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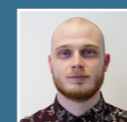
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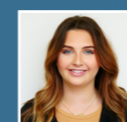
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Cover image  
Leadership

July's theme  
Business services



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JUNE 2019  
Focus on **LEADERSHIP**



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## Our Partners

As well as helping our member businesses to be better through a range of activities, the Chamber is committed to investing a significant amount of energy in moving forward the economic growth agenda and lobbying for change on key issues to create the conditions for success. Our regional renaissance.

Without the support of our Premier Partners, we would not be able to undertake much of the good work that we do. Their engagement is hugely valued and appreciated.

If you'd like to find out more contact our head of membership, Seona Shand

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# Take me to your leader

**MY MISSION this month from the Bulletin team was to write a leader column on the subject of leadership. The standard definition of the word felt a bit bland, suggesting things like guidance, authority, control, administration, jurisdiction and supervision. None of which I thought really came close to doing it justice.**

Leadership and management are often confused when in fact they are very different beasts indeed. And so, over the last month I have been making a point of asking the people I met for their views, which proved to be much more colourful and illuminating.

Great leaders, said one, 'see the big picture, create the framework and set the general direction for their people. They have passion and vision and this becomes infectious when their teams buy in'.

This led me to reflect on the similarities to some of the principles of successful change management. Explain the why, the how and what's in it for me? Let your people influence the direction and travel with them on the journey.

This will become increasingly important as the next generation of our workforces will choose who to work with based on believing in what they stand for, not just the benefits package.

Another continued the theme that successful leaders are 'not afraid to surround themselves with good people; better people than them. They know they don't have all the answers and therefore listen more than they talk'.

I remember one of the senior managers in the first organisation I worked for had a plaque on the wall of their office. It said simply: If all of us agree on everything, 100% of the time then there is no point in some of us being here. It taught me that it's ok to be yourself. That debate is good, that constructively challenging accepted norms and offering alternatives should be welcomed.

This was backed up when I was told that leaders are 'not afraid to try and fail. They quickly stop what's not working and do more of what is. They don't mind being wrong'.

Many of the best leaders I have been fortunate to work with have had an uncannily good understanding of the environment they are operating in. Horizon scanning, competitor analysis, a method of filtering out the noise to hear the news that matters.

Not a lot of people know this but the Chamber has an experienced in-house team of Market Research Society accredited research and insight professionals on hand to help you do exactly that. Give them a call.

My final 'interviewee' talked about the discreet but vital difference between communication and engagement. The former, she argued, is 'a one dimensional broadcast of what has happened or will happen. Whereas, engagement is a two-way communication that collectively shapes the outcome and is employed by the people I consider to be the best leaders I have worked with'.

True leaders empower others and delegate the detail of delivery. They trust their teams, work best in partnership, share in successes. What they don't do, is seek to take credit for all the good outcomes themselves.

A couple of weeks back we welcomed the director general of the British Chambers of Commerce Adam Marshall to Aberdeen. During his visit, Adam commented on the fact that the leadership role being taken by the Aberdeen & Grampian Chamber as a key partner in the design and delivery of the regional economic strategy was at the leading edge of what he had seen anywhere in the country. He was particularly complimentary of the Vanguard initiative which has given our future leaders a voice and a role in the design of our renaissance region.

Your Chamber. A cause, not a club.

**Russell Borthwick**  
chief executive







## Magical monstrosities and electrical wonders

HARRY Potter fans will be spellbound when a brand-new exhibition opens this summer at the Arbutnot Museum in Peterhead.

'Abracadabra - a magical exhibition!' will premier in the North-east town on Friday, June 28 featuring original and replica objects from history, stage and screen including movie classics The Wizard of Oz, Sleepy Hollow and Harry Potter and the Prisoner of Azkaban.

There will also be a display celebrating the 150th anniversary of 'The Electric Wizard', aka Walford Bodie, the infamous Aberdeenshire magician who wowed Victorian society with his use of an electric chair in his act.

A range of themed activities will be on offer, including a magic school and potion class, and opportunities to get hands-on with all manner of real 'magical' creatures.

'Abracadabra - a magical exhibition' runs from June 28 to August 17.

## Drone footage reveals progress at Brio Landale Court

BRAND new drone footage shows how a retirement community is taking shape in the new town of Chapelton, as construction of the first phase nears completion.

Set to welcome the first homeowners this summer, Brio Landale Court is a new retirement living community being developed by Brio Retirement Living and will form Chapelton's first hilltop neighbourhood at Cairnhill.

Exclusive to retirees and designed to meet the different needs of homeowners, Brio Landale Court will offer stylish new homes, onsite care, communal facilities, and breath-taking views.

Offering a 360-degree view, the drone flyover shows the considerable progress that has been made at Brio Landale Court since construction got underway in October 2017.

## £2.7m of improvements on their way

THE first grants from a multimillion pound fund for town centre improvement projects in Aberdeenshire have been approved.

The Scottish Government announced a £50m Town Centre Fund in December to drive local economic activity and to stimulate and support economic improvements. Aberdeenshire Council's share is £3.28m and its Infrastructure Services Committee (ISC) was given details of successful funding bids to date at a meeting in May.

Cash from the fund has to be legally committed by March 2020, so given the time constraint, consultation with councillors, business associations, community groups and services within Aberdeenshire Council identified several projects ready to be delivered.

The criteria set for the fund included the deliverability of the project, sustainability and transformation to the key town centres of Aberdeenshire. A specially constituted panel considered projects which would stimulate and support a wide range of investments, encouraging town centres to diversify and flourish.

## Energy Exports Conference 2019

A MAJOR new energy conference and exhibition will take place in Aberdeen this summer, with organising partners Energy Industries Council (EIC), Department for International Trade (DIT), Oil & Gas Authority (OGA), Oil & Gas UK (OGUK), Opportunity North East (ONE), Scottish Development International (SDI), Scottish Enterprise (SE), and UK Export Finance (UKEF).

The event, also supported by Aberdeen & Grampian Chamber of Commerce, Decom North Sea and Subsea UK, is aimed at supporting the UK supply chain to export its products, services and expertise into global markets and is expected to bring more than US\$150bn of global opportunities to Aberdeen on June 18-19.

Confirmed speakers so far include Shell, Petrofac, ABB, KBR, Aker Solutions, Bechtel and WorleyParsons, with many more set to be announced in the coming weeks.

Whether you're yet to start exporting, are at the very early stages, or have been an established exporter for years, this event will help you in your journey to access new customers around the world.

For more information visit [exportsconference.energy](http://exportsconference.energy)



**THE North-east energy industry is world-renowned as being an innovation instigator, with boundary-pushing technologies, out of the box thinking and transformational projects which frequently impact on society as a whole. Some organisations are taking an even greater leadership role in making new things happen.**

The high percentage of business start-up failures makes accelerators vital to support entrepreneurs to the stage of attracting investors and to provide guidance along the way.

Nowhere is that support more important than the energy sector in which it can prove extremely hard to gain a foothold, but some tremendous accelerators are achieving great results.

The Oil & Gas Technology Centre's TechX Pioneer programme is one such accelerator which, in its first year, has helped 10 entrepreneurs drive forward to a point which might have taken them five years to achieve independently.

It provides access to unparalleled funding - with up to £100,000 available to start-ups with new technology ideas, expert mentors and

global partners to develop and validate new technologies. It requires no equity or payback and the developer retains all intellectual property.

"Technology start-ups in general face a perilous journey," said David Millar, technology accelerator director at the OGTC.

"About 90% of them will fail quite early in the journey. We wanted to create a programme that built upon global best practice and brings a unique offering to a selection of the most exciting technology start-ups from around the world. In the recent batch of applications to pick our second cohort, who have just started, we had 182 applications from 35 countries.

"We had 10 companies come through the inaugural TechX Pioneer programme last year and we continue to support these companies through our TechX Plus incubator programme which provides a further 12 months support as they move into field trials, start looking to raise investment and hopefully get on their own two feet to move forward and commercialise.

"The first cohort has been really successful. All companies are still in existence and we have about 14 field trials planned for 2019. One field trial

has just been completed with a major operator; a couple of the companies have raised over £1m of additional investment; we have created nine new jobs since they left the Pioneer programme and obviously we are waiting to see the great value they will add on commercialisation of their technology.

"We cram around four to five years' worth of work they would do independently into the 16-week programme which focuses on founder development, technology development and business validation. A key phase in the programme is what we call the 'customer discovery' which seeks to provide deep and broad market access to help validate their business model - one of their biggest challenges. This process is basically knocking on doors and getting to the right people quickly, having the conversations and checking that they fully understand the problems their product has the right features to sort, checking their delivery mode is correct, that their commercial models are correct and that there actually is a market for their product. In a three-week period they carry out four to five years' worth of validation.

"We provide each of the companies with up to £100,000 of funding,





“We provide each of the companies with up to £100,000 of funding, we don't take any equity and they retain all of their IP. That is a unique offering from a global accelerator landscape.”

**David Millar**  
*technology accelerator director, Oil & Gas Technology Centre*



**John Harris**



**Alex Annaev**

we don't take any equity and they retain all of their IP. That is a unique offering from a global accelerator landscape.

“Finding the entrepreneurs is quite a difficult process and one of the biggest challenges we have is getting the word out there and giving visibility to the programme which is just a year old.

“We are very lucky to have the likes of BP, KPMG and others on board supporting us and we have other networks through the OGTC which gives us the amazing market access for customer discovery as well as the opportunity of field trials through the six OGTC Solution Centres.

“To help promote TechX we use Scottish Enterprise, Scottish Development International and other organisations like those to help us spread the message. To assess the large global application pool we bring in volunteer investors, entrepreneurs, oil and gas experts and executives to whittle them down to a small group of finalists.

“These finalists are then invited to pitch in front of a panel at the OGTC who choose the final 10 most exciting companies to take forward.”

He said that the OGTC's TechX Ventures programme, in partnership with DSV (Deep Science Ventures), has added to the cohort this year with its first tech spin out. The programme seeks to fill technology gaps with revolutionary companies and products by stimulating new technologies and harnessing both creativity and deep science thinking, with the aim of addressing future challenges in oil and gas and the low carbon economy by spinning out new and exciting technology start-ups to do just that.

Over the past 14 years Shell's Springboard programme has given £4.3m to more than 100 entrepreneurs trying to meet “perhaps the biggest challenge of our generation” – shifting the UK to a low carbon economy.

Earlier this year 16 companies competed in semi-finals in Aberdeen and Manchester to become one of the six finalists which each received £40,000 and the chance to take the top prize at next month's London final of a further £110,000.

They range from a company which uses drones to plant trees to enable industrial-scale reforestation and reduce greenhouse gas emissions to another which has developed a way to improve the operational efficiency of wind turbines.

Alex Annaev, enterprise development lead for Shell UK, said: “Every year we receive approximately 100 to 130 applications for Shell Springboard and this year the pool of applications was diverse in terms of sectors, technologies and solutions. The majority of applicants hear about Shell Springboard by word of mouth, whether from academics, innovation experts, organisations such as the Royal Academy of Engineering or other sources. We also target entrepreneurs directly through social media campaigns.

“The purpose of the competition is to support low-carbon entrepreneurs who will be able to build a lower carbon UK. One of the reasons for starting the programme was the realisation that corporations and governments alone cannot solve the challenge of energy transition. They really need to support other players like entrepreneurs who can come up with innovative solutions and disrupt or improve traditional energy systems and processes.

“Starting a business is risky and many entrepreneurs fail, so we are looking at entrepreneurs at an early stage who are not eligible for, or are not in a position to apply for, private investment. They may not have

enough starting capital and one of the benefits of Shell Springboard is that it provides equity-free funding with no strings attached. It allows entrepreneurs to invest in product development, marketing or whatever else they need to spend the money on.”

Statistics reveal how successful Shell Springboard has been since 2005: the combined turnover of the supported businesses is more than £60m; it has created 317 new jobs and 80% of the companies remain in operation after five years, compared to a national average of 45%.

Grey Matters is another unique accelerator which aims to drive the future of energy in Scotland, by bringing together entrepreneurial and experienced oil and gas executives and supporting them to work together to create a high-growth business.

John Harris, Elevator's energy director, said: “The energy industry is facing a new norm and whilst those who operate in it continue to deal with the change it is clear that innovation is key for the sector's future. The environment currently provides an opportunity for new entrepreneurs to create state-of-the-art technologies and business models to change the face of the industry.

“By creating the right learning opportunity, in the right environment and at the right time, entrepreneurial activity will flourish. At Elevator, we noticed a hunger for collaboration, sustainability and competitiveness and so, the idea of Grey Matters was born.

“In partnership with Scottish Enterprise, the 16-week intense accelerator aims to support senior oil and gas professionals who have spent 20-plus years in the industry and are ready to create scalable businesses, which will have a positive impact on the global energy sector.

“Grey Matters provides the opportunity to catalyse entrepreneurship in the oil and gas sector. We have tapped into a pool of experienced individuals who showed the tenacity to build on ideas and create new, exciting and niche companies.

