which are worrisome. We acknowledged this and acted on the facts. On board the Oleg Straschnov we had an LT during a rigging platform scrapping operation. Our welder Wong Seng Cheong was injured, but I am happy to report that he has recovered well. It is essential that we keep focusing on safety, reviewing our incidents and assessing risks during each aspect of a project, especially when operations become routine.

The Oleg Straschnov’s safe journey around the coastal area of Somalia and through the Suez Canal was a good achievement. Thanks to extensive and professional preparation and a well-equipped vessel, no incidents occurred.

The many interviews and personal contacts both in the office and during my visits offshore have enabled me to get to know the people and culture of Seaway Heavy Lifting. I have personally experienced the importance of interaction and close contact between the office and the offshore organisation. We need to listen, to know what is going on and most of all we need to understand and act upon all pending issues. I have also spoken to a number of clients and I am very pleased with their feedback. Clients indicate clearly that they experience our core values and are pleased with our performance. We have to keep learning from our comments and from developments in a maturing market. We can read feedback from several of our clients in this 2013 review.

Finally, at the end of 2013, and before describing next year’s challenges, I would like to mention that we are very pleased and proud that we will be starting work in Mexico in 2014, that the EPCI group has entered the FEED (Front End Engineering Design) Phase of the Beatrice wind farm project and that the Stanislav Yudin is well underway with its Life Time Extension. I feel at home at Seaway Heavy Lifting. I value and respect the passion, expertise, knowledge and dedication of its employees. I want to thank you for making me feel part of the team.

My personal challenge for 2014 is to contribute to our success whilst maintaining the ‘family feeling’ and guarding our passion and safety. I trust that together we will make it happen.

Jan Willem van der Gooaf

“TOGETHER AS A TEAM WE DELIVER TO OUR CLIENTS”
AN INSIGHT INTO OUR COMPANY

WHO ARE WE

Seaway Heavy Lifting is a leading offshore contractor in the global Oil & Gas and Renewables industry. We offer tailored T&I and EPCI solutions globally for a variety of projects in the most challenging offshore environments. We service a diverse client portfolio including the major operators in the offshore Oil & Gas and offshore Renewables industry. Our track record is reflected in our portfolio of project and client references.

OIL & GAS T&I

• Platforms
• Subwater structures
• Platform decommissioning

RENEWABLES EPCI AND T&I

• Substations and converter stations
• Foundations
• Wind Turbine Generators
• Cables

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 utilise 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.

OUR PEOPLE

Our highly skilled and motivated on- and offshore professionals are passionate about working on detailed, effective and maximum added-value solutions. They apply the highest standards on behalf of our clients and take full ownership of all projects. This ensures safe, smooth and successful project realisation; we never compromise on safety and always deliver what has been promised.

OUR MISSION AND 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 VALUES

At Seaway Heavy Lifting we all feel the same about what our company stands for. This understanding is captured in our values: safe, fair, efficient and passionate. These values are in line with our vision of the kind of company we want to be. They guide our behaviour and form the basis for all activities and relations.

OUR VESSELS AND EQUIPMENT

We own and operate crane vessels Stanislav Yudin and Oleg Stashnov, which have a revolving lift capacity of 2,500mt and 5,000mt respectively. Both vessels are state of the art and certified to the highest standards. The Oleg Strashnov meets all the DP3 requirements of the offshore industry. In addition to our vessels we own high quality support equipment, including rigging, hammers and a wide variety of pile handling tools, which enable us to work efficiently and make us reliable in delivering on our commitments.

OUR PASSION

• High safety and quality standards
• Innovative EPCI, T&I and T&I solutions
• Proactive project management
• Highly skilled and motivated workforce
• Open and responsive relationships
• Maximum added value solutions

Our passion is reflected in our portfolio of project and client references.

OUR HISTORY

Many of our senior personnel played their part in the North Sea’s first offshore installation projects in the early 1980s. Since then they have participated in some of the largest and most complex installations ever undertaken. This expertise and experience came together in 1991 with the establishment of Seaway Heavy Lifting.

In 1991, the Norwegian subsea offshore company Stolt Nielsen Seaway* and the Russian state oil company Kaliningrad Morret**, established a joint venture. Operations began with the crane vessel Stanislav Yudin and in 2001 the new build crane vessel Oleg Strashnov was delivered. Both vessels are owned by Seaway Heavy Lifting and are today. The current parent companies are Subsea 7 and K&S (a private investment fund). Ownership of both companies has been consistent and supportive of Seaway Heavy Lifting’s growth strategy.

* later Stolt Comex Seaway - Stolt Offshore - Acergy - Subsea 7
** later Lukoil/KaliningradMorret

1 T&I: Transport & Installation, EPCI: Engineering, Procurement, Construction and Installation.
2 II: Integrated Installation.
“WE APPRECIATED THE OVERALL PERFORMANCE OF SEAWAY HEAVY LIFTING ON THE BARZAN PROJECT. PROBLEM SOLVING AND SAFETY MANAGEMENT WERE KEY DIFFERENTIATORS AND CONTRIBUTED TO EXCELLENT PROJECT PERFORMANCE.”

J.H. Park
Executive VP Head of Offshore Installation, Offshore & Engineering Division Hyundai Heavy Industries
SERVICES & LOCATIONS

OUR SERVICES & LOCATIONS

OIL & GAS

Our track record of successful project delivery spans two decades, and has taken us from the North Sea and Black Sea to the Gulf of Mexico, Barents Sea, Malaysia and offshore India. We have successfully executed over 150 Oil & Gas installation projects. We provide the expertise required for a complete installation scope of work (T&I), with the experience and capacity to achieve project goals regardless of size and complexity. Our scope includes Transport and Installation of platforms, deepwater structures and platform decommissioning.

RENEWABLES

We have become increasingly active in the Renewable energy industry in recent years, having installed hundreds of Wind Turbine Generator (WTG) foundations. We draw on our track record of substations and HVDC components all supported by two decades of successful installations for Oil & Gas clients worldwide. Following the consolidation of parent company Subsea 7’s Renewable energy business into Seaway Heavy Lifting, we undertake major offshore wind projects, with a total project orientation from design engineering to complete offshore installation (EPCI).

In addition, we offer Integrated Installation services with the objective of de-risking the offshore construction phase of each project. Our integrated installation services combine tailored project solutions for the installation of WTGs, WTG foundations, inner array cables and substations. Our overall project management activities cover all risk management, marshalling and harbour logistics.

OUR LOCATIONS AND AREAS OF WORK

Seaway Heavy Lifting operates globally focusing on the North Sea, Mediterranean, America’s, Africa, Asia Pacific and Middle East. Our offices are located in Limassol Cyprus, Paris France, Hamburg Germany, Aberdeen and Glasgow Scotland and Zoetermeer the Netherlands.
COMMUNICATIONS

Arjan van der Laan and Angela Diergaarde share their experience in her role as Communication Coordinator.

"WE HAVE MADE AN ENORMOUS STEP FORWARD IN PROFESSIONALISING OUR CORPORATE COMMUNICATION"

2013 was a very turbulent year for the Corporate Communication Department. Early in the year, we started the process of rebranding Seaway Heavy Lifting. We commenced the process by optimising the website by redesigning it and aligning the content with the renewed positioning. We followed that by finalising the new corporate Powerpoint templates, "Observation Score card", "Welcome Visitor card", slightly changing our corporate logo and issuing the 1st edition of seaway@work.

Since safety is our main priority, we also started developing communication tools for safety and safety awareness. A new IF logo was designed and introduced. This logo, together with our Safety Statement, is clearly visible in the office in Zoetermeer. To follow up on the IF introduction training, everyone, both on and offshore, received, we interviewed crew members on board the Oleg Strashnov and discussed various alternatives that could be used to further increase safety and safety awareness with all stakeholders. Based on the outcome of these interviews and meetings with the IF leadership team, we developed the Safety Fundamentals and campaign. The IF leadership team was involved throughout the process, integrating their input in the campaign proposals. The safety awareness campaign will be introduced soon.

I am proud of the first issue of seaway@work, which will be a recurring magazine in 2014, our new stand design for the exhibitions and last but not least, this ‘Seaway 2013 review’. For me personally, the whole process has been a very dynamic and a valuable experience. What I liked the most was the interaction between everyone involved, including our account managers from Buro Rietveld. Working as a team with one goal was truly inspiring; it was a real challenge to get everyone aligned and looking in the same direction, which is very important. This is what will ultimately drive our corporate perception.

We still have a lot of plans and a wish list for 2014. The main issue is that we focus our communication efforts on our target markets and clients. We are in the middle of developing new brochures with a digital application, which will be launched in the first quarter of 2014. Another very important goal is to develop a corporate advertising campaign, so we are able to increase brand awareness and create a consistent image to the Oil & Gas and Renewables industry. My wish list for 2014 consists of a lot of new tools: a selection of standard give-aways, a corporate presentation, templates for fact sheets and project sheets, a photo library, corporate identity guidelines, and more. Last year we professionalised Corporate Communications in order to create a consistent image and increase our brand awareness. In 2014 we will focus even more on a structured long-term approach. It is therefore going to be another busy and exciting year.

Angela Diergaarde

EXHIBITIONS 2014

HR
Conference: De Delftsche Bedrijvendagen
When: 14 February 2014
Where: Delft, The Netherlands

Conference: Wervingsdagen TUEindhoven
When: 25 February 2014
Where: Eindhoven, The Netherlands

Conference: Bedrijvendagen TUEindhoven
When: 18 - 20 February 2014
Where: Eindhoven, The Netherlands

Conference: Navingo-WTC Rotterdam
When: 14 April 2014
Where: Rotterdam, The Netherlands

Conference: Civiele Bedrijvendagen TU Delft
When: April - May 2014
Where: Delft, The Netherlands

OIL & GAS
Conference: MCE Deepwater Development 2014
When: 8 - 10 April 2014
Where: Madrid, Spain

Conference: OTC 2014
When: 5 - 8 May 2014
Where: Houston, United States

Conference: Offshore Energy
When: 15 - 16 October 2014
Where: Amsterdam, The Netherlands

RENEWABLES
Conference: Global Offshore Wind 2014
When: 11 - 12 June 2014
Where: Glasgow, Scotland

Conference: Wind Energy Hamburg
When: 23 - 26 September 2014
Where: Hamburg, Germany
“Safety is of paramount importance to Seaway Heavy Lifting because we care about all the people involved in our projects. To us, safety is all about creating a safe working environment with no room for incidents and injuries.” Seaway Heavy Lifting’s positioning, core value safety and the IIF trainings, in which everyone participated during 2013, support this quote. We asked Marco Schut - HSEQ Director of Seaway Heavy Lifting, to take us through all the safety related initiatives undertaken in 2013.

IIF is the abbreviation for an Incident & Injury-Free environment. This is more than just a programme; it is a philosophy. It is about safety and quality and vice versa. I believe these aspects are strongly related. We have chosen to adopt the IIF philosophy because we believe the results will have an overall positive impact on the entire organisation, both in results and in statistics. I have been with the company for a year now, and I am very happy about the progress we have made to date. At the start of this year we redefined our ambition to ‘becoming the preferred offshore contractor in the Oil & Gas and Renewables industry’. This is not an easy job and it is all to do with leadership, a strong positioning, a change of culture and behaviour. We have laid the foundations and have started to build the ‘house’; IIF work is in progress.

When we talk about safety we have the tendency to talk about improvements and not about successes. Here I want to stress that a lot of what we do, we do well. We have acquired a lot of safety successes, thanks to the professional insights and expertise of our on- and offshore teams.

This year we have introduced IIF, implemented the train-the-trainer concept and trained both on- and offshore. I especially want to mention the dedication of the people offshore to make the train-the-trainer concept a success. Everyone from the Catering Manager, Captain, Chief Electrician to the Chief Engineer participated in train-the-trainer sessions and are committed to making IIF a success, despite all their daily operational activities. To me, another big achievement is the fact that everyone has agreed to commit to IIF. In each change process you have critics and, but the critical mass acknowledges its importance and benefits. This positive process will continue to snowball. Furthermore, IIF is currently used as a notion on board to discuss unsafe situations, which demonstrates that the philosophy has ‘landed’. Other successes are the leadership meetings held onshore and offshore. Despite busy work schedules, everyone makes time for these meetings, as we all recognise the importance of continuously working on improvements.

Our safety approach focuses on everyone we work with. We stress this importance by demanding that our subcontractors contribute to IIF in the Master Service Agreements and Purchase Orders.

A striking example is the Life Time Extension project for the Strelasund Yudin. All the parties involved (the yard and subcontractors) took part in a two-day workshop (11 and 12 November 2013) in which we all expressed our commitment to IIF and dedicated ourselves to an IIF approach.

