



**FUTURE PIPE INDUSTRIES**

Connecting Life.  
Delivering the Future.

Corporate Sustainability  
**REPORT 2019**

[www.futurepipe.com](http://www.futurepipe.com)

# CORPORATE SUSTAINABILITY REPORT 2019

Welcome to our 2019 Sustainability Report .....	2
About Future Pipe Industries .....	3
Our Strategic Compass .....	4
Our Strategy .....	5
Sustainability Across All We Do .....	6
Sustainability Focus Recognition .....	8
<b>Focus Area: Stakeholder &amp; Community</b> .....	<b>9</b>
Our Customers .....	10
Customer Collaborations .....	11
Industry Collaborations .....	12
Key Events .....	13
Engaging with our Customers .....	16
Recertifying ISO 9001:2015 .....	17
DEWA Suppliers Cricket Tournament .....	17
Building Deeper Relationships with Our Suppliers .....	17
Engaging with Students and Graduates .....	18
Volunteering .....	19
Community Involvement .....	20
<b>Focus Area: Economic</b> .....	<b>22</b>
Corporate Governance .....	23
Excellence .....	23
Innovation .....	24
Opening new Offices .....	26
Best Practice Sharing .....	26
Aligning and streamlining our business processes .....	26
Executive Committee for Tender Review (ECTR) .....	26
Singapore Storage Warehouse .....	27
Reporting on our Sustainability .....	27
<b>Focus Area: Environmental</b> .....	<b>28</b>
Reduce .....	29
Reuse .....	31
Recycle .....	31
<b>Focus Area: People &amp; Culture</b> .....	<b>32</b>
Keeping Employees Informed .....	33
Developing Our Team .....	34
Our Culture of Safety - See. Say. Do. .....	35
Employee Well-Being .....	37
Celebrating Together .....	39
Sport .....	40
Driving Sustainability in 2020 and beyond .....	42



# WELCOME

## to our 2019 Sustainability Report

Future Pipe Industries is delighted to document our ongoing commitment of working towards economic, social and environmental sustainability.

Our Corporate Purpose is rooted in the knowledge that by conducting our business operations responsibly we will create shared value for all stakeholders.

*“We work together to deliver water and energy to the world in the most efficient and sustainable way.”*

From our Corporate Purpose through to the actions we take every day, we recognise sustainability is a business imperative which needs to take place at both a strategic and operational level.

As a company, we want to contribute to making a difference to the issues that matter most to our business and

to the world. We work to reduce our environmental footprint and increase our positive social impact, while driving business growth. Doing this requires the force of collaboration and collective action from all.

The achievements we have made this year would not have been possible without our dedicated team who

have driven our business strategy in which Sustainability is interwoven. Thanks to their commitment, our journey to a successful and sustainable future is possible.

**Imad Makhzoumi**  
Chief Commercial Officer

**Dirk Matthys**  
Chief Operating Officer

Our 2019 Sustainability report has been prepared using the Global Reporting Initiative (GRI) Standards as a guide. GRI provides the world's most widely used standards on sustainability reporting and disclosure, enabling organisations around the world to communicate their sustainability performance and impacts. By working towards using the GRI standards, our goal is to disclose our most critical impacts, generate relevant and standardized information to assess opportunities and risks, and enable more informed decision-making.

# ABOUT FUTURE PIPE INDUSTRIES

Future Pipe Industries design and manufacture composite piping systems for use across the Industrial, Oil & Gas, Water and Marine & Offshore industries. Enhancing our product range, we offer a number of customized solutions including system design and engineering services, project management, technical support, field supervision and training.

Established in 1984 in Dubai, UAE, we have grown rapidly. Today our operations are worldwide, mobilizing over 3,300 team members across the globe. Our Head Office remains in Dubai, UAE, a country committed to sustainability through its national vision, strategies and initiatives.

