



FOCUS ON SAFETY

Page 8

INSIDE

6 St Regis project begins handover

8 A consolidated approach to health and safety

10 OHS Training reaches new heights in 2011

12 Campaign boosts safety awareness on site

18 State-of-the-art training facility launched at HLG

22 Leighton upbeat about outlook at AGM



CONTENTS

In brief

- 4 | HLG Business Development employees tour Australia
 - 5 | HLG wraps up Afghanistan project
 - 6 | St Regis project begins handover
 - 6 | HLG hosts Leighton Holdings' 2011 Investor Tour
-
- 7 | **They said it**

Theme overview

- 8 | A consolidated approach to health and safety

Industry news

- 10 | OHS Training reaches new heights in 2011

Focus on Safety

- 12 | Campaign boosts safety awareness on site
- 16 | Doha City Centre a standout example of project safety

- 18 | State-of-the-art training facility launched at HLG
- 19 | KPIZ project records seven million man hours without lost time injury

In depth

- 20 | Ensuring site safety for HLG's workers

Company news

- 22 | Leighton upbeat about outlook at AGM

CHAIRMAN'S MESSAGE



Occupational health and safety is of paramount importance to the Habtoor Leighton Group. We pride ourselves on setting a high standard for safety and ensuring that our projects are delivered to this benchmark.

As one of the leading diversified international contractors in the region, HLG strives to make its health and safety record a point of difference in a crowded market. We ensure that all our projects are delivered not only on time and to a high quality, but in a safe manner.

As we continue to grow our business into new markets across the Middle East and North Africa we will continue to focus our attention on best practice approaches to ensuring all our employees are trained and prepared to operate safely both on site and in all our offices.

This edition of Akhbar AlDar focuses on HLG's approach to safety and I trust you will enjoy it.

Riad T. Sadik
Chairman

CEO AND MD'S MESSAGE



Habtoor Leighton Group has a solid commitment to continuously improving its occupational health and safety practices.

HLG is always looking to find new and innovative ways to spread the safety message across all our work sites and offices. We also have a dedicated team of safety experts who are charged with ensuring we are constantly thinking about safety.

In a diverse, multi-cultural workforce, making sure that the concept of safety is understood and followed is a challenge, but one that all HLG employees have embraced. And it's not just our workforce, our clients demand delivery of quality projects, but they also demand them on time and without workplace injuries.

Our safety slogan, **Safety: We Can't Live Without It** sums up our approach to safety as an organisation and I am pleased to be able to share some of our key safety milestones with you through this edition of Akhbar AlDar.

Laurie Voyer
CEO and Managing Director

AKHBAR ALDAR

Akhbar AlDar, which in Arabic means "news of the house", is the corporate magazine of the Habtoor Leighton Group (HLG).

HLG is one of the leading diversified international contractors in the Middle East and North Africa. The Group employs more than 25,000 people, making it one of the largest construction groups in the region.

HLG is part of the Leighton Group, Australia's largest project development and contracting group with annual revenues exceeding US\$18 billion. The Leighton Group's major shareholder is HOCHTIEF AG, the world's largest international contractor.

HLG focuses on five core market sectors:

Infrastructure

Building

Rail

Oil and Gas

Mining

The Group also operates a diverse range of complementary Associated Businesses, offering clients a one-stop solution for all their construction, development and asset management needs.

HLG has an extensive track record in large-scale projects across the region. For more than 40 years it has built a strong and loyal client base across both the public and private sectors.

Cover picture: Habtoor Leighton Group is dedicated to ensuring the safety of all employees.

HLG Business Development employees tour Australia

A group of Arabic-speaking business development managers from across HLG recently took part in a tour of some of the Leighton Group's operations on the east coast of Australia.

The aim of the tour was to give some of HLG's front-end staff the opportunity to learn more about the Leighton Group's structure, strategy, experience and capabilities, so that they are better placed to promote HLG's capabilities to current and potential clients.

The tour included meetings and presentations with senior management from Leighton Holdings and each of Leighton's three main Australian-based operating companies: Leighton Contractors, Thiess and John Holland.

The group also visited a range of projects in Sydney, Brisbane and Melbourne, including:

- Chatswood to Epping Rail project, Sydney (Thiess)
- Royal North Shore Hospital, Sydney (Thiess)
- Lane Cove Tunnel, Sydney (Thiess and John Holland)
- Orica Botany Remediation project, Sydney (Thiess Services)
- Sydney Desalination Plant, Sydney (John Holland)
- Southern Cross Station, Melbourne (Leighton Contractors)
- Melbourne Cricket Ground, Melbourne (John Holland)
- West Gate Bridge, Melbourne (Thiess)
- South Morang Rail Extension, Melbourne (John Holland)
- North South Bypass Tunnel, Brisbane (Leighton Contractors)
- Airport Link, Brisbane (Thiess and John Holland)

The group was joined on the first day of the tour by Laurie Voyer, CEO and Managing Director of HLG, who was in Sydney at the time. The tour was a tremendous success, raising the prospect of similar tours for senior management and business development staff in the future.