What I like about this company is the fact that we facilitate these workshops and create the conditions to put our philosophy into practice. We are in the process of developing a communications strategy with Buro Rietveld. What I like best is that IIF has been translated into four safety fundamentals. Buro Rietveld advised us on the definition of these fundamentals, based on field analyses, statistics, safety moments and incidents. We reviewed this proposal together with people from within the organisation and distilled the fundamentals to really make them our own. I am very enthusiastic about this process and am proud to introduce the following fundamentals:

1 Think and discuss before doing
2 Apply procedures
3 Wear proper PPE
4 Stop work when it is unsafe

The more I think about these fundamentals the more I believe that they can be applied to each situation. When reading safety related articles and notifications I find myself thinking “has a risk assessment taken place”, were toolbox meetings organised, was a safety analysis performed properly? The same is valid for ‘apply procedures’. We had a lot of discussions about apply or comply. To us, apply means using your common sense as well as following a specific procedure in relation to a specific situation, without losing track of all the other circumstances. ‘Wear proper PPE’ speaks for itself. ‘Stop work when it is unsafe’, when safe to do so, is also essential for an IIF environment. We are all inclined to continue with our work, no matter what. On-time delivery is important and delivery with an optimal result is even more so. Taking a step back and being brave, by saying “I’m stopping because this situation is unsafe,” is something we have to stress even more. We have already said that we support this fundamental, but we want everyone to feel that we will stand by those who have to take this difficult, but very important decision.

We will introduce the fundamentals to the organisation in 2014 by means of a safety campaign and various activities. Tools will vary from our magazine seaway@work, an intranet site, a poster campaign, optimisation of our training matrix, redefining and extending procedures, etc. Buro Rietveld will support us in creating a consistent message whilst maintaining our own identity. Anchoring and applying it to everyday work will be integrated in a long-term approach, supported by our IIF leadership team and meetings. We will use an action list based on the input gathered from on- and offshore colleagues as a guideline for all safety-related actions. This list will grow with input from all stakeholders, from every visit we make and every interview we conduct. We have therefore prioritised actions in different stages. Following the IIF leadership team and action list, working groups have been set up to execute projects and keep everyone informed about the current status.

Our safety approach is consistent with our company’s overall strategy and vision. As indicated, our positioning was redefined in the beginning of this year, including our values: Safe, Efficient, Fair and Passionate. Safety is not just a priority, it is a core value. That means a lot to me. The safety fundamentals support this core value and guide our behaviour. I view the follow up of these fundamentals and their further integration into our strategy as one of the key challenges for 2014. We will focus on integrating efficiency into our IIF approach in 2014. Awareness, common sense and investment decisions based on maximum results are important to both IIF and other result areas. Efficiency helps us to avoid unnecessary situations and redo costs. We have to keep focused in everything we do, routine or not. Our biggest challenge is maintaining and extending our IIF activities. We want to demonstrate that we are different from others, that we are serious about IIF and that our words support our actions. Actions focused on the here and now and on the future.

Marco Schut

Marco Schut: “I am very proud of the strength of our department and team. The expertise, experience and skills of the people in the HSEQ team are an addition to our and other and that we are very well organised and equipped to support the HSEQ policy and challenges.”

From left to right: Merel Keus, Tamara Haalmeyer, Fer van Dorpmaaijen, Kelly de Loof, Coes Hamaelbrink, Marco Schut, Frank Laffleber, Peggy van Volen, Michiel Bakker, Wesley Croezen.
Client: Trianel Windkraftwerk Borkum GmbH & Co. KG

Project Scope: Installation of 40 tripods over preinstalled piles and installation of the transformer station.

Location: Offshore Germany, 40 nautical miles north of the Dutch island of Schiermonnikoog

Vessels: Both Stanislav Yudin and the Oleg Strashnov.

Preparations started after contract signing in 2010 and Seaway Heavy Lifting offshore scope was completed in May 2013.

Main challenges:
• Designing a suitable lifting arrangement for the tripods.
• Delays in fabrication of the structures.

Solutions/results:
• Dyneema / Selantic slings were selected for handling and minimising damage to the tripod structures.
• Rearranging the vessel schedule and transportation arrangements.

Noteworthy:
Both Seaway Heavy Lifting vessels went to Eemshaven and Bremerhaven to collect the structures to reduce the risk of weather standby.

Safety matters: Normally Seaway Heavy Lifting uses a rigger escape ladder for an emergency evacuation from the structures’ rigging platforms. In this case we used the S-Cape system, which is a personal descent device that uses an individual lowering rope. The system is a trade off against the risk that removal of the rigger escape ladders could cause injuries.

“THE LOGISTICS ON THE HIGH SEAS IS ONE OF THE GREAT CHALLENGES IN THE CONSTRUCTION OF A WIND FARM. WE HAVE FOUND A RELIABLE AND COMPETENT PARTNER IN SEAWAY HEAVY LIFTING WHO HAS MASTERS THIS CHALLENGE WHILE MAINTAINING THE HIGHEST SAFETY STANDARDS.”

Klaus Horstick
CEO, Trianel Windkraftwerk Borkum GmbH & Co. KG

“THE PROJECT WAS DIVIDED INTO TWO PHASES. WE STARTED IN APRIL 2012 AND FINISHED IN MAY 2013. IT WAS OUR FIRST EXPERIENCE OF INSTALLING TRIPOD MODULES ONTO A SPECIFIC AREA ON THE SKIRT PILES ON THE SEABED.

I REMEMBER THAT THE MANOEUVRING WAS VERY DIFFICULT. WE HAD TO NAVIGATE INSIDE THE LOCK IN BREMERHAVEN BECAUSE WE WERE LOADING TWO TRIPODS ON BOARD STRAIGHT FROM THE YARD’S STORAGE AREA. THE PROCESS OF LOADING TWO TRIPODS ONLY TOOK A DAY, WHICH, TO BE HONEST, WAS A GOOD TIME.”

Konstantin Panov, Captain Stanislav Yudin
Don’t Be a Fashion Victim

We reviewed our full range of PPE in 2013 with the purpose of complying with the latest standards, meeting the crew’s workability standards and having uniform representation on board. Our PPE is based on a multi-layer concept, on the principle that each layer has its own purpose and is tailored to specific working conditions and type of work.

We are proud to present our new PPE*:

- **OUR PELTHOR 3000 D**
  Recognizable SHL helmet with small cap. Now with adjustable headband by easy use of a turning knob.

- **OUR TUFFMASTER II**
  Optional Helmet without cap to increase view in vertical direction, excellent for banksman duties or for work in narrow spaces.

- **OUR PETZL**
  Helmet for specific use in confined spaces and working at height.

- **OUR INFLATABLE SAFE VEST**
  Inflatable SOLAS approved life vest, flexible and comfortable in use.

- **OUR HIGH VISIBILITY PARKA JACKET**
  High visibility, state of the art parka by Helly Hansen. Light weight, waterproof, and high breathability.

- **OUR WELDER PACKAGE**
  Standard light weight welder cap / face shield
  Inflatable SOLAS approved life jacket with extra protection
  Kevlar reinforced welder protection gloves
  Welder hood separate from coverall

- **OUR MOULDED EAR PROTECTION**
  Otoplastics will become available for those who are exposed to extreme noise (Peutz 2013)

- **OUR CLIMBING GEAR**
  State of the art Skalp Expert Harness.

- **OUR SAFETY SHOES**
  To ensure good fit and personal comfort a wide variety of high and low shoes will be provided.

- **OUR WELDER PACKAGE**
  Improved fabrics for the new marine blue welder coverall. The coverall contains knee pockets to comfortably fit in protection pads. Offshore striping on shoulders only ensures to minimize negative impact of reflection. The welder hood of the same protective fabrics and colour provides optimal protection for head and neck both front and back. The Inflatable welder life jacket is also available with a non-reflective cover.

* More details available on board or at the HSEQ Dept.
**SYLWIN ALPHA PROJECT**

**Project scope:** Transport and installation of SylWin base frame (jacket) and topside.

**Description:** The jacket is a lattice structure made of tubular beams with 9 vertical main columns and 3 vertical assisting columns. One Cable Access Tower (CAT) for the installation of electrical cables is located at the side of the jacket. The jacket is outfitted with four mud mats for on-bottom stability during installation.

The topside will be transported on the float-over barge ‘Anissa’ from the fabrication yard to the offshore site and set down on the jacket by means of a ‘float-over’ operation. The topside will be lifted into its final elevation using strand jacks.

**Phase 1 (2013):** Skid the 5,800 Mt base frame from construction barge H-331 on semi-submersible barge Eide-33. This operation was completed in September 2013.

**Phase 2 (2014):** Transport of the base frame on Eide-33 from Wismar to the German Bight, place the jacket on the seabed with the Oleg Strashnov with help of 2 buoyancy tanks and drive 9 piles. Weld crown plates and install LMU’s (Leg Mating Units).

**Phase 3 (2014):** We will perform the float-over of the 14,000 Mt topside with Dockwise as a subcontractor.

**Phase 4 (2014):** Seaway Heavy Lifting with subcontractor Mammoet will jack the topside to its final position and install superbolts and CAT-link using the Stanislav Yudin.

**Main challenges:** This is the first time Seaway Heavy Lifting will perform an operation this way and of this magnitude. We are working extensively with our client Siemens and our main subcontractors Mammoet and Dockwise. The main challenges are the lift-off of the base frame from the submerged barge Eide-33 and the actual float-over which is a weather sensitive operation.

**Noteworthy:** The size of the topside and base frame.

**The jacket dimensions** are as follows (approximately):
- Length (excl. CAT): 76.50m
- Width 50.80m
- Height (excl. CAT): 33.10m
- Height (incl. CAT): 52.10m

**The topside ( hull) dimensions** are as follows (approximately):
- Length: 82.7m
- Width: 56.0m
- Height: 26.0m

**The topside overall dimensions** are as follows (approximately):
- LOA 99.65m
- WOA 76.3m
- HOA 43.2m

"WE ARE ESPECIALLY PROUD OF THE TEAMWORK, BECAUSE OF THE MAGNITUDE AND DIFFICULTY OF THE PROJECT"

Tom de Haan
Deputy Project Manager, Seaway Heavy Lifting
Chris Wagge, Project Director Renewables at Seaway Heavy Lifting, and his ‘Renewables team’ are based at the SSE client office in Glasgow. They have been working on the Beatrice project for the last two and a half years. We asked Chris to tell us more about his team and this step-changing project.

How long have you been working out of the Glasgow office and what is the team like?
We have been working in this office for more than two years. Beatrice is a 750 MW offshore wind farm situated in the Moray Firth in the North East of Scotland. The proposed development is jointly owned by SSE and Repsol. In order for the client to determine the most cost-effective and reliable solution they decided from an early stage to engage an ‘Alliance’ of industry leading suppliers and contractors. We were approached to advise and ultimately deliver the offshore Construction Management and Installation working alongside the other Alliance members (Bi-Fab building the foundations, WS Atkins providing the substations and onshore transmission systems, Siemens Wind Power, Seaway Heavy Lifting).

The whole team has been putting a lot of effort in trying to justify Beatrice as a viable proposal, not only to the SSE board but also to ensure that it attracts the maximum amount of support from the UK government. Even at this early stage there is in excess of 100 people working full time on the project. Looking at all the organisations involved you can imagine that it is a challenging job to get the whole team aligned. And whilst this will always remain a challenge it does underline the need for a strong team to be co-located here in Glasgow, to ensure that we have the appropriate level of communication and interaction. All of those engaged in Glasgow have not had much involvement with Zoetermeer in the past and it presents a challenge to ensure that our systems and processes are aligned, to ensure that the engineering performed is inherently safe and minimises the problems that may occur offshore. When we become operational we will bring together the strengths of the Subsea 7 and Seaway Heavy Lifting organisations to ensure that our systems and processes are utilised to deliver the required results. However we will also have the added challenge of trying to instil our safety culture and Beatrice values in the other organisations outside the Alliance. This is one of the key challenges as Principal Contractor and one I think is well aligned with some initiatives we have in place, such as IIF.

Can you tell us more about the project and scope?
We are the Transport and Installation Contractor in the alliance. We will be performing the installation of 125 piled jacket foundations. This will be performed by the Stanislav Yudin and Oleq Shtrasnov. We will also install the wind turbines. These have a rotor diameter of 154 meters and will be installed utilising a jack-up. Other construction responsibilities extend to the installation and trenching of 225 km of export cables and 230 km of inter-array cables that connect the turbines back to the shore. There will also be 2 offshore Substations to transport and install. We are also performing the marine coordination for the field during the construction scope and we will be Principal Contractor for the offshore works. The Principal Contractor role is a different role to the one we usually perform. For construction work, there needs to be someone who is accountable overall for the safety of the work site regardless of which contractors are present. In the offshore Oil & Gas industry, that role is usually performed by the operator with companies like Seaway Heavy Lifting ensuring that we use our own systems and processes to develop our procedures to allow us to operate in a safe manner. In the role of Principal Contractor on Beatrice, we are effectively assigned that overall responsibility for working to the applicable regulations.

