

# INSIGHTS

BY **Anotech**<sup>®</sup>

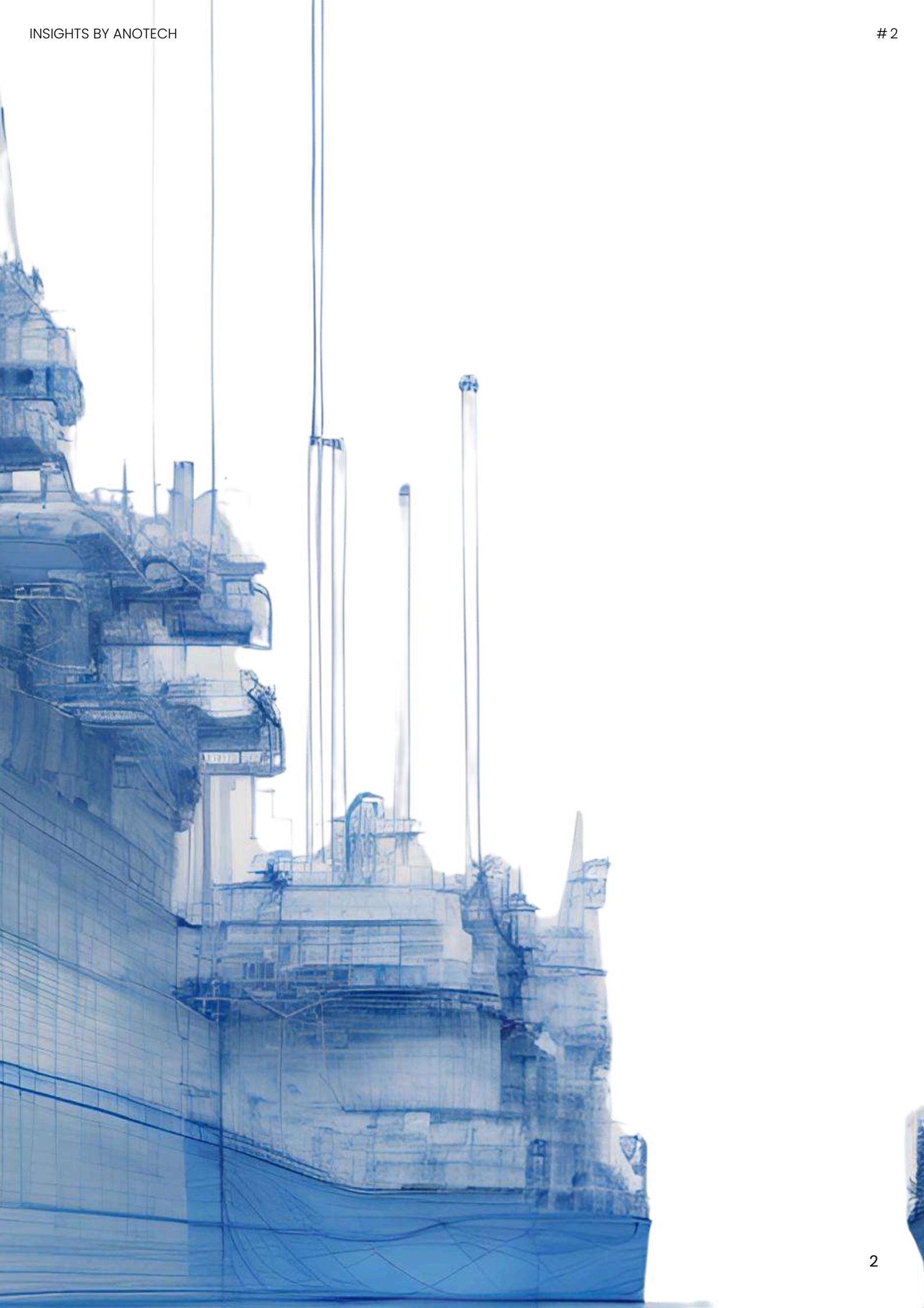
AN ALTEN COMPANY

**DRIVING INNOVATION  
AND EXPERTISE TO  
MEET INDUSTRY  
CHALLENGES.**

**THE INDUSTRY IN THE AGE OF  
CROSS-FUNCTIONAL EXPERTISE**

**INSIGHTS FROM OUR QHSE DIRECTOR**

**HOW DID ANOTECH SUPPORT  
HIS PARTNER'S SUCCESS ?**







## ABOUT ANOTECH

**Anotech** is your **key partner** in delivering **large-scale infrastructure projects**, cross sectors, with international capital investment, ensuring smooth execution while mitigating risks. As part of a large engineering group, we empower **global industry leaders** to implement strategies and execute complex projects worldwide, fully compliant with regulations. With expertise in project services (project management, project control, procurement, construction, commissioning... ) we offer innovative solutions that ensure success across all project phases while maintaining high quality and safety standards. We help organizations meet goals while staying on time, at the lowest possible cost, and in line with requirements.

### **Our key commitments:**

Commitment to **integrity, health, safety,** and **environmental** protection.

**Expertise** from a board of **50 top energy industry** leaders driving project success.

**Global** delivery capabilities, built on experience with major industry players.

With **30%** of our activity in renewable energy, Anotech embraces a market-driven approach focused on continuous innovation.



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**BY COMBINING CROSS-FUNCTIONAL EXPERTISE AND A TRANSSECTORAL APPROACH, WE ARE ABLE TO ADDRESS THE COMPLEX CHALLENGES OF OUR CLIENTS WHILE INTEGRATING INNOVATIVE IDEAS, SHAPED BY GLOBAL TEAMS AND CONTINUOUS COLLABORATION.**

In this new edition, we have chosen to showcase the expertise of our teams spread across the globe. Their know-how enables us to intervene throughout the project cycle in various sectors, particularly in the context of large capital expenditure projects (CAPEX). Whether it is building airport infrastructure, designing an oil platform, defining contract architecture for major projects, commissioning large vessel in Africa or building a modular biofuel plants in Asia, we are present where our solutions are needed by our customers, across multiple sectors.

The diversity of our cross-sector approach enriches our solutions by drawing on different perspectives from different ecosystems. Cultural differences and diversity add depth and richness to our solutions, allowing us to bring innovative ideas and unique approaches to our projects. By embracing a range of sectors and cultural backgrounds, we are able to tap into a wealth of knowledge and experience that enhances the quality and effectiveness of our services. This diversity ensures that we can adapt and tailor our solutions to meet the specific needs and challenges of our customers on a global scale, ultimately leading to the successful delivery of projects that make a real impact.

The strength of our organisation lies in the belief that a cohesive team is more powerful than a group of individual talents. We value teamwork and collaboration, recognising that the collective effort of a cohesive team produces greater results than the sum of individual contributions. Our commitment to fostering strong team dynamics is reinforced by our unwavering dedication to safety. Safety is in our DNA and we prioritise the well-being and safety of our teams above all else. By maintaining a culture of safety and ensuring that our teams have the resources and training they need to work in a safe environment, we not only protect our people, but also increase overall productivity and project success. Our emphasis on teamwork and safety underscores our commitment to delivering quality solutions while prioritising the well-being of our people.