"The trip gave us an insight into some different contracting methods, such as PPP's, which we may be able to offer clients in the GCC," according to Wael Hammadi, Business Development Manager, HLG Qatar.

Elie Obeid, Business Development Manager – HLG UAE, Infrastructure, said: "We learnt how we could be more selective with the clients we choose – taking an account management approach rather than our traditional project-by-project approach to capture the right opportunities and build larger portfolios."

"As I am relatively new to the company, the tour gave me a clear picture of the Leighton Group's business, experience and capabilities. Having seen the projects on the ground, I am

more confident when speaking to clients about the Group," according to Abdulkareem Al Tawili, Business Development Manager, Leighton Middle East – Saudi Arabia.

"We learnt that Leighton is a world-class organisation and one of the preferred one-stop-shops for many clients and sectors. It is focused on sustainability, challenges, risk management and mitigation and developing smart technical solutions," said Walid El Chabti, Divisional Engineering and Business Development Manager – Dubai.

The tour also gave attendees an opportunity to meet each other for the first time, and has already helped encourage greater communication between HLG's business units and divisions.



HLG wraps up Afghanistan project

HLG's Afghanistan project has now been completed and was handed over to the client in December 2011.

HLG, operating as Gulf Leighton in Afghanistan, was awarded the contract for three reinforced concrete accommodation buildings at Camp Holland in Tarin Kowt, for the Australian Defence Force (ADF) in May 2010.

It is the second project completed by Gulf Leighton in Afghanistan.

The project, valued at US\$34 million was for the construction of three reinforced accommodation blocks for housing over 1,000 ADF deployed service personnel.

Deputy Project Manager Neil Barker said at the height of its construction the project had 220 employees on site.

"The team worked hard to get to this point. We have now successfully handed over the buildings to the ADF's furniture subcontractor," he said.

"It's been a challenging project to work on, but one that has delivered excellent results for the client."

Project Manager Sinan Api said he was pleased with the successful delivery of the project given some of the operational constraints.

"Procuring materials from 10 different countries as per the client's specifications and transporting it to a remote part of Afghanistan certainly tested our logistics," he said.

"Tracking our containers through Pakistan during civil unrest and floods was extremely difficult, but we have managed to deliver a project to the expectations of the client."



St Regis project begins handover

Habtoor Leighton Group's St Regis Saadiyat Island Resort project has begun to be handed over with final completion scheduled for early 2012.



Constructed as a joint venture between the Habtoor Leighton Group and Murray and Roberts, the project is located on Saadiyat Island, Abu Dhabi and comprises 380 luxury hotel rooms, 259 residential apartments and 33 luxury residential villas. The project also features a retail and entertainment component, a health and racquet club and a health spa.

The project is being constructed for the Tourism Development and Investment Company, and is located adjacent to the Gary Player-designed 72-par Saadiyat Beach Golf Course, which was also constructed by HLG.

A number of the project's apartment blocks and villas have already been completed and handed over to the client with the remaining due to be completed by the end of February.

The banquet hall was completed in November 2011, in time to host the Chequered Flag Ball for the 2011 Formula One Race, Abu Dhabi. The hotel has been operational since November.

The team has faced several challenges inherent with working in a facility while it is operational and managing late design changes and only one access point in and out of the site. Despite this, the project is set to be delivered in line with the revised completion dates and to the quality expected by the client.



HLG hosts Leighton Holdings' 2011 Investor Tour

Leighton Holdings CEO Hamish Tyrwhitt, HLG CEO and Managing Director Laurie Voyer and senior staff from both companies hosted the Middle East Investor Tour from 19-21 November 2011.

Members of the tour group included 17 fund managers and senior investment analysts from Australia and New Zealand.

The three-day tour focussed on current projects and future work prospects in the UAE, Qatar and the New Markets.

While in Abu Dhabi the tour visited the Ritz Carlton, St Regis, Saadiyat Expressway, Zayed University and KPIZ projects.



The tour also travelled to Qatar where they visited the Doha City Centre development, North Gate Mall, the Kahramaa Reservoirs projects and Al Shaqab Equestrian Centre.

During the tour, presentations were delivered by representatives from MEED and Qatar Rail, highlighting the healthy pipeline of construction projects that will be awarded over the next 10 years in the region. Particularly substantial infrastructure opportunities were recognised in Qatar, Iraq and Saudi Arabia.

Members of the tour came away impressed with the medium to long-term outlook of the GCC construction sector.



THEY SAID IT

“Over the last few years responsible companies in the Middle East are realising OHS is an integral part of business performance and if they are not organised for OHS they will not be profitable or sustainable. OHS KPI’s should be embedded within a company’s institutional fabric at all levels of the organisational hierarchy to have a positive effect on behavioural and cultural change.”