Our ability to perform this role is one of the drivers for bringing Seaway Heavy Lifting into the Alliance. It is not only because of our construction expertise but also because of our safety performance and safety culture. SSE and Repsol also have a strong safety culture inherent within their own organisations and have very high expectations with regard to safety performance of the work. Working in the Renewables industry with a client with the same values has clear advantages and significantly increases the ability to succeed. We are responsible for ensuring all subcontractors working offshore do so safely. How are we going to do that? Being engaged in the Alliance at an early stage, where we are all aligned, to ensure that the engineering performed is inherently safe and minimises the problems that may occur offshore. When we become operational we will bring together the strengths of the Subsea 7 and Seaway Heavy Lifting organisations to ensure that our systems and processes are utilised to deliver the required results. However we will also have the added challenge of trying to instil our safety culture and Beatrice values in the other organisations outside the Alliance. This is one of the key challenges as Principal Contractor and one I think is well aligned with some initiatives we have in place, such as IIF.

What are the phases and planning?
We are currently in the advanced FEED (Front End Engineering and Design) study which will run through until March next year. Then we are going into FEED, refinement engineering from April next year till January 2016. That is when the project will get full financial sanction. We plan to start the execution phase in February 2016. We will go offshore in March 2017 with completion in 2019.

The Beatrice Project

The main reason that we are part of the Alliance is because of our reputation and track record. We should all feel proud that our collective efforts put us in that position. With this comes high expectations and I am also proud that we have managed to attract some high quality people into the team to support the work that we are doing.

QUESTIONS

What are you most proud of?
The main reason that we are part of the Alliance is because of our reputation and track record. We should all feel proud that our collective efforts put us in that position. With this comes high expectations and I am also proud that we have managed to attract some high quality people into the team to support the work that we are doing.

What are the challenges for 2014?
Being part of the Beatrice Alliance and helping to develop a solution that allows it to progress through the various stages in the approval process is the ultimate goal. In 2013 the Alliance succeeded in this respect. To maintain this position through 2014 will be a challenge and we will need to support our client to ensure that Beatrice remains viable. The Beatrice project provides opportunities for us to demonstrate our competence and capabilities beyond traditional T&I work. We also get to work very closely with other companies (all specialists) who are also key in the development of wind farms. This enables us to understand their key drivers and challenges and work with them to find solutions. All of this strengthens our position and allows us to realise the vision of being the leading offshore contractor in Renewables with an Integrated Installation and EPCI capability. When we talk to people in the departments in Zoetermeer, not only in Engineering and Operations but also HSEQ, Contracts, Supply Chain, everyone recognizes that the Beatrice project and large Renewables projects require a different way of working. We need to develop expertise, skill sets, processes and procedures to deliver the challenges we will come up against. I am confident that we are best placed to succeed. We have a really strong heritage in offshore construction and proven ability to deliver. We have a Management Team that challenges our own performance and looks for ways to do things better and more safely.

What are you most proud of?
The main reason that we are part of the Alliance is because of our reputation and track record. We should all feel proud that our collective efforts put us in that position. With this comes high expectations and I am also proud that we have managed to attract some high quality people into the team to support the work that we are doing.
“THREADING A NEEDLE WITH BOXING GLOVES”

The highlight of 2013 was the Barzan project. It was not our biggest project, but relatively new in the way we had to execute it. We had to load the topside modules from a barge, which itself was anchored. Normally we take a barge alongside and tie it up with mooring lines so we form one unit to facilitate loading or unloading. Now we had to offload the cargo vessel whilst it was at anchor and we were on DP (Dynamic Positioning). This was a first in the history of the Oleg Strashnov.

Everything went well. It was impossible to know what the relative movements of the two vessels to each other would be at the beginning. In the end, it turned out to be very easy. There was hardly any movement at all under the vessel whilst it was at anchor and we were on DP (Dynamic Positioning). This was a first in the history of the Oleg Strashnov.

We are still in the process of implementing the IIF procedures and visions. We didn’t have any incidents and accidents on the Barzan project. Just one minor first aid case during the whole project. This is relatively fewer than normal. Looking at the amount of work that had to be done, combined with the setbacks, this proved a major success for IIF. It is a bit early to tell if our good record with regard to accidents and incidents is IIF related but it looks promising. I’m very happy with IIF.

When we experienced a problem with the steel wire slings we were using to lift the modules, we had to rearrange them. These steel slings are very thick and difficult to handle. When they were hanging they developed so-called bird cages; the loose ends in the steel wire ropes caused parts to slide and open up at the ends. We therefore had to tie them together every meter to prevent the wires from sliding. This was very manual labour-intensive in temperatures reaching 45 degrees Celsius. The entire crew realised that the success of the project required everybody to participate in doing this manual work. They came together and all departments cooperated.

I’m proud of the way we executed the project because Seaway Heavy Lifting traditionally operates on anchors. The Oleg Strashnov is a DP vessel, but there is always a bit of scepticism when using DP especially on non-routine jobs. We have used it before on other projects, but on this particular project we had to position ourselves really close to the other structures. On a spread of eight anchors you don’t move at all, but even on DP we were moving less than half a metre. I’m proud that we proved that we could execute this job on DP. Normally we keep a safe distance of ten metres, but now we were as close as five metres. It’s a very good case for our track record. This will help us to get other jobs.

I’m very proud of the work on the Oleg Strashnov and I’m proud of the crew. The most important aspect is that it is a safe place to work. The Stanislav Yudin is the grand old lady in the company and has a very good performance record. The Oleg Strashnov is the new kid in town, but there is no competition between the vessels. We actively promote visits to the Stanislav Yudin and vice versa. We exchange information; there is a good interchange.

Last year we undertook among others two prominent projects with the Stanislav Yudin: Borkum West and Gwynt y Môr. We started Borkum West in January during bad weather and finished in April. We had to go to Eemshaven or Bremerhaven at full speed to collect two tripods each time. Bremerhaven dock is a very narrow dock and because we had to install 40 tripods it was a very complicated operation. But all went well and we were able to do it efficiently.

In May we started with Gwynt y Môr, where we first had to install 80 monopiles. This was more or less a routine job. The second part was quite special because we had to sail through the piles, which were already in place in the field. In that sense it was a logistic and operational challenge, due to the many repeated movements. The client was very satisfied and even said the Stanislav Yudin was the safest factor in their whole operation. The project was successfully finished and we even received a special cake from the client’s wife, who had been up all night preparing it.

Luckily we had no incidents at all for Gwynt y Môr. We always try to work safely, but it can get dangerous when work becomes routine. We maintain our high safety level by participating in IIF trainings and organising toolbox meetings even when we are in the middle of a project and it’s very hectic. And we immediately stop when it is unsafe. One example is when we took a barge alongside and had to collect our riggers on open seas with waves 1.15 metres high. At times like that we take the situation into consideration and if it’s too dangerous we will first wait for the weather to improve before we continue. A special feature of the Stanislav Yudin is its international crew. The marine crew is Russian, the construction crew is both Dutch and Russian and the riggers and welders are Malaysian or Chinese. Having so many different cultures is challenging, but workable because we are all very experienced. As a captain, it is very important to have a responsible, experienced and reliable superintendent. Our superintendents, Cuup van der Vliet and René van Kranen, are both very experienced and know exactly how to work safely.

I’m very proud of the work we performed for Borkum West and Gwynt y Môr. The clients were happy and hopefully we will be rewarded with the follow up of the Gwynt y Môr project. For me, the Stanislav Yudin is like a second home. I have been on board for 23 years. Even when I’m at home I always think of the Stanislav Yudin and the crew. My colleagues are the same; we call each other every few days and discuss what is happening on the vessel and any personal matters of the the crew. For now management has decided to do Life Time Extension of the Stanislav Yudin, which we’re happy about. It is a great vessel and I really like working here.

Wim van der Meulen - Captain Oleg Strashnov

Anatoly Avdokin - Captain Stanislav Yudin
Elies has been working at Seaway Heavy Lifting for over 20 years. She started as a secretary, working for more than 10 years in the Operations department before moving to the Procurement department and she is now back working for Operations again. We value her knowledge of the company and expertise very highly. Elies and the Vessel Manager then put together a cost estimate for operational and logistic investments for the work to be done in a specific country for a month, for instance. This estimate is included in the bid price. Youri reviews and approves the drafts for the installation work with our Engineering and Drawing Office. Together with the Vessel Manager they look into the suitability of installation requirements. As such, they are involved in the technical preparation phase at an early stage.

‘Operations’ makes it their business to know and arrange for everything that happens on board the vessels. Michel Goedkoop, Operations Director at Seaway Heavy Lifting, manages the operational activities for projects.

The Vessel Management Team reports directly to Operations via the Vessel Managers. They are in day-to-day contact with the vessel. The VMT is involved in every aspect of the operational side of the business, which is why my office is near to those of Project Management Director Gert Pellinkhof and Technical Director Robin Bijlsma. We are in close contact with the various disciplines in the office that facilitate good interaction. Together we form a unit similar to that below the radar, but it is of enormous importance to the overall success of the company.

My colleagues in the Operations department are Elies Biaisee and Youi Vorobiev. Elies has been working at Seaway Heavy Lifting for over 20 years. She started as a secretary, working for more than 10 years in the Operations department, before moving to the Procurement department and she is now back working for Operations again. We value her knowledge of the company and expertise very highly. Youi Vorobiev has also been with us for more than 20 years. He started as chief mate on board the Stanislav Yudin. He subsequently acted as Project Manager for several years and is now working for the Operations team.

How do we operate as a team? A bid for one of the vessels reaches us through Elies. She is our contact within the Proposals department. Depending on the requirements, Elies then starts searching for an agent, checking harbour requirements, visa regulations, storage facilities and logistic trails. She looks into the details of coast guard requirements and arranges inspections until the whole logistics system for a specific vessel or project has urgent requirements and so this aspect is still part of Operations.

Paul van Dijke, the Equipment Logistics Engineer, manages the logistics and storage of all our equipment. Communication, maintenance and planning are crucial when allocating equipment to each project. Equipment lists specify which hydraulic piling hammers, internal lifting tools, slings and shackles are needed for the project, but Paul also has to manage the refurbishment and certification too.

All vessel crew are to be organised through Operations, as we can only train people when they are on leave. Today, crew planning and educational requirements are the responsibility of Operations, and planned in close cooperation with HR and the VMT on board the vessels.

The travel team is supported by Marianne Tas. Paul van Dijke manages a team of five who know all about harbours and logistics. They have similar backgrounds, but different specialities such as cargo brokerage and customs requirements. Arno van Graafeiland manages a team of five who arrange crew planning and all travel-related activities. Our travel team consists of highly educated people with backgrounds in Law, Art History and Chinese. The diversity of the work keeps everyone firmly committed and driven. The travel team is supported by Marianne Tas. Paul van Dijke works in the Logistic Engineer Equipment team. Paul also has a background as a Shipping Agent. He is responsible for coordinating the equipment within our department, and works closely with the technical superintendent to ensure that the equipment is allocated and delivered to the vessel at the right time.

In the past, crewing was also managed by Operations. Today the HR department of the company has been allocated to the Cyprus office as the pace of work in Operations was unsuited to HR activities. We are more suited to focusing on the dynamic part of crewing, planning and travel when a vessel or project has urgent requirements and so this aspect is still part of Operations. Walter Brouwer, Senior Crew Manager, who worked with us since the building of the Oleg Strashnov, has moved to the Cyprus office. He and Crew Manager Elena Schịsza organise all the HR-related activities.

All the training for vessel crew used to be organised through Operations, as we can only train people when they are on leave. Today, crew planning and educational requirements are the responsibility of Operations, and planned in close cooperation with HR and the VMT on board the vessels.

Seaway Heavy Lifting follows all the regulations and requirements of our vessels and the training matrixes for both vessels are owned by Operations. Maria Kyprianou plans the training courses, works out the details and manages the training course locations, requirements and preconditions from the Cyprus office. To us, this is work carried out below the radar, but it is of enormous importance to the overall success of the company.

How do we operate as a team? A bid for one of the vessels reaches us through Elies. She is our contact within the Proposals department. Depending on the requirements, Elies then starts searching for an agent, checking harbour requirements, visa regulations, storage facilities and logistic trails. She looks into the details of coast guard requirements and arranges inspections until the whole logistics system for a specific country is complete. Elies and the Vessel Manager then put together a cost estimate for operational and logistic investments for the work to be performed in a specific country for a month, for instance. This estimate is included in the bid price. Youri reviews and approves the drafts for the installation work with our Engineering and Drawing Office. Together with the Vessel Manager they look into the suitability of installation requirements. As such, they are involved in the technical preparation phase at an early stage.

When a contract is signed, the Vessel Managers, as part of the project team, read the contract and filter out all the operational activities requested. The Vessel Managers become the hub that forms the link between Operations and Crew Planning. All project-related crew and equipment is registered in a dedicated equipment list for each project. This equipment list serves as a guideline for each project and includes the number of riggers, team leaders and supervisors required. The travel team uses this information as a basis for crew planning.