We have also decided to improve communication with our Customers by sharing more of our experiences. We are firmly committed to integrating artificial intelligence at the heart of our project disciplines to qualify technical solutions in line with our clients' needs. This focus on AI also accelerates the contract management discipline, enabling more effective and efficient contract management throughout the project cycle. If you would like to find out more about these technological advances, please do not hesitate to contact us directly. We are at your disposal to answer your questions and offer our expertise in risk management, consultancy from the early stages of projects through to crisis management. Your satisfaction and the success of your projects are our main concerns.

  
**Frédéric JAMMES**  
CEO of Anotech

# PERIMETER



# CONTEXT

Recover FPSO execution and fast-track delivery to operations location by identifying critical focus areas and creating a recovery plan and a daily war room for the successful departure from Shipyard, towing and offshore readiness. The project faced significant delays due the hull was incomplete and challenges with topside integration.

# EXPERTISE COVERED

## OBJECTIVE

Project Delivery across multiple countries, supported by 50+ Anotech specialists in Engineering, Construction, Commissioning, Installation, and Start-Up.

## LOCATIONS



## KEY NUMBERS



Date of delivery



Number of experts



Years of partnership

## RISK FACTORS

Resource Constraints



Stakeholder Engagement



Local Content Compliance

Short delivery times



Uncontrolled Scope Changes



## HOW WE HELP OUR PARTNER TO SUCCEED ?



### GOVERNANCE

**Defined Project Policies:** Established clear guidelines for resource allocation, risk management, and decision-making.



### RESSOURCING

**Adequate Resourcing:** Allocated and adjusted necessary human, financial, and technical resources.



### COMPLIANCE

**Local Content Compliance:** Ensured compliance with local regulations and built positive stakeholder relationships.



### COLLABORATION

**Partnerships & Risk Management:** Formed strategic partnerships and managed HSE risks and scope changes to ensure on-time delivery.

QUALITY MANAGEMENT

PROJECT DELIVERY MANAGEMENT

PROJECT CONTROLS

CONSTRUCTION MANAGEMENT

COMMISSIONING MANAGEMENT

INSTRUMENTATION TELECOM

LIVING QUARTER ENGINEERING

YARD FABRICATION

CONSTRUCTION ON SITE

OPERATION PHASE IN ISRAEL

BUSINESS ADMINISTRATION & SUBCONTRACT MANAGEMENT

# PROJECT SUCCESSFULLY EXECUTED !

# SUPPORTING OUR PARTNERS

## HOW DID ANOTECH SUPPORT HIS PARTNER'S SUCCESS ?

### **KEY PARTNER IN THE SUCCESSFUL DELIVERY OF A COMPLEX FPSO PROJECT**

Between 2018 and 2023, a major floating production storage and offloading (FPSO) project faced significant challenges at the start of Covid and the decision was made to transfer the hull to the topsides integration yard with significant carry over work. Despite these hurdles, Anotech played a critical role in providing consulting and project management services to reinforce the existing team, for a rapid delivery of the project and overcoming a number of obstacles.

### **EXPERT SUPPORT FOR PROJECT RECOVERY**

The project, which involved engineering activities in Europe, fabrication in China and topsides integration, initially suffered significant delays. In response to these challenges, Anotech deployed a team of over 50 specialists to support the project at all stages: from project management and engineering to construction, commissioning and start-up. The highlight of this collaboration was the development of an effective and rapid recovery strategy to ensure the delivery of the FPSO.

### **INDEPENDENT REVIEW AND PROJECT AUDIT**

Anotech initially conducted a review of key project areas including project management, engineering, construction, commissioning, towing, offshore connection and start-up. This comprehensive analysis identified critical areas requiring immediate attention and established a recovery plan to get the project back on track. The review was instrumental in prioritising actions and accelerating the delivery schedule.

### **INTEGRATED TEAMS AND RAPID MOBILIZATION**

The successful delivery of this project was assisted by Anotech's ability to quickly mobilise highly skilled, integrated teams. Anotech provided an experienced project delivery manager and a high-calibre execution team to oversee activities at each stage. This enabled the team to recover lost time while maintaining high standards of quality and safety. In addition, Anotech helped define clear policies and frameworks for managing project activities, covering key areas such as resource allocation, risk management, communication and decision making. This structured approach played a key role in ensuring that the project stayed on track, even with tight deadlines.

# MASTERING OFFSHORE LOGISTICS

*In the fast-paced world of offshore operations, the role of a POB (Personnel on Board) Coordinator is key to ensuring everything runs smoothly. We met with Sinead, **Anotech partner since 2022**, an expert in logistics and safety management, who shared how they manage the complex coordination of personnel movements while ensuring the well-being of the team in often isolated and challenging environments. Discover the challenges, rewards, and behind-the-scenes efforts that make offshore operations successful.*

## **CAN YOU EXPLAIN WHAT YOUR ROLE AS A POB COORDINATOR IN THE OFFSHORE INDUSTRY INVOLVES?**

As a POB Coordinator, my primary responsibility is to track and manage personnel on an offshore installation. My key duties include:

- Ensuring that all personnel are accurately **tracked and accounted** for at all times.
- Coordinating logistics related to **personnel movements**, whether by boat or helicopter transfer.
- Ensuring that both personnel and facilities consistently **meet and exceed safety compliance standards**.

## **WHAT ARE THE MAIN LOGISTICAL CHALLENGES YOU FACE WHEN COORDINATING THE TRANSPORT OF PERSONNEL TO AN OFFSHORE PLATFORM?**

Managing the logistics for potentially hundreds of people is a complex operation with many moving parts, making it prone to challenges. One of the main difficulties is operating in foreign countries where English is not the primary language, which can create communication barriers.

Additionally, there are specific visa and offshore requirements that must be met when mobilizing personnel, and we must constantly adapt to different rosters and rotation schedules. These factors add significant complexity to the role.

## **LIFE ABOARD AN OFFSHORE PLATFORM CAN BE VERY DIFFERENT FROM LIFE ONSHORE. CAN YOU DESCRIBE A TYPICAL DAY FOR YOU AND YOUR TEAM, BALANCING WORK, DOWNTIME, AND THE MANAGEMENT OF PERSONNEL WELL-BEING?**

**Offshore days can be long and demanding.** The workday typically starts at 5:30 AM and can extend late into the evening, depending on operational needs. A key part of the job is ensuring that all personnel have returned safely to their designated vessels and that transfers are completed smoothly. Despite the fast-paced and challenging nature of the job, it is also highly rewarding. The impact of well-organized personnel movements is immediately visible, and the role is genuinely appreciated within the team. One of the unique aspects of offshore work is the opportunity to interact with people from all walks of life. On this project alone, we have over 40 nationalities represented. The close working and living environment fosters strong bonds among colleagues, as everyone shares similar challenges and experiences.

While there is little downtime—since we work seven days a week—we still find time to share meals, occasionally go to the gym, and create our own moments of relaxation.



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**“AS YOU ARE THE KEY TO PERSONNEL MOVEMENTS OFFSHORE, IT CAN SOMETIMES BE A LOT OF PRESSURE, BUT WITH A CALM, CAN-DO ATTITUDE, ANYTHING IS POSSIBLE.”**

**YOU WORK WITH HIGHLY DIVERSE TEAMS IN ISOLATED AND SOMETIMES STRESSFUL ENVIRONMENTS. HOW DO YOU ENSURE GOOD COMMUNICATION AND TEAM SPIRIT BETWEEN THE OFFSHORE PERSONNEL AND THE ONSHORE TEAMS?**

Our team is highly motivated and experienced, which is crucial when dealing with stressful situations. The most important aspect of maintaining good communication is staying calm and ensuring clarity in all interactions. As the central point of coordination for offshore personnel movements, the role can be high-pressure, but a composed and solution-oriented approach makes all the difference.