Andrew Broderick, Director - EHSS, Sustainability and CSR at Aldar Properties on the importance of occupational Health and safety to the company’s bottom-line.

“Building codes are a very good start but there needs to be more direction towards training people in safety, at every building, at every warehouse, at every construction site.”

Charles Constantin, Managing Director of GEZE Middle East, a developer and manufacturer of door, window and safety systems. The UAE Government announced it would begin enforcing new building codes early in 2012 that require windows to open only to the internationally recommended 10cm.

“I think what we saw on the day is a real desire and understanding of the importance of HSE in the 21st century from a whole host of perspectives. When we bring the whole HSE concept together, we realise that to make it work we need to think ahead. This is why we need effective project management and this is why QPM threw its weight behind the ‘HSE for Life’ forum with such enthusiasm.”

Wayne Taylor, Corporate HSE Manager at Qatar Project Management (QPM) on the ‘HSE for Life’ event held recently in Doha.

“There have always been requirements for new developments to get building permits from municipalities. What’s happened is that those requirements for building permits, which traditionally were more concerned with structural elements and things like that, now include the environmental aspects of the project - how the contractors are going to manage environmental dangers, as well as the resource efficiency of the building.”

Saeed Alabbar, Vice Chairman of the Emirates Green Building Council on the increase in construction-related pollution.

“The most important feature of these systems is that they ensure equitable distribution of projects among all categories of classifications, and offer equal opportunities for all contractors and consultants, through stating of estimated values of projects that may be undertaken, and ensuring that all contractors and consultants will abide by this distribution through periodic and random inspections.”

Ahmad Abdul Rahman Al Burkani, Director of the Contractors and Consultants Classification and Engineers Registration Office, Abu Dhabi on the new system of classifying contracting companies in the Emirate. The total number of classified and unclassified contracting companies in Abu Dhabi is 6,123 and the number of companies classified by the new system so far is 358.



A CONSOLIDATED APPROACH TO HEALTH AND SAFETY

2011 was a breakthrough year for Occupational Health and Safety (OHS) at HLG with ongoing improvements achieved across the board. OHSE and Training Group Manager Tom McGuire outlines plans to keep the momentum going through 2012.



Tom McGuire
Group Manager
OHSE and Training

Back in 2010 we laid out a clear strategy to make improvements in five key aspects of OHS. Most significant among these were the intent to focus on training and re-training staff in OHS management and to emphasise that individuals, and key operational managers in particular, take on more accountability for OHS.

A number of initiatives were launched across the Group such as a set of minimum acceptable standards, senior management site visits specifically looking at safety, a 'Don't Walk By' campaign, a black-point system and safety weeks. All of these were implemented during 2011, with many of the goals we set met or exceeded by our more than 260 strong OHS

team. Several projects have also achieved a large number of continuous man-hours of work without lost time due to injury (LTI's).

The challenge we face as we enter 2012 is to consolidate the gains made last year and to put in place a set of initiatives to take HLG towards world-class safety performance in line with our core values of success, safety, solutions, people and respect.

The first quarter of the year will see a series of information sessions held for all business units to communicate HLG's OHS framework, which will allow everyone to get on board and support improvements to safety. We've already held a session in our Qatar business and we will follow shortly in the UAE and other operational areas.

An OHS forum for senior managers is also scheduled for 2012. This will enable us to review and reinforce our successes and to determine what world class safety performance means for HLG. This will be followed by a safety week campaign across the Group with operational personnel being urged to take on increased ownership of OHS.

The HLG safety slogan HLG Safety: We Can't Live Without It will continue to be embedded within our day-to-day work, as will further minimum acceptable standards for all to adhere to.

Teams are already striving toward an award for the best performing workplace over the next

12 months and the competition is tough. Our goal is to eliminate Class 1 Damage and LTI's across the business and this has to be our OHS mission.

It is critical for us all to understand that OHS cannot and must not be managed for the sake of statistics alone. OHS is about people, people who feel the pain, anguish, depression and shattered hopes resulting from injury and becoming a statistic.

To achieve world class OHS performance requires further improvements including; embracing the concept of individual responsibility and accountability for our own safety and the safety of others and; the belief that we have a responsibility to act in a responsible and safe manner to protect ourselves and others from harm at our workplaces.

In some of our workplaces change will also be necessary to eliminate ignorance, apathy, carelessness and unsupportive attitudes towards OHS if HLG is to achieve its aspirations.

Therefore our framework and initiatives lined up for 2012 aim to support our people and facilitate embedding an OHS culture that is delivering world class OHS performance at HLG.

HLG is committed to being a leader in occupational health and safety and aims to have the best record in our industry.