Paul van Dijke, the Equipment Logistics Engineer, manages the logistics and storage of all our equipment. Communication, maintenance and planning are crucial when allocating equipment to each project. Equipment lists specify which hydraulic piling hammers, internal lifting tools, slings and shackles are needed for the project, but Paul also has to manage the refurbishment and certification too.
Expressed in terms of numbers, the Stanislav Yadin achieved the following in 2013:

- 401 Anchor handling operations were done during the Gwyt y Môr project in 2012 / 2013
- 134 Mooring operations to bring a barge alongside were done during the Gwyt y Môr project in 2012 / 2013

A second highlight for me was the Barzan project, completed by the Oleg Strashnov. This was a challenging project on many levels, requiring a lot of engineering, interaction with the Captains and the Technical Department.

The project team had to engineer means of lifting modules without causing damage to an anchored vessel and avoiding DP instability of the vessel, by installing the lifts over long stabbing guides. The cooperation, risk analysis, follow-up and risk mitigation truly are highlights of 2013.

Not everything went smoothly. Noteworthy setbacks we had on board were caused by fabrication abnormalities in the slings under extreme temperatures in the Persian Gulf.

What I like best about this company is that we are growing whilst still maintaining our flexibility. We cannot avoid encapsulating more and more processes in procedures, but we are doing so with respect for each other and with the aim of keeping communication lines short. We will continue to facilitate our vessels to perform at a high level and I am confident that we can successfully prepare ourselves for future growth of the company.

Michiel Goedkoop, Manager Offshore, and Operations has been very successful this year. We have reached the stage where we can start focusing on compliance management and cost control.
CREW
STANISLAV
YUDIN
MEERWIND TRANSITION PIECES AND JACKET

Project: Meerwind Transition Pieces and Jacket

Client: WindMW Projectco.

Project scope: Transport & Installation of the Meerwind Transition Pieces (TPs) and Jacket.

Description: Meerwind Süd / Ost together form a 288 MW offshore wind farm project. The wind farm consists of 80 wind turbines with a power output of 3.6 MW each. The 291 metric ton Meerwind TPs were loaded onto the Oleg Strashnov in Cuxhaven, Germany and installed on the Mono Piles. In total 8 TPs were installed by Seaway Heavy Lifting. The 977 metric ton Meerwind Süd / Ost jacket was assembled in Bremerhaven, Germany and was loaded out from the quay side onto a cargo barge.

Seaway Heavy Lifting performed the tow to the installation site and the installation of the jacket with 4 skirt piles. The topsides will be installed in the beginning of 2014.

Location: German Bight in the North Sea 23 km north of the island of Helgoland, Germany.

Vessel: Oleg Strashnov

When: The contract was signed in July 2011. The offshore execution of the TPs took place in March 2013 and execution of the Jacket in May / the beginning of June 2013.

Main challenges:
To find the perfect weather window with calm conditions.

Solutions/results:
We rearranged the vessel schedule.

Noteworthy:
The grouting operations could continue due to the good vessel behaviour and vessel’s good DP station keeping capacity in harsh weather conditions.

Other matters:
The client arranged placement of a large bubble curtain on the seabed around the jacket installation location in order to reduce the underwater noise spread during pile driving.

PHILIP ANAK LANGIT
CRAWLER CRANE OPERATOR

"Brooke Office told me there was a job as a crane operator on a new build vessel, the Oleg Strashnov. I went for an interview and after some time I heard that I was hired. It makes me very proud to work on a big crane vessel like the Oleg Strashnov. I was part of the team working on the installation of the Meerwind topside. I had a lot of crew basket transfers and I am very pleased that everyone arrived safely on the vessel and on the topside. I very much enjoy working for Seaway Heavy Lifting."

IT IS HARD TO IMAGINE THAT THIS SLENDER JACKET WILL CARRY THE LARGEST AND HEAVIEST TOPSIDES FABRICATED IN BREMERHAVEN TO DATE, WHICH WILL BE COLLECTED AND INSTALLED BY SEAWAY IN THE SPRING OF 2014

Thomas Deggenhaupt
Assistant Project Manager, Seaway Heavy Lifting
DANTYSK SUBSTATION

Client: Ultimate Client - Vattenfall
- Seaway Heavy Lifting contract party - Combination Hollandia - Strukton Systems

Note: Combination Hollandia – Strukton Systems contracted the design, procurement, fabrication and installation of this substation with Vattenfall

Description: Seaway Heavy Lifting performed the transport of the platform components, jacket piles and deck. Installation included:
- Jacket 950 Tonnes
- 4 piles OD 84"
- Deck 3,100 Tonnes

Location: from Krimpen a/d IJssel in the Netherlands to the offshore location, the DanTysk Wind Farm, in the German sector near the border with Denmark.

Vessel: Oleg Strashnov on DP

When: Installation started on 25 July and was completed on 2 August 2013.

Main challenges: It was a relatively simple platform. Seaway Heavy Lifting supported Hollandia early in the design phase in order to find optimum solutions for Transport & Installation and avoid unnecessary costs.

Solutions/results: Efficient installation and to the full satisfaction of our clients.

Noteworthy: Excellent working relationship with Hollandia – Strukton

JAAP VAN POPPEL
CAPTAIN
OLEG STRASHNOV

“The DanTysk project was a very smooth and successful project in my opinion. After mobilising in Eemshaven we arrived in the field in the evening of July 24, 2013. After good vessel DP mobilisation trials we continued straight away, mooring the cargo barge with the jacket alongside. The very same afternoon the jacket was installed on the seabed and we started preparation for piling.

The next six days involved piling and welding, in order to get the jacket ready for receiving the 3,100 ton substation. Some weather standby affected this preparation. In the morning of Thursday, August 1 we lifted and installed the substation. It took only 1 hour and 10 minutes from lift off to landing and the landing was nearly perfect! After the 24-hour completion works we departed the field. The complete DanTysk project including all logistic, helicopter operations, barge handling and DP manoeuvres demanded 100% dedication and commitment from the bridge crew. But that’s what they like, action! Smooth, efficient and above all safe operations which make all client representatives smile!”

“THERE WAS VERY PROFESSIONAL AND EFFICIENT COOPERATION BETWEEN THE PROJECT TEAMS”

Han van Moris, Manager of projects, Seaway Heavy Lifting

“A PROBLEM IS NOT A PROBLEM BUT A CHALLENGE!”

I started working for Seaway Heavy Lifting 6 years ago. Before then I worked for another large offshore company for 16 years and I thought it was time for a new challenge: working on a monohull. I was told that Seaway Heavy Lifting was looking for an Assistant Superintendent who might have the opportunity to become the new Superintendent on the new build crane vessel Oleg Strashnov, so I decided to apply for the job and to my pleasure was duly hired. First I worked as an Assistant Superintendent on the Stanislav Yudin for some years. When the Oleg Strashnov was completed and ready to start working, I became the Superintendent on the Oleg Strashnov. The first year on the Oleg Strashnov was a year in which we became familiar with the vessel and the new crew. The crew consisted mostly of new hires and with many nationalities, which made it a real challenge to get used to each other and to become a real team. Now after 3 years on the Oleg Strashnov and so many projects successfully completed, I think we can safely say: “We are doing a really good job”. This year there will be other challenging projects and together with our office colleagues, I am convinced that we will make this year a successful one too!”

Dennis J. de Rooij - Superintendent Oleg Strashnov

SUPERINTENDENT
INSTALLED TONNES 2013

Acknowledgement: Planning department

### Crane Vessel
#### Oleg Strashnov 2013

<table>
<thead>
<tr>
<th>Installed Item</th>
<th>Quantity</th>
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<tbody>
<tr>
<td>Installed Templates</td>
<td>275</td>
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<tr>
<td>Installed Jackets</td>
<td>14,766</td>
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<tr>
<td>Installed Piles</td>
<td>6,782</td>
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<tr>
<td>Installed Decks</td>
<td>19,990</td>
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<tr>
<td>Installed Modules</td>
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<tr>
<td>Installed Miscellaneous</td>
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<tr>
<td>Installed Transition pieces</td>
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**Total installed Oleg Strashnov 2013:** 39,333 Tonnes

### Crane Vessel
#### Stanislav Yudin 2013

<table>
<thead>
<tr>
<th>Installed Item</th>
<th>Quantity</th>
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</thead>
<tbody>
<tr>
<td>Installed Jackets</td>
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<tr>
<td>Installed Piles</td>
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<tr>
<td>Installed Modules</td>
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<tr>
<td>Installed Monopiles</td>
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<tr>
<td>Installed and removed Transition pieces</td>
<td>19,140</td>
</tr>
</tbody>
</table>

**Total installed Stanislav Yudin 2013:** 83,900 Tonnes
**BORWIN 2 AND HELWIN 1 BASE FRAMES**

**Client:** SeaRenergy Offshore Projects

**Description:**
Siemens is installing the converter platforms BorWin 2 and HelWin 1 in the North Sea in 2013 and 2014. The converter platforms are to be installed approximately 40 nautical miles north-west of Helgoland to connect the wind parks ‘Nordsee-Ost’ and ‘Meerwind’ to the onshore power supply grid.

**Project scope:**
- Installation of HelWin pile guide frame and piles with free standing cofferdams;
- Removal of HelWin pile guide frame;
- Installation of HelWin Cable Access Tower (CAT) and piles through cofferdam set on pile sleeves;
- Installation of HelWin CAT deck;
- Installation of BorWin base frame and piles through cofferdam set on base frame;
- Supply of all rigging;
- Supply of electrical power for cofferdams.

**Location:** The German sector of the North Sea

**Vessel:** Oleg Strashnov

**When:** Offshore installation of HelWin base frame commenced on 14 April 2013. Due to an accident during the mooring of the Seapontoon 3, operations were suspended for a substantial time. When the operations started, problems with the HelWin base frame cofferdam and the weather caused some more delay.

The installation of the HelWin 1 structures was completed on 30 May 2013. The installation of the BorWin 2 structure started on 5 June and was completed on 19 June 2013. In total we worked on the project for 62 days.

**Main challenges:** Adjusting the design to make offshore installation safe.

**Solutions:** The project was characterised by a lot of last minute changes to overcome technical challenges. A few examples:
- Location of grouting, hydraulic and electrical lines. These were in the way of lift rigging and required protection and extra care.
- Limited size of basket landing and rigging platforms.
- Sea fastenings sticking out beyond the transport barges.
- Many on-the-spot rigging adjustments.
- Design of HelWin guide frame padeyes (over stressed during removal).
- No guidance system for HelWin base frame cofferdam relative to base frame.
- Location and type of lifting points on HelWin CAT which required cutting slings to remove.
- Late design of CAT pile transfer rigging resulted in piles not being pre-rigged prior to barge sail-away.

**Safety remarks:** We continued to look for safe solutions and got the job done without accidents.

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**JOHN NGAU LAWAI, RIGGER FOREMAN**

“BorWin HelWin was a very interesting project in which we installed the base frame and the CAT. A lot of work was related to crane work; we used the big crane to install and re-arrange the rigging of the CAT and the cofferdam to install the long piles. I like the teamwork amongst the Malay people; it is easy for me to communicate with them because we speak the same language.”

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**GERT PELLINKOFT**
Project Management Director, Seaway Heavy Lifting

“ALTHOUGH WE HAD A LOT OF DIFFICULTIES WE MANAGED TO GET THE JOB DONE”
2013 was a roaring year as of January. It started with the integration of Subsea 7’s Renewables activities into our organisation, followed by a change in the Management Team and board of directors and all the other amendments required to facilitate this change in our service portfolio. This has had an enormous impact on the organisation. We had to reposition our company both internally and externally, detail our growth strategy, investment plans, assets, etc. Following these plans we are now implementing our strategy. This is an ongoing process, which will continue in 2014. We are finalising regional plans to implement our overall strategies in our targeted regions as well.

Our commercial department is organised based on our sales process. Client contact is a constant factor and is managed by our Business Acquisition Managers. Each of them has responsibility for a region: North Sea/Mediterranean, all East of Suez (Middle East, India, Pacific) and the Americas and Africa. Our Business Acquisitions Managers are always on the lookout for interesting projects and they manage client relations in their specific region.

All the market data is analysed by Business Analyses. This department started this year as a separate department, whereas it used to be part of the Business Acquisition Department. They document and summarise all the information we need to base our strategic choices on. Where do we want to be with each vessel in which period? Following these choices we make a level 1 planning. Level 1 is the highest level and indicates deployment of the vessel in a specific period and region. We subsequently filter targets we want to bid on and all the other work to complete our work schedule and utilise our full capabilities.

In addition, we focus on receiving ITTs (Invitations To Tender). Sometimes we need to pre-qualify. This is all handled by the Business Acquisition Managers. Each of them has responsibility for a region: North Sea/Mediterranean, all East of Suez (Middle East, India, Pacific) and the Americas and Africa. Our Business Acquisitions Managers are always on the lookout for interesting projects and they manage client relations in their specific region.