Communication between the onshore and offshore teams is constant throughout the day via calls and Teams meetings. We work together to brainstorm solutions and share responsibilities whenever possible. Having a strong onshore support team is essential to maintaining smooth operations.

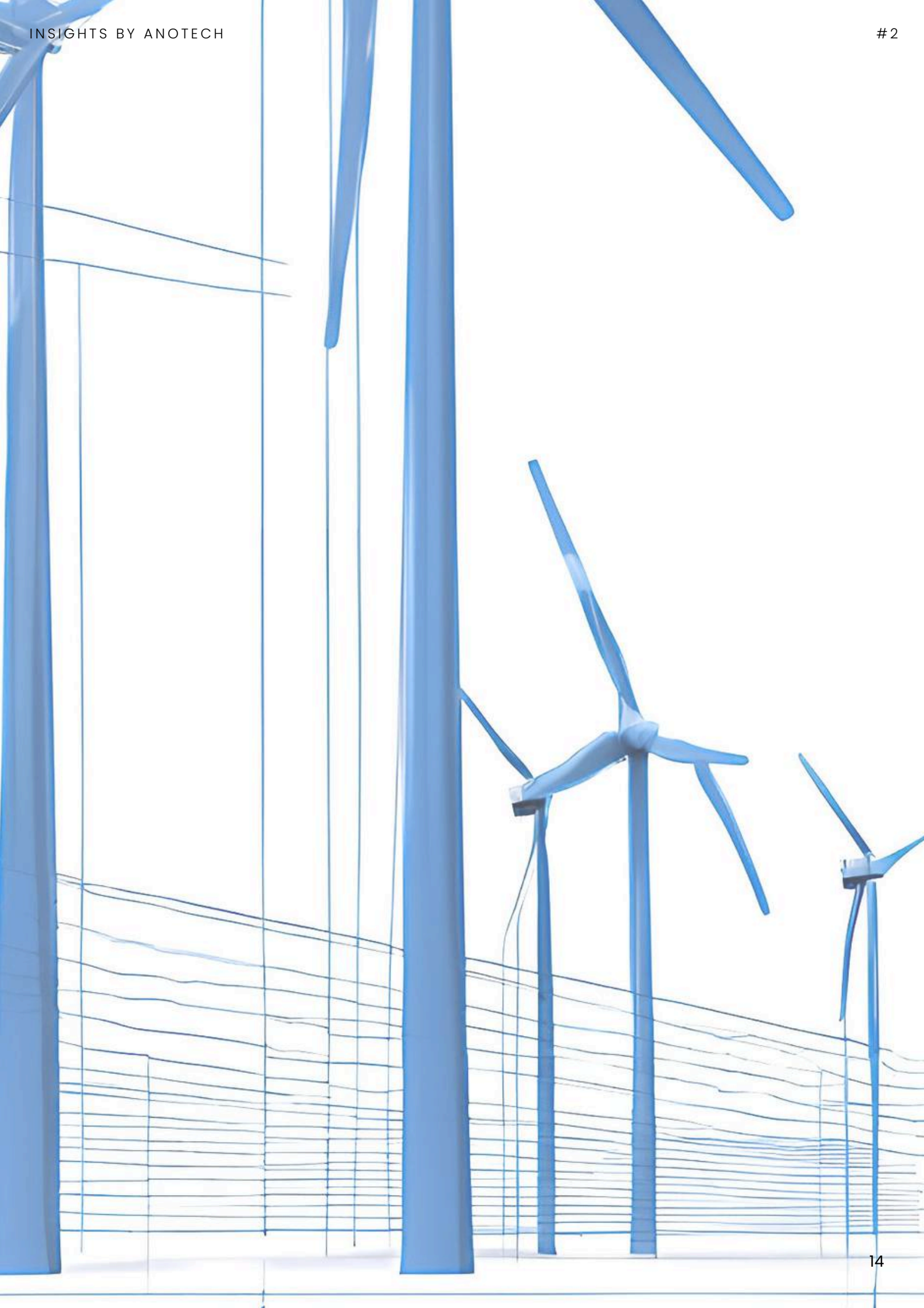
**AS A POB COORDINATOR, HOW DO YOU HANDLE EMERGENCY SITUATIONS OR UNEXPECTED EVENTS (SUCH AS TRANSPORT DELAYS OR AN EVACUATION)?**

Preparation is key to handling emergencies effectively. We have detailed plans and dedicated response teams to manage different aspects of any crisis.

From a POB management perspective, the most critical factor is maintaining organized and accurate records of personnel details and travel movements. The more structured and well-prepared we are, the easier it is to manage last-minute changes or disruptions.

Solid procedures and strategies help resolve issues quickly, making organization a top priority. Additionally, having a reliable and supportive team is invaluable, as you can trust them to step in when needed. It's incredibly fulfilling to know that this role plays a vital part in the success of such a large-scale operation.





# THE VOICE OF OUR PARTNERS

**ERIC - INSTRUMENTATION ENGINEER - ANOTECH PARTNER SINCE 2019**

“I am an **Instrumentation Engineer** for installation activities. This is not music instrumentation, but rather sensors spread across several square kilometers of surface to measure everything that flows through pipes, just like in your bathroom! Now, these sensors need to be connected to a computer, and it takes hundreds of kilometers of cable to link them together! And these cables have to be buried in the very compact sand of Qatar. So, I design the routes to find the best path through concrete foundations—it's like a real puzzle!”

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**IT'S LIKE FINDING YOUR WAY THROUGH A LABYRINTH, AND SOMETIMES IT CAN TAKE WEEKS TO FIGURE IT OUT!**

# THE ENERGY OF TOMORROW

## WITH STEPHANE DAHAN

In a rapidly changing energy sector, **Stéphane DAHAN**, **Director of Engineering Recruitment at ALTEN**, a leading figure in his field, shares his vision of the changes that will **shape the future** of this industry. Between energy transition, skills diversification and innovation challenges, an exclusive interview on the future challenges for energy and its players.

### A FAST-CHANGING ENVIRONMENT

The expertise of Stéphane DAHAN is now recognised in a number of sectors, including engineering, technology and large industrial companies, where the challenges of managing skills are more important than ever. This interview highlights the main current challenges facing the industry in which the Group and its subsidiaries operate. These include the **energy transition**, **artificial intelligence** and the changing expectations of customers who are constantly looking for **new solutions**.

In an **increasingly competitive environment** and an ever-changing world of work, continuous reflection and the exploration of new ways to meet these challenges is necessary. The **energy transition** is one of the great challenges of our time, driven by the urgent need to reduce the global carbon footprint.

The goal is clear: to adopt sustainable and innovative solutions capable of transforming the way we produce, store and consume energy. These changes are having a profound impact on many sectors, particularly engineering, technology and heavy industry. Environmental and economic imperatives are redefining the priorities of organisations under pressure to innovate while ensuring profitability and regulatory compliance.