We aim to:

- Eliminate Class 1 Personal Damage at our workplaces. Class 1 accidents are those that permanently alter a person's future, for example through death or permanent disability.
- Systematically reduce Class 2 and Class 3 Personal Damage at our workplaces. Class 2 accidents are those that temporarily alter a person's future usually resulting in medical treatment, lost time or alternate work duties. Class 3 accidents involve a work injury that is treated by the first aid attendant and the person resumes normal duties.
- Comply with all relevant legal, contractual, regulatory and other identified requirements and obligations.



OHS TRAINING REACHES NEW HEIGHTS IN 2011

Safety training is a fundamental part of HLG's approach to becoming a world class safety organisation. There was a strong focus on safety training and re-training in 2011, giving staff the knowledge, skills and experience to work safely with confidence. Group OHS Manager Glenn Urry elaborates.

2011 saw a number of new safety courses developed and delivered to HLG employees. At the start of the year we conducted a detailed evaluation of courses available in the UAE.

In line with HLG's Competency Training and Awareness procedure and taking cues from the Construction Safety Competency Framework (which is an Australian industry standard) we developed a clear competency matrix for safety staff. While it was possible to address most needs with readily available courses, there was also a need to develop tailor-made courses in-house.

One such course is the safety awareness course. We needed a practical course that would quickly acquaint employees from the levels of foremen to construction managers with the basics of safe work. None of the readily available courses quite met all our needs. Beginning in February 2011, it took

the safety team and I one month of site visits, detailed discussions, and needs-analysis, to develop a course framework that we were happy with. The focus of the half-day session is on practical demonstration to bring home the message of safety, rather than lecturing or coursework.

For example, many workers feel that they are safe when using a harness with a shock absorber when working at any height. Only by using a dummy to demonstrate a fall from scaffolding from a height of two metres are we able to show them that the dummy does in fact hit the ground when the shock absorber opens up.

We developed another in-house course in June in conjunction with the corporate organisation development team, with a focus on safety leadership.

The one day course uses a two-pronged approach to focus on the leadership qualities needed to run a safe and efficient workplace, grounding participants in both safety and leadership. This course also emphasises that leaders must take ownership and responsibility for ensuring a safe and healthy workplace is provided for our people and those under our care.

Since being developed and tested in-house, both multi-lingual courses are now run regularly on projects in the UAE with participants receiving certificates.

The safety awareness course has seen approximately 130 people trained over 12 sessions while the safety leadership course has seen 66 people trained over 5 sessions. These figures far exceed those attained in the previous year and 2012 will see these courses being held in other business units outside of the UAE.

External courses included Institution of Occupational Safety and Health (IOSH) and the National Examination Board in Occupational Safety and Health (NEBOSH) certifications. These two certifying organisations were chosen both for their worldwide reputation and for the standards that they maintain through qualified trainers.

The NEBOSH general certificate is regarded as being the first step toward a career in OHS and this is a qualification that all safety personnel are encouraged to achieve within HLG. Held in October, the first ten-day course was attended by 15 members of the HLG safety team. The

final examination, consisting of two papers and a workplace report, saw a distinction achieved by 50% of the examinees.

The IOSH Managing Safely course is aimed at personnel who are managing operations. Attended by 14 participants from a wide range of roles including foremen, site engineers and crane supervisors, the five-day course saw a 100% pass rate.

Under the auspices of Andrew Henry with support from Dave Turner and his team significant improvements have been made to the competency of our scaffolders, signaller-signallers and other plant related trades and skills.

The number of courses offered in plant safety also increased dramatically with larger numbers of employees undergoing scaffolding, work-at-height rescue and slinger-signaller training at HLG's plant department.

In 2012 we are focused on developing a number of specific courses in-house. The systematic roll-out of safety courses across all HLG business units and associated businesses will also be a key focus. Bolstered by the newly launched Construction Education and Training Academy - CETA (more on page 18) and with the appointment of a full-time qualified trainer now engaged in safety training and competent trainers being appointed across business units, the number of courses offered and skill sets available is set to increase in 2012.



CAMPAIGN BOOSTS SAFETY AWARENESS ON SITE

A campaign to raise safety awareness on site has helped Habtoor Leighton Group's Mafraq Hospital project team achieve top performing scores in on-site safety audits.



Habtoor Leighton Group was awarded the construction of the AED 2.2 billion Mafraq Hospital in Abu Dhabi in 2011. The project is being undertaken in joint venture with Murray & Roberts and is due for completion in 2014.

The 745-bed general hospital will be one of the leading trauma and surgery hospitals in the region, and will provide a cost-effective alternative for patients who previously had to seek specialised care overseas for neurosurgery, orthopaedics, acute rehabilitation and plastic surgery.

The scope of works includes construction of a two-storey basement including service accommodation, labs, dining and parking, a three-storey outpatient building including clinics, a three-storey podium building including diagnostics, operating theatres, ER, rehab, ICU and maternity and two nine-storey and two 11-storey inpatient towers. Also included is the construction of a link bridge and peripheral buildings including substations, a cooling plant, workshop, mortuary, underground tanks and service tunnels as well as landscaping, infrastructure and external works.