We are optimising the sales process together. We call this process ‘proposing to win’. The basic idea is that we can’t sit and wait for ITTs to come in, so we choose an active approach by getting to know the client, and his requirements at an early stage. Early involvement gives us the opportunity to advise clients about the best solutions and project specifications. We can tailor a proposal to specific requirements, making the best possible use of our assets and equipment. For instance, why do we want to enter this market, under which conditions, risk profiles and acceptable budgets. It was a lot of work which we have to continue in 2014. We have grown a lot this year and departments have expanded.

“CLIENTS DON’T BUY FEATURES, THEY BUY BENEFITS”

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More is being asked of people; output has to increase. Employing the right people to do so will always be a challenge. All procedures have to be detailed and the way we used to work together has to be adjusted. We want to further optimise our sales process and tailor this process to facilitate the growth of the organisation. We want just arriving at winning bids and landing contracts, but also targeting the optimisation processes within the departments. We all have to focus on facilitating growth, on the key success factors within our strategy and apply these to our everyday work. That will be our biggest challenge for 2014. Looking at our services, we will focus on landing work with an EPIC or Integrated Installation scope, together with the Aberdeen office, as these projects provide the company with certainty of work within our portfolio. Clients ask for risks to be minimised and want contractors to take over and own risks. We fill that gap with integrated contracts with fewer interfaces.

Furthermore, we will need to continue our deepwater efforts and I believe we will soon harvest the results. In doing so, we will have to keep such efforts in mind to maintain a strong focus on risk management. I fully trust we will be successful in this area. We have the equipment, knowledge and dedication to enter this market. In 2014 we will build upon all these preparations, focus on repetitive work, improving procedures and cycles to strengthen our position.

Our organisation is growing, which means a lot of internal opportunities for growth and personal development, including within the commercial organisation. Because of the expansion of our services we offer a lot of variety in the work, resulting in a challenging working environment. We are working on new territory. The diversity of this organisation calls for flexibility and that appeals to me. What I like best is that we work closely with almost everyone within the organisation, such as Engineering, Operations, Planning and our colleagues from the 3D department (who deliver excellent work which we use in our client offers). Without all of them we couldn’t perform our jobs. To me, that’s what gives this company an extra dimension.

Koen van der Perk
“I HOPE WE CAN HOLD ON TO OUR PASSION, BECAUSE THAT’S WHAT RESULTS IN CHEMISTRY”

We asked Richard den Hollander, Manager Business Acquisition Offshore Wind, for a short review of 2013.

“I am proud to see everyone’s commitment to support the growth of the company. We need to focus on optimising our processes. Everyone experiences that need and is committed to make it work. In the meantime you see that investments are being made to support the growth. That is what I like most about this company. It’s important that we keep focusing on interaction, using the full potential of our organisation and supporting cross-selling.

We are developing and implementing new equipment and technologies within the Renewables organisation. In addition, we are focusing on a change of mindset amongst our clients. The Renewables business has an onshore orientation. We saw this before in the 1960s and 1970s in the Oil & Gas market. We want to speed up this learning curve and educate our clients, using our experience in both the Oil & Gas and Renewables industry. That’s what I see as our main challenge for 2014.

To me passion is very important. I hope we can hold on to our passion, because that’s what results in chemistry. We have felt this in the past, I feel it now and I am confident that we can grow, without losing our dedication, sharing passion and making sure we execute projects safely and efficiently.”

SOME RENEWABLES HIGHLIGHTS 2013

<table>
<thead>
<tr>
<th>Project</th>
<th>Gwynt y Môr</th>
<th>Rigsplatform</th>
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<tr>
<td>Challenge</td>
<td>Downsizing costs in lump sum project</td>
<td>Winter working conditions</td>
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<tr>
<td>Solution</td>
<td>Incentives developed in cooperation with the client, focusing on early delivery of offshore structures. Credit note provided to the client to exchange for more work versus less budget.</td>
<td>Good preparation, commitment, risk analyses; optimal performance and delivery.</td>
</tr>
<tr>
<td>Result</td>
<td>Efficiency and satisfied client thanks to early delivery and cost-effective approach.</td>
<td>On time delivery, safe and within budget.</td>
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CONWAY PROJECT

Client: EOG Resources United Kingdom Limited
Description: The Conwy field lies in with the BHP Billiton Douglas platform. The HOM was fabricated by HOM in Sweden and transported on a barge to Swalsk dock, Liverpool where the HOM waited on the quayside for installation by Seaway Heavy Lifting. Stanislav Yudin took the HOM on deck near Amlwch and installed the HOM on the Douglas platform.
Location: The Conwy field is located in the East Irish Sea approx. 12 km north west of the existing Douglas platform (offshore Liverpool, UK).
Vessel: Stanislav Yudin.
When: Initial meetings in July 2013. The contract between Seaway Heavy Lifting and EOG was signed in the first week of September 2013. The offshore execution took place in the last week of September 2013 and took 3 days.
Main challenges:
- Fast track project.
- Temporarily shut down of BHP Billiton Douglas platform needed.
Solutions / results:
- Project started directly after the Gwynt y Môr project enabling an installation in 2013.
- EOG convinced BHP Billiton to shut down Douglas for HOM installation.
Noteworthy: The timespan between contract signing and execution.
Safety matters:
The Stanislav Yudin and anchor handling tug worked close to the Douglas platform. Everyone on board the vessels was equipped with a H2S alert system (sniffer) and special breathing apparatus were located on the vessels.

“SEAWAY HEAVY LIFTING NEEDED TO COMPLY WITH A SIGNIFICANT AMOUNT OF BHP BILLITON PROCEDURES RELATED TO WORKING IN THE DOUGLAS 500 METRE ZONE AND WE MANAGED TO DO THIS”

Thomas Degenvamp
Assistant Project Manager, Seaway Heavy Lifting
Client: GDF Suez E&P Nederland B.V.

Project: Transportation and Installation of D18a-A jacket and topsides, G17d-AP LL Compression module, L5a-D jacket and topsides and Q13a-A jacket and topsides.

Description: Provision of Transport and Installation services and equipment for the above platforms from fabrication locations to offshore site (all Dutch Sector North Sea). During the project, Seaway Heavy Lifting agreed with the owners of the barge equipment to the following barges (Osprey Valliant, Wagenborg5 and H332) and tugs (Bugsier 9, Bugsier 10 and Smit Thor). Offshore the platform components were installed using the Oleg Strashnov.

When: The Oleg Strashnov mobilised on 21 June in Eemshaven and completed the work on 10 July 2013.

Main challenges: The Q13a-A jacket was installed using an out-of-the-ordinary foundation concept: suction piles with equipment prone to damage, possible early refusal or tilting jackets due to unexpected soil conditions with subsequent standby of the Oleg Strashnov.

Solutions / results: The above was discussed at length during pre-execution hazard (hazardous identification) meetings, where contingency operations were proposed, engineered and commercially agreed to mitigate the client risks to acceptable levels.

Noteworthy: We installed the works, and specifically Q13a-A, just prior to our Seaway Heavy Lifting BBQ Party, which was held at Scheveningen beach at the Dutch coast. From there we could actually see the Q13a-A platform on the horizon.

Eppo van Sloten: “The fabricator, instructed by the client, managed to temporarily repair the barge H332, which got damaged while under client’s custody without any delay to the Oleg Strashnov schedule.”

“A UNIQUE PROJECT FOR BOTH SEAWAY HEAVY LIFTING AND GDF SUEZ E&P NEDERLAND. ONE WE MANAGED AS A TEAM, SAFELY AND WITHIN THE SET TIME FRAME”

Gerard van Coest
Construction Manager, GDF SUEZ E&P Nederland B.V.
EAST ANGLIA PROJECT

Client: WoodGroupEngineering (North Sea) Ltd.

Project: Transportation & Installation of the Met Masts for the East Anglia Offshore Wind Zone Project

Description: Provision of Transport and Installation services for met masts, which consist of a very high and fragile lattice mast for meteorological collection equipment to be installed in the future, supported by a transition piece, which is grouted to a monopile, driven into the seabed. During the project the client proposed and Seaway Heavy Lifting agreed that the work should be executed in two phases, using different crane vessels. In phase 1 Seaway Heavy Lifting collected the MPs at the port of Rotterdam, sailed to the site and installed them, using the Stanislav Yudin. In phase 2 Seaway Heavy Lifting loaded the top structures (TPs and LMs) to the work deck of the Oleg Strashnov at Eemshaven, sailed to the site and installed them. These met mast elements were required to be installed using the Oleg Strashnov, one of the few crane vessels in the world capable of providing the necessary hook height (+140m LAT) to set the LMs.

When: The Stanislav Yudin was mobilised on 26 April in the port of Rotterdam and phase 1 was completed on 13 May 2013. Later the Oleg Strashnov was mobilised twice. On 5 August the Oleg Strashnov was mobilised for the second time in the port of Eemshaven, completed the work and sailed back to port on 12 August 2013.

Main challenges:
• Engineering and preparations to upend the fragile LM, lowering it and guiding it into its bolted TP supports using a mono hull crane vessel in offshore conditions; this had never been achieved before and was definitely one of our challenges in becoming the preferred offshore contractor.
• Management of the Project Master Schedule.

Noteworthy: When hammering the monopiles using the engineered equipment and agreed procedures, Seaway Heavy Lifting encountered very hard pile-driving conditions at shallow penetrations (<10m), which are regarded as extraordinary in view of the soil data collected (factor of 3-5 harder than predicted).

Safety matters: Although Seaway Heavy Lifting had been requesting the necessary UXO survey results since September 2012, the client instructed Seaway Heavy Lifting only just prior to anchoring operations in May 2013, and changed the design coordinates of both MPs to increase the clearance of suspected UXOs to acceptable dimensions (Alpha6).

“We DISPLAYED AN ENORMOUS TEAM EFFORT TO MAKE THIS PROJECT A SUCCESS IN EVERY DETAIL. I THEREFORE WANT TO THANK EVERYONE FOR THEIR PERSONAL CONTRIBUTION TO THIS PROJECT, FROM BUSINESS DEVELOPMENT TO THE OLEG STRASHNOV CATERING PERSONNEL.”

Eppo van Blokland
Project Manager, Seaway Heavy Lifting
Seaway Heavy Lifting Cyprus’ office is the statutory seat of the group and owns the vessels. It represents Seaway Heavy Lifting towards the Cyprus authorities. One of its most important operational activities is that it carries out most of the crewing activities for the group’s fleets: the Oleo Strasnov and the Stanislav Yudin.

Together with Constans Kootstra, Managing Director of the Cyprus office, we looked back on 2013 and we asked him about next year’s activities is that it carries out most of the crewing activities for the vessels. Taking control of our people; organisation and systems has been our biggest challenge this year. And because everything we did was new to us, and bearing in mind the size of the crew, I see all the results as a major accomplishment for our team.

What can you tell us about the Cyprus office in general?
The activities of the Cyprus team are a small-scale reflection of the company activities that take place in Zoetermeer. We do general management, administration, technical management for the Cyprus-registered fleet and, above all, we do the crewing of the vessels. In the past, crewing was part of Operations. This was not an ideal combination. The pace of work for operations and crewing is very different and therefore it was decided to attach the crewing activities to the most logical department: the HR department. This change resulted in more focus and attention on crewing. Travel remained part of the Operations department in Zoetermeer. It fits their scope and type of work; it is fast and needs to be tailored to each project.

The crews are employed in Cyprus. Our crewing team is fully dedicated to arranging all the crewing-related activities. Our offshore workforce consists of about 160 people, for whom we arrange work schedules, time schedules, training courses, certificates, salary and future requirements as provided to us by Operations. The company is growing and so is the crew. We need to prepare for this growth. Another 80 to 90 people work for us on assignment from various agents. Part of our HR activities includes employing and / or replacing crew formally hired via agents. This especially applies to Russian crews, but we are expanding to Malaysia as well, where we now primarily work with agents, but we aim to gradually take over the crewing activities ourselves.

What have been the highlights in 2013?
We became owners of the Stanislav Yudin by the end of 2010 and after an initial period of acquaintance we developed the ambition to take over all the crewing activities from the crewing agencies. This has been a gradual process, in which we have learned how best to organise our department and activities. By the end of 2011 we were ready to take over the work and we subsequently started to employ the different crews directly. We provided them with a new contract and invested a lot of time in processing everyone into a database. This database now contains all crewing information and gives us the opportunity to make analyses and determine actions to meet all requirements. It contains general information about each crew member, but also his current certificates and expiration dates, training, language skills, pension dates, etc. The Crew Managers, who are each responsible for one vessel, have taken an active role in constantly monitoring on-board activities. They have made it their business to know what is going on, to be informed and to take action when required. We still have a general agent in Kaliningrad, but we are working on detailing our requirements for the future more effectively, because we want to make sure that new contracts are tailored to our needs and follow the MLC guidelines.