Emerging technologies such as network digitalisation, artificial intelligence and energy efficiency have become key strategic levers. However, their integration depends on the company's ability to attract skilled professionals who can support this transformation.

### STRATEGIC, CROSS-FUNCTIONAL RECRUITMENT

According to Stéphane DAHAN, *"we recruit not only to meet today's needs, but also to anticipate tomorrow's challenges"*.

He points out that the skills needed are evolving and changing, and that certain areas require ever greater expertise. As a result, recruitment is becoming an **increasingly important function**. It goes beyond sourcing and pre-qualifying candidates. Stéphane DAHAN explains that *"this requires a modernised, proactive approach that integrates digital tools and agile methodologies to identify profiles and skills that can be transferred to support our clients"* changing needs.

### CONCRETE INITIATIVES TO MEET THE CHALLENGES

*"Technological innovation is essential, but it is not enough. Companies must also innovate in their processes, in the way they work and in the way they integrate new generations of experts. We must be prepared to invest in cutting-edge technologies, but also to train our people to use them to their full potential"* explains Stéphane DAHAN.



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**IT IS ESSENTIAL TO IDENTIFY THE EXPERTS WHO CAN OPERATE IN AN INCREASINGLY COMPLEX AND DIVERSE ENVIRONMENT.**



**THE ENERGY SECTOR HAS A KEY ROLE TO PLAY IN THE FUTURE OF OUR PLANET. IF WE CAN INNOVATE, TRAIN OUR EMPLOYEES AND DIVERSIFY OUR EXPERTISE, WE CAN MEET THE CHALLENGES OF THE FUTURE. THE FUTURE IS HERE, AND IT'S UP TO US TO SHAPE IT.**



The immediate need for recruiters today is to proactively transform their approach to recruitment and talent management. By adapting its global strategy to the demands of the market, Anotech is demonstrating how to combine **innovation, diversification** and **efficiency**.

#### **REDEFINING THE PROFESSION**

At Anotech, transforming the recruitment profession is a **strategic priority**. The aim is no longer simply to meet specific needs, but to build **communities of experts** capable of responding to changes in the market. This approach is based on a deep understanding of **global trends** and **dynamics**.

#### **STRONGER MARKETING INTELLIGENCE AND MARKET MONITORING**

To meet the **challenges of tomorrow**, Anotech relies on advanced **analytical solutions** and **market intelligence tools**. These enable us to anticipate new customer requirements, map the key skills available and target the most suitable talent. By adopting this approach, businesses can maximise their effectiveness in attracting relevant profiles while keeping pace with the rapid evolution of the market. Regularly taking the **pulse of the market** and adapting to the notion of immediacy become strategic priorities, enabling Anotech to make business decisions with agility and relevance.

#### **DIVERSIFICATION OF SKILLS**

The challenge is to **encourage the transfer of existing skills** from one sector to another. **Training** and **skills management** are at the heart of Anotech's strategy. That's why Frédéric JAMMES, CEO of Anotech, decided to set up a technical department in 2022 with the aim of pooling the skills of our **communities of experts**, creating value for our customers and supporting the transformation of the sector. Led by Darren Ahrens, Anotech's new **technical division** will support its people with a **long-term vision** that combines personal development and opportunity. This will help to retain talent and stabilise the customer organisation.

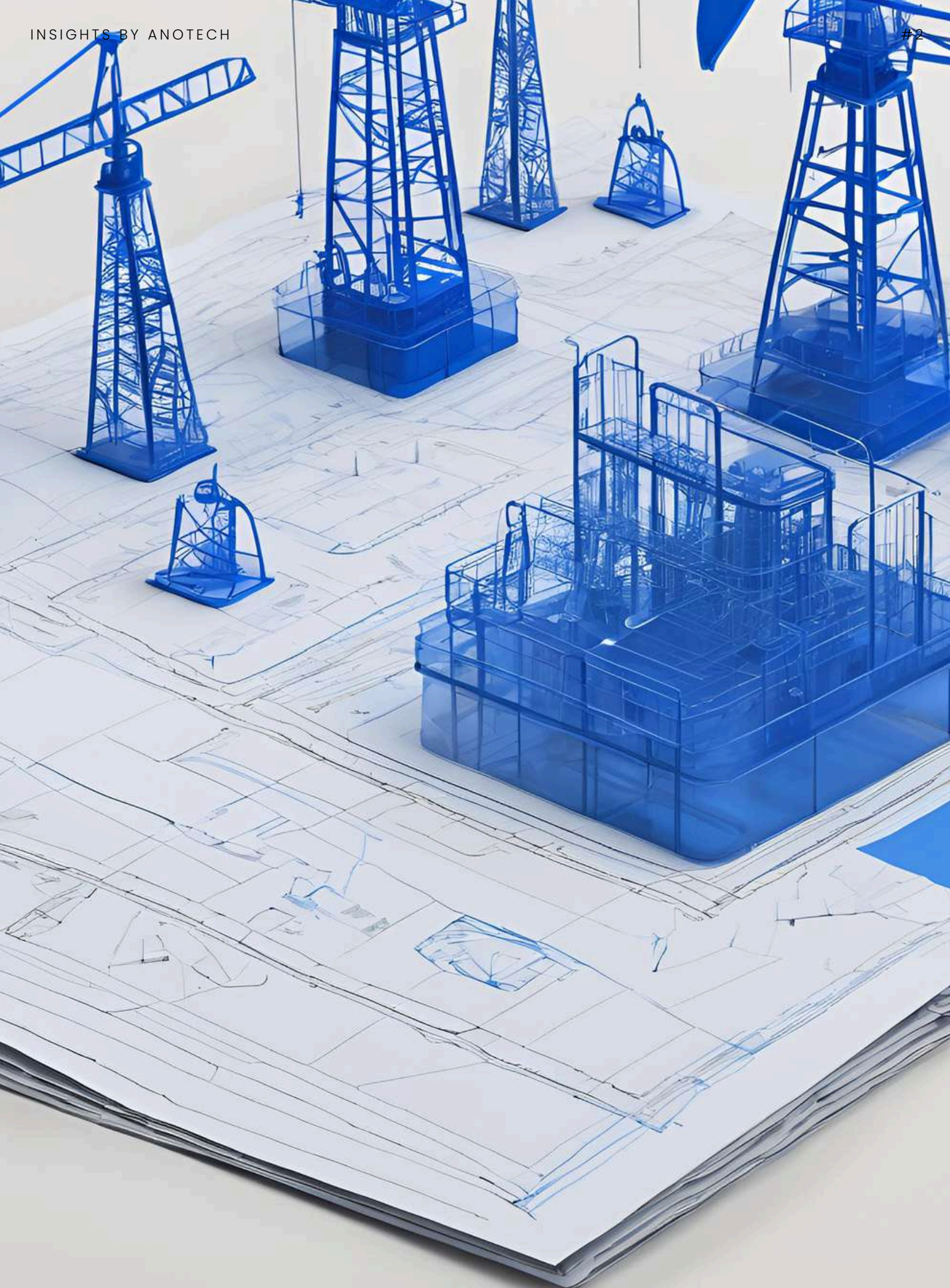
#### **DRIVING AMBITIOUS PROJECTS**

Anotech's initiatives, such as incorporating AI into our recruitment and practice management processes, reflect our dedication to innovation.