Project Director Vanessa Currie said there are over 3,700 workers operating across the 253,352 square metre footprint of the site. To manage the inherent risks of such a large site, Ms Currie said the project safety team introduced the 'Don't Walk By' campaign in the very early stages of the project.

"Given the size and scale of this project, safety is our number one priority," she said.

"One of our key safety initiatives has been the 'Don't Walk By' campaign, an initiative designed to encourage workers who witness unsafe or hazardous activities to report them immediately, or if possible, stop the task, mitigate the risk and report it on a dedicated form.

"The forms are then posted in the boxes on site or handed to our Health, Safety and Environment (HSE) team. At the end of each month a draw is undertaken where a worker who submitted a form is awarded a prize by senior site management in front of all project staff."

Ms Currie said the construction managers were also issued with 'on the spot' phone cards as rewards for demonstrating safety awareness. She said these initiatives had helped to

promote an awareness of safety issues, which reflected in the project safety audits.

"We have maintained over 90 per cent on safety audits which demonstrates our adherence to HLG's health and safety procedures. This is a notable achievement that we are committed to maintain, particularly as the workforce increases and work areas expand on the project," she said.

"One of our main highlights in 2011 was receiving a written commendation from an Abu Dhabi Municipality senior inspector following their team's recent site audit. The commendation specifically applauded the project for establishing and maintaining such a high safety standard.

"It was a much appreciated reward and is testament to the hard work and dedication of the health and safety team as well as everyone on site."

Mafraq Hospital Senior Project HSE Manager Neels Becker said another useful approach to raising safety awareness was to invite a worker to join the routine site safety walks where they are encouraged to openly raise safety concerns experienced at the workplace.

This helps to engage the workforce in establishing a safety culture and provides site management with valuable feedback regarding areas that require improvement.

"Our joint venture also conducts HSE and welfare committee meetings on a monthly basis where we invite representatives from site to meet with our Project Director and Construction Director to discuss issues regarding their welfare. This eliminates delays

in resolving urgent or potentially serious problems that may exist," he said.

Mr Becker said that with so many people from different nationalities on site, the language barrier was a challenge to overcome when communicating a strong safety message.

"We start developing the safety culture from day one at the initial induction. This induction is delivered in the language of the participants, using not only written word but also images and characters," he said.

"It is critical for all personnel on site to understand that safety standards are not enforced to pacify a client or achieve high audit scores, but more importantly, to ensure they, and everyone else, leave our site safe and well at the end of each shift.

"If any employee is observed working unsafely, our HSE officers have been coached to not simply chastise or issue violations, but to provide mentoring and to educate personnel on safe working procedures and the reasons behind them."

Mr Becker said the best practice approach to safety continues to evolve and improve as the site works progress.

"We continue to develop a good team relationship with the client and we all share a goal of constantly raising safety standards and awareness without reducing productivity, compromising the safety of our personnel or negatively impacting the environment," he said.

"We aim to maintain our strong safety performance with the ongoing focus and dedication of the entire project team."



"One of our key safety initiatives has been the 'Don't Walk By' campaign, an initiative designed to encourage workers who witness unsafe or hazardous activities to report them immediately, or if possible, stop the task, mitigate the risk and report it on a dedicated form."



HLG is working on the onshore civil and building package for the Khalifa Port and Industrial Zone. As a design and construct project, the works include around 56 buildings ranging from a single guard house to the 12,000 square metre container freight station. The scope of works also includes associated infrastructure works consisting of road networks, utility installations, containment structures, patrol roads, and exterior maintenance systems, MEP works, building detailing, signage, hard and soft landscaping and maintenance. HLG was awarded a second contract in 2011 on the KPIZ site. This contract is being completed as a separate project and involves the construction of earthworks, roads, bridges and pipelines.



DOHA CITY CENTRE A STANDOUT EXAMPLE OF PROJECT SAFETY

Habtoor Leighton Group (HLG) has successfully handed over Phase II of its key development in Qatar’s capital city of Doha, with the remaining phases of the project recording an amazing 17 million man hours without a lost time due to injury.

Relying on the focus and commitment of more than 8,000 workers across the entire site, the project safety team ensured everyone was working towards the same goal: to deliver the project on time, safely.

The Doha City Centre project began in 2005 and involved the construction of five towers with a direct link to the existing Doha City Centre, one of the largest malls in the Gulf.

Valued at US\$450 million, the development for Al Rayyan Tourism Investment Company was divided into three phases; Phase II, Phase IIIA and Phase IIIB. The total project involves construction of a total built up area of around 438,000 square metres and includes a reinforced concrete structure, external cladding

with a glazed curtain walling system, MEP services, and soft and hard landscaping.

Phase II included the construction of the 258-room, 50-storey Marriott Renaissance Hotel, the 204-room and 124 executive apartment, 50-storey Marriot Courtyard and a podium. These world class facilities opened in August 2011.