What are you most proud of?
I am very proud of all the efforts and achievements of our team. We get a lot of positive feedback from the office in Zoetermeer and from the vessels. Taking control of our people; organisation and systems has been our biggest challenge this year. And because everything we did was new to us, and bearing in mind the size of the crew, I see all the results as a major accomplishment for our team.

We have a very enthusiastic and dedicated team of 10 colleagues. We are located in a wonderful office in Limassol. I always hear from visitors that we have a pleasant working atmosphere. All the team members have been to Zoetermeer to meet with our colleagues there. To me that is what Seaway Heavy Lifting is about: a culture driven by passion and interaction. We want everyone to know each other to optimise the way we cooperate.

Which challenges do you see for 2014?
We will continue to work on optimising all our activities. Seaway Heavy Lifting is a continuously expanding organisation, which leads the market in new approaches and challenges. We therefore want to further internationalise our staff and crews. We already employ Dutch, Russians, Cypriots and Belgians, but we want to expand our horizons. If we choose to work with agents we will focus on internationally-oriented agencies to support us in this goal.

As said, the organisation is growing and we still have a lot to learn. The biggest challenge as I see it is to control the growth; to be and stay one team and make sure we keep delivering the best possible results. Looking back three years, when I started working for Seaway Heavy Lifting, I feel the growth and development of the company are impressive. I therefore trust that we will grow whilst maintaining the passion and commitment that binds us.

Constans Kootstra

Constans Kootstra - Managing Director

Maria Kyprianou, Walter Brouwer, Ioanna Maitai, Contstans Kootstra, Elena Schnitz, Michalis Pissourios, Christina Elthymisou, Martyna Judkowiak
As IT Director, I’m responsible for Seaway Heavy Lifting’s worldwide IT. The IT department can be divided into two segments, an operational part and a project part. Danny Sparreboom (IT Manager) is responsible for the operational part, assisted by his two team leaders Erik Vermet (Service Desk) and Richard Khoenkhoen (System & Network administration). Ruben Rast (IT Information & Projects Manager) is responsible for the project part, assisted by team leader Nico Hoekestra (IT applications).

We started with a major business information program in the third quarter of 2012. Seaway Heavy Lifting is a fast growing company, which means that communication lines are getting longer. Sharing knowledge and experience is a key factor in our success. An example of such a project is the implementation of SharePoint. It provides portal and collaboration capabilities across intranet, extranet and internet sites. SharePoint brings users together to share information, data and expertise across departments, offices and vessels worldwide. It offers great usability, personalised experiences, and a single infrastructure that saves valuable time and money.

The IT projects’ road map spans multiple years and so we will continue in 2014 with projects that have already started. We will also start new projects, one example of which is Equipment Planning software. We will need additional space for more employees in the building in 2014 as well as additional space outside the building for parking. There are no more floors available. We will also need more conference rooms. At the moment, we have 10 conference rooms, but 80% of these have been used in recent months, so more space is required. There is no space left in the building so we will need to use the space we have more efficiently.

Everyday our little restaurant feeds 300 people. I’m proud of the fact that the people in my team enjoy working here and are very motivated. When I came here 2.5 years ago there were some conflicts, but we have now become a great team that is motivated and a joy to work with. All our colleagues in the building come to the reception to ask questions. It’s now a department that is working to everybody’s satisfaction. My goal is for our team to come to work whistling and whistle at home as well, proud to work here.

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The Planning department consists of four planners with a department manager, jazzing the team in August 2013. In general all planners carry out various tasks such as creating schedules for studies, proposals, engineering, offshore execution and maintaining the extensive engineering and offshore experience database which originates from 1990. Furthermore the global vessels’ schedule is maintained on a weekly basis. This plan includes both the Stanislav Yudin and the Oleg Strashnov for all projects and proposals and is a key tool for major decision-making processes within Seaway Heavy Lifting. Where all the other departments within Seaway Heavy Lifting have grown strongly in the recent years, the Planning department has managed to accommodate the company’s requests with a limited amount of planners and an efficient way of working. The plans for the planning department in 2014 are characterised by growth. Boost preparation is the key to safe and efficient project execution. Planning plays an important role within project preparation, as it is the tool for visualising and managing the complete project scope with all the disciplines involved. Optimisation and changes can easily be processed within the schedule and reported to the project team and client. For EPCI projects, clients demand an integrated project schedule from tenderers in the proposal phase, in order to prove they are capable of managing the EPCI project. Prepared project schedules within Seaway Heavy Lifting are currently limited to separate engineering schedules and separate offshore execution schedules. An integrated project schedule consists of a network of activities carried out by all the project disciplines involved, like engineering, procurement and fabrication, all leading to its final discipline, the offshore execution. To accommodate future client requests we, as well as the Proposals and Project Management departments, need to make a start by setting up an integrated project schedule for current transport and installation projects in order to prepare planning.

The setup and maintenance of integrated schedules is labour intensive. At present, the planning department is looking for new passionate colleagues willing to contribute to the continued professionalisation of the schedules.
The Engineering department of Seaway Heavy Lifting employs 120 people. It’s an impressive department, supporting the organisation in everything that has to be calculated and drafted. Jan-Peter Breedeveld, Engineering Director at Seaway Heavy Lifting, has been with the company for over 20 years. In that time, Engineering has grown from a small basic department of 20 people to the specialised engineering department it is today.

We asked Jan-Peter to tell us more about this growth and review the highlights of 2013.

“It all used to be fair and square. Today, because there are so many technical means available, we have to calculate more and more. There was a time when assumptions were acceptable. Now, advanced computer calculations to support all designs are the norm. But does this always contribute to better decisions? We know that industry and our clients are calling for this level of detail so the challenge for us is to find a balance and consensus in creating acceptable output for the realisation of a project.

Over the years we have invested a lot by implementing new calculating tools and involving specialists like Naval Architects. This wasn’t a focus area at all 20 years ago. We are witnessing the same development in more advanced structural calculations. The same applies to the Drawing Office: a design centre, which is always fully booked up, that includes dedicated animation specialists who support everyone within the company.

We used to say offshore isn’t rocket science. Nowadays, with all the tools we use, it looks more and more like high tech. Finding people to match this development is one of our challenges. Our team consists of academics with a theoretical background and engineers with a practical orientation. As a contractor, we need this mix. I like the diversity of theoretical people who focus on complex calculations and the more practical engineers who can’t wait to go to the yard.

In addition to a wider range of engineering disciplines, we have experienced a change in the use of various materials. Fibre technology and synthetics are breaking ground. It is important that we know and understand these technologies and materials. We are developing an R&D programme for 2014. This is becoming increasingly important in order to be future proof. If we want to keep growing, we need to be prepared. We can expect technological revolutions to happen, like the enormous boost of the Renewables industry. We want to be ready to seize these opportunities and get on board at an early stage. This starts with our commercial process: our business analysts are constantly on the lookout to support and steer our development. We are heavily involved in project preparation and are therefore in direct contact with all departments in the office. Luckily we haven’t grown so
much that we can’t pop into a colleague’s office if we have a question. The interaction with our offshore crew is very important too. Our engineers go offshore to execute projects, but senior personnel and managers are also encouraged to keep in touch with the ever-changing offshore environment and circumstances and to invest in interaction with colleagues offshore: it is everything clear, do we understand each other, is the way we provide input correct? We operate on different levels, with different nationalities and functions; that’s what makes our work interesting.

**“TOGETHER WITH THE OFFSHORE CREW WE SUCCESSFULLY DELIVERED THE PROJECT”**

Our biggest challenge this year was the short preparation time for some projects. One of these was a project with far from optimal preparation on the client’s side. Together with the offshore crew we successfully delivered the project. That to me is a highlight. Is everything positive? No. We want to grow whilst focusing on more effective ways of working together. If we can improve our efficiency, we will create more time for preparation and that’s essential to us. As we grow it is also important to manage, control and maintain the knowledge within the company. We will therefore be focusing on detailing and expanding procedures as well as recording lessons learned. Our second goal is to focus even more on safety awareness. Each decision made by an engineer offshore has an impact offshore. We all need to understand and feel that. We are going to increase safety awareness by focusing on thoughtful engineering, using common sense and concentrating on details. As we are engineering for an offshore environment (rain, darkness and movement) we must make sure that we create a safe working environment. We use feedback from the vessels, lessons learned and we organise safety reviews with other departments like Operations. Consensus about the safest solution and conditions is essential. Interaction is the key to success.

I have been with the company for over 20 years now. I have experienced all sorts of different phases like the new impulse with the ownership of a second vessel and the entry in the Renewables market. I hope the extension of our scope with EPCI services will give the company another new impulse. It will bring its own challenges and setbacks but I am confident we will achieve our goals.

**“WE ALL HAVE TO BE AWARE OF THE IMPACT OUR DECISIONS HAVE ON OFFSHORE EXECUTION AND CREW MEMBERS”**

Hendy Verstegen - Drawing Office Section Head – manages Seaway Heavy Lifting’s Drawing Office, which is part of the Engineering Department. He heads a team of 30 people, varying from CAD Team Leaders, Project Draftsmen and Draftsmen to 3D Visualisation Engineers.

The Drawing Office visualises all steelwork, transportation and installation methods. Two CAD Team Leaders manage project teams responsible for all the projects the Commercial and Technical Department work on. They also monitor the quality of all the work. Our Project Draftsmen are each responsible for one or more projects. Supported by their fellow Draftsmen they make sure the work is done correctly and on time. Based on their extensive knowledge, experience and feeling for the offshore organisation, they recognize hiccups in engineering designs and execution methods. Together with the Engineers and Operations they discuss the safest way for offshore execution. Three 3D Visualisation Engineers complete our team; they provide all the rendered images and animations required by the commercial department in particular.

The Drawing Office has grown a lot in the past two years. We could even accommodate more colleagues, but at this moment in time we cannot guarantee any proper guidance for new personnel. We value personal supervision, as we believe it is vital to delivering high quality. When new people join our team, we want to guarantee a minimum level of knowledge within a limited time frame. Therefore, each new team member is appointed a mentor to manage this process.

We all have a ‘double’ in the team, as we can’t afford to stop or slow down our work. BorWin HeWin and SyWin Alpha (execution in 2014) were our biggest challenges in 2013. There was a limited time frame for the preparation of both projects. I called my team together and explained the challenges. Everyone understood and accepted responsibility immediately. That’s what I am very proud of: my team and their dedication. A major challenge on these kinds of Renewables projects is the client’s onshore orientation, which is not applicable offshore. The mindset of that industry is slowly changing. It is a long process throughout which we want to support our clients and make sure we can execute plans safely.

Understanding what we put on paper and the impact on the offshore organisation are essential. The biggest challenge I see, therefore, is the further integration of IF into our work in 2014. We all have to be aware of the impact our decisions have on offshore execution and the crew. We try to teach this to everyone from the start. Working offshore when a project is being executed helps to embed that notion and create awareness. Apart from integrating IF, the development (knowledge and quality) of our team will be a major challenge in 2014. We have a backlog and need to catch up. How we communicate and seek interaction with other departments and our clients also remains vital to ensure we perform our jobs to the best of our capabilities. I am very confident we will succeed in fulfilling our goals, with the support of our team, in 2014.

Hendy Verstegen
"THE STANISLAV YUDIN WORKING WITH THE GWYNT Y MÔR TEAM ACHIEVED AN EXCELLENT INSTALLATION RECORD, COMPLETING ON AVERAGE MORE THAN ONE LOCATION EVERY DAY"

Toby Edmonds
RWE’s Project Director Gwynt y Môr

GWYNT Y MÔR PROJECT

Client: Gwynt y Môr Offshore Wind Farm Limited

Project scope: Transportation & Installation of 80 monopile foundations and 32 transition pieces. Later our client extended the scope with the installation / reinstallation of 29 additional transition pieces.

Location: Irish Sea, off the coast of North Wales (Liverpool Bay)

Vessel: Stanislav Yudin

When: The first pile was installed on May 25, 2013 and the last transition piece on September 22.

Main challenges: The time available for engineering and fabrication was very short (only 8 weeks). By working closely with the engineering department, purchase department and our fabricators, all the fabricated items were ready in time.

Noteworthy: Seaway Heavy Lifting worked closely with the client. This cooperation meant that the client was able to load the barges out in time and the crane vessel did not occur any standby time.

Safety matters: During the installation campaign the Stanislav Yudin anchored out with up to 8 anchors at 109 locations without any incidents.

SERGEY SOBOLEV,
CHIEF ENGINEER STANISLAV YUDIN

“I started working for Seaway Heavy Lifting about 20 years ago as a Motorman. Today I work as Chief Engineer on board the Stanislav Yudin. I am also a member of the Vessel Management Team. I have always dreamed of working in a company such as Seaway Heavy Lifting because of the professionals working here and the advanced technologies we work with. This combination offers me interesting work and excellent prospects.