## **TOWARDS A SUSTAINABLE AND HUMANE INDUSTRY**

As this interview draws to a close, it is clear that the **energy sector** is at a crucial turning point. The energy transition, technological innovation and the diversification of skills are major challenges that will shape the future of this industry. But for Stéphane DAHAN, beyond the technical challenges, it is **people who will be at the heart of this transformation**. This underlines the need to develop ongoing training programmes to help employees make the most of new technologies and maximise their impact. *"Tomorrow's energy will be built on collaboration between experts, the integration of new technologies and a clear commitment to more sustainable practices. We need to rethink our organisational models, not only to meet the needs of today, but to anticipate the needs of tomorrow."*

Anotech is well placed to meet **tomorrow's challenges** and **build a sustainable future** in the energy sector and beyond, thanks to its strong values and recognised expertise that can support the **global transformation** of the sector and the way things are done.

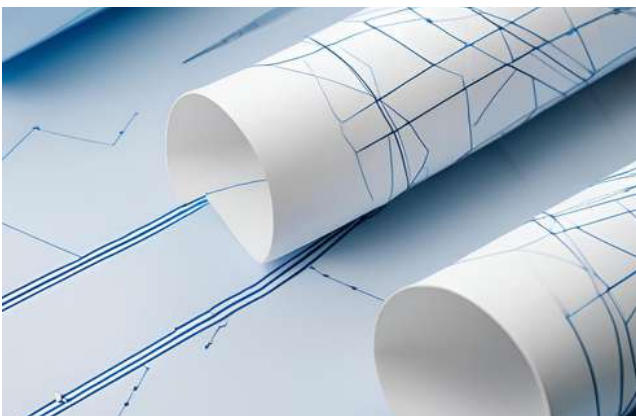




# ROLE FOCUS

## THE CONTRACT MANAGER IN THE AGE OF AI

During a discussion with Contract Manager partners at Anotech, **Simon SPIERS**, our advisor with over 30 years of experience at BP and GlaxoSmithKline, and our Digital Transformation Manager **Michael SANCHEZ**, we explored how AI can potentially enhance and support the role of the Contract Manager on major projects. Simon highlighted the importance and how critical it is to have strategic contract oversight and contract administration to ensure the right project delivery, while our Digital Transformation Manager show cased the benefits of automation and data centralization through AI. Together, they elaborated on how AI could reduce errors, enhance risk management, and streamline processes for improved efficiency and transparency.



### THE ROLE

The role of the Contract Manager is critical to project delivery. This position encompasses not only document handling but also decision-making to ensure the smooth execution of contracts.

Key responsibilities of a Contract Manager include:

- Document and Data Management:** Diligently tracking contracts, correspondence, meeting minutes, and contract variations.
- Contract Analysis and Claims Management:** Identifying relevant clauses based on specific situations and cross-referencing contract data with additional information.
- Tracking Variations and Disputes:** Recording variations, anticipating claims, and ensuring deadlines are met.
- Inter-Departmental Communication:** Centralizing information across teams to avoid data silos and ensure smooth communication.

# THE CHALLENGES FACED BY CONTRACT MANAGERS

Despite the wide range of responsibilities, the role of Contract Manager comes with numerous challenges. These include:

- **Data Fragmentation:** Information is often scattered across various formats (emails, Excel files, paper documents) and systems, making management and analysis complex and time-consuming.
- **Loss of History:** A lack of structured tracking of contract modifications and decisions complicates management, especially during team transitions.
- **Limited Resources:** A shortage of dedicated staff and the absence of automated tools suited to handling complex contract and legal data add to the workload.

## AI: A POTENTIAL PATH TO OVERCOMING THESE CHALLENGES?

Artificial intelligence (AI) is increasingly seen as a tool that can help address some of these challenges. Today, around 80% of companies are already using AI in their processes (source: McKinsey), and the contract management field is no exception. AI can be deployed to:

### Existing Tools:

- **Integrated Tools:** Platforms like Teams or Acrobat already use AI to automate tasks like generating meeting minutes or summarizing documents, which saves time and simplifies tedious manual tasks.
- **Language Tools:** Solutions like ChatGPT or Google Translate assist in translating documents or drafting emails, improving multilingual communication.
- **Task Automation:** AI helps automate complex tasks like contract analysis and data management, lightening the load for Contract Managers.

### Real-World Example:

In a live demonstration by Mickaël SANCHEZ, Digital Transformation Manager, an AI tool showcased its ability to analyze and extract specific information from documents. This tool, designed to scan contracts and pull out essential clauses (such as payment terms, responsibilities, and execution timelines), significantly enhances efficiency and accuracy in contract analysis. Moreover, because the tool operates on an internal server, it addresses the crucial need for data security, especially in such a sensitive domain.



## AN OPEN REFLECTION

While these tools offer promising solutions, the broader question remains open: How can these innovations truly transform and empower the Contract Manager role in the long term? The path toward a comprehensive transformation is still filled with challenges—ranging from the adoption of the right technologies to overcoming resistance to change. Furthermore, as new challenges emerge, it is likely that other ideas and innovations will surface—solutions that we may not yet have fully imagined but which could address specific needs and hurdles faced by Contract Managers in the future. There are numerous obstacles to address, and predicting all the potential developments in the future of this role is not easy. The Contract Manager, as a key player in managing contract risks and opportunities, will likely need to balance traditional practices with innovative technologies. This balance will require ongoing adaptation as new tools, methods, and strategies continue to evolve. It's clear that the journey to transforming this role is still in its early stages, and much remains to be discovered as challenges evolve and new ideas emerge.

# LEADING WITH INNOVATION

## CRAFTING THE RIGHT TEAM FOR SUCCESS

*In the world of complex projects like those involving FPSOs (Floating Production Storage and Offloading Facilities), innovation and cross-functional skills can play a critical role. We sat down with Darren AHRENS, our Technical Director, who is part of the leadership team that drove the transformation within Anotech and previously served as an Offshore General Manager & FPSO Project Delivery Manager, to discuss his unique perspective on the evolution of these skills. Through his journey, he highlights the importance of leadership adaptability and the corresponding skillsets in the success of these projects.*

### A FAST-CHANGING ENVIRONMENT

Managing FPSO projects requires a combination of technical precision and logistical expertise. **Darren AHRENS** shares that the size and structure of the project team can vary greatly depending on the phase of the project. While team size fluctuates, **Darren AHRENS** emphasizes that it's not the number of people that matters most—it's how effectively they collaborate to deliver a successful project. For example, during the Offshore Installation & Hook Up phase, the team can grow to over **1,000 people**, with accommodations like flotels to house the workforce and ensure timely project completion.

### CROSS-FUNCTIONAL EXPERTISE: THE CORNERSTONE OF SUCCESSFUL PROJECTS

For **Darren AHRENS**, one of the key drivers of successful project execution is cross-functional expertise. *"During projects, the leadership team must have a broad understanding of project execution, leveraging the expertise of each department,"* he explains. This collaborative approach enables the team to harness each member's strengths while gaining a holistic understanding of how various functions interact within the project.

He adds that while **cross-functional teams are critical, maintaining subject matter experts within each department is also crucial** for ensuring quality and performance across the board.