“Sentinel Subsea, a well integrity verification specialist, was born out of Grey Matters. Led by three experienced individuals who had never met prior to the accelerator programme, the company is set to revolutionise the energy sector. Most recently, it announced it is working towards its first offshore field trials with a large independent UK operator.

“Sentinel Subsea is a success story in its own name but it is also a shining example of what can be done when you bring together experienced industry experts to spark entrepreneurial thinking.”

Neil Gordon, CEO of Sentinel Subsea, said: “Being at a loose end at the beginning of 2018 I decided to join Grey Matters. Through the fantastic support of Roseanne Grant at Scottish Enterprise and under the inspiring tutelage of John Harris and Karen Clark at Elevator, I have now entered a new and exciting chapter in my career. The interaction and mutual support from other members of the cohort was fundamental to the success of Grey Matters and I would recommend the programme to anyone with a desire to make a positive change in their lives.”





# OUR VISION OUR FUTURE



## Our vision, our future

# VISION 2035

## TOGETHER, FOR A BRIGHTER FUTURE

Join the conversation : [energyvision2035.com](http://energyvision2035.com)

**GLOBAL energy demand continues to intensify and by 2035 will have grown by 30%. At the same time, we all need to lower our carbon footprint.**

The recent Climate Change Committee report into Net Zero shows a role for UK oil and gas in providing 'energy sovereignty' - by meeting as much of the UK's existing oil and gas needs as possible from home produced resources, while at the same time requiring a reduction in the emissions that the consumption of these resources generates.

Vision 2035 offers a way forward in terms of addressing the UK's dual energy challenge of satisfying the ongoing need for oil and gas while supporting the energy transition through our people, expertise and infrastructure.

This is good news for Aberdeen, a city which has always been at the heart of the UK's energy industry and is itself in transition. Developing new infrastructure, embracing new technologies and thinking strategically about its position in a fast-changing world, the changes we see taking place in this city are very similar to

those taking place in our own oil and gas industry.

Whether it's the exciting new regional narrative being developed by Aberdeen & Grampian Chamber of Commerce and partners, developments by Opportunity North East or Aberdeen Inspired's civic programme, the cultural, social and economic revolution taking place across Aberdeen city and Aberdeen shire means it's an exciting time for us all.

Given all that's going on it is fitting that our industry is also kicking off a conversation about who we are and where we're going and therefore we proudly launched the industry-wide Our Vision, Our Future campaign earlier this month.

Vision 2035 has two key objectives, to extend the commercial life of the UK Continental Shelf and satisfy as much of the UK's oil and gas needs from home produced resources and to expand supply chain business opportunities at home, across the world; and into other sectors. Combined with an ongoing focus on reducing emissions, it could help unlock billions of pounds of revenue

for the economy while helping lower the carbon footprint of our society. The Vision can help to ensure that energy hubs like Aberdeen continue to benefit from the thousands of skilled jobs this industry provides while reinforcing its position as a global energy city attracting skills and investment and exporting its expertise worldwide.

But how do we get there? Well some of what we need to do is obvious and is already underway from delivering on the maximising economic recovery strategy to technology roadmaps to a skills outlook. However there is more work to be done and more opportunity to go after and so we need your help - tell us what you think and what is important to you and we will take your feedback to inform the comprehensive roadmap that we are building to help us all deliver Our Vision Our Future.

Join the conversation @ [www.energyvision2035.com](http://www.energyvision2035.com)

by **Deirdre Michie**, *chief executive*, OGUK



# At the Vanguard of change

**IN 2016 a survey of organisations in the North-east revealed that 75% of people, specifically the next generation of business leaders, did not feel involved or engaged in shaping the economic future of the area. Vanguard - the legacy was designed to provide the platform to allow this to happen.**

The Chamber, in partnership with Shell UK Ltd, had launched the Vanguard series in 2013 with the aim of starting the discussion about future strategies to drive the regional economy. This was followed by a series of lectures hearing from a range of inspirational business leaders from a variety of backgrounds about the skills and approaches needed to successfully implement the plans.

In light of the research and in line with the Chamber's commitment to be known for doing things rather than just talking, the next phase, entitled legacy, was focused on action, aiming to have a direct positive impact on our city region over a five year period by making good things happen that simply wouldn't without the intervention of Vanguard.

A 'Your Region Needs You' style recruitment campaign saw over 120 people sign up to volunteer their time, energy and expertise on the promise of nothing more than getting the chance to work with like-minded people, broadening their professional networks and tapping into potential career development opportunities. But more importantly, a platform to make positive change happen.

Sir Howard Bernstein, architect of transforming Manchester into the Northern Powerhouse, was keynote speaker at an event to launch the phase of work where eight self-selected project teams formed to look at specific, real-life challenges in the region. These ranged from what will it take to get this region on the map as a serious European short break destination and what iconic attraction would help achieve this; to how to make sure we retain graduates and our very best talent in the North-east and asking what is needed to make people of the area fall back in love with Union Street?

Each project team was given a senior mentor to help open doors and get access to people and data. The teams met regularly, in their own time, and each developed a short report and 15-minute presentation to deliver at the Route to Renaissance conference in December 2017 at the Belmont Cinema. The audience of over 150 included council leaders, CEOs, business leaders and potential investors. The energy and passion in the room was amazing at the event and was the talk of regional media in the days following.

Following a short pause for breath and reflection the initiative relaunched in March 2018 with the focus on taking forward the key and most deliverable recommendations. These were now under three generic headings of tourism, city centre and telling the story of the region, with each group having a mix of specific short term 'wins' to deliver alongside further refinement and development of longer term ideas.

Successes in the first year included the development of the Enjoy ABDN listings guide and the creation of a life sciences promotion and engagement role to support the city region's ambitions in this growing sector.

Clydesdale Bank joined Shell as a corporate supporter of the initiative and the second annual conference took place at The Lemon Tree in December 2018 with keynote speakers Bob Keiller, Mike Galloway and Derek McInnes talking on subjects including placemaking, the impact of iconic attractions and how to change mindset. The project groups gave updates on the progress of their work and again, the discussions and plans captured the public imagination.

A meeting of all the volunteers in February 2019 set out the course of action for this year. Activities currently being planned include parklet areas in the city centre, the introduction of an open-top tourist bus, an Aberdeen region themed pub quiz, developing curriculum materials, a campaign to encourage businesses to use Google map pinning, a food festival and other street events, a feasibility study into the creation of a cable car linking the new harbour and beach to the Castlegate - and many, many more.

Vanguard truly is delivering on its promise of making good stuff happen here that wouldn't otherwise. Perhaps it's time for more people to get involved? If you want to know more, email us at [vanguard@agcc.co.uk](mailto:vanguard@agcc.co.uk) telling us what you'd bring to the cause.



“

“It was because of Vanguard that I became aware of the scope of investment going on in the area. Before signing up, I didn't appreciate how good we have it. I'm not alone; a recurring theme in the presentations addressed a rift between the great things happening and the public's awareness of them.”

Jonathan Burns,  
document manager, Ledingham Chalmers LLP



“

“There is a trend of people talking the region down and when pressed, the reasons for this are often not justified. There is so much positive work happening and I hope people can start to focus on that. If we help this through some of the work we do in Vanguard - that is an amazing outcome.”

Scott Dziennik,  
senior subsea engineer, Pipelines and Subsea Technical Support



“

“I've enjoyed meeting a range of people, getting involved in the regional initiatives and feeling like I have a voice in what actually happens. I feel like I have just as much of a voice as senior decision makers, so it's been a fantastic opportunity to have my say. I just want to be part of the conversation, maybe not change things overnight but at the very least be heard and counted for the place I live in to thrive.”

Emily Taylor,  
programme delivery manager, Step Change in Safety



“

“If each group can deliver on the projects that are ongoing and if we can make even just one of the 'art of the possible' projects come to life, the satisfaction of being a part of it and making this an even better place will be outstanding for me.”

David Edgar,  
catering and hospitality manager, National Trust Scotland





## Who do you think is the most inspirational leader and why?



"I admire Larry Culp who spent 25 years at Danaher, a US science and technology conglomerate, and in that time expanded the business five-fold by implementing the - then unfashionable in the West - kaizen or 'continuous improvement' business philosophy. In all interviews with him it's clear how intensely he listens to the interviewer, how measured his responses are, and most impressively, the extreme clarity of thought he exudes.

"He started at Danaher after attending Harvard Business School where guest speaker Jack Welch shared some insight into GE. He has followed in Welch's footsteps, not only in being appointed CEO of GE last year but also returning to Harvard to assist in their courses and help the next generation of business leaders."

**Craig Watson**, partner, HGF Aberdeen



"I deal on a daily basis with people with a wide range of abilities and I strongly believe that there should be 'no-dis-in-ability.' That is why Douglas Bader is an inspirational leader to me. After losing his legs in an aircraft crash he overcame adversity, retrained and in WWII took part in the Battle of France and the Battle of Britain as a pilot. He was a tremendously strong character and even after he was forced to bale out over German-occupied France and was captured he made numerous escape attempts.

"In the early 1970s I represented Scotland for the Air Training Corps in a boxing match at RAF Lyneham in Wiltshire so another inspirational leader for me is Muhammad Ali. He really was 'The Greatest' and even towards the end of his life when he was suffering from Parkinson's he continued to travel the world and inspire people. Both achieved success in spite of adversity."

**Sandy Riach**, facilities and access auditor, AJR Facilities Consultancy Ltd



"I choose an individual who has impacted me directly and that person is my father, Derek McLeod. When I think of leadership I think of individuals who can counsel, who can motivate, who can challenge but, above all, can encourage you to be a better version of yourself and who keeps you striving to achieve the next collective or individual goal. From relative humble beginnings, my father worked his way up to the position of managing director with Global Marine Drilling before forming his own oil tools business, Caledus Limited. This was great experience to witness first hand and has served as motivation to think bigger and work harder.

"Professionally, he was instrumental in encouraging me to undertake my professional qualification that set me on the path which led to EY. When the time came to change direction into recruitment, he was once again there to help me consider the decision and offer guidance. Now in failing health, he continues to inspire me even more through the same fighting and resilient attitude that once served him so well as a business leader."

**Andrew McLeod**, resourcing manager, Hutcheon Mearns

# Been there, done that

**THE Aberdeen city region is a great place to do international business. As the UK considers a future outside the European Union, what lessons can the rest of the country learn about making its way in the world from successful North-east businesses?**

Exports are vital for the North-east economy and no matter what the eventual Brexit outcome, companies will have to seek new markets, as so many have done before, to achieve and maintain success.

Around 21% of the value of all Scottish exports is from the North-east and doubling the value of oil, gas and energy supply chain exports is a regional and national economic priority and a strategic goal in the UK industry's Vision 2035 strategy.

To that end, Opportunity North East and Scottish Development International have launched an export knowledge exchange programme to bring seasoned and aspiring exporters together to share experiences, insights and opportunities and increase the volume of supply chain exports to global oil and gas markets.

However, the area has much more than just oil and gas goods and services to offer the world and there are tremendous opportunities as many Chamber members have demonstrated for decades.

These include Walker's Shortbread, which was founded in Aberlour in 1898 by 21-year old Joseph Walker with a loan of £50 and the ambition to bake "the world's finest shortbread".

The company is now Scotland's biggest food exporter, sending its goods to 120 countries and is a four times Queen's Award for Export winner.

Andrew Stokes, head of international sales, said that Singapore and Switzerland were Walkers' first export markets after Jim Walker, joint managing director, began attending trade exhibitions. It is something the company continues to do as a good way of establishing contacts with distributors around the world.

Their general approach is to deal with an exclusive distributor for a territory and although they are now in 120

markets, they continue to set new targets. India and China are two of these and Andrew explained that India became the prime target because, while China has no history of biscuit consumption, the British influence in India means that people daily drink tea and eat biscuits. "It's preaching to the converted," said Andrew.

He outlined just how much work the company has had to do to break into the market.

"We worked with Scottish Development International, which has an office in Delhi, and set up a two and a half week visit during which they organised appointments for me to meet chief executives and managing directors from all the emerging retailers in India. I also met a number of regional retailers and several regional and national distributors to learn their views on the market and what is required to be successful. That gave us a complete perspective on the market place and we also met a couple of strategic consultants who we have continued to have a relationship with since we launched, because they keep us up-to-date with consumer trends,





**“We identified five key cities, are focusing on our distribution in those places and in a couple of years we will start to roll that out. At the moment we have a range of Walker’s Shortbread which you can find in all the modern retailers in India and in all the regional retailers in the geographical areas that we have targeted.”**

**Andrew Stokes**  
*head of international sales, Walker’s Shortbread*

retail trends and what’s happening in a very fast changing market.”

Six months later Andrew returned and, after further careful research, chose a distributor with whom they now work. “There are legislative barriers because the Food Safety and Standards Authority of India (FSSAI) recently changed the rules so now you are not allowed to put stickers on packs. They have to be pre-printed so we have taken the step of creating Walkers’ products in bespoke Indian packaging and we have a specific range for India. It is a big investment and commitment but something we were prepared to do for the future.