The project at Gwynt y Môr offshore wind farm was particularly noteworthy for me. We achieved truly excellent installation records, completing on average more than one location every day. We installed over 80 foundations in record time. The project was executed very professionally, successfully and without any incidents. I am most proud of the way all the crew members coordinated the work and of the alignment of all project participants.”

MARCEL REMIN:
“Despite the short preparation time, we performed a tremendous amount of engineering and fabrication work. This was only achieved because the team worked together and went the extra mile.”
SEAWAY HEAVY LIFTING NOMINATED AS BEST EMPLOYER 2013

There are 16 people in the HR department (11 in Zoetermeer and 5 in Limassol). Anoeska Böse - HR Director - has overall responsibility for both office and offshore HR activities.

Patrick Diogene is responsible for offshore HR and is based in Zoetermeer. He works closely with 3 crew managers and 3 crew training administrators who are based in Limassol. They make sure both vessels have competent and certified personnel on board.

Arthur Füss is responsible for office HR and is based in Zoetermeer. Arthur’s team consists of dedicated HR professionals each with their own specialisation, such as recruitment, compensation and benefits or HR administration.

The main focus of HR is to assist the business in reaching its goals with regard to organisation structure, recruitment and development of personnel as well as providing the organisation with the right HR tools.

SOME HIGHLIGHTS OF 2013

Maritime Labour Convention
The Maritime Labour Convention 2006 (MLC) came into force on August 20, 2013 for countries that have ratified this convention. The purpose of the convention is to protect the rights and conditions of seafarers on board vessels. Seaway Heavy Lifting’s vessels sail under the Cyprus flag and Cyprus has ratified the convention. It was therefore a mandatory requirement to become certified for the MLC. A special working group was set up in October 2012 to ensure certification for MLC before August 20, 2013. The working group was a joint effort between the HSEQ, Technical, Operations, HR departments and the vessels. After some pre-audits done in November 2012 and March 2013, the Stanislav Yudin became MLC certified in May 2013 and the Oleg Strashnov obtained the certificate in early July. A great result. This certificate is important for Seaway Heavy Lifting as it demonstrates that we offer our crew high standards.

Employee satisfaction
We conducted an employee survey for Seaway Heavy Lifting in November 2013. This was the second survey of onshore personnel and the first one offshore. The response was extremely high. A total of 88.5% filled in the questionnaire in the office and 79.4% did so offshore.

The overall satisfaction score of this survey was 8.0 for office and 8.4 for offshore. We are very pleased with this score as it puts Seaway Heavy Lifting scores above the benchmark (for the Netherlands) of 7.5. These scores resulted in Seaway Heavy Lifting being awarded second place in the Transport Sector of the ‘Effectory Best Employer 2013’ awards.

Implementation of HR systems (automation)
Seaway Heavy Lifting has grown very fast in recent years, but its HR system was insufficient to comply with the demands of the company. To meet the new needs a new HR system called Synergy was selected in 2012. Synergy went live in January 2013 and is used for multiple processes like time registration, holiday requests, etc. Synergy is intended to be an open and transparent system. All office personnel now have direct access to their personal contracts, pay slips, certificates, etc. Synergy has multiple interfaces with internal and external systems. From the moment the system was implemented, all the paper files were removed and replaced by digital files. A new system for crewing purposes is in place too. This system makes it possible to have all the relevant data available on the vessels, and in Limassol and Zoetermeer.

In 2014 the recruitment team will focus more on employer branding and better communication tools, and we will expand our network by means of referral. Attending events at the Dutch Technical Universities and the Navingo Maritime & Offshore Career Event will be another important part of our exposure. We will also improve the use and impact of social media like LinkedIn, Facebook and probably Twitter. We will work on our visibility and make sure that the best candidates perceive us as one of the best employers to work for.

EMPLOYEES 2013

Growth ambitions and turnover led to Seaway Heavy Lifting welcoming more than 150 colleagues in their offices and offshore in 2013. Our recruitment department filled these vacancies with the help and network of our own colleagues (referral programme), preferred international recruitment partners and by its own means. We visited several fairs and events, made extensive use of online and print magazines and focused on social media (Facebook and LinkedIn). The fact that our employees have rated Seaway Heavy Lifting as the number 2 best employer in the Netherlands in the Transport sector has made our referral programme a huge success.

HR EVENTS / SEMINARS

Career Events are an important tool for employer branding and recruitment in general. The Navingo Maritime & Offshore Career Event in Rotterdam was the most important fair of 2013 for us. The events at
In 2011 and 2012, Subsea 7 developed its own Renewables strategy. From the start of 2013 the Subsea 7 Renewables efforts were consolidated into Seaway Heavy Lifting. A lot of that was and is about learning what Seaway Heavy Lifting does and looking at our strategy in light of the changes that have been made.

How was the integration with the Seaway Heavy Lifting team?
The integration of the Seaway Heavy Lifting and Subsea 7 team has worked well. The whole team visited the Zoetermeer office to meet all the colleagues there. We have formed good relationships with people but I would like to integrate even further, which we expect to happen when the changes that have been made.

What kind of projects are you focusing on?
The work we are focusing on to win for next year is EPCI (Engineering Procurement Construction and Installation) type of work. We want to move from being purely a T&I contractor, in which Seaway Heavy Lifting has been very successful over the years, to a broader scope. The reason? Clients and their financiers want fewer and bigger contracts, fewer parties and they want contracts to include more risks. Our goal is to convince clients that we are the people to do it.

Why are you the party to do it?
All the T&M projects we have done, we have done well. The Subsea 7 side of the business brings in a lot of skills for doing EPCI work offshore. They are probably one of the best in the world at doing that kind of work, which is why the combination works. Seaway Heavy Lifting has the T&I expertise in Renewables and Subsea 7 brings world class offshore EPCI capabilities.

What do you see as the challenges in this market?
In general, clients have the perception that the costs for development are too high and are looking for cost savings up to 30% to 40% on projects. The challenge for us as a company is to help reduce these costs. If we want to keep the same market share we have to find ways to keep doing what we are doing and be more efficient, and that is where the clever engineering comes in. It is in our interest to maximize the size of our business by offering better solutions. For example, I believe a lot of these cost savings have to do with project interfaces. This is where a lot of money is lost in contracts. So if we offer a bigger scope, we can manage those interfaces and we can realize cost savings.

Do you see challenges related to clients’ orientation and safety perception?
Another challenge I see is that most clients started off as onshore utilities. Most of the clients have now done one or two projects and are gaining an understanding of the issues offshore. That is one of the reasons the contracting strategies are changing: clients understand the risks better now. We hope that clients will develop forwards from traditional contracting methods and that they see the advantage of collaboration and risk saving.

Safety is very important to us. Not only to us but everyone we work with. For us it is a differentiator. On the Beatrice project we work with SSE who have one of the best safety performances. SSE want to work with companies like Seaway Heavy Lifting and Subsea 7 because of our safety culture and track record.

What is your biggest challenge for 2014?
Our biggest challenge is trying to win some work by optimising our proposals. Part of winning work is understanding how bids work. We had to integrate our bidding approach and processes which is an ongoing development. Getting the right people will also be a focus area. I am very proud that despite all changes we haven’t lost anyone and our team is still complete. We don’t want to grow only on the promise of winning EPCI work. We will tap into our engineering force and look for cooperation with subcontractors as much as possible.

It’s a challenge of course not knowing when a project might come in and having enough foresight to know what is needed to follow it up when it does and get the resources in time. We can’t hire a big engineering crew when we don’t know when the bids will arrive and what projects will come our way. Our market intelligence plays a big role: do we know what our chances are and what the optimum solution is? Some of this is about building relationships with clients, or the EPCI bids we want to develop. The better you know the client, the more you know about the project and its requirements. Our Business Acquisition Manager plays a key role in this.

We are also looking at options to increase our R&D and Technology.
How do you plan for the growth? It is difficult but one of the key words is collaboration. The plan is to purposely keep the team small just a few very good people who work on the issues and can build relationships. What we do, and will keep doing in a number of areas, is develop relationships with third parties.

For example, for the design of offshore structures we formed a relationship in the UK with Atkins. Atkins is a very large consultancy with tons of engineers. They are a big player in the market for designs of monopoles and jackets in the UK. They have the experience in the industry and we already have a relationship with them. We do the same in Germany, where we also look for local industry consultancies to work with. A lot of what we do doesn’t necessarily evolve around growing our team. It is about building relationships with third parties, so we can get the support without manning up our team.

What are you most proud of? I am proud of our participation in the Renewables workgroup of IMCA (International Marine Contractors Association). I currently chair the workgroup and, for the last two to three years we have been trying to improve the general safety of the Renewables industry.

We are starting to get good traction on that. For example, the nine largest developers have formed a group called G9, which is a safety forum. They themselves have recognized that they have big issues in the industry. They have acknowledged that IMCA has a huge amount of knowledge. Now the G9 consults us about what they are doing. It gives us an entry into projects which we otherwise would not have. We are getting in very early into projects to talk about safety. I am very proud of that. We are leading the improvement of safety in the industry by being at the very centre.

And, finally, looking at 2014? The market offers a lot of challenges and so do our assets. We have to ask ourselves ‘Have we got the right equipment for the future?’ We need to have a project office near the client. When the clients take 500 MegaWatt as an average. We are getting in very early into projects to talk about safety. I am very proud of that. We are leading the improvement of safety in the industry by being at the very centre.

Richard van Aurich
Manager Offshore Wind

Richard van Aurich started the Hamburg office almost a year ago, to be closer to his clients. The German and Danish markets are challenging, with a lot of opportunities.

What can you tell us about the Hamburg office in general? Hamburg is considered to be the hub for wind in Germany. The main function of this office is to be closer to our clients. In the past there were meeting requests where next week on Thursday would be the first possibility, while the client was thinking of that same afternoon. If that happens quite often you realise it is wiser to have people a little bit closer to these clients. The office only has one employee for now, but a secretary will start in January to assist me.

Why did you decide to go to Hamburg for Seaway Heavy Lifting? I have worked for Seaway Heavy Lifting for 21 years, the last 17 of which in the Proposals Department. Although I liked the work as Proposal Manager, it was time to seek a new challenge in my life. When this opportunity arose, it is as they say, ‘when a train passes by and the doors are open, you better jump on it’.

Will the office expand in the future? That depends on the projects. It looks promising with our new ambition to perform EPCI on the foundations. When we secure one of these projects we will need to have a project office near the client. Then the office will automatically grow in terms of people. It’s quite challenging, but it’s twofold; expanding the office, while in the meantime the German government is under pressure when it comes to offshore Renewables. The government is planning to reduce the offshore part of the Renewable energy market. It is not a growth market but initially they had plans for 10 Gigawatt, which had to be reduced to 8 Gigawatt due to grid connection problems. The latest information we received from the German government is that they have now put the target at 6.5 Gigawatt. So that’s another 1.5 Gigawatt less, which corresponds to three wind parks if you take 500 Megawatt as an average.

The difficulty in the German market is partly political. They do not have a clear policy yet and the feed-in-tariff regime is under pressure. Everybody is waiting for the outcome of the coalition negotiations and the new ‘feed-in-tariff’ regime.

Renewables is the main part of the market? Yes, although there are also two Oil & Gas companies here: Wintershall and RWE DEA. Wintershall has a few offshore platforms on the continental shelf in the German sector of the North Sea and a few in the Netherlands. RWE DEA has several offshore platforms in the United Kingdom, and one platform is currently under development. Renewables is the market we foresee here, and that includes Denmark.

Which projects were performed in 2013? No projects are being managed from here. This is mainly a sales office, although the preparation work will be done from here. We are building a relationship with clients, making the communication lines shorter. If they have questions they can raise them straightaway. A lot of jobs have been done in Germany. The biggest client is RWE; we just finished their project Gwynt y Môr. Our clients are located here in Hamburg, Vattenfall, Dong Energy, E.on and EnBW. We are in the final stages of negotiations for a large project; I’m crossing my fingers it comes off.

What are you most proud of? I’m proud of my family; they came with me. My wife gave up her job and my kids didn’t speak any German. A funny story is that it took me more than 3 months to get my coat rack; I needed a German bank account and had to wait three months for that plus a lot of extra paper work. Looking back over this last year, I can say that I’m proud that I managed to get this office up and running and of getting connected with our clients: they know us and know I’m here.

What are your plans for 2014? To continue and to expand in EPCI foundations. It’s growing, gaining more body and has the support of the EPCI group in Aberdeen. That makes it easier for me to sell it.
have almost 2,000 km of coast. France is starting to catch up and has taken a commitment to develop 6 GigaWatt before 2020. It will probably not be achieved because it is a massive investment. But there has been what we call a round one with the award of 2 GigaWatt, comparable to four big wind farms. The intention is to have the wind farms in use in 2018-2020.

There is currently a second round for two additional wind farms in the northern part of France, along the Atlantic coast, for an additional 1 GigaWatt again. In addition, the government has just announced there will be a third round in 2014 in which the remaining 6 GigaWatt will probably be awarded. This process will start in 2014.