## THE EVOLUTION OF CROSS-FUNCTIONAL MANAGEMENT PRACTICES

Over the years, the management of cross-functional skills has evolved, especially in FPSO projects. **Darren AHRENS** has observed that for teams to perform effectively, it's vital to select individuals who not only possess the necessary skills but also have the right mindset to **embrace a cross-functional approach**. "Team performance is assessed by good communication, the quality of deliverables and the overall well-being of the team in their collaboration," he notes.

In today's fast-paced, digitalized world, new tools and collaborative platforms have become indispensable for improving efficiency. **Digitalization enables seamless connection** and communication among all project stakeholders, allowing for rapid data capture, integration, and sharing. As Darren AHRENS puts it, "*quality data leads to better governance*," an essential component in today's interconnected project management environment.

## HARNESSING INNOVATION AND TEAM SYNERGY FOR PROJECT SUCCESS

Innovation in FPSO projects goes beyond just advanced technology – it extends to how teams are structured, managed, and empowered to collaborate. Darren AHRENS stresses that cross-functional teams, which combine technical expertise with strong project management skills and regular reviews to create visibility on project progress, are the foundation of project success. As cross-functional management practices continue to evolve, supported by cutting-edge digital tools, they offer a new dimension to managing complex projects.

For project managers, the real key to success lies not just in managing human resources but in **creating a strategy where innovation and cross-functional collaboration** converge to guarantee timely project delivery with exceptional quality.

# BRINGING HSE TO A NEW LEVEL

## INSIGHTS FROM OUR QHSE DIRECTOR



**Serge JACOBS**, our **QHSE Director**, shares his expertise on the evolving landscape of Health, Safety, and Environment (HSE). From the limitations of Behavior-Based Safety to the promise of approaches like Safety-II, he highlights the shift towards trust, adaptability, and system-wide integration. Discover his thoughts on moving beyond the "Safety First" slogan and his practical strategies for building a safer, more collaborative workplace.

### **WHAT ARE THE CURRENT EMERGING TRENDS IN HEALTH, SAFETY, AND ENVIRONMENT (HSE) THAT YOU SEE SHAPING THE INDUSTRY?**

Evolution in HSE is a slow process. While compliance is still very important, most companies acknowledge that it isn't enough to maintain a high level of performance in HSE. In the '70-'80 "Behavior Based Safety" (BBS) started emerging, gaining widespread adoption starting from the '90. Simply put, BBS focusses on people's behavior. When a person has a behavior that is perceived as not compliant, we look at the antecedents (training, beliefs, culture...) of that person and the perception of the consequences (positive or negative, short or long term) to that person. While BBS has allowed to improve significantly HSE performance with many companies, many of those companies are also failing in improving the performance beyond a certain threshold.

In the last 10 to 15 years, more and more experts are stepping away from BBS and are embracing other philosophies such as "Safety-II" and "Safety Differently". While both are not exactly the same, they both focus on trusting and empowering workers by increasing adaptability, reinforcing success, having a broader view of safety by looking at the entire system rather than focusing on a single individual...

## **OF THESE TRENDS, WHICH ONE ALIGNS MOST WITH YOUR VISION FOR HSE MANAGEMENT? WHY?**

I believe that all these views are part of the same process. BBS doesn't work if you don't have the right safety processes and procedures, if you don't have the right equipment and if workers are not ready to discuss openly with their management on why they behaved the way they do. Same goes for Safety-II... Workers need a certain level of trust and of HSE culture to start implementing Safety-II. I had the opportunity to work offshore in the North Sea. The HSE-level there is quite high. Naturally, these people are more open to new ideas on how to improve safety as they know how bad it can get when things go South. I've also worked in countries where some workers are poorly educated. In those countries it's a struggle to have people wear their PPE. Bringing modern concepts on how to work more safely isn't realistic.

## **SOME PEOPLE CONSIDER THAT THE "SAFETY FIRST" APPROACH IS OUTDATED. WHAT IS YOUR OPINION ON THIS, AND HOW DO YOU SEE IT EVOLVING IN THE FUTURE?**

I totally agree !!! And I see more and more HSE professionals abandoning the Safety First-slogan. Safety First can be misinterpreted in so many ways. Some people interpret it as HSE setting itself above the others. This perceived arrogance isn't always appreciated. Some others denounce a perceived incoherence between speech and action. When management takes decisions that are not perceived as Safety First, the safety culture itself takes a blow and the management and HSE team lose credibility.

I advocate for a more credible approach where HSE objectives are integrated in the objectives of the company. This forces us to collaborate, be creative to find new solutions... but in the end my experience is that this give and take approach is much better accepted by the teams than the Safety First approach.

## **AS AN HSE DIRECTOR, DO YOU IMPLEMENT ALL OF THESE NEW TRENDS WITHIN YOUR ORGANIZATION, OR DO YOU FOCUS ONLY ON CERTAIN ONES?**

I try to ! First of all I avoid using the Safety First slogan altogether. I truly believe it does more harm than good.

Secondly, I try to implement the basic principles of Safety-II and Safety Differently by developing all the tools and providing all the support to my colleagues to help them. By being available and supportive, I feel that, in return, my colleagues are more willing to help me.

## **CAN YOU PROVIDE A CONCRETE EXAMPLE OF A TREND THAT YOU HAVE APPLIED, OR PLAN TO APPLY, TO IMPROVE THE SAFETY AND WELL-BEING OF YOUR TEAMS?**

The best example is the introduction of the HSE Golden Rules. This tool uses some of the principles of BBS : By providing a tool that is easy to use and easy to explain, the perceived burden is quite low, while the benefits are high. In addition, I use principles of Safety Differently by creating all supporting material for my colleagues to help them introduce our Golden Rules to our consultants. It must be noted that they help be compliant with laws and regulations as they result directly from our Risk Assessment.



# BRIDGING SECTORS

## WITH DOCUMENT MANAGEMENT EXPERTISE

”

**EMBRACE CHANGE, BECAUSE  
THE ONLY LIMITS ARE THE ONES  
YOU SET FOR YOURSELF.**

*We met with Maryline Marsaud, Document Officer in the pharmaceutical industry and Anotech expert since 2023. With a career spanning from the energy sector to pharmaceuticals, Maryline's diverse expertise reflects the wealth of skills she has acquired over the years. Her journey has enabled her to face complex challenges with confidence, all while meeting the stringent compliance requirements of her field. In this interview, she shares her experience and offers advice for those looking to transition between sectors while staying within their area of expertise.*



### **CAN YOU BRIEFLY DESCRIBE YOUR CURRENT ROLE AS DOCUMENT OFFICER? WHICH SECTORS HAVE YOU WORKED IN THROUGHOUT YOUR CAREER?**

I work as a Document Controller and provide administrative support. My role is to ensure that submitted documents meet the quality standards set by the Quality Lead of the Engineering Department. I act as an intermediary between the client and the Engineering Department when documents are submitted for approval. As administrative support, I assist my engineering colleagues with the submission of purchase requests (materials, services), keeping track of them and processing documents throughout their lifecycle, from request to order. I've primarily worked in the energy sector (electricity, gas, industrial gas) and the pharmaceutical industry.

### **HOW DOES DOCUMENT MANAGEMENT DIFFER ACROSS THESE DIFFERENT SECTORS?**

Document management varies depending on the final client's needs and the type of EDMS (Electronic Document Management System) in use. These needs are typically defined in a specification document. It can be simple, like having a few files on a USB drive, or more complex, as in the pharmaceutical sector where an EDMS and platforms like SharePoint are commonly used.