“We identified five key cities, are focusing on our distribution in those places and in a couple of years we will start to roll that out. At the moment we have a range of Walker’s Shortbread which you can find in all the modern retailers in India and in all the regional retailers in the geographical areas that we have targeted.

“The biggest issue we have is the fact that the tariffs for biscuits are in the region of 52%. That means a 150g

packet of biscuits made locally would probably cost about Rs.30 - which is about 25p - and a packet of Walker’s Shortbread would cost Rs.300. We are really targeting the premium end of the market but there are emerging professional classes which are exploding, creating a ready-made market, which is going to continue to grow and grow for us.

“I think in any international business you have to be serious about resourcing properly and right from the outset Jim Walker brought in an export sales manager, my predecessor, and resourced the sales function properly. They also ensured that the rest of the company was geared up to support exporting. You can’t just decide to enter international markets and expect it to happen. You have to be quite clear about what technical and legislative backup is required. You have to have someone visiting the markets to make sure the company understands what is required because it can be quite challenging.”

Alison Sellar, chief executive officer of activpayroll, launched the business in 2001 in Aberdeen as a local firm

providing payroll to the oil and gas industry. It now provides integrated global payroll solutions, expatriate taxation services, and online HR people management tools from 10 global offices to more than 1,000 companies in more than 140 countries.

Graham McKechnie, global tax director for activpayroll, said that when the company made the strategic decision to expand its footprint internationally careful consideration was given to potential location for overseas offices.

“Establishing presence in very specific strategic locations which would allow us to manage larger sections of the globe from one location was an integral aspect of our growth strategy. Understanding the culture of the strategic location and ensuring that this culture was aligned with our visions and values was also an extremely important consideration as was access to the right talent.

“At the point the potential overseas locations were identified, our focus very much turned to regulatory, legal and taxation issues and this is arguably the most important set

of considerations for any business expanding internationally. Every country has different rules and regulations regarding doing business and organisations must consider whether these rules and regulations work for their business or whether the cost and administrative implications of ensuring they are compliant from an immigration, employment law, pensions, benefits, income tax, social security and payroll perspective are prohibitive in any way.

“Having selected and committed to the overseas locations, one of the next critical steps was to ensure we installed the correct management structure and hired the right people who understood our brand, company and vision. Having worked extremely hard to establish the business from a UK perspective and build a strong reputation in this market, it was very important to us that the reputation we have at home is replicated across the globe. The team in each location is of paramount importance to this and when you get that right, an organisation can really make the impact you are hoping for overseas.

“As activpayroll has continued to expand its global footprint, we have ensured that we have been consistent in our due diligence processes with any additional expansion and also considered how any additional expansion impacts our current global operations.

“Replicating and repeating a successful international expansion is the goal for all locations, replicating and repeating errors of judgement and poor business decisions is exactly the opposite.”

Paul Booth, logistics coordinator for Tendeka, which develops completion solutions for oil and gas companies around the world, said: “From inception to date, Tendeka has embraced the global market in resourcing materials and production facilities, to support the manufacture of our range of products. By drawing on the global pool of materials and skill sets we are ensured that we produce the very best products possible.

“The result of our international sourcing approach has allowed Tendeka to develop a much deeper

understanding of the complexities in coordinating material movements, the customs implications and costs associated with landing materials and goods across a growing number of international locations.

“With an ever-expanding number of international clients it has been extremely important to understand the shipping processes and requirements, to and from various countries.

“In the process of gaining a knowledge base associated with international trade, we have also established better relationships with both the supply chain and client base, allowing us to work more effectively in production and distribution of our products.”



# How to find the leaders who'll keep your staff safe



by Robin Clark,  
managing director, Safety-Zone Ltd

**HEALTH and safety rely on leaders. Senior managers and directors are collectively and individually responsible for workplace health and safety. They establish the standards and values and have the power to enforce safety requirements.**

So it is critical for leaders to have a deep understanding of the day-to-day challenges employees face. But there are other types of leaders you need.

Individual workers play a key role in maintaining safe practices and cultivating a safety culture. Natural safety leaders can emerge among the group. Recognising them and empowering them to take on leadership responsibilities in their teams will help your organisation maintain safety at work.

Understanding the importance of their role is critical. This requires learning how to nurture them. In many organisations, however, we see low trust, poor communications and management lacking credibility. Front-line employees are not engaged.

### How do we change that?

A safety leader not only exhibits personal safety as part of their own behaviour but also inspires others to follow suit. They follow safety protocols precisely but also speak up

in a constructive way when others are not acting safely.

Anybody can be a safety leader who understands and follows safety procedures, reports safety issues when they arise, proactively prevents safety problems, implements new processes to improve safety, and encourages others to take safety seriously.

They don't have to be managers or supervisors but can be anybody who has a positive social influence over their peers and an interest in improving safety.

A safety leader should be less like a hall monitor and more like a cultural influencer. The best safety leaders are people who help their peers improve without them even realising it's happening. They are the people on the team who others come to for advice because they know their response will be both correct and useful.

Ideally, an organisation has safety leaders across all teams and departments. So many individuals should step into the role.

Leadership is different from management: leaders create the vision – managers implement it. Some employees are naturally inclined toward safety leadership.

**Identify them** and empower them to develop their leadership. Look for employees with the best safety records and observe how they interact with their peers. They might provide gentle reminders to wear safety gear or offer advice about safer working.

**Encourage them** to share and implement their ideas. They tend to be willing to take on extra work if it contributes to a safer environment, so tap into that engagement to make improvements across the organisation.

**Train them** so they can learn even more ways to engage with their colleagues about safety. This might include experiential learning to help people become more comfortable with their new leadership skills before applying them on the job.

Safety leadership is not a single role. The more safety leaders your organisation has, the more likely are you to achieve your safety goals.

Achieving those goals requires leadership, from executives and from those doing the front-line work. Safety leaders are not always in managerial roles and those in the front-line roles often have deeper insight into what will improve safety.



1495 UNIVERSITY OF  
ABERDEEN

ON-DEMAND  
LEARNING

## The best leaders are constant learners

**LEADERSHIP is changing. The need for digital savvy, the importance of emotional intelligence, the role that mindfulness can play, even the need to be funny - as the newly elected President of the Ukraine, Volodymyr Zelensky, a former comedian, can attest. How do leaders keep up?**

"We need leaders who promote learning and who master fast, relevant, and autonomous learning themselves." Kenneth Mikkelsen and Harold Jarche, Harvard Business Review, 2015

**Good leaders keep learning.** The University of Aberdeen has just launched a new site for our online short courses. On-demand Learning is a place to explore new ways to develop your career with recognised leadership qualifications.

Our leadership short courses deliver focused training, so you can develop in the areas you need. Whether you are an aspiring leader, already leading and managing from the middle or a successful leader who is always willing to learn, our online short courses are as practicable as they are academically rigorous.

**The flexibility you want.** Part-time, online and delivered at Master's level, you can develop Master's-level leadership skills without having to take time off work or commit to the cost of a full degree. For the most part, course hours aren't fixed, so you can set your own study hours, while some courses are 'always-on', so you can enrol and study whenever you like, 24/7.



**"We're breaking down traditional degrees and making it possible to study much more flexibly – one short course at a time."**

**Dr Gillian Mackintosh,  
Director of Online Learning**

**Recognise your skills.** You may have worked your way up to a leadership role with little, if any, structured support or training. Our short courses

you that professional support, access to the latest research and leadership techniques and allow you to benchmark your skills with official qualifications, all from the Scottish University of Year (The Times and Sunday Times Good University Guide 2019.)

**Build your learning.** Our short courses can address your immediate development needs. However, because most of our leadership short courses earn you academic credits, you can build these up into recognised postgraduate qualifications, including our MSc Leadership in Professional Contexts. We believe there's more than one route to great leadership.

"We're breaking down traditional degrees and making it possible to study much more flexibly – one short course at a time."

We can't teach you how to be funny, but we can offer you a flexible way to develop the appropriate professional leadership traits for every stage of your career.

Learn more:  
[on.abdn.ac.uk/leadership](https://on.abdn.ac.uk/leadership)





## Truly scrumptious vintage drive

CLASSIC car and motorcycle drivers are being encouraged to join a charity gastronomic drive, taking in some of the finest food producers in the North-east of Scotland.

The sixth annual CLAN Cancer Support Cavalcade will take place on Saturday, June 29, featuring a gastro tour allowing participants to taste a wide range of high-quality food and drink available throughout the region.

In previous years cars, bikes and drivers have taken part in the event, with drivers returning year after year for the highlight of the classic car diary.

Setting off after breakfast at Threaplands, Lhanbryde, the route will drop in on some of the area's famous restaurants and food shops including Buckie seafood specialists Cluny Fish, world-renowned bakers Walkers Shortbread in Aberlour, the Cheese Pantry, home to award-winning organic cheeses, and Woodside Farm & Shop in Kinloss. Lunch will be at the Grantown East Station restaurant and the tour will return to Elgin to enjoy a celebratory supper at the Sunninghill Hotel.

CLAN is keen to hear from owners of classic cars and motorcycles who would like to join the tour of which will raise awareness and much funds for CLAN Cancer Support.

## Join the red wave runners

FANS of Aberdeen FC will ensure there is a distinctly red feel to the Simplyhealth Great Aberdeen Run this August.

In a pioneering initiative to encourage improved fitness and wellbeing in the community, the club and event organisers have united to create a special red Dons wave at the event, which features a 10k and half marathon.

Supporters who sign up for the August 25 event, which is for runners, joggers and walkers of all abilities, will be encouraged with special training programmes and advice from the backroom staff at Aberdeen FC for the big day.

On event day itself, supporters who have signed up will start in a special dedicated red wave, sporting the club logo on their run number and being sent on their way by some of the club's legendary figures. They will also be joined by a team of football club staff who will be raising money for the Aberdeen FC Community Trust.

To enter the Simplyhealth Great Aberdeen Run visit [greatrun.org/aberdeen](http://greatrun.org/aberdeen)

## Contract extension for KCA

KCA Deutag has been awarded an extension to its existing contract with CNOOC Petroleum Europe Limited for the Scott platform, which it operates in the UK North Sea. The contract extension, which is for the provision of drilling operations and maintenance services has an initial term of four years plus a two-year extension option.

## Web induction training contract win

DIGITAL media producer SIGNAL2NOISE has been awarded a two-year contract to supply a cutting-edge interactive HSE induction package to Norwegian energy giant Equinor.

The new induction will be viewed by thousands of offshore personnel who mobilise to all Equinor's UK assets.

Previously workers had to physically attend an induction training course in Aberdeen.

The new online induction tool allows them to complete their induction from anywhere in the world. This will result in significant cost savings for Equinor and its contractors.

SIGNAL2NOISE is developing bespoke software which will combine specially shot video, animation, interactivity and Gamification in a unique way, all customised to Equinor's specific HSE requirements.

In addition, SIGNAL2NOISE's framework contract with Equinor UK, to produce video, animation and digital media has just been extended for a further two years.

Aiming high



Alfie Cheyne, chief executive officer, ACE Winches

### WHY do you think it is important that ACE Winches continue to challenge current industry practices? How have you adapted to the evolving industry?

With the low oil prices over the past few years it has been a challenging time for oil and gas operators. As we know this has resulted in huge pressures on the supply chain. All businesses dependant on the sector have had to think differently. Within ACE Winches it is essential that we support our clients, through creativity and innovation, so that they can operate and deliver competitively, efficiently and safely in a lower cost model. Our dedicated engineering team are involved from the early stages of project development, adapting technology of existing products, delivering industry leading concepts and solutions specific to the client's needs; with our focus on advancing existing products and services to elevate the company's market position in an ever-evolving industry.

### Can you give an example of an innovative product you have recently designed and developed?

We designed and developed an innovative concept to deliver a cost-

effective riser installation solution. Our client presented us with the challenge of limited deck space and extreme operating depths. We took our existing linear winch technology and adapted it, allowing the winch to be fitted into a vertical frame, reducing the footprint required for installation whilst maintaining a clear focus on safety. The continuous pull feature and increased speed means that projects with tight deadlines can be met cost-effectively, maximising operational efficiency.

### What opportunities have arisen as a result of this project?

Following the project's success, we have secured a further two contracts to the value of around £8m. One in the Gulf of Mexico for the Shell Vito project, covering the engineering, project management, manufacture, operational personnel, installation and pull-in of two 12" infield production flowlines with 10" steel catenary risers (SCRs), one gas lift flowline and SCR, and the umbilical system. Another awarded for the BP Mad Dog Phase 2 project, again in the Gulf of Mexico for the pull-in of six lazy wave steel catenary risers and four umbilical risers to the hang-off positions on the floating production unit. The securing of these projects involved our team

working closely with the client to deliver their needs at every stage of the process.

### What does the future hold for ACE Winches and how will you ensure that you will continue to be competitive?

By combining the skills of our expert people and large fleet of rental equipment we can support entire projects and develop solutions to cater for customers' specific requirements. Recently we have made a significant investment into research and development, expanding our product offering by introducing a rental linear winch product line. Our primary focus was to develop a cost-effective, safe solution for the efficient installation of steel catenary risers in deep water applications. Our integrated approach allows us to combine existing business divisions and position ourselves as an end-to-end project partner, expanding our already established position as a world leading deck machinery equipment supplier.