Everything is currently being discussed and prepared and both Seaway Heavy Lifting and Subsea 7 Suresnes – in a supporting role – are ready to play a role. Electricity players have already been awarded contracts and are looking for contractors like us to develop their fields. We are talking about 6 billion euros for round one. We are part of the competition, so hopefully we will win. There is quite a lot of competition, but we tend to think that we have the right competencies, assets and engagement. 2014 should provide much more clarity.

What have been the highlights of 2013?
We have not started anything in the French market for Renewables. We just started bidding in 2013, because the French market is quite new. The first electricity will be probably be produced in 2018.

I would say the main highlight was probably the challenges we faced in the bid we did. It was the first time we had to bid for a real Renewable project. I’m quite proud of the way it was done, even though it wasn’t awarded to us. It was a good opportunity to have people from France, Aberdeen and Zoetermeer working together and delivering an attractive, comprehensive tender. Sometimes people pay a fortune to have a team building event, but this was a real one. We worked together and it was a good opportunity to have people meeting, knowing and understanding each other. The client was very impressed by the quality of the technical package we delivered. It was a proof for me that Seaway Heavy Lifting and Subsea 7 have the right capabilities to deliver such a big project.

What are your plans for 2014?
Probably to keep on following up and chasing this order. For me the year will be dedicated to firming up our strategy to definitely ensure that Seaway Heavy Lifting plays a significant role in this growing business in France. I will continue discussions with people and clients to understand how we can serve them, to create synergy and improve our overall pricing. The price is heavily subsidised, as it is in other countries. The only way for this industry to survive is to review the value chain and make sure that wind becomes a competitive energy. Understanding the network, how we can arrive at a price, reduce costs and serve all clients with what they are looking for.

What can you tell us about the Subsea 7 offices, where 1,100 people work; 40% of them are engineers. The French office is located in Suresnes, just west of Paris. We are in the Subsea 7 offices, where 1,100 people work; 40% of them are engineers. Subsea 7 is one of the two shoulders of Seaway Heavy Lifting and it is fully dedicated to the subsea oil and gas market. The Subsea Heavy Lifting team in France is made up of Laurent Villard and myself. Every time something of interest passes by we can call upon Subsea 7 resources, which gives us access to a much wider pool of resources when needed.

What is the kind of work that you focus on?
France probably started working with the offshore wind industry a bit later than other Northern European countries, in spite of the fact that we

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During the first period of operations the vessel was mainly used on oil and gas projects in the southern North Sea. These projects were performed during the summer, leaving sufficient time for maintenance during the winter.

The Wärtsilä Türku shipyard in Finland built the heavy-lift crane vessel ‘Stanislav Yudin’ in 1986 for the Russian Operator KaliningradMorneft. Seaway Heavy Lifting has been operating the vessel since 1992. In 2010 Seaway Heavy Lifting restructured and became the owner of the Stanislav Yudin, taking on all the corresponding responsibilities.

TENDERING FOR RENEWABLES WAS THE BEST TEAM BUILDING EVENT!

** later LukoilKaliningradMorneft

* later Stolt Nielsen Seaway – Stolt Offshore – Aasneryg – Subsea 7

WHERE HAVE WE COME FROM?

The Varios Notice was given on June 22, 2012. This was the beginning of a new, dedicated, and localisation focused contract between the three parties. This contract will build new heavy-lift vessels with the ability to deliver over 4,000 t capesize, and to work in deepwater. This marks the new direction in which the group is taking the heavy-lift market.

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During the first period of operations the vessel was mainly used on oil and gas projects in the southern North Sea. These projects were performed during the summer, leaving sufficient time for maintenance during the winter.
Later on, Seaway Heavy Lifting became more active in other parts of the world, while also starting to perform projects for the Offshore Wind Industry. This resulted in increased utilization of the vessel. As a result, time for extensive, often non-standard maintenance, previously performed during the winter, was no longer available. Another consequence of performing installation activities for the offshore wind industry was that specific equipment items on the vessel were used intensively.

Despite the vessel’s age (27) its present structural condition allows it to continue operations after April 22, 2014, the date on which the present vessel certificates expire. Since this will be the 5th class renewal, the vessel will be subject to an extensive inspection programme. The main topics addressed as part of the Class Renewal are:

- Renewal of a large part of the main deck plating
- Bottom survey (dry-docking) and related dry-dock works
- Renewal of lifeboats and davits
- Overhaul of the propulsion thrusters
- Inspection and overhaul of the main and auxiliary machinery and systems
- Crane load testing and other certification works

CLASS RENEWAL

After many years of distant cooperation Seaway Heavy Lifting decided to terminate its relationship with the Russian Register of Shipping with regard to certification of the Stanislav Yudin. The vessel will now be brought under full DNV certification, which is considered a quality step. The Class Renewal programme is required to be able to continue operations after April 22, 2014, the date on which the present vessel certificates expire. Since this will be the 5th class renewal, the vessel will be subject to an extensive inspection programme. The main topics addressed as part of the Class Renewal are:

- Renewal of various equipment items and auxiliary systems
- Complete refurbishment of all accommodation spaces
- Renewal of accommodation HVAC systems
- Refurbishment of the electrical distribution systems
- Replacement of bow thrusters and stern thruster drives
- Upgrade of communication systems
- Renewal of automation systems
- Overhaul of position mooring winches
- Renewal of crane operator control cabin
- Extensive coating works

LIFE TIME EXTENSION

The second part of the maintenance programme is required to refurbish the vessel, preparing her for an additional ten years of service. An extensive maintenance and replacement programme is called for in order to comply with the company’s quality and HSE standards and objectives, concurrent with the requirement for continued reliability of equipment and systems.

The main topics addressed as part of the Life Time Extension are:

- Addressing the propulsion machinery and systems
- Crane load testing and other certification works
- Refurbishment and replacement of the accommodation spaces
- Refurbishment of the electrical distribution systems
- Replacement of bow and stern thruster drives
- Upgrade of communication systems
- Renewal of automation systems
- Overhaul of position mooring winches
- Renewal of crane operator control cabin
- Extensive coating works

PROJECT EXECUTION

Seaway Heavy Lifting has been preparing for this maintenance programme since early 2012 by appointing a project team, performing engineering, ordering equipment and negotiating contracts and specifications with key subcontractors. For the execution of the scope of work, Seaway Heavy Lifting has entered into an agreement with Damen Shipyards in Schiedam, a yard with which Seaway Heavy Lifting has had a long-lasting relationship. The vessel arrived at the yard on November 15 and will remain at the yard until work is completed. This will be no later than April 1 2014, however, by which date the vessel will be ready for project mobilisation. Given the substantial scope of work and the limited time available for the execution we recognise the enormous pressure the project team, attending vessel crew and all the subcontractors involved are under. By acknowledging the professional capabilities of the individual project team members, the vessel crew as well as the selected subcontractors, we have full confidence in a successful completion of this challenging project.

Robin Bijlsma

“We HAVE FULL CONFIDENCE IN A SUCCESSFUL COMPLETION OF THIS CHALLENGING PROJECT”
THE PREFERRED OFFSHORE CONTRACTOR

It is our mission to be recognized by our clients as the preferred offshore contractor for the Oil & Gas and Renewables industry. We believe we can achieve our goal by delivering top quality T&I (Transport & Installation) and EPCI (Engineering, Procurement, Construction and Installation) services globally. Our long-term business strategy supports this ambition.

FOUR KEY AREAS OF FOCUS IN 2014

• Maintaining the high performance of our traditional T&I business and improving its efficiency.
• Strengthening the tendering effort to move our company into the future EPCI Renewables business and more integrated T&I Services.
• Continuing to move our Oil & Gas and T&I business into deepwater markets and new countries.
• Developing new opportunities in the increasingly active decommissioning market.

Let us look at 2014, and see what our goals are. One of our goals is to contract EPCI projects. Tendering, bidding for and executing such projects will be high on our priority list. In order to meet increasing market demands, we have expanded our scope with EPCI services for the Renewables industry. Clients grant their work to quality contractors who can safely manage the total offshore phase of a project. This is the way that the offshore Renewables industry will reach its target: to reduce the total installed cost of offshore wind energy.

We can offer those solutions, supported by our track record in installing Wind Turbine Substructures and HVDC substations and by our two decades of successful installations for Oil & Gas clients worldwide. Furthermore we can build on the experience in EPCI contracting that our parent company Subsea 7 provides. EPCI is the contracting method we need to offer for the medium and long term. T&I expertise is what has made this company thrive and successful. T&I is at our core and remains the key element of our business. In addition to T&I with our vessels, we will be looking for Integrated Installation (I) in the Renewables business, which means we will pursue the installation of turbines as well as cables. We will enter deepwater regions with the Oleg Strashnov to install SPARs, mooring systems, TLPs, risers and templates.

Our Engineering, Project Management and offshore personnel have the expertise and experience and, combined with Oleg Strashnov’s capabilities (including DP3 and dual hull width), we are fully equipped to carry out the work in this targeted market segment. We also want to add some other key projects to our portfolio. A good example is the float-over similar to the one we will put in place on the upcoming SyWin project. The increasing size of HVDC platforms in the Renewables industry requires a float-over solution. By adding services, we can create more work for our vessels and deliver added value solutions to our clients. We can achieve this through well-considered investments and through seeking partnerships.

Last but not least, I must mention our decommissioning activities. Over the next 20 years it is likely that the majority of smaller platforms will be removed. Seaway Heavy Lifting has the capacity to undertake both small and large scale platform abandonments and has a track record in removal and recycling.

2014 will be a year in which we will remain relentless in our pursuit of becoming an Incident & Injury Free (IIF) company. Safety is and remains a key priority. 2014 will also be the year that we focus on improving efficiency. Efficiency is key in everything we do. We want to optimise work processes and working agreements, improve all communications and focus on investments that benefit us the most. This calls for a structured and long-term approach. Efficiency is about remaining competitive. Furthermore, in the first half of 2014 we will be focusing on the timely completion of the Life Time Extension project for the Stanislav Yudin after which it will start on the North Sea projects. The Oleg Strashnov is in Mexico but will return to the North Sea to continue with the SyWin platform and Maersk Tyra Flare Stack projects. We have a demanding programme which needs us to focus on delivery as well as on seizing opportunities and winning new projects. We will continue to explore opportunities and new markets, and have the ambition to broaden our area of work to Brazil and Africa.

It is my personal goal to look back at the end of 2014 and be able to say “We worked safely, we improved efficiency and we are still passionate in what we do in Seaway Heavy Lifting”. By passionate I mean that there is already a lot of enthusiasm and commitment in Seaway Heavy Lifting, which we must not lose. It is one of our values and strengths. If we grow with passion and keep communicating, we will achieve results and avoid bureaucracy. I personally feel dedicated to and responsible for leading this process, but I can’t do it alone. I need the commitment of the entire organisation to drive this growth. Luckily I am surrounded by a highly skilled and motivated work force, both on and offshore. And I am also part of a great Management Team.

Arjan van der Laan - Arjan has been with Seaway Heavy Lifting for many years, and is our CFO. He is in charge of a well-liked Finance, HR, Communication and IT group.

Koen van der Peet - Koen is our SVP for the commercial side. He comes from a solid contractual background in our industry. He is now focusing on optimising the commercial departments and bringing all the parts of this process together. Koen and his team look after our area of work to Brazil and Africa.

Wim van der Velde - Wim is one of Seaway Heavy Lifting’s founders and our Chief Technology Officer. He has profound operational knowledge. He conceptualised the Oleg Strashnov and has a strong feel for new technologies. Always dedicated and focused on delivering a strong performance, Wim breathes efficiency. His passion is to ensure we keep the growing company a family.

Bob Dunsmore - Bob is our SVP for Renewables. He has extensive experience in contracting and executing EPCI work, and is fully dedicated to bringing Seaway Heavy Lifting forward to win EPCI and Integrated Installation work. A big believer in the Renewables market, Bob makes great efforts travelling between our offices and to our clients, and integrating the Zoetermeer office and the teams in Aberdeen, Glasgow, Paris and Hamburg.

Peter de Bree - Peter is our interim COO. He is joining us on February 2014, Peter de Bree will join us as the COO of Seaway Heavy Lifting. I am happy to welcome him to the company. I would also like to thank Hub Oosterveld for his 18 years’ dedication to Seaway Heavy Lifting, and wish him well in his future career.

I trust that we will continue to grow together, without losing track of our values: Safe, Efficient, Fair, Passionate. That is what makes us unique and keeps us delivering value added solutions to our clients.

Jan Willem van der Graaf - Jan Willem van der Graaf has a track record in removal and recycling. He is the COO of Seaway Heavy Lifting, and wish him well in his future career.

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CREW
OLEG
STRASHNOV
If you have any questions about the Seaway Review or wish to receive extra copies please contact Angela Diergaarde at adiergaarde@shl.nl

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We would like to thank all those who contributed words, ideas and images to the Seaway Review 2013.

Seaway Heavy Lifting
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