Subsequent phases of the Doha City Centre project currently remain under construction with completion scheduled in 2012. Phase IIIA includes the construction of the 200-room, 50-storey, Shangri-La Tower, the 50 storey Rotana Tower and a podium. Phase IIIB involves the construction of the 48-storey Merweb Tower and a podium.

These phases are currently at 17 million manhours without lost time due to injury, demonstrating the commitment of the entire workforce to having a safe work environment.

HLG Qatar Quality, Health and Safety Manager John Anderson said the project safety team had done an excellent job of promoting safety initiatives on site.

“One of the key benefits for the safety team was the visible support it received from the project management team,” he said.

“We held weekly meetings with supervisory staff on site and ensured that they were focused on delivering this project on time and in a safe manner.”

Mr Anderson said the safety team worked hard to position themselves as mentors on best-practice safety behaviours on site.

“Our guys became coaches for their teams, rather than acting as ‘policeman’ which helped to build a positive and constructive safety culture on site,” he said.

“When they identified areas where safety could be improved, rather than issue warnings they arranged additional training to ensure problem areas were targeted quickly and effectively.”

Project Manager Ziad Hodroge said the client had also thrown its support behind HLG’s approach to safety on site. “The client was concerned with not only delivering this project on time, but also delivering it safely,” he said.

CONTINUOUS MAN-HOURS WORKED WITHOUT LOST TIME DUE TO INJURY

18million Zayed University, Abu Dhabi

17million Doha City Centre, Qatar

15million Al Shaqab Equestrian Academy, Qatar

15million Information Technology and Communication Complex (ITCC), Saudi Arabia

8.6million Landmark Tower, Abu Dhabi

7.7million Ritz Carlton, Abu Dhabi, Abu Dhabi

“They expected that all safety personnel were well trained, experienced professionals, which is also in line with HLG’s approach, and they also maintained an ongoing interest in any safety issues on site.”

Mr Hodroge said the client also initiated weekly site walks to monitor and address any safety concerns.

“They also helped the project team celebrate when we achieved key safety milestones, such as reaching nine million man-hours without lost time due to injury.”

“This project was an excellent example of what can be done when everyone involved works together to achieve a common goal.”



STATE-OF-THE-ART TRAINING FACILITY LAUNCHED AT HLG

Habtoor Leighton Group (HLG) has launched a new Construction Education and Training Academy (CETA) to help train and prepare its 20,000 strong workforce to operate safely, effectively and efficiently across its business.

The centre, located in Al Quoz, Dubai is headed by Group Manager OHSE and Training Tom McGuire and provides a single point for developing, managing and controlling all the Group's training and education requirements.

CETA will now broaden its offerings from a simple trades training and upskilling venture, to one that provides HLG's workforce with access to a more comprehensive training program.

"This includes education and development programs tailored to professional levels of management in addition to a complete range of trades training courses," Mr McGuire said.

Training is provided by specialist trainers and assessors at CETA and includes trades skills such as carpentry, masonry, steelfixing as well as internationally recognised occupational health and safety training, management development programs and functional skills training such as IT.

"Our new approach to enhancing training, development and education upholds HLG's vision to be an employer of choice by providing all employees with the opportunity to develop their careers," Mr McGuire said.

"It ensures training for all our staff is factored into all business planning and is targeted at the areas of critical need in HLG."

CETA is now appointing trainers and assessors to deliver programs to Group employees and gearing up for a busy 2012.

"All trades assessors and trainers will be accredited and responsible for consistently delivering our programs to an internationally recognised standard," he said.

"Since the end of 2011, we have experienced a huge increase in demand for a number of our more popular programs such as our basic carpentry and our leadership programs.

"These courses highlight the diverse nature of programs available to HLG employees and we look forward to supporting HLG's workforce to strive to meet their career goals while supporting business objectives."



KPIZ PROJECT RECORDS SEVEN MILLION MAN HOURS WITHOUT LOST TIME INJURY

At the end of 2011, HLG's project team working on the onshore civil and building package for the Khalifa Port and Industrial Zone (KPIZ) reached seven million man hours without lost time due to injury.

As a design and construct project, the works include around 56 buildings ranging from a single guard house to the 12,000 square metre container freight station.

The scope of works also includes associated infrastructure works consisting of road networks, utility installations, containment structures, patrol roads, and exterior maintenance systems, MEP works, building detailing, signage, hard and soft landscaping and maintenance.

Valued at US\$303 million, the site currently has a workforce of 2,680 and is due for completion in June 2012.

HLG was awarded a second contract in 2011 for US\$285 million on the KPIZ site. This contract is being completed as a separate project and involves the construction of earthworks, roads, bridges and pipelines.

Project Director Nidal Habib said reaching the seven million man hours without lost time due to injury was a boost for the team.



"This was one of our key milestones and is testament to the hard work of our safety team and everyone on site," he said.

Mr Habib said the site had implemented a number of initiatives that had helped it to reach its milestone of seven million man hours without injury.