### **WHAT CHALLENGES HAVE YOU ENCOUNTERED WHEN TRANSITIONING FROM ONE SECTOR TO ANOTHER?**

The main challenge has been the social change and acquiring new knowledge. Every time you switch sectors, it feels like turning a new page — with new colleagues and a different dynamic. Each sector also has its own jargon, which can be hard to master at first, but eventually becomes second nature. Another challenge, regardless of the sector, is proving the value of your work. I've always worked in environments where improvements were needed, so it's important to consistently show that you can contribute something meaningful and valuable.

## **HOW HAS THE TRANSVERSAL NATURE OF YOUR SKILLS HELPED YOU MEET COMPLIANCE REQUIREMENTS IN THE PHARMACEUTICAL INDUSTRY TODAY?**

It allows me to approach tasks with greater calm, avoiding panic in complex situations, and finding long-term, effective solutions.

## **WHAT ARE THE BENEFITS OF YOUR DIVERSE BACKGROUND IN YOUR DAILY WORK?**

The main benefit is expertise. It allows me to share my experience and ask the right questions at the right moment, especially in document management.

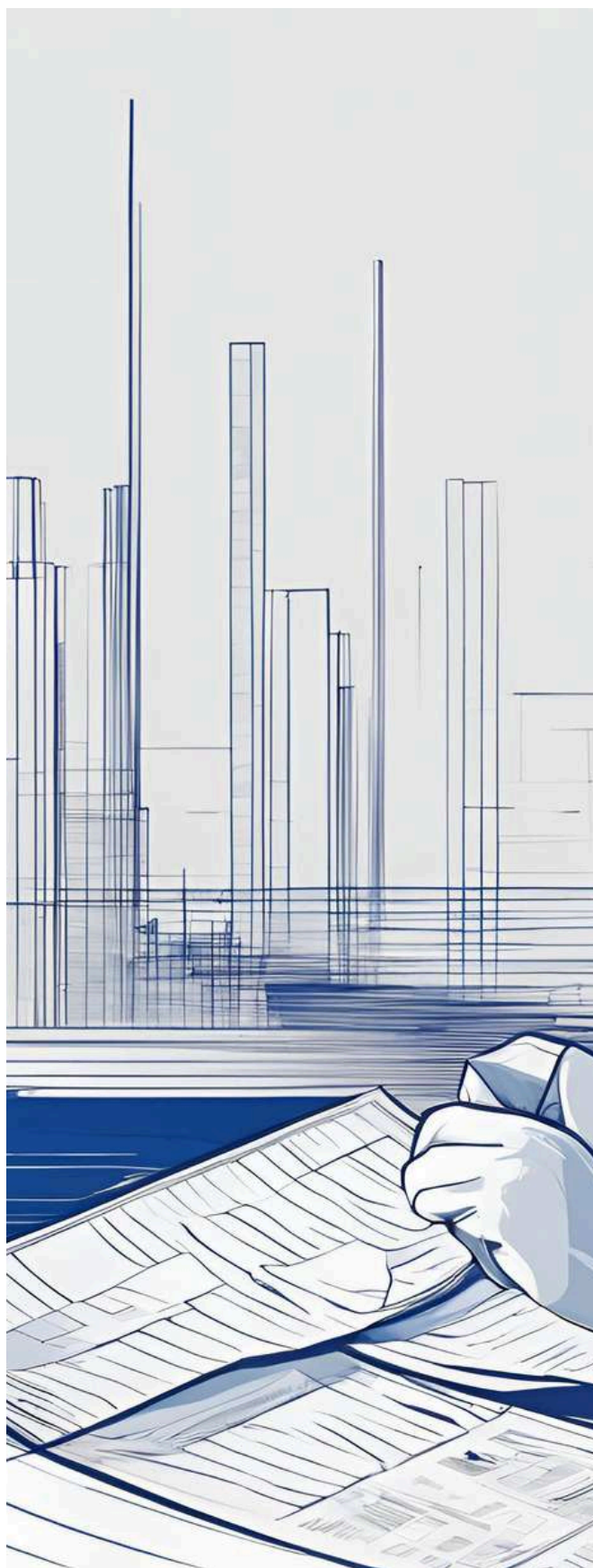
## **HAS VERSATILITY EVER MADE TASKS MORE DIFFICULT, ESPECIALLY WHEN WORKING IN SPECIALIZED SECTORS?**

Yes, the more versatile you are, the more people expect from you because they know you can handle the tasks assigned. When things get complicated, it's important to keep the primary goal in mind. If additional tasks interfere with my core mission, it's essential to know how to say no and provide a valid reason for it.

## **WHAT ADVICE WOULD YOU GIVE TO SOMEONE LOOKING TO CHANGE SECTORS WHILE STAYING WITHIN THE SAME PROFESSION?**

"Embrace change," because the only limits are the ones you set for yourself.

"Be ready to surprise yourself," as you'll have the chance to share years of accumulated experience while also learning new things.





# ON THE RADAR

WE'RE DELIGHTED TO SEE ANOTECH FEATURED IN THE  
LATEST ISSUE OF FOCUS MAGAZINE FROM THE FRENCH  
CHAMBER OF COMMERCE IN SINGAPORE (FCCS)

# Building the Best Capital Projects Requires the Finest Expertise and Solutions



**Darren Ahrens**  
Projects &  
Technical  
Director  
**ANOTECH**

**How is ANOTECH advancing industry projects in energy transition, like wind, biofuel, carbon capture, hydrogen, and waste management, through its tailored engineering services?**

In a world where sustainability and environmental consciousness are becoming increasingly important, our mission at ANOTECH is to bridge the gap between the traditional energy sector and the renewable energy industry. By offering high-level project management services to energy and heavy infrastructure companies, we can help them navigate the changing landscape of the energy sector and transition towards more sustainable practices.

We support our clients in embracing renewable energy sources while also ensuring the success of their current mega projects in the oil and gas sector. This dual approach allows us to not only pave the way for a greener future but also to meet the immediate energy demands of today's world.

On the past five years, we have been advising and supporting the major actors on a variety of their renewable projects: public heavy waste treatment for methanol production, windfarm and grid development, water treatment units' start-up, and the world's largest sustainable aviation fuel (SAF) production, here in Singapore.

**How does ANOTECH support its clients in implementing and managing large-scale energy projects?**

ANOTECH is a global leader in providing Project services across the energy and heavy infrastructure industries. We support our clients with innovative solutions tailored to meet the demands of diverse projects worldwide: from the very beginning -feasibility studies, budgeting, Pre-FEED/FEED- to the very end, with the commissioning and close-out activities. While such complex projects often require expertise in "cold eye" review, contract advisory & claim management.

Our comprehensive execution platform delivers cutting-edge support in Engineering, Procurement, Construction & Commissioning Management, and Project Management. We offer expertise that drives success at every project phase, laying both in the project experience and technical expertise of our teams, and in the highest industry standards tools we are deploying on these projects, e.g.: high level software on risk management, workflow management, commissioning management, etc.

In a nutshell, our Project Services are designed to help organisations achieve their project goals efficiently and effectively, ensuring that objectives are met within scope, on time, and within budget. We excel in optimising resource allocation and integrating essential inputs to propel projects to successful completion.