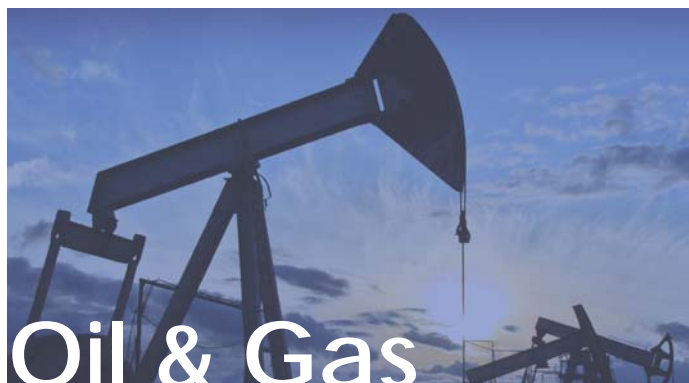
Our facilities are state of the art and create value. We are proud of our leading Technologies which include Helical Filament Winding and Continuous Winding as well as the introduction of Reinforced Thermo Plastic (RTP) Technology in 2019 to deliver fully bonded, spoolable pipe.

We operate 53 production lines which serve more than 400 customers across four core industries and have installed over 190,000 kilometres of composite pipe worldwide.

With a reputation for quality, we hold long-standing relationships with our clients and partners, delivering composite piping systems to projects which span petrochemical plants, desalination plants, sea water intake systems, brine lines, water transmission, water treatment plants and topside piping as just a few examples.

*Our largest asset is our dedicated, highly skilled team who adopt a collaborative, worldwide approach. They understand the complexities of different deliverables and ensure seamless integration with clients for on-time and on-budget delivery of projects*

## We work across four major industries



# OUR STRATEGIC COMPASS

We are guided by our Strategic Compass which defines our Corporate Purpose, Mission and Values.

*Our Corporate Purpose - to deliver water and energy to the world in the most effective and sustainable way.*

*We put emphasis on our Values because they define who we are. They are our fundamental beliefs which guide our actions, decisions and behaviours. They influence the way we work with each other, the way we serve our customers and how we engage with our communities*

*Our Mission which makes clear we will,*

- Become the preferred supplier to all of our key customers – we know what they want and we are easy to do business with*
- Be at the forefront of technology and service innovation in Composite Pipe products*
- Invest in building the people capabilities needed to win*
- Play our role as a responsible corporate citizen in all we do*

## Our Values

*the cornerstones of our sustainability and continuing success.*

*Trust*

*Courage*

*Accountability*

*Integrity*

*Agility*



# OUR STRATEGY

We have a clear top line strategy focusing on four Strategic Objectives, this strategy continues to guide us and works to create value.

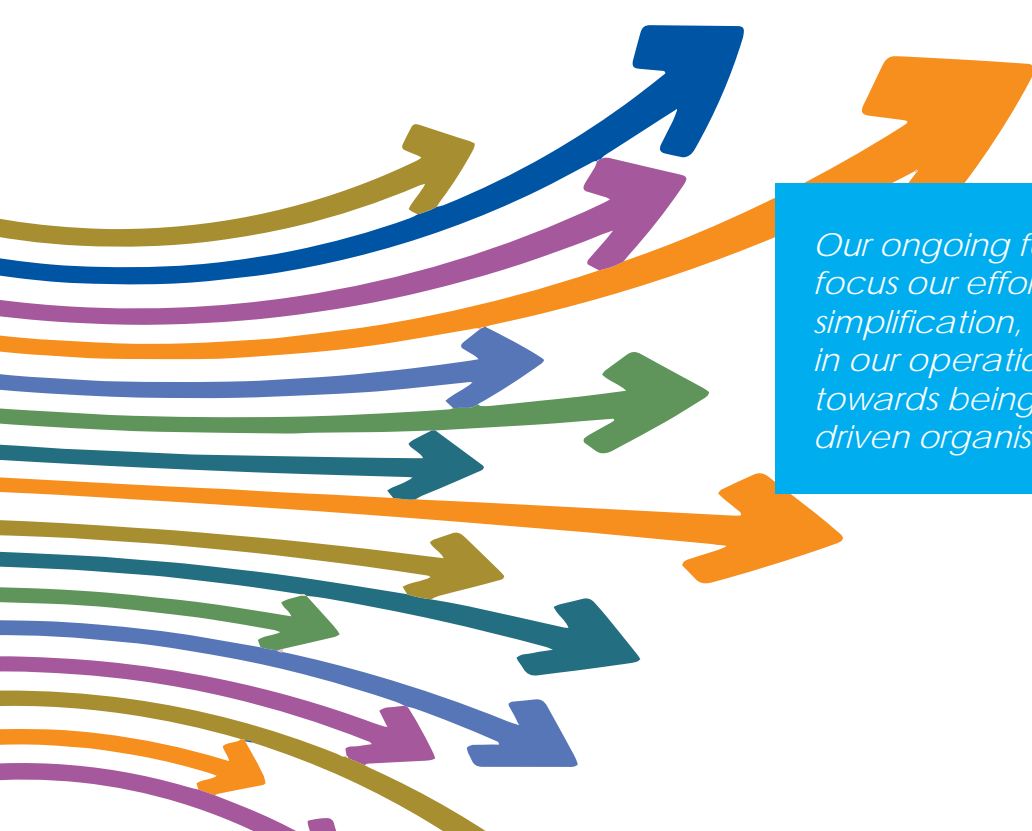
 <p><b>CUSTOMER EXPERIENCE</b></p> <p>Gaining Market Share in our Existing Core Businesses</p>	 <p><b>GROWTH</b></p> <p>Fuel Future Growth through Conversion, Innovation &amp; Geographic Expansion</p>	 <p><b>OPERATIONAL EXCELLENCE</b></p> <p>Drive excellence in Operational Effectiveness, Efficiency &amp; Quality</p>	 <p><b>PEOPLE FIRST</b></p> <p>Win through our People, Organisation and Culture</p>
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Each year, we break down our strategy into executable deliverables and track our performance against them using a Balanced Score Card approach called our Strategy Into Action (SIA). Key Performance Indicators (KPIs) track the