"We held monthly meetings to recognise and reward workers and supervisors for the work they were doing to increase safety and we awarded a Safety Man of the Month award regularly," he said.

In addition Mr Habib said workers on site were assigned as PBS, or People Based Safety representatives, to give feedback and observe worker behaviour in regard to safety.

"The objective was to challenge workers to strive towards 100 per cent safe behaviour and encourage them to change any at-risk behaviour," he said.

Mr Habib said the safety team had implemented a number of programs to boost safety in some of the high-risk areas on site.

"We have done things like provide a daily inspection booklet to all operators and drivers so they can check and record the state of their equipment and vehicles," he said.

Mr Habib said the client had thrown its support behind HLG's approach to safety on site and had recognised the achievement of several milestones throughout the year.

"We were awarded 'Safe Contractor of the Month' for the months of March, June and July 2011 by the client," he said.

"We were also recognised by the client for achieving more than 90 per cent in five consecutive audits that were conducted as part of a comprehensive audit program they maintain on all their projects across the world."

Mr Habib said the team faced some significant challenges on site but had managed to continue delivering a high quality end result without compromising safety.

"A multi-cultural workforce will always differ in their perceptions of what constitutes a risk, but with continued training and awareness we have communicated the message effectively and therefore have the full cooperation of all staff on site to work safely."



ENSURING SITE SAFETY FOR HLG'S WORKERS

Project Safety Manager Dave Leader is one of 260 safety personnel employed by the Habtoor Leighton Group. As part of a dedicated team, the qualified safety representative works closely with site management to ensure the safety of more than 2,000 employees on HLG's Jewel of the Creek project site.

Habtoor Leighton Group was awarded the Jewel of the Creek Project in May 2011. Located in the centre of Dubai, the mixed-used development in the Port Saeed area occupies a strategic location on the north shore of Dubai Creek. The project incorporates a mix of residential, commercial, hospitality and recreational uses.

HLG's scope of works includes earthworks, guniting, breaking and trimming piles, reinforced concrete, waterproofing, MEP and ancillary works for a new four-level basement structure including a ground floor slab.

The project has more than 2,000 workers and like many large-scale construction projects in the region, its construction features inherent safety risks.

When it comes to assessing and identifying these risks and militating against them, Project Health and Safety Manager Dave Leader and his team of seven safety representatives keep an eagle eye on their charges.

Mr Leader began working at HLG more than three years ago after arriving in the Middle East from the UK.

He has dedicated his career to working in the construction safety industry and is passionate about it. He is a chartered member of IOSH, the international chartered body for health and safety professionals. He has also qualified with NEBOSH Diploma 1 and has NVQ Level 5 in Occupational Health and Safety Practice.

"I initially got involved in the safety field by being a safety representative and a safety auditor within a local government authority construction department in the UK," he said.

"I have now been working in this industry for around 12 years. I have been continuously updating my credentials as it's important to ensure you are always at the forefront of latest industry developments," he said.

Mr Leader said in the time he had worked with HLG he had seen a number of changes take place in the way the company approached safety.

"HLG has always had a very proactive approach to safety, but it is nice to now see the construction teams playing their part," he said.

"The teams are taking responsibility for the safety of the guys they put to work, which is a positive change.

"And while we do work hard, I think we're still not quite there and we do still have some way to go to make sure every single person is on board with our approach. But the message is getting across which is a welcome step forward."

Having worked at several HLG project sites across the Middle East, Mr Leader said he is impressed by the company's approach to safety on site.

"HLG's approach is all about the education of the workforce and explaining the safe ways of working," he said.

"For those of us working on the frontline at site level, it's also reassuring to know that we have the commitment of our senior management

boundaries. The challenge is to keep up with the latest construction styles and deliver innovative projects without compromising safety."

Despite the difficulty of establishing and maintaining a strong culture of safety, Mr Leader said he had achieved much in a short time.

On site, his safety team holds toolbox talks, information sessions and continuous training to maintain safe work practices. It has also carried out many safety innovations including a week long safety quiz, workers health checks, a working at height campaign and a 'safe hands' and 'safe eyes' campaign to raise awareness of the use of personal protection equipment.

In addition, the site also issues meal vouchers to 10 workers every day for their contribution to safety, as well as hosts a monthly health and safety league with a monthly prize and a weekly prize for the project's 'safe worker of the week'.



and the commitment of a very dedicated safety department behind us."

However, with many construction teams on site, and a range of different cultures and nationalities, Mr Leader said getting everyone working towards the same goal was often his biggest hurdle.

"When there are so many different nationalities working together it's a challenge to get everyone, from the top level to the bottom, to take responsibility for the safety of themselves and each other," he said.

"The UAE is at the cutting edge of construction so this means safety is pushed to the

"We spend time talking to workers on site so they understand that we are not safety policeman but are human beings, exactly like them, and that safety is not just a set of rules but a system that is in place to protect them from work related injuries," he said.