For more information visit [ace-winches.com](http://ace-winches.com)





LATA 65 – Young at Art participants

## Pensioners are young at art

FOUR Aberdeen pensioners appeared live on This Morning with Holly Willoughby and Phillip Schofield last month to demonstrate their new street art skills.

Local resident's Dorothy Bothwell, Anne Yule, Pearl Cameron and Rosemary Murray all took part in the LATA 65 – Young at Art workshop as part of Nuart Aberdeen 2019. Street art and the method of graffiti has seen by many as a pastime of young people, Nuart Aberdeen provided the opportunity for over 65's to delve into the graffiti world and in their own imitable style, challenge that very stereotype.

The workshop was led by internationally renowned Portuguese curator and architect, Lara Seixo Rodrigues, who devised the concept after noticing through her own curatorial interventions that urban art was reaching and provoking a reaction from the most varied of groups, but particularly older people and residents.

## Glencraft supplies mattresses to Prince Charles' B&B

GLENCRAFT was chosen to be the mattress and divan supplier to the new Granary Lodge bed and breakfast in the grounds of Castle of Mey in Caithness, the late Queen Mother's holiday home, which recently opened its doors to guests.

Prince Charles has recently renovated the Castle's old grain store into a B&B of rooms and suites. The project was a partnership between The Princes Foundation and The Queen Elizabeth Castle of Mey Trust (of which the Duke is president) alongside the Dovecot Architecture and Design.

The team at Glencraft provided 10 luxury mattresses and divans for the bed and breakfast located near the shoreline overlooking the Pentland Firth, just a few metres away from the Castle of Mey itself.

## Music Hall wins RICS award

FOLLOWING a £9m transformation, Aberdeen's Music Hall has been named outright winner in the annual Royal Institute of Chartered Surveyors (RICS) Awards Scotland in the Community Benefit category. The Scottish National awards recognise Scotland's best projects and extraordinary talent, vision and skills of the teams behind them.

The Music Hall transformation won the award in recognition of 'excellent achievement in providing a facility which directly benefits the local community and can illustrate its success through local community feedback'. The venue was also shortlisted in the Building Conservation category.

The Music Hall transformation will go on to compete against other regional winners at the national RICS Awards Grand Final in October in London.

## Balmoral tests marine mammal monitoring equipment

THE Balmoral Subsea Test Centre in Aberdeen has carried out hydrostatic tests on equipment that will be used to monitor the interaction between tidal turbines and marine mammals in the Pentland Firth.

The linear actuators that were tested form part of a marine mammal monitoring station anchored to the sea floor. Utilising both passive and active acoustic tracking techniques, the station will collect data on the underwater movements of marine mammals around operating tidal turbines. This data will be used by the tidal energy industry and regulatory authorities to make informed decisions about marine mammal collision risk for tidal energy developments.

## Fast-track offshore trial proves new technology

A NEW cost-reducing, first of its kind well abandonment tool developed by Aberdeen-headquartered Deep Casing Tools has gone from concept to offshore trial with Equinor in just nine months.

Deep Casing Tools' first prototype Casing Cement Breaker was trialled in a well on Equinor's Huldra field, in the Norwegian North Sea, as part of a plugging and abandonment programme (P&A), just weeks after the Norwegian operator's staff were introduced to the tool by drilling services company Archer.

The successful trial of the prototype, which is now being developed into a stronger, second-generation tool, looks set to be transformational for Deep Casing Tools, by opening the casing and completion technology business to a new market in well abandonment.

Well abandonment is estimated to account for 45% of the entire cost of decommissioning. In the next decade, 1,400 wells are due to be abandoned on the UK Continental Shelf alone. With higher oil prices, operators increasingly want to re-use well slots, to drill new wells, a task the Casing Cement Breaker also makes easier.

## Funded place on Graduate Apprenticeships

THE University of Aberdeen is offering 20 funded places on its new graduate apprenticeship BEng Civil Engineering programme.

Graduate apprenticeships are designed to enable employers to develop new or existing staff through a blend of work-based and on-campus learning, meaning staff remain working full-time for their company while earning their degree.

Scotland's national skills body Skills Development Scotland developed Graduate Apprenticeships in partnership with employers, universities, colleges and professional bodies to create stronger links between education and industry.

Starting in September, the graduate apprenticeship consists of two two-week blocks of campus-based learning each year, each followed by a period of work-based-learning.

## UK businesses scaling back investment

UK BUSINESSES are sharply scaling back their investment intentions due to the ongoing economic uncertainty, according to the latest Santander Trade Barometer research.

Fewer businesses expect to grow over the next three years, with UK-only firms especially downbeat. Just 23% of businesses are very confident of future growth over the next three years, while 16% say they are pessimistic or very pessimistic about their growth. Those businesses aspiring to be international remain the most confident.

The potential for an economic slowdown in the UK over the next 12 months is the key driver of diminishing business confidence, cited as a concern by over half (55%) of businesses.



## Businesses urged to get involved in Restaurant Week

WITH a month left to go until Aberdeen Restaurant Week, businesses are being urged to sign up to take part.

The popular initiative is making a welcome return to the city from July 15 to July 21 and organisers Aberdeen Inspired are on the lookout for restaurants to get involved.

More than 40 local businesses took part in the February edition of Aberdeen Restaurant Week which was embraced by the public and led to a large uplift in customer levels.

Nicola Johnston, evening and night-time economy manager of Aberdeen Inspired, said: "We got a fantastic response to Aberdeen Restaurant Week in February and can't wait to bring it back to the city in July. Our aim with Aberdeen Restaurant Week is to bring people into the city centre and encourage them to enjoy everything our city centre has to offer. That in turn is beneficial to traders and we would love to have even more restaurants embracing it."

## Sharp fall in Scottish drivers opting to buy a new car

BREXIT, a global slowdown and confusion over fuel type have caused a sharp fall in the number of drivers opting to buy a new rather than used car in Scotland, according to new research by Close Brothers Motor Finance. The research found that 41% of drivers will opt for a new car, down from 46% last year.

The Britain Under the Bonnet report looks at consumers' attitudes and car buying behaviours, along with views from dealerships across the country, to give a comprehensive view of the UK's motor industry in 2019.

Brexit was a key factor that had dampened consumers' appetite. 53% of drivers said Brexit had had a negative impact on their plans to buy a car in the next three years, with one in five (19%) drivers said they were more likely to delay buying a car as a consequence. In addition, almost one in 10 (9%) said they were more likely to avoid manufacturers which have talked about leaving the UK.



# Safety still paramount as market recovery takes hold



**Scott Duguid,**  
operations director, eBlast

**WHEN personnel are working offshore they are quite rightly focused on performing the job at hand, without the added worry of the safety of the installation itself.**

Last year's 30th anniversary commemoration of Piper Alpha, added to the Grenfell Tower fire, brought the spectre of catastrophic events back to the forefront of people's minds.

During the downturn there has been concern that corners would be cut when it comes to safety as part of a drive for ever-increasing efficiencies. Fortunately, that scenario doesn't seem to have played out.

Since the turn of the year we have benefited from increased demand and delivered surface preparation and specialist coatings to service and protect several large-scale oil and gas industry assets.

Our team has carried out specialist coating services, including surface preparation, thermal spray aluminium (TSA), passive fire protection (PFP) and top sides epoxy coating for two

so-called 'super structures' on behalf of two international oil services firms.

Typically, in the coating industry, we only become active a few months before the scope begins so it is hugely encouraging to see this upturn in activity.

We perform PFP application for the offshore sector, utilising our team of highly-skilled applicators and specialist equipment to ensure the highest standards are met.

This form of fire protection enables asset owners to safeguard the structural strength of steelwork, the integrity of divisions and protect personnel and equipment for the duration of a fire or evacuation.

Through rigorous testing in a controlled environment within our paint shop, the PFP is proven to withstand extreme conditions throughout its working life – typically up to 25 years in an offshore environment – before the steel is installed.

This guarantees the best possible

solution and gives end-users complete confidence that the steel won't buckle or collapse under specific conditions. By law, the structural steel on offshore installations require a higher level of PFP due to the nature of hydrocarbons which allows enough time for evacuation in the event of a fire.

For all new structures, PFP needs to be part of the solution. If done correctly, PFP should be installed and then 'forgotten about' for the expected lifetime of the structure provided it is properly maintained.

Fire safety works in tandem with health and safety; we have built positive relationships with national and international suppliers that specify the criteria and thickness for specific environments.

Ultimately, this form of protection safeguards the asset, protects people's lives and maintains structural integrity for many years.

**Blast** is a surface preparation specialist and a part of the eGroup. Offering surface preparation and specialist coatings to service the oil & gas industry.

- Surface Preparation
- Passive Fire Protection (PFP)
- Specialist Coatings
- Protective Coatings
- Thermally Sprayed Aluminium (TSA)
- & Much More...

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# Doing it differently



**THE successful leaders of 2020 and beyond will be those who are outcentric, those focused on developing their teams, encouraging them to be active, valuable contributors and who empower their teams rather than micromanage.**

These leaders understand the power of doing it differently.

When Scottish tech company Administrate switched to a four-day, 32-hour week, chief executive John Peebles expected his door would be beaten down by high performers hoping to join his team. However, things didn't quite work out like that and although it has turned out to be a significant success, there was initial scepticism from the high performers he was seeking to recruit.

John recently shared his thoughts on this and other modern management philosophies with representatives of around 100 North-east companies at the Chamber's Leadership business breakfast.

“

**“When we moved to the four-day 32-hour working week I thought it was going to be a recruiting slam dunk but we actually found a lot of people were suspicious of this and thought we must be lazy. In fact, it's about how we can be more efficient, how we can be more thoughtful, how we work really, really hard for 32 hours every week and then go and do whatever we want on the weekends.”**

**John Peebles**  
chief executive, Administrate

Administrate provides subscription software which helps training providers manage and automate their service but as well as solving

these problems for clients, John is aiming to build “the ultimate human organisation.”

“It's a very American phrase but what I mean is build a company which is an elevator for our people – those working with us as employees and the customers. Think of it as a mattress company – you spend a third of your life at work, a third of your life doing other things and a third of your life on your mattress so you want to invest in a good one. We are trying to build a work environment in which people really want to come and spend time.

“When we moved to the four-day 32-hour working week I thought it was going to be a recruiting slam dunk but we actually found a lot of people were suspicious of this and thought we must be lazy. In fact, it's about how we can be more efficient, how we can be more thoughtful, how we work really, really hard for 32 hours every week and then go and do whatever we want on the weekends.

“When we introduced it, which we did in 2015, we didn't reset our targets, we didn't change our hiring patterns. Nothing changed outwardly but we just started working one day less



and productivity stayed the same or improved. That shouldn't have been a surprise because every survey or study of productivity ever has shown that when working hours go down productivity improves."

Other initiatives which have been introduced at Administrate are a weekly 30-minute one-to-one meeting for every member of staff with their direct manager. "That's their time to talk to their personal development plan which everyone has to have, they can raise concerns, ask questions and so on but it's a two-way dialogue," added John.

"Apparently, this is very radical for a lot of organisations but it's a very simple example of something I think is powerful, particularly when you are going through a lot of change in an organisation."

Steve Cook, managing director of Law at Work, said his company is also reaping benefits having introduced more flexibility and he expects to see changes in working trends being increasingly implemented.

"With the introduction of the five-day working week in 1926, General

Motors owner Henry Ford ushered in a new dawn for workers in the western world, setting a standard which has remained unchallenged for almost 90 years. Now, modern-day employers are taking a revolutionary approach of their own, placing a higher value on employee wellbeing and embracing a fresh outlook on the effectiveness of the Monday to Friday working week.

"Since 2011, a combination of stagnating wages and increased inflation has seen the average hours worked gradually increase year-on-year. Faced with limited work-life balance, employees are more stressed and anxious than ever before. In 2016 some 12.5 million work days were lost due to mental exhaustion.

**"Since 2011, a combination of stagnating wages and increased inflation has seen the average hours worked gradually increase year-on-year."**

**Steve Cook**  
*managing director, Law at Work*

"To combat the effects of overworking, a new wave of thought is now taking hold in the corporate world, with many businesses taking a 'less is more' approach. For some firms, the introduction of a four-day week has not only promoted positive mental health, it has boosted productivity and increased profits. After trialling the scheme, New Zealand-based finance company Perpetual Guardian witnessed a notable reduction in the number of sick days taken as staff took advantage of increased leisure time spent with family or participating in hobbies.

"At Law at Work incorporating Empire, we're also moving away from outdated norms. We actively encourage staff to embrace flexible working – a stance which is central to our strong retention figures.

"Our team can work from home, change hours to suit their home life and are offered a chance to increase their holiday allowance. Unlike many legal firms, we don't base bonuses on fee targets. Staff are rewarded according to client satisfaction and renewal as opposed to billable hours. We also don't place onerous tasks on our lawyers to go out and source

their own clients. For many working parents, requirements to network outside of working hours in a bid to pick up new clients can be extremely demanding.