performance of each area and are reported on. Our SIA ensures we drive and enhance all areas of the business, contributing to our overall success.

Our team are tasked with delivering our strategy. Every team member has

up to three performance objectives which directly drive our strategy. With all employees having a very tangible connection to the top line strategy, we have a real purpose to our work.



*Our ongoing focus is to create value. We focus our efforts on product innovation, simplification, adding further efficiencies in our operations, and continuing to work towards being a high-performance, values driven organisation.*

# SUSTAINABILITY ACROSS ALL WE DO

A successful and sustainable future requires us to ensure sustainability is fundamental to the way we do business at Future Pipe Industries. We have made progress and as our business grows, we continue to align it to all we do.

In this way, every Future Pipe Industries employee knows they have a responsibility to our long-term sustainability as a business. We are all accountable for the impact of our operations on the environment as well as the wider community. We make improvements gradually and continually whilst sustaining and growing our business; working within our sphere of influence. We achieve

this by setting and reviewing long, medium and short-term goals and maintaining control of our operations.

Above all, we look to take the right action for all stakeholders while delivering our Corporate Purpose – to deliver water and energy to the world in the most efficient and sustainable way. Our commitment

to sustainable development ensures a better quality of life for everyone; now and for generations to come.

We embrace the principles of the United Nations Global Compact Sustainable Development Goals (SDGs) which are reflected across our strategy as well as in the mechanisms and practices enabling us to achieve it.



## Business Strategy



## Sustainability Strategy

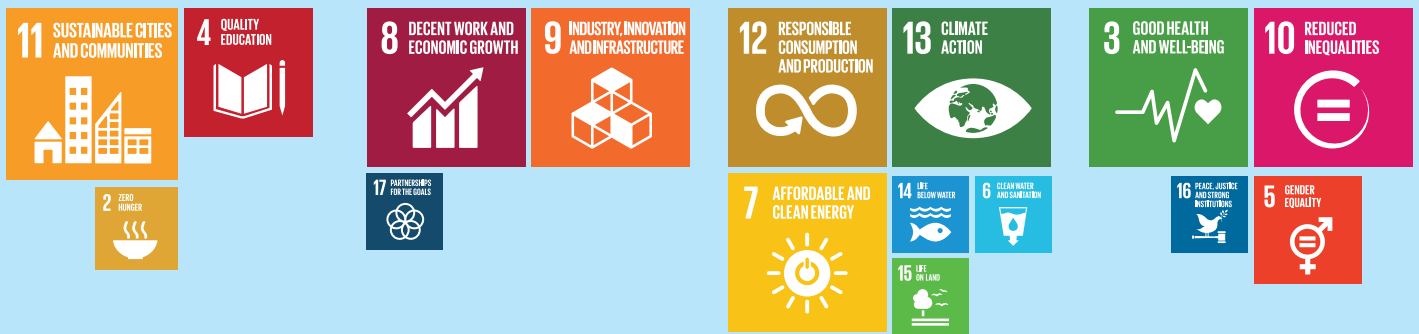
**STAKEHOLDER AND COMMUNITY**  
 Building strong relationships for the good of the business, our customers, partners, employees and the wider community is part of the way we do business. We have identified our stakeholder groups and engage with each of them in ways which help build mutual understanding and benefit.