**Could you share details on ANOTECH's projects within the Southeast Asia region?**

ANOTECH has been created in 2006 in France, subsidiary of the ALTEN Group counting over 57,000 employees and 4 billion turnover in 2023.

We have been operating through SEA since 2012, completing over 1,600 missions for our clients. The Region has always been very dynamic in the energy sector, at first with its "workshop" activities, related to fabrication for international projects located outside SEA, but more and more with local projects and operations.

While today we are supporting our clients to successfully lead their projects and operations in China, HK, Singapore, Malaysia, Indonesia, Vietnam, India, we are observing a developing trend in SEA and anticipating new opportunities.

Asia-Pacific is a key location for growth for Anotech, where we have strong experience and capabilities. **F**

**Anotech**  
AN ALTEN COMPANY



# STORIES OF WOMEN IN ENGINEERING

BY ALTEN, EDITION 2024



“They call me the dolphin trainer,” says Jeanne, “because I work with the Airbus dolphin helicopter fleet. My role is to make sure that one helicopter or a fleet of helicopters is safe for flight, or airworthy.” Jeanne was born in Brittany, “a very rainy region in the northwest of France, but for me the best region.” After graduating from high school, she obtained a license in aeronautical maintenance and airworthiness; she also completed two internships at a small, private aircraft company. “I always wanted to make my career in aeronautics,” Jeanne says. She went on to do a three-year program at the National School of Civil Aviation in and an apprenticeship at Airbus, both in Toulouse.

*Jeanne Lemiere*  
*Certification and qualification*  
*engineer - ALLEN France*

### **WHAT DOES YOUR ROLE ENTAIL?**

I supervise all the work that needs to be done when a modification is proposed on a helicopter or a fleet of helicopters – for instance, when this is required by a customer or following an in-service incident for example. And I make sure that this modification is airworthy regarding European regulation.

### **WHAT DO YOU LIKE MOST ABOUT YOUR JOB?**

What I like most about my job is that there are many responsibilities. There are the technical aspects, because you need to know clearly what modifications will be integrated to the helicopter and to have discussions with the designers. There are also project management aspects. For example, we need to define if a flight or a ground test is necessary, and if so when to do the testing to meet our customers' requirements in terms of delivery.

I'm a very multivalent person. That's why I learned to do very technical things on the one hand, and more operational things on the other. In parallel, I learned to pilot aircraft. I've had my private pilot's license for seven years. For me, it's important to have aeronautics in my job and in my life – it's really a passion.

### **WHAT MAKES YOU WANT TO BE A BETTER PROFESSIONAL AND PERSON?**

I think the encouragement from the customer and the people I work with make me do better each day. It's very motivating for me to get encouragement from the people I work with. And even when you make a mistake, you learn from your mistakes. The thing is to not make the same mistake today that you made yesterday – to progress every day. Performing for the customer, doing a quality job is very important to me.

### **WHAT ARE THE BIGGEST CHALLENGES YOU FACE? DO YOU FEEL EMPOWERED TO MAKE DECISIONS?**

I think my biggest challenge when I arrived at ALTEN was that I was not really confident about my potential. The people at ALTEN made me see that I had potential, that I had a lot to bring to the team and to my customers. They helped me understand that my voice was important. Now I don't hesitate to speak up. ALTEN encourages people to be courageous, to be autonomous, to be a force for self-advancement.



# INTERNATIONAL MOBILITY MADE EASY

## ANOTECH'S SUPPORT THROUGH THE EYES OF A PARTNER WITHOUT BORDERS

“  
THE HUMAN SUPPORT HAS ALWAYS BEEN PRESENT AND READY TO ASSIST,  
WHETHER IT'S FINDING ACCOMMODATION OR HANDLING UNEXPECTED  
CHALLENGES.

*With 18 years of experience in oil and gas construction and multiple international assignments, Sergio, our partner since 2019 shares his journey with us from Singapore to the Netherlands. He highlights how Anotech's comprehensive support—from administrative assistance to human support—has facilitated seamless transitions, ensuring stability, efficiency, and a positive expatriation experience.*

### **COULD YOU BRIEFLY INTRODUCE YOURSELF AND EXPLAIN YOUR ROLE AS "PARTNER EXPERT CIVIL & STRUCTURE SUPERINTENDENT"?**

I have over 28 years of experience in the design and construction of heavy industry projects. My expertise lies in construction and field engineering duties related to onshore oil and gas project activities.

### **YOU HAVE WORKED ON THE SAME PROJECT IN SINGAPORE AND NOW IN THE NETHERLANDS. HOW DID YOU EXPERIENCE THIS TRANSITION BETWEEN THESE TWO COUNTRIES AND WORK ENVIRONMENTS?**

The transition was very smooth, especially thanks to Anotech's specific document, which is extremely comprehensive. It covers all the key aspects such as mobilization, accommodation, banking and taxation, healthcare, driving, and vehicle rental. The partnership with a company, for car rentals was also particularly convenient.

### **HOW HAS ANOTECH FACILITATED YOUR INTERNATIONAL MOBILITY, AND WHICH RESOURCES HAVE BEEN PARTICULARLY HELPFUL IN ADAPTING TO NEW WORK CONDITIONS IN THESE DIFFERENT COUNTRIES?**

The human support has always been present and ready to assist in facing various challenges, such as finding accommodation or dealing with police matters—like when I was a victim of robbery on the train.

”

**I WOULD BE VERY SATISFIED IF THIS COOPERATION CONTINUES FOR FUTURE PROJECTS.**

**DID YOU NOTICE ANY SIGNIFICANT DIFFERENCES IN PROJECT MANAGEMENT BETWEEN SINGAPORE AND THE NETHERLANDS? WHAT ARE THE MAIN SIMILARITIES AND DIFFERENCES IN MANAGING PROJECT LIFECYCLES BETWEEN THESE TWO COUNTRIES?**

Not really. Salaries are always paid on time, all related documents are provided promptly, and rotation tickets are arranged efficiently, always considering the most convenient air routes. Perhaps communication with the staff in the Netherlands is slightly easier and smoother compared to Singapore.

**WHAT SPECIFIC SKILLS HAVE YOU HAD TO DEVELOP OR ADAPT IN ORDER TO SUCCESSFULLY NAVIGATE YOUR PROFESSIONAL MOBILITY ACROSS DIFFERENT COUNTRIES?**

I have learned the importance of having good medical coverage and identifying medical facilities near my place of residence. Additionally, being part of the Anotech team, which provides guidance and support, has been essential.

**WHAT KEY LESSONS HAVE YOU LEARNED FROM YOUR EXPERIENCE OF INTERNATIONAL MOBILITY, ESPECIALLY IN CONTEXTS WITH VARYING CULTURAL AND REGULATORY ENVIRONMENTS?**

I have realized the importance of seeking out French associations, shops, and restaurants. For example, in Singapore, I found L'Alliance Française, and in Amsterdam, La Librairie Française has been a great resource.

**AS AN ANOTECH "PARTNER WITHOUT BORDERS" SINCE 2019, WHAT HAS BEEN YOUR OVERALL EXPERIENCE SO FAR?**

Excellent! I truly feel supported by Anotech. I would be very satisfied if this cooperation continues for future projects.





## **CONTACT US**

[contact@Anotech.com](mailto:contact@Anotech.com)