"In an increasingly competitive jobs market, businesses need to look for innovative ways to attract new staff and retain existing employees. Don't be surprised to see an upward trend in businesses adopting a four-day week soon."

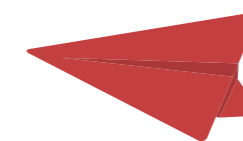
Dr Anthony Anagboso, chief executive officer of change and wellbeing company, Kalor Consultancy Ltd, said in the past, managers 'managed' and leadership was seen as a rare skill critical to business growth.

"Over the last decade we have seen a seismic growth in creative technologies which has led to a gradual shift of more power to the employee. This has led to a movement away from directive leadership styles to more collaborative and engagement led leadership approaches. Not only is commercial growth seen to be a marker of success but employee engagement and satisfaction is becoming equally important for business success. This is not only

useful in the attraction and retention of high value employees but in defining a business as a leader in its sector.

"Inertia tends to be the most significant barrier. People get so used to interacting and leading in a particular way that they do not change until a significant challenge occurs and the wheels come off. It's strange that many organisations go on about how people are their most valuable 'resource' while not engaging with those same people at critical decision-making points.

"My advice would be do not be reluctant to listen to your staff and get their insights. While you may not ultimately take on board all opinions in making management decisions, the listening process is key to effective leadership."





# Greenwell contains it all



**LONG gone are the days when shipping containers were only utilised to transport goods across countries and continents, they are now often also renovated into quirky homes, pop up bars, plant nurseries and even swimming pools.**

Despite this global drive in creative innovation Aberdeen-based Greenwell Equipment, which is a leading UK container supplier, is mainly still working with businesses across Scotland and further afield.

Supplying a large selection of new and used containers, around 50% of Greenwell's clients are operating in the oil and gas market, with the remainder in construction. Other customers are using containers for business or domestic storage.

With thousands of customers since launching in 1996, Greenwell has worked on two of Scotland's largest infrastructure projects in recent years, providing modular buildings and containers for the Queensferry

Crossing project and the AWPR Consortium. The team is also currently supporting the new Aberdeen Harbour and the A9 upgrade.

Based in the city's Tullos area, Greenwell usually stocks around 60 containers for sale and 20 for rent, which is beneficial for local customers who want to view them and select in person.

The shipping containers are manufactured in China to ISO standards and all new containers are CSC plated, ensuring they are certified for onward shipping and can be safely handled at port. Some used containers don't have this certification but Greenwell can have its inspector ensure certification is up to date with current shipping requirements, if required.

So, what should you be looking for in a good, used container?

- Check the general appearance - used containers will show some

wear and tear but minor bumps and scrapes are fine, providing no daylight is shining through

- Check the doors thoroughly for any corrosion
- Check that the seals are intact
- Make sure that the doors and handles work freely
- Check that the floors are in good condition
- Check that the corner posts are free from any major damage

Basic steel boxes are the most common and usually come in two standard sizes - 20x8 and 40x8, with new ones available in blue, green or grey finishes which can be branded with company colours and logos. Quality used containers are usually from the shipping lines and pre-branded, however, these can also be repainted and re-branded.

Across the world shipping containers are being renovated into some fantastic uses, including schools and hospitals in poorer parts of the world where constructing traditional

buildings can be expensive. Some have been turned into emergency rooms in a fantastic demonstration of contemporary engineering. London's Shoreditch is also home to Boxpark, a concept which refits and repurposes shipping containers to offer food, drink and other retailers an affordable and flexible option to showcase their brands.

From its base in Aberdeen, Greenwell can ship containers across the world and has already supplied new containers to various locations, including the United States, Africa, the Falkland Islands and Pakistan.

The team can customise containers to requirements, such as lining and insulating them for storing items which are sensitive to temperature and condensation. The containers can also be fitted out with air conditioning, heating and lighting, extra windows and doors; and be fully shelved so they are fit for purpose. This can all be done by the Greenwell team in Aberdeen. With unrivalled contacts in the

industry, specialist containers can also be sourced for specific requirements, such as blast resistant or side opening, offering easier access to the contents.

Based locally, the team is also well placed to carry out repairs at customer premises and deal with any issues quickly and effectively.

With a large stock of containers in the North-east, there is a quick turnaround for delivery and Greenwell can provide a delivery service which can include offloading with a lorry and crane, or the customer can offload the container themselves. Customers can also collect with loading support available at the Greenwell yard. With Greenwell's Tullos location, containers can also be transported by rail and offloaded, avoiding road transportation.

Greenwell Equipment is a family firm started in 1996 by brother and sister team Mark and Julie Turnbull, along with their father, Richy.

Greenwell has four divisions: office, warehouse, cabins and containers. The company operates across almost every market including oil and gas, civil engineering, renewables, fish processing and transportation.

Boasting vast experience and knowledge in shipping containers, Greenwell is the ideal local company to advise on container requirements, whether a business is looking to ship equipment abroad or store surplus paperwork. Or maybe you have a budding ambition to renovate one into a funky new office, a coffee shop, a salon or a sauna....the choice is yours.



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warehouse



cabins



office

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# From the foundation up



by **Mary Holland,**  
director, DYW North East

**THE skills landscape is changing, with employers increasingly getting the chance to showcase their businesses, their sectors and the variety of careers they offer to the young workforce of the future through a multitude of different work experience opportunities.**

For those interested in the business of effective engagement with the next generation, there is also a real chance to show leadership by spreading the word and helping others to see the benefits.

Moving forward, one area where employers who have yet to dip a toe into the apprenticeship pool should think about starting is with a Foundation Apprenticeship (FA). Established in 2017 as a direct result of the Wood Commission, they are another key strand in the push to give young people a well-rounded set of skills for the future.

There are currently only around 45 Foundation Apprentices across 10 frameworks who are doing their work placement for the second year of their course. With the programme evolving from a two to a one-year model however, in the coming academic year we will see between 400 and 500 young people in our region seeking work placements across a range of disciplines.

Targeted at S5 and S6 pupils, FA's are a qualification that let young people gain work experience in Scotland's growth industries while still at school. Spending one day,

or two half-days, per week with a local business from August to June, pupils learn the vital communication, teamwork and self-management skills that employers need - whilst also gaining a Higher-level (SCQF6) qualification and a direct pathway to a Modern Apprenticeship when they start working. The qualification is also recognised by colleges and universities as part of their entry criteria if that is the path they choose to take.

Not only the first step on the pathway for the student's career, for employers too they offer a raft of benefits from developing your existing employees soft skills and increasing motivation, meeting your CSR objectives and increasing your business profile in the community; to increased understanding of your sector and the potential for a reduced recruitment cost base through direct access to the pipeline of future candidates. It also gives you the opportunity to 'try before you buy' the young talent available in our schools across the region, potentially providing you with a new Modern Apprentice or young employee.

The FA's have been designed by businesses in conjunction with Education Scotland so are designed to meet the needs of industry. While there are only 10 frameworks at the moment, the disciplines across them are varied.

One of the core areas where there will be a demand for employers across the coming year is the creative and digital sector. Rather than close off

opportunity however, any business that has a marketing department can get involved and use it to show the wide range of different roles within their company and sector.

There are also opportunities for companies who are already working with young talent through school partnerships to extend their engagement. Offering continuing professional development opportunities to teachers can help increase their understanding of our region's growth sectors and help shape what they take back to the classroom.

There are some fantastic examples of North-east businesses who have offered job shadowing or placements to teachers. Mackies for example has taken all the curriculum heads at it's partner school Alford Academy to it's farm for a day, helping them explore the different aspects of the business. Portlethen Academy has had all it's senior staff shadow a senior leader for the day across a range of organisations.

It doesn't matter the size of your business or the sector you are involved in, there are a wide range of opportunities for you to support and develop the young workforce of the future.

However you want to get involved, DYW North East can provide you with the support and guidance to help find a level of engagement that is right for your business.



## STATS Group engineer profit rise

ABERDEENSHIRE company STATS Group's annual accounts recorded pre-tax profits of £2.5m compared to a pre-tax loss of £0.8m the previous year.

STATS, which provides pipeline testing, repair and integrity services, including the design, supply and provision of specialised test, intervention and isolation tools, to the oil and gas industry, saw an upturn in activity across almost all of its international operations.

The most significant growth came in the Middle East where revenues increased by almost 170%, with the growth largely attributed to winning a major isolation and intervention project in Abu Dhabi.

STATS Group chief executive officer, Leigh Howarth, said: "The 2018 results reflect a very strong performance across the group and with 80% of revenues generated outside of the UK, this demonstrates that our strategy of internationalising the business is being delivered."

## Keenan Recycling strikes sponsorship deal

SCOTLAND's largest organic waste management firm, which still has its roots firmly in the North-east, has netted a new sponsorship deal with a local football team.

Keenan Recycling, which operates a 14-acre site in New Deer in Aberdeenshire, has teamed up with Cuminestown Boys Club to sponsor the full kit and jackets.

The 16 strong team of 11/12-year-olds are progressing to 11-a-side after the summer break and have just returned from taking part in the UK International Cup in Staffordshire, which is a world class football competition

## TECA launches introductory meetings offer

TECA (The Event Complex Aberdeen), Scotland's brand new state-of-the-art events venue has just launched an introductory meetings offer for its opening period.

The venue is offering the opportunity to 'Pick Your Perk' when meetings are booked between September and October 2019. This offer is open to all and is applicable when booking meetings for up to 100 delegates.

To take advantage of the introductory meetings offer, the event must be contracted between May 13 and July 9, 2019.

## Firms urged to take part in broadband voucher scheme

THE government is urging small business owners to consider signing up for its ultrafast broadband connection voucher scheme before the available funding runs out. The scheme was supposed to run until March 2021, however with 6,927 vouchers already issued the funding pot is set to run out sooner than later.

The maximum value of the vouchers available has recently been reduced from £3,000 to £2,500 per business. To find out more visit [2circles.com/gigabit-voucher-scheme](https://2circles.com/gigabit-voucher-scheme)



# The benefit of informed leadership

by **Shane Taylor**,  
*research and policy manager,*  
Aberdeen and Grampian  
Chamber of Commerce



**LEADERSHIP is a fascinating quality. I've worked for many different leaders, with distinct styles over the years. Despite the fact that all had very different approaches, they all shared one common quality – a focus on ensuring they had access to the best evidence they could when making decisions.**

I've been lucky (in a sense), to have worked for organisations driven by data over the past few years, whether in publishing or across the Chambers of Commerce network. Through these organisations, I've not only learned that data and evidence is the basis for good leadership within teams, it's also how effective businesses take control of the agenda and build their own reputations.

In many ways, leading through data is the *raison d'être* of Chambers. When standing alone, it can be difficult for an individual business to really understand where they fit in their own market. By sharing data, often anonymously through a Chamber, you can benchmark your performance with those in your sector and your region.

I've seen first-hand the power of coming together through a Chamber and the profile this gives to business concerns. Prior to my role at AGCC

I was based at Scottish Chambers of Commerce where I managed the Quarterly Economic Indicator survey, Scotland's longest running private-sector business survey. Not only did the report provide in-depth data on the challenges firms were facing nationally across a range of sectors but crucially, it was far faster than other measures of economic health such as GDP.

This survey feeds into the British Chambers QES, which, with over 7,000 responses, is by far the largest business survey in the UK. It is difficult to overstate its influence, with the survey often dominating the news headlines on release. Our national team at the British Chambers of Commerce take the results to regular meetings with Greg Clark, Secretary of State for Business, Energy and Industrial Strategy, and brief key teams at the Bank of England and other institutions on the challenges facing business.

Closer to home our own Oil and Gas Survey continues to be seen as a bellwether for the sector. It's the first external reference you'll come to in the Scottish Government's State of the Economy report and we've put it directly in the hands of Ministers, MPs, and MSPs as we do our part to represent business in the region.

We can't all be leaders but we can make sure that those who seek to lead and define policy are fully aware of our concerns and have access to the best evidence they can when making decisions which affect business in our region. Our role as Chambers is to act as that central point, consolidating the views of our members and bringing them to the attention of key decision makers, nationally or locally. By the time this edition hits your desk, our latest Oil and Gas Survey will be released, and we'll be busy talking to politicians and other key stakeholders about its results.

Fundamentally though, we can't do this without the critical input of our members. The Quarterly Economic Survey will be live until June 10. If you're recruiting but struggling to find the right staff, or finding that the business rates burden is continuing to prevent you from investing in the future, make sure you let us know.

Acting alone, leading can be tough. Thousands of firms acting together, with comprehensive data, suddenly becomes a much more persuasive proposition. Get involved, be part of that conversation and help us continue to build a more prosperous North-east.



# Working in partnership is the ideal solution

**WHEN sourcing accommodation solutions for offshore platforms there are several factors for project managers to consider including available deck space, project budget, the hook-up capabilities of the platform and the safety, security and comfort of offshore personnel.**

With the accommodation solution often only one part of a bigger project, it is essential for project and operations managers to work with a trusted and experienced partner to ensure that the accommodation solution selected meets their requirements in a timely and cost-effective manner. An experienced partner will provide advice on the layout of the accommodation complex, hook-up requirements and, using their industry knowledge, help to avoid any pitfalls that may occur.