**ECONOMIC**  
 We conduct and grow our business ethically and build value by operating and growing responsibly guided by our policies, procedures and governance. We hold ourselves accountable for the impact of our operations and have appropriate policies and control to manage them to ensure our growth is positive and enhancing to the industry we work in and the world around us.

**ENVIRONMENTAL**  
 The nature of our business means that we need to understand and carefully manage our impact on the environment. Operating effectively will help us to do this. We also have a major responsibility and opportunity to convert the world's pipe systems to the longer term, more environmentally friendly composite pipe.

**PEOPLE & CULTURE**  
 We believe in people and put them first in all we do. It is only through the actions of people that we will realise our three other Sustainability goals. We will build the relationships and culture needed to enable people to be productive, satisfied and dedicated corporate citizens.

## United Nations Compact SDGs



*Integrating Sustainability across all we do means our Business strategy and our Sustainability strategy align.*



# SUSTAINABILITY FOCUS RECOGNITION

*For a second year running, we were delighted to achieve the Dubai Chamber CSR Label. The award is recognized as the highest level of CSR and Sustainability recognition in the Middle East.*

The label covers four impact areas of Sustainability and CSR: Environment, Community, Workplace and Marketplace, and provides recognition for companies implementing Sustainability practices in the region.

The Dubai Chamber Label provides a diagnostic model as well as a learning and development tool to help companies define, and then improve, their Corporate Sustainability and Responsibility strategy, related policies, and management practices. The Label combines international

sustainability best practices as well as standards and guidelines such as ISO 26000, ISO 14001, the Global Compact Principles and Sustainable Development Goals (SDG's).

Applying the Dubai Chamber CSR Label Framework has enabled Future

Pipe Industries to map out key areas of risk and opportunities in terms of approaching how we manage our social and environmental impacts. We have a better understanding of our approach to corporate responsibility and sustainability and the steps we need to improve further.



**DUBAI CHAMBER**  
CENTRE FOR RESPONSIBLE BUSINESS

تشهد غرفة دبي أن  
Dubai Chamber certifies that

**Future Pipe Industries**

قد حازت على علامة غرفة دبي للمسؤولية الاجتماعية 2018  
Has been awarded 2018 Dubai Chamber CSR Label

غرفة تجارة وصناعة دبي  
Dubai Chamber of Commerce & Industry



• Valid one year from date



FOCUS AREA:

# STAKEHOLDER & COMMUNITY

*Our customers, partners, employees and the wider community all play a role in how we do business. We work with each group of stakeholders to build strong, lasting relationships which create value.*

## Our Customers

We add value to our customers projects every day. From initial outreach and tender documents, right through to fully delivered projects, our goal is to deliver against our mission of knowing what they want and being easy to do business with.

Listening is a very important part of our customers experience with us and a critical way we can work closer together to deliver first time, every time. Our ongoing customer surveys are conducted to gauge the performance across our business to assess our strengths, detect areas for improvement and identify new opportunities.

*We are proactive with our customers and work to deliver knowledge sharing events, collaborative workshops and forums where we can impart information, best practice and ensure continuous improvement in all we do.*

### 2019 GCC Roadshow

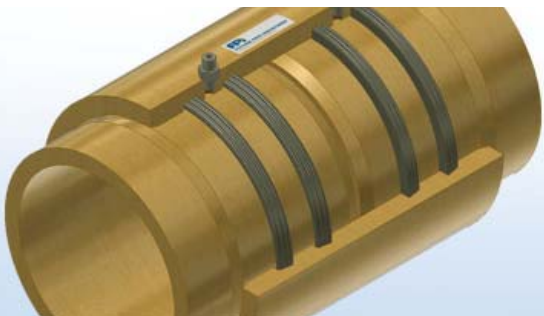
We went on the road again this year, presenting our latest technologies and innovations, especially those for the Oil & Gas sector. As leaders in composite piping solutions, we covered the many benefits of composite pipes, our range of products and the solutions we provide, including engineering services, project management and field services.