"My biggest achievement is heading up a workforce that is happy and feels free to come to me if they are worried about the safety of work practices.

"The safety team and I have worked hard to get to this position. While we are proud of what we've achieved so far, we are always aiming to do more to ensure our worksite is a safe place for everyone to work."

LEIGHTON UPBEAT ABOUT OUTLOOK AT AGM



Hamish Tyrwhitt
Chief Executive Officer, Leighton Holdings

At Leighton Holdings' 50th Annual General Meeting held in November 2011 Chairman Stephen Johns reported that the Leighton Group was poised to rebound strongly after facing serious challenges in the 2011 financial year.

"We have tackled our challenges head on which positions us to take advantage of the many opportunities that we see coming our way and I thank shareholders for their support during the year. We have enhanced our focus on risk management systems and have a stable base from which to build," said Mr Johns.

"For the 12 months to 30 June 2012 we expect to report a profit of between A\$600 and A\$650 million excluding the capital gain from the HWE Mining sale which was concluded on 30 September 2011. Subject to final reconciliation, the HWE Mining sale is expected to generate a capital gain of A\$225 million before tax or A\$163 million after tax.

"Leighton is moving to a December year end and the transitional six-month financial year has begun well. Total revenue to September was up by 30 percent to A\$6.2 billion while work in hand was down by 5 per cent since 30 June 2011 to A\$44 billion which reflects the fact that we have foregone A\$1.2 billion of work in hand with the sale of the HWE Mining business," said Mr Johns.

"We reported a profit after tax (unaudited) for the September quarter of A\$137 million, which does not include the capital gain on the sale of the HWE Mining iron ore business, versus A\$48 million last year. For the full six month period to 31 December 2011, the Company expects to report an operating profit after tax of around A\$250 million. This guidance also does not include the capital gain from the HWE Mining iron ore sale.

"Leighton is a business that is extremely well placed and with a new CEO, who is supported by a capable and experienced management team, the Board looks forward to rewarding shareholders for their support in the years ahead," said Mr Johns.

Chief Executive Officer Hamish Tyrwhitt said he was confident about the future given that the Leighton Group was located in the right parts of the world and that he saw many opportunities.

"As one of the world's leading contracting, services and project development organisations, and the world's largest contract miner, the economic development occurring across Asia today is creating significant opportunities for Leighton," said Mr Tyrwhitt.

"As well as our exposure to the resources sector, Australia offers us a substantial range of infrastructure opportunities, underpinned by a growing economy and an expanding population."

Recent forecasts suggest that the total value of engineering and commercial construction will rise by over 10 per cent in 2011-12 and by 12 per cent in 2012-13 with engineering construction, a Leighton Group core competency, growing even faster.

"Urbanisation and industrialisation in Asia, together with Australia's strong resource base and our long experience in Asia means that, as a company, we are very much in the right place at the right time," said Mr Tyrwhitt.

"Leighton has a diversified footprint in Asia, the most diversified of any contractor. We are already mining coal and gold in Indonesia, Mongolia and the Philippines; building IT parks in India; hospitals and rail terminals in Hong Kong; offices in the Philippines; and are tunnelling in India, Singapore and Hong Kong.

"No other contractor has our breadth of coverage across Asia and we see great opportunities to continue to take our core competencies into markets in Asia, the Middle East and Africa that value our services. In the Middle East, strong crude oil prices are

being reinvested into infrastructure projects which are driving opportunities for the Habtoor Leighton Group.

"On the back of strong demand for oil we have also developed a niche in the offshore oil and gas market which has seen us recently awarded two new projects in Iraq worth almost A\$600 million," said Mr Tyrwhitt.

"Last year, Leighton Africa established a presence in Botswana and was awarded contract mining work at the Debswana diamond mine by De Beers. We see this part of the world - including Namibia, Tanzania, Mozambique and Zambia - as a very attractive market that values our services.

"The Leighton Group's underlying strength is reflected in our work in hand which remains

The Leighton Group's underlying strength is reflected in our work in hand which remains around A\$45 billion with a further A\$10 billion that runs out beyond five years and an additional A\$4-6 billion worth of preferred contracts. Over the next two to three months, we will be submitting tenders worth A\$27 billion which demonstrates that the markets we operate in are not slowing down.

around A\$45 billion with a further A\$10 billion that runs out beyond five years and an additional A\$4-6 billion worth of preferred contracts. Over the next two to three months, we will be submitting tenders worth A\$27 billion which demonstrates that the markets we operate in are not slowing down," said Mr Tyrwhitt.

"Clients want to use Leighton because of our quality, our certainty of delivery, our capability, our reliability and our can-do attitude.

"I am bringing more rigour and discipline to project selection and pricing. Our positive outlook and enhanced focus on risk management gives me confidence in our ability to return to creating real value for our shareholders," said Mr Tyrwhitt.

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