Hoover Ferguson has over 40 years of experience in North Sea oil and gas operations and offers an extensive range of DNV 2.7-1 certified offshore accommodation

solutions from single unit temporary living quarters to full service accommodation complexes complete with galley, mess, recreation rooms, gym, offices and meeting rooms. These complexes are supported by services including fresh water making plants, sewage collection systems, power distribution and escape stairs and walkways. In addition to the standard range of market leading offshore accommodation solutions available, Hoover Ferguson also has an experienced in-house design and engineering team who provide bespoke solutions to meet individual project requirements.

Gary Wilson, VP EMEA offshore, said: "Hoover Ferguson is not just a provider of equipment but of complete solutions which provide maximum operational efficiencies and cost savings for our customers' operations. We go beyond the 'day rate' and focus on how we can build partnerships and provide a positive impact on their key performance indicators.

"Our team works closely with our customers from conception to delivery, identifying the optimal layouts of the accommodation solution to maximise footprint and internal efficiencies, supporting delivery timescales with our own transportation fleet and providing highly skilled technicians to carry out the installation and commissioning of the modules offshore, ensuring successful hook-up.

"Post-delivery we offer maintenance and inspection programmes to ensure the continued smooth operation of the modules. Our aim is always to provide worry-free operations for our customers and this is just one of the reasons that our customers work with us time and again."

Hoover Ferguson operates in more than 40 locations in 25 countries. To speak with a member of the team about your project requirements contact [info@hooverferguson.com](mailto:info@hooverferguson.com) or call **01467 626500**.

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## Legasea set to reduce the environmental impact

A NEW start-up company based in Aberdeenshire is aiming to significantly reduce the environmental impact caused by the oil and gas industry by offering a new sustainable solution with the refurbishment and reuse of decommissioned subsea equipment and component parts.

Presently, the industry recycles as much of its subsea equipment as possible once it has no further need for it but the team at Legasea is able to offer a better alternative to help boost the green credentials of this critical sector and protect the natural environment at the same time.

Instead of the traditional recycling process, Legasea takes the subsea production equipment from decommissioned fields and reuses as many parts as possible following a rigorous refurbishment process at its base, near Westhill.

## Housekeeping award for Old Course Hotel

THE Old Course Hotel, St Andrews, the AA Hotel of the Year, has won Housekeeping Team of the Year in the Hotel Housekeeping Honours Awards.

The team, led by executive housekeeper Sarah Middlemas, is trained to a five red-star standard, with AA and Visit Scotland cleanliness scores of 100%. The 144 room and suite hotel is Five-Red-Star rated and recognised as one of the most luxurious resorts in the world.

## Legal sector's renewed focus on profitability

THE latest annual Legal Benchmarking Report from MHA Henderson Loggie in conjunction with their UK accountancy association MHA, reveals that the sector has a renewed focus on profits and margins in order to future-proof their businesses and combat succession issues.

Growth in total fee income was sporadic - only achieved by sole trader practices (12%) and five to 10 partner firms (9%). Mid-tier practices of 11-25 partners witnessed minor growth at 0.1%, while larger firms of 25+ partners and smaller two to four partner practices saw income falls.

Changes in fee income per fee earner levels mirrored these findings; for sole trader practices and five to 10 partner firms it grew by 10% and 0.6% respectively, mid-tier firms saw a drop of 1% and two to four partner firms and larger practices witnessed falls of 12%.

## NHV Group joins safety group HeliOffshore

NHV has joined HeliOffshore, the global, safety-focused association for the offshore helicopter industry.

Through collaboration with members, HeliOffshore is delivering an industry-wide safety programme that is enhancing safety worldwide. The association consists of 120 member companies who are involved in an unprecedented collaboration that involves sharing data, agreeing work priorities identified as delivering the greatest value for safety and implementing joined up action plans that deliver results that can be objectively verified.

"Safety has always been an uncompromising core value at NHV," said Steffen Bay, chief executive officer of the NHV Group. "We embrace the opportunity to share this expertise to the benefit of our industry and everyone who works offshore. NHV looks forward to a powerful collaboration with the HeliOffshore community, demonstrating together our shared commitment to safety."

## Pupils asked to add up financial decisions

PUPILS from Aberdeen City learned the importance of numbers in May, including using sums to make financial decisions and working out the real cost of paying for things with a credit card.

TechFest, in collaboration with Developing the Young Workforce North East (DYWNE), delivered two workshops designed to deliver valuable life skills to secondary pupils in Dyce Academy and Oldmachar Academy, as part of National Numeracy Day.

TechFest's 'Maths into Money' workshop teaches young people how to apply maths when making financial decisions, how to work out 'take home' earnings after tax deductions and the true cost of buying items on a credit card.

Pupils were also asked to distinguish between purchases which are essential and those which are treats, completing monthly spending budgets based on a range of salaries.



# Casting a look at three decades of metal testing

**ASAMS is celebrating 30 years in business in 2019. As part of this, director Andrew Page looks back at three decades of metals testing.**

ASAMS has always been focused on providing great service, primarily for the oil and gas industry, being formed from the purchase of the test laboratory from Oilfield Inspection Services in 1989. Over the past 30 years standards, both international and client, have undergone numerous revisions. Largely these have sought to align complimentary testing regimes however there are some areas within these standards which still cannot be reconciled.

There has been a continuous push over the last 30 years to ensure traceability and accuracy of all testing. Many invaluable practices have been taken from other testing industries, such as independent proficiency testing schemes. Proficiency testing is designed to identify inaccuracies in tests which may not be identified by the laboratory in isolation.

ASAMS has developed smooth, customer-focused processes to enable high standards of accuracy in all testing. The laboratory has maintained its ISO 17025 accreditation since 1989 and has used feedback from clients and various accreditation bodies over time

to drive the company's continuous improvement strategy. ASAMS has also focused on increasing the speed of service whilst maintaining its high standards, so it can often do in two days what it takes other companies two weeks to achieve.

### Verification of current activity

Prior to starting any testing project, the team spend any time required clarifying the client's exact needs to ensure valid results can be delivered first time, every time. This is why attention to detail by the whole team is critical.

The experience of the company's highly competent lab staff ensures it can assist clients with the application of various international and client specifications. It can also advise where overlaps in the required testing may result in the customer achieving time and cost savings. ASAMS' experienced staff also enabled it to serve clients in other sectors where standards and tests can vary depending on each industry's specific needs.

ASAMS still values using experienced manual machinists as the best way to extract test coupons, due to the variable nature of every test piece.

### Examining opportunities for the future

The team is excited to be looking at the challenges and opportunities presented by automation and new technologies such as additive manufacturing.

ASAMS plans to continue investing in the latest technologies and is looking at how these can be used to improve the customer experience, such as remote witnessing.

ASAMS continually invests in recruiting, retaining and developing experienced and ambitious team members, encouraging them to use these advancing technologies and enabling them to focus on delivering accurate results in a timely manner.

Are you getting the accuracy and service in testing that your company requires?

**ASAMS Ltd - the first choice for quality, personal service, speed and accuracy in metals testing.**

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**E:** thomas@asams.co.uk  
**W:** asams.co.uk



## July

- 2 Tue**  
1 day  
**Essential Supervisory Skills**  
Bridge the gap between doing and supervising in order to motivate staff
- 2 Tue**  
1 day  
**Customer Service Excellence**  
Excel at customer service, both within your business and externally
- 3 Wed**  
1 day  
**Supervisors Next Steps**  
Improve techniques and add new areas of awareness and understanding
- 3 Wed**  
1 day  
**Building Effective Teams**  
Understand what makes a great team and learn how to build one
- 3 Wed**  
1/2 day  
**BCC INCO Terms**  
Understand the benefits of International Commercial Terms for buyers and sellers
- 3 Wed**  
1/2 day  
**HM Revenue and Customs END Use Awareness**  
Take advantage of the Shipwork End Use (END) system and navigate the rules
- 4 Thu**  
1 day  
**Dealing with Difficult Situations**  
Understand the variety of personalities and how to alter your approach for each
- 4 Thu**  
1/2 day  
**Taking Notes and Minutes**  
Record meetings effectively and accurately with high quality minutes
- 4 Thu**  
1/2 day  
**Resilience, Survive and Thrive**  
Explore the benefits of managing stress
- 9 Tue**  
1 day  
**BCC Customs Procedures and Documentation**  
How to stay the right side of HMRC
- 17 - 18**  
2 day  
**Advanced Management Skills**  
Grow as a manager and improve the performance of your team

## August

- 6 Tue**  
1 day  
**Winning More Bids**  
Produce professional proposals/tenders to boost your business
- 13 Tue**  
1 day  
**BCC Export Documentation Explained**  
Understand what is involved in documentation to save time and money
- 14 Wed**  
1 day  
**Personal Effectiveness**  
Improve your self-management

**For more information**

Susan Staniforth, training team leader  
T 01224 343917 E training@agcc.co.uk

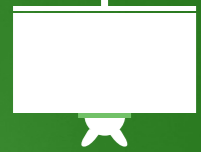
## August

- 15 Thu**  
1 day  
**Assertiveness at Work**  
Clearly communicate your point of view without causing conflict
- 20 Tue**  
1 day  
**Report Writing**  
Produce clear, concise and effective reports that achieve objectives
- 20 Tue**  
1 day  
**Marketing 101**  
Develop a successful integrated marketing strategy
- 21 Wed**  
1 day  
**Project Management - The Fundamentals**  
Understand the principles of project management and the complexities of scale
- 21 Wed**  
1 day  
**Bias: is it having an impact?**  
Understand why bias creates risks to your business
- 22 Thu**  
1 day  
**Communication and Interpersonal Skills**  
Develop the techniques to positively influence your interactions
- 22 Thu**  
1 day  
**Change Management**  
Effectively drive and manage change in your organisation
- 22 Thu**  
1 day  
**Essential Supervisory Skills**  
Bridge the gap between doing and supervising in order to motivate staff
- 27 Tue**  
1 day  
**Finance - The Basics**  
Develop a broad understanding of business finance
- 27 Tue**  
1 day  
**Stakeholder Engagement and Relationship Management**  
Identify and engage with stakeholders to build effective and lasting relationships
- 28 - 29**  
Wed-Thu  
2 day  
**Essential Management Skills**  
Become equipped with the knowledge and skills required of a manager
- 28 Wed**  
1/2 day  
**Social Media for the Uninitiated**  
Gain a practical understanding of Facebook, Twitter and LinkedIn for business
- 28 Wed**  
1/2 day  
**Social Media Advanced - Using Mixed Media in Your Digital Communication**  
Understand how to integrate social media into a digital communication plan
- 29 Thu**  
1 day  
**Train the Trainer**  
Feel confident whilst developing and delivering different types of training

## September

- 3 Tue**  
1 day  
**GDPR Essentials**  
Demystify the new regulation and principles in a digital landscape

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**55**  
different  
subjects



Attended by  
**951**  
people in North-east  
businesses



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Learn how to motivate and get your team working efficiently





The Chamber welcomed Home Secretary, the Rt Hon Sajid Javid MP, and Secretary of State for Scotland David Mundell on May 3.

Michaela Strachan entertained delegates at the Sustainability breakfast on April 18.

Delegates made lots of new connections at the last Speed Networking at Number 10.

The Imagine there's no Brexit breakfast saw businesses share their views on how the government should fix the fundamentals for economic growth.



**Steve Smith,**  
*business development manager,*  
Converged Communication Solutions

**What does your company do that others don't?**

We offer our clients in-house support for their connectivity, telephony, IT and cyber security requirements. No blame culture here as everything is looked after by us.

**What are the most pressing challenges that your industry sector faces today and why?**

There's a movement towards IT as a service rather than as a product, meaning hardware, software, support, etc is coming from operating expenditure rather than capital expenditure. Moving clients towards this model is very time consuming but saves fortunes for us all.

**What is the hardest lesson you have learned in your career to date?**

If it sounds too good to be true, guess what?

**What is the most valuable piece of business advice you have ever received?**

Don't just work hard or work smart but do both. The more people I speak to in a week, the more I sell. Basic but as true today as it was 20 years ago.

**What's been your proudest career achievement to date and why?**

Leading Apple's European business to business teams in large deal strategy was a good one but securing this role with Converged is way up there. Our discussion was short and to the point and it reflected my reputation that I was offered a role the moment I became available. That meant a lot.

**If you could make one thing happen tomorrow that would benefit North-east Scotland, what would it be?**

Private or public investment in our education system to make it not only good but the best in the world. Aim high!



# Quick fire round

**What was your first job?**

Part-time, it was selling sweets at Pittodrie. First full time job was as a youth trainee at Comet for £28.50 per week.

**When would you like to retire?**

Running on plan to be mid to late fifties.

**What did you have for breakfast?**

A can of Diet Coke.

**Who, or what, inspires you?**

My children and ensuring they have a quality life.

**What's the last book you read / film you saw?**

Love Is Blind by William Boyd / The Missing Link (kids - honest!)



# Do we value values?



by Neil McLennan,  
director of leadership programmes,  
University of Aberdeen

**IN 2013 Kevin Murphy and I published Determined to Succeed on the back of feeling that university had not really prepared us with the skills for the working world. The book looked at the key skills of people across Scotland who were at the top of their industry. The success of that book saw us publish The Art of Achievement in 2014. With similar case study format, the book not only looked at current skills but gazed into future skills in various sectors.**

Much has changed since then. For one, we now see universities embedding skills in course design, teaching and assessment. Secondly, mindsets changed on writing the second book. It soon became apparent that values were at the heart of the success of key leaders across various sectors. That led to a third publication, Speaking of Values (Fossey, McLennan & Walsh, 2016), which explored the individual and organisational values of leaders.

Since publishing Speaking of Values we have been asked to input to a number of organisation's values formation. In April of this year I took part in a University of Aberdeen business breakfast, speaking on the topic. Organisations often spend much time on their vision and aims, however

less time on considering values. Consideration and focus on all three can bring great rewards.

Before presenting, I wanted to get a sense of the current status of values among North-east businesses. A short questionnaire helped provoke some deeper discussions on the morning. The findings were quite revealing.

We gleaned an insight into 48 organisations from the questionnaire. Returns were equally balanced male:female; from businesses under 10 employees to large corporates; and from a broad range of experiences from middle management to senior executive.

In total, 77% of respondents thought values were visible daily in business, with 88% responding visibility in their specific business. Furthermore, 74% noted that their business had explicit values. However, a good number could not remember them; 45% said they did not know how often they were reviewed; and over a third said the values were identified by management only. Just over a tenth said that company values were chosen by one person and 29% suggested that no theory was used in forming company values. 'Honesty',

'respect' and 'integrity' were shared as common company values however, it was clear that many organisational 'value statements' mixed up values, behaviours, attributes and goals. The latter regularly slipped into value statements. 'Excellence' was often used but appeared under-critiqued.

In the open responses there were some clear messages that values are only important if profits are met. However, during the business breakfast there was vibrant discussion on Generation-Y and Generation-Z employees. 'Self-indulgence' came through frequently as personal and organisational values. However, it was felt new generation employees desired work in ethical organisations.

One might say, whatever age, we place value on values. However, are they valued enough within business? It seems values is an area for further study and consideration. We need to get more people Speaking Of Values.

ACUMENFP.COM

## Top UK Financial Planning Firm developing Employee Benefits Team for businesses of the North East



Acumen Financial Planning, one of the leading Financial Planning Firms in the UK, is continuing to develop its' Employee Benefits offering to businesses in the North East with the recent appointment of Andy Eason, Head of Employee Benefits.

With over 30 years Employee Benefits experience Andy joins the award-winning team at their office in Westhill to manage and drive forward the Employee Benefits Services with the same passion and focus that has served him well to date.

With the increasing pressure on employers to retain and motivate their team whilst giving themselves every opportunity to recruit the best candidates in the market, employee benefits remains a key element of successful business strategy.

"Our role is to work with clients to deliver a strategy which supports the company's people requirements with a focus on adding to the employee's appreciation and understanding of the valuable benefits provided.

Short, medium and long-term focus centres around continual improvement, adding value and service excellence, whilst always striving to be a trusted business partners of all our clients whether they have a handful or several hundred employees."

Established in Aberdeen in 2002, the multi award-winning firm provides private clients with holistic financial planning that includes Pension and Retirement Planning, Savings and Investments and Inheritance and Tax Planning. The team at Acumen Financial Planning have provided employee benefits and advice on workplace pensions for several years and are keen to develop this further. On the recent appointment Managing Director Sandy Robertson said;

"We are delighted that Andy has joined our team. For many employers and employees in the UK, the need for Financial Planning is not recognised until it is far too late to have a positive impact or outcome. With access to our quality and progressive Employee Benefits team, Employers are in the position to influence the long-term financial wellbeing of their employees"

At Acumen Financial Planning, we work with our clients to understand their needs and deliver solutions across the spectrum of benefits whether it is Workplace Savings, Pensions, Risk Policies or supporting the health and wellbeing strategies of a business.

Andy Eason can be contacted on 01224 392350 or [andy.eason@acumenfp.com](mailto:andy.eason@acumenfp.com)



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## Airport shortlisted in annual awards

ABERDEEN International Airport has been recognised as a finalist in a coveted aviation awards programme celebrating Europe's top airports.

The 15th annual ACI Europe 2019 Best Airports Awards take place in Limassol, Cyprus on Wednesday, June 26, where Aberdeen International Airport is shortlisted in the 'Best Airport under Five Million Passengers' category.

Steve Szalay, managing director of Aberdeen International Airport said: "The airport has been undergoing serious regeneration in the last three years. We're coming to the end of the terminal transformation project which has been well-received by our passengers - we're creating an airport to be proud of and recognition from ACI Europe is testament to the hard work of those involved in our airport's new look and feel."

## Record shareholder investment for ANM

ANM Group, Scotland's most active and influential farming, food and finance co-operative, has reported a trading profit of £498,000, record shareholder investment of £6.5m and benefits to members of £477,000 for the year ending December 31, 2018.

Pete Watson, ANM group board chairman, said: "ANM plays a major role in Scotland's economy and we are pleased to have recorded a trading surplus in 2018. Our balance sheet remains strong and shareholder capital reached £6.5m, having increased by £500,000 from 2017, which demonstrates the confidence our members have in the group and the future direction of the business. The board is extremely grateful for this show of support."

## Professors appointed to RSE

PROFESSORS Marcel Jaspars and Andy Porter from the University of Aberdeen have been appointed vice-presidents of the Royal Society of Edinburgh (RSE) with responsibility for the international and business portfolios respectively.

For several years Professor Jaspars was project leader of PharmaSea, a university-led project exploring the deep sea to uncover new bacteria that can be used as life-saving antibiotics. Through this work he has advised the United Nations on the conservation and sustainable use of marine biological diversity in international waters.

Professor Porter is currently professor of medical biotechnology and director of the Scottish Biologics Facility at the university. He plays a key role on the board of ONE life sciences and BioAberdeen Ltd, which will help deliver a new £40m commercially focused bio-therapeutics hub at the University's Foresterhill health campus.

## Light the Blue festival returns

A YOUTH arts festival in Aberdeen is set to return for its second year this month, celebrating the city's creative youth and igniting the bright sparks of the future.

Aberdeen Performing Arts' Light the Blue festival will take place from June 10-15. Using The Lemon Tree as a central hub for the festival, break out street performances are also planned in the city centre, as well as workshops and other Fringe events at the Music Hall and His Majesty's Theatre.

The festival will bring together young performers from across the region and internationally renowned professional artists with an impressive and varied programme of workshops, performances and panel discussions.

## Guyana contract for Denholm MacNamee

DENHOLM MacNamee, which provides innovative asset cleaning and decontamination solutions, has announced significant growth in its international foothold with the completion of its first ever project in Guyana.

In support of an ongoing project the Inverurie-based company supplied manpower and kit to carry out the ultra-high pressure (UHP) jetting of riser joints for inspection. The first stage of the project took place in Guyana with the second stage occurring aboard a vessel en route to Las Palmas.

The announcement follows recent news that the company completed its first ever UHP cleaning project for a major rum producer in the US Virgin Islands, taking knowledge gained in the Scottish distillery sector to a new market.

## OPITO's skills strategy

ENERGY skills body OPITO has set out a strategy to prepare the UK oil and gas industry for a shift in skills requirements over the next six years.

OPITO's Skills Landscape 2019 - 2025 report, part of the UKCS Workforce Dynamics research series, reveals technology advances, internationalisation and the transition to a lower carbon future are accelerating changing skills demands in the sector.

It is expected that around 80% of the current workforce will still be working within the industry in 2025. The opportunity to retain these skills, as well as upskill and reskill the workforce as the industry adapts to take advantage of new technologies and different ways of working, is substantial.

In just six years it is estimated the industry needs to attract 25,000 new people and 4,500 of those will be into roles which do not currently exist.

## New digital platform for safety of people and assets

RESTRATA has unveiled an enterprise software platform providing real-time monitoring and control of people, environments, assets and reputation.

The Restrata platform ensures safer operational management and immediate response times across the energy and industrial sector. Cloud born and mobile ready, the SaaS platform has been developed in collaboration with industry experts, providing a global view of operations, anytime, anywhere, regardless of the complexity of the organisation.

Chief executive officer Botan Osman, said: "How do you empower the person running a crisis in order for him or her to focus on what's really critical? The missing person is where you need to focus. If you can find that out within five seconds instead of five minutes, that's five more minutes that could be potentially saving a life. We believe the Restrata platform will transform the way the industry operates and assures safety."

## LFH helps heritage railway get back on track

AN ABERDEENSHIRE pump design and repair specialist has helped a heritage railway get back on track.

LFH Engineering, which is based in Ellon, was approached by charity Caledonian Railway to help with 56-year old diesel engine pumps. For the last nine years, volunteers have been restoring a 1962 English Electric Class 37 locomotive and the team wanted to use the two original 56-year-old cooling pumps.

LFH Engineering was tasked with identifying the pumps to enable a search for spare parts lists and general arrangement drawings. Documentation could not be located, however the LFH technicians were able to use their knowledge and skill to strip down, clean and inspect both pumps.

They were also able to identify and replace the necessary parts to rebuild the pumps to their former glory. They were then hydrostatically and performance tested, ensuring they were fit for purpose.

## Wellpro Group announces Middle East expansion

ABERDEEN firm Group has continued its international growth momentum with a new acquisition in the Middle East, its first dedicated operation in the region.

The well intervention specialist has acquired the Dubai based thru-tubing service and rental business of Hunting Energy Services for an undisclosed amount, with the existing team of 13 employees, including onshore support and field personnel - transferring to Wellpro Group.

The business expects to create several jobs in the Middle East region and has committed to making further investment to the existing premises, located in Dubai's Jebel Ali Free Zone, over the coming months.



## ECITB launches annual oil and gas programme

THE fifth annual oil and gas industry Project Management Mentoring Programme, which is coordinated by the Engineering Construction Industry Training Board (ECITB), has been launched in Aberdeen.

Evidence shows that while technical skills can be learned online or in a classroom, behavioural and leadership skills can be enhanced via mentoring. The eight-month programme allows qualified and experienced project practitioners to 'mentor-forward', imparting wisdom and providing guidance to less experienced project professionals.

To date, almost 50 participants have benefited, many of whom are working towards chartered status with professional bodies such as the Association for Project Management.

ECITB chief executive, Chris Claydon, said: "The ECITB is proud to support this and the other project management development programmes that the Offshore Project Management Steering Group is leading. The fact that we are now in our fifth year shows that the results speak for themselves."

The companies taking part this year are Sealand Projects, Wood, ConocoPhillips, TechnipFMC, Spirit Energy, DOF Subsea, PD&MS, Stork, Oceaneering, Subsea 7, Shell UK, Pearl Engineering, Cephas Projects, ADIL, Pro-faction and EnQuest.





## Hareness Hub secures largest letting

SAVILLS, on behalf of a private investor, has successfully fully let the newly refurbished industrial warehouse, Hub at Hareness (The Hub), in Aberdeen. The industrial warehouse, which is in a prominent position on the established Altens industrial estate, was let to tenants Control Valve Solutions and Wenaas Workwear.

Control Valve Solutions, a provider of control valves and related products for the oil and gas industry, will occupy units two, three and four taking a total of 20,986 sq ft (1,950 sq m) for a period of 10 years. This was the largest industrial deal in Aberdeen in Q1 2019. Wenaas Workwear, a leading international supplier of head-to-toe safety clothing solutions, has signed a five year lease and will occupy unit one of the building taking 7,696 sq ft (715 sq m).

Claire Herriot, associate in the business space team at Savills in Aberdeen, said: "The rebranding and high quality refurbishment of The Hub was a strong driver behind attracting the tenants to this property. Our end to end support for the client ensured that the building was sourced, refurbished and leased efficiently and on time, ahead of business plan forecasts."

## North-east sports scientist named among Nation's Lifesavers

A LECTURER and sports scientist from Robert Gordon University (RGU) has been recognised for his exceptional contribution to improving the region's health by creating the popular and impactful Aberdeen Youth Games.

Dr Bryan McCann, a lecturer in sport and exercise science at the School of Health Sciences, is one of the Nation's Lifesavers - the top 100 individuals or groups based in universities whose work is saving lives and making a life-changing difference to our health and wellbeing.

Dr McCann developed the Aberdeen Youth Games in 2012 in partnership with the Active Schools team at Sport Aberdeen and North East Scotland College (NESCol). The programme sees over 100 students from a range of subject areas deliver sports coaching and positive health messages to over 6,000 pupils annually, from every primary and secondary school in Aberdeen.

# Top Tweets

A month in social media



**David Duguid MP**  
@DavidDuguidMP

Thanks to @chambertalk for hosting Friday's meeting with @sajidjavid, @DavidMundellDCT, other MPs and local employers. Apologies again for not attending, I was on stage at #SCC19 at the same time! I understand that @sff\_uk and @SeafoodScottish were adequately represented.



**BCC**  
@britishchambers

This morning @BCCAdam addressed @chambertalk's #chamberbusinessbreakfast and spoke about the importance of fixing the fundamentals - skills, infrastructure, upfront costs - to remove barriers to growth in the domestic business environment



**Carolyn Snedden**  
@SneddenCarolyn

Great informative morning @chambertalk getting an overview and update on the Circular North East Project. Very interesting to hear all that SCARF are involved in too. @DeskattheD #thirdsector #regenerateandrecirculate #informedfundraiser

Join the conversation  
@chambertalk

# Brexit for procurement and supply chain teams

by Catherine Truel,  
director, Alegant Ltd



**PROCUREMENT and supply chain teams are at the source of an import transaction. They are therefore the first impacted by Brexit. It is based on their decisions whether the logistics department will move products for import or not.**

The challenge with Brexit is that procurement and supply chain teams can't be certain whether their current purchases may or may not end up being an import and what their total supply costs will be. Here are some tips to prepare:

### Review the supply landscape

Carry out a review of the supply chain, including suppliers further up the supply stream. Most companies rely on Tier 1 suppliers to manage Tier 2 and Tier 3 suppliers. Not having visibility of the entire supply chain could bring surprises. It would therefore be prudent to review the supply chain and question the activities of suppliers upstream.

### Do some UK-based suppliers relocate?

Some UK-based suppliers have been looking for alternative manufacturing locations closer to their end markets in the EU. As a consequence, for UK traders, what used to be a UK purchase might now be an import. This would affect not only finished products but most likely sub-assemblies and components. Most

importantly, it could affect critical materials. Even if the import happens at the Tier 2 or 3 level and even if there is no import duty, import formalities will have to be carried out and compliance requirements met, which will have a cost.

### Do some UK-based suppliers import under the EU Free Trade Agreement?

UK manufacturers importing raw materials under an EU Free Trade Agreement would face the loss of free-trade privilege and be subject to import duties in the UK. This is not always a visible cost but this would affect the bottom line. Any material or component sourced from these countries is likely to be currently free of duty or have a reduced duty rate. It could possibly be subject to import duty post-Brexit. Countries affected include: Algeria, Canada, Egypt, Ghana, Israel, Kazakhstan, Mexico, Morocco, Norway, South Korea, Tunisia and Turkey.

### How are your suppliers adapting?

Suppliers are likely to have to adopt new processes to make the transition. How are they preparing? Do they have the technical knowledge and capabilities to clear goods through customs? How long will it take them to make the transition? Months, or potentially years? Do they have the financial means to support these changes? Could this transition be affecting their viability?

### What will be the impact on the total supply costs?

With a visibility of preparations (or the lack of it) happening upstream in the supply chain, it might be necessary to review the total supply costs. Can you estimate the transition cost: raw materials if sourced from outside the UK, additional transports and storage, import duties? Although there might not be import duty on a product, there will still be the cost of import formalities, such as the agent fee for customs clearance.

### How do we deal with current purchase orders and contracts?

It is extremely challenging to enter into any type of agreement at the moment. Some companies are adding clauses to their agreements to review with their suppliers the terms of the contract with six months or one year.



# June

## THE ULTIMATE BUSINESS SHOW 2019

Wednesday June 12, AECC

Free to attend and packed with informative seminars, register today to get the tools and knowledge to secure new business

12

**12 Wed**  
7am - 9am  
AECC

**Business Breakfast: The Ultimate Business Show**  
Ed Brooke of the Leith Agency, will talk about how now is the time to be bold, to challenge convention, to push on and change the game.

This breakfast launches the The Ultimate Business Show 2019.

**12 Wed**  
9am - 4pm  
AECC

**The Ultimate Business Show**  
Following on from its past successes, this year's show will welcome over 700 attendees and have over 75 exhibitors from across the region showcasing their products, services and solutions. Fantastic free seminars throughout the day will provide the right tools and knowledge to secure new business and raise your company's profile.

**18 Tue**  
11:45 - 2pm  
Crowne Plaza  
Aberdeen  
Airport

**Meditate your way to success**  
Companies which embrace and promote positive mental wellbeing practises can see a decline in employee turnover, reduction of absenteeism and improved customer service and individual performance. Vicki Rebecca joins us to share her incredible story as well as practical techniques that will allow you to tackle daily stresses, improve mental health and start showing up as the best version of yourself.

**18 Tue**  
11:45 - 2pm  
AGCC

**Maximise your Membership**  
What does the Chamber do? How can the benefits and services we provide support your business? The membership team can answer these questions and more. From international market access to staff training, and profile-raising to market research, we're here to help.

**18 Tue**  
4:30pm - 6pm  
AGCC

**AGM 2019**  
The 164th Annual General Meeting of the Aberdeen & Grampian Chamber of Commerce will be held at the Chamber offices. The AGM is open to Chamber members only.

**20 Thu**  
5:45pm - 8:30pm  
Village Hotel  
Club

**Building the Region's Future Workforce**  
Are you an employer struggling to get skilled young people into your industry? Come along and discover how you can tap into young talent and build a pipeline of employees for the future.

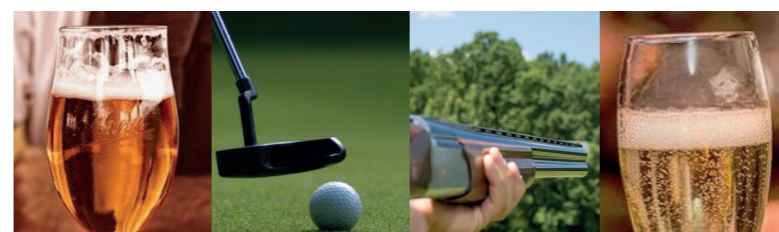
**27 Thu**  
8am - 10:30am  
Village Hotel  
Club

**The Business of CSR**  
Whatever the moniker, a company's economic, social and environmental contribution is increasingly important in the modern marketplace. This breakfast briefing will focus on how all sectors working as partners can be a positive force for good in the region.



27

Find out what benefits an effective CSR programme can have on your business



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**THE ANNUAL EMPLOYMENT LAW CONFERENCE 19**

Make sure you are across the latest issues facing employment law and personnel management professionals, with updates from industry experts and keynote speaker Casper Glynn QC.

**SAVE THE DATE**

**Date:** Thursday November 14, 2019  
**Time:** 8am - 4.30pm  
**Venue:** The Marcliffe Hotel & Spa, Aberdeen

Burness Paull Pinsent Masons

## Views and reviews

"Thoroughly enjoyed it - didn't know what to expect - fabulous - it gave me lots to think about"  
**Business Breakfast**

"Probably the best event I've attended in a very long time. ... outstanding!"  
**Business Breakfast**

"This was the first Chamber event I have attended and it won't be the last. From arrival, the event was brilliant. I met a lot of new faces at the networking prior to the speakers, which is always a good thing. The speakers were inspirational and the duration of each speaker was just perfect."  
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**Elaine Farquharson-Black and Bryan Wilson**

Brodies LLP has appointed two new partners. Elaine Farquharson-Black will add further strength to the company's housebuilding and planning teams. She joined Brodies from Burness Paull where she was head of both its planning division and property and infrastructure department. Bolstering the firm's oil and gas expertise meanwhile is Bryan Wilson, former general counsel for Maersk and latterly Total following the Maersk/Total merger. Bryan has led a number of significant oil and gas projects and has experience with both operators and service companies in the UK, Scandinavia and the Middle East.



**Taylor-Anne Robertson**

Taylor-Anne Robertson has joined Aberdeen & Grampian Chamber of Commerce as a digital marketing apprentice. With a strong entrepreneurial streak, prior to this she was doing a one year (HND) in music and studying make-up artistry to support her own business. In her new role, she will help members raise their profile.



**Lauren Thompson**

A North-east accountant has been appointed as a partner at the firm she joined as a student. Lauren Thompson, 34, has been appointed partner at James Milne after working at the firm for more than 12 years. She originally joined as a summer placement student while studying accountancy at the University of Aberdeen.



**Claire Scott**

Legal firm Pinsent Masons has strengthened its employment law team in Aberdeen with the appointment of Claire Scott as legal director. Claire has years of experience advising international clients in the oil and gas, shipping and aviation industries. She will be a member of Pinsent Masons' employment energy sector group.



**Steven Bedford, Chrissy O'Farrell and Kara Adamson**

Aberdeen-based creative agency Hampton, has added three new members to its team as it continues to expand its business throughout the North-east of Scotland and beyond.

Chrissy O'Farrell has joined the business as a marketing account manager and Steven Bedford has joined as a web developer. Kara Adamson has taken on the role of account executive.



**David Alexander**

Internationally renowned trauma specialist Professor David Alexander has been appointed clinical advisor to Arbroath-based IED Training Solutions. A former Professor of Mental Health at the University of Aberdeen, Prof Alexander has advised at many major incidents including natural disasters, accidents, bombings and shootings both in this country and abroad throughout his career.



**Lynne Robertson**

Lynne Robertson has joined the charity Inspire as director of corporate services, with a wide-ranging remit which encompasses finance, business support, IT, property and facilities management. A former chartered accountant, she trained with EY and worked with a range of clients including entrepreneurial companies, charities and public sector bodies.



**Andrew Blain**

Shepherd and Wedderburn has elected Andrew Blain as its new managing partner. Andrew has been a member of Shepherd and Wedderburn's board since 2009 as divisional director of the corporate division. Corporate partner Stephen Trombala has replaced Andrew as divisional director of the corporate division. Andrew succeeds Stephen Gibb, who was first elected in 2012.



**Graeme Chalmers**

The group operations manager of energy equipment manufacturer and service provider Flowline Specialists has joined the committee of a newly formed branch of the Society for Underwater Technology (SUT). Graeme Chalmers, who is based in Dubai, is one of the founding committee members of the SUT's Middle East branch.



**Lynn Wilson, Stuart Petrie and Jill Walker**

Anderson Anderson & Brown (AAB) has announced three internal promotions to director. Lynn Wilson specialises in tax advice and support to companies and their entrepreneurial owners. In addition to being a director in the firm's new Business Advisory division, Stuart Petrie leads the firm's tax investigation team supporting clients in often complex tax investigations and disclosures both in the UK and abroad. Jill Walker meanwhile leads the private client team advising unincorporated businesses on all types of transactions together with managing their annual tax compliance requirements. Jill also specialises in advice to non-resident individuals and helps them manage their exposure to UK and overseas taxes.



**Tanya Lakin**

Crescent, a control of work and health and safety specialist, has appointed a new commercial co-ordinator, Tanya Lakin. Experienced in business administration, customer service, project support and service delivery, she will be responsible for the preparation of customer-facing documents, liaising with internal departments and monitoring customer feedback to maintain excellence in service.

## Other recent appointments

Arnlea has made to recent appointments to its team. **Matthew Brooks** joins as account manager and **Cameron Murray** joins business development executive.

The Scottish Council for Development and Industry (SCDI) has appointed **Sara Thiam** as its new chief executive. Thiam believes that skills, technology and tackling climate change are key to the country's economic future.

Ledingham Chalmers has announced a series of promotions. **Phyllis Garden** from the firm's private client team in Aberdeen and **Linda Tinson** from the Stirling office, previously head of rural, land and business, have both been promoted to partner. Also in Aberdeen **Erica Buchan**, from the private client team, becomes a senior associate, while **Lois Craig** from the rural team and **Mhari Michie** from commercial property both move up to senior solicitor.

**Ron Finnie**, who has more than 35 years' experience, has joined equipment rental specialist Hiretech Limited as transmissions manager. He will focus on developing the Allison refurbishment business, located at the company's base in Fintray by Dyce.

Shepherd and Wedderburn LLP has promoted two of its lawyers to partner, hired three new partners and promoted four to legal director. **Judith Stephenson**, a property and infrastructure specialist and private client and tax specialist Douglas Sinclair have both been assumed as partners. Recent lateral partner hires include energy sector specialists **Anthony McEwan** and **Moray Thomson**, and **Gillian Campbell**, who is leading the firm's private client offering in the north of Scotland from its Aberdeen office. The senior Shepherd and Wedderburn lawyers who have been promoted to legal director are property and infrastructure specialists **Kirsteen Milne**, **Euan Murray**, **George McKinlay** and **Lesley Proctor**.

Brodies LLP has unveiled six new partners as a result of its latest round of promotions and reports 6% growth in people in the last 12 months. Aberdeen-based **Leigh Gould**, **Rhona McFarlane** and **Fiona Herrell** step up to partner in their respective areas of personal and family, oil and gas and employment. Growth in Brodies' dedicated oil and gas team has also continued with **Laura Petrie**, who will be based in Aberdeen, joining the firm as legal director.

Following increased customer requirements in attaining Management System ISO Standards and a number of new contract wins, QHSE Aberdeen has strengthened its consultancy team with the appointment of **Lee Forsyth** as a quality advisor and safety trainer.

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C Abel Ardern, chief executive officer

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E marie.duffy@closebrothers.com  
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C Kate Fullarton, director

## Grace May

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E sasha@gracemaypeople.com  
W www.gracemaypeople.com  
C Sasha Jaypalan, director

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C Craig Benson, operations manager

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## Wednesday June 12, AECC

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