Our first event was held on 5th February in Duqm, Oman with the roadshow visiting a number of GCC countries. Mounib Hatab, Senior Vice President, Commercial, Hassan Darwich, Global Business Development Senior Manager along with our local Country Sales Managers were joined by engineers from a number of different companies and industries.



### Showcasing One of Our New Jointing Systems

We know new innovation and products need to be seen and explained to support the migration across to them. Representatives from our Sales, Technical and Technology Department introduced Kuwait Oil Company to the various attributes of our new jointing system, the REKA Rubber Seal Lock Joint, which is widely used in Oil & Gas Upstream and Downstream applications.



### Downstream Applications

Our Sales Manager for Algeria, Athmane Aliane, presented our latest technologies for the downstream application to Sonatrach, an Algerian government-owned company formed to explore the hydrocarbon resources of the country. Its diversified activities cover all aspects of production: exploration, extraction, transport, and refining. In particular, the presentation provided details about the usage of casing and tubing at the structural restraint for the oil and gas wells as well as the reliability of our products. The presentation was supported with case studies and executed project references.



## Customer Collaborations

### SEWA Energy Meet

Organised by Sharjah Electricity and Water Authority (SEWA), we were delighted to join the 2019 Sharjah Energy Meet.

Over our 20+ year partnership with SEWA we have worked on many projects with them in Sharjah and the Northern Emirates.

The meet brought together senior executives from the government and private sector along with experts from the energy market, to address the challenges faced by the UAE and wider Middle East as it enters a new era of energy optimization and management.



هيئة كهرباء ومياه الشارقة

Sharjah Electricity & Water Authority

### Ras Laffan City Seawater Users Forum

Our Qatar team participated in the 20th session of Ras Laffan City Seawater Users Forum. The forum is an initiative by Qatar Petroleum, bringing together over 80 major companies in Ras Laffan as active members.

The theme for the session was "GRP Piping - Installation, Maintenance and Inspection Aspects: Issues and Lessons Learning".

Our Sales Manager, Iskandar Ghazal presented our expertise in Fiberglass piping systems as well as case studies of various projects addressing all technical, installation and site related issues.



### Non-Metallic Symposium

As leaders in composite piping systems, we were invited to present at the Non-Metallic Symposium organised by Aramco and Plastipolis. The two-day event is devoted to the field of the non-metallic materials and aims to showcase the technology and business opportunities that are developing globally with a close cooperation between raw materials suppliers, non-metallic producers and key application leaders. Our presentation which was delivered by Product Manager, Kees Rokus, was part of the technical program in the Oil & Gas vertical and showcased the technology and business opportunities that are developing globally for non-metallic materials and the required cooperation between raw materials suppliers, non-metallic producers and key application leaders.

NONMETALLIC  
2<sup>ND</sup> INTERNATIONAL  
SYMPOSIUM

### Petrofac Engineering and Construction Supplier Quality Forum

Engineers from supply chain and quality assurance learnt about our ongoing commitment to quality improvement at the Petrofac Engineering and Construction Supplier Quality Forum. Attendees appreciated our presentation session and sharing lessons learned from past projects. The conference and being invited to deliver a presentation session to the wider supplier base, supports our position as a trusted Fibre-reinforced plastic (FRP) supplier for Petrofac across the world.





## WETEX

WETEX is the leading global Water, Energy, Technology and Environment Exhibition and is organised annually by Dubai Electricity & Water Authority (DEWA). WETEX is the perfect platform to display our composite piping solutions and discuss areas related to water conservation, saving natural resources and building a sustainable environment. Hassan Darwich, Global Business Development Senior Manager, presented on “Innovative Fiberglass Reinforced Pipe (FRP) Solutions for Water Transmission and Distribution Networks” to support and promote the use of our pipes in these applications. To support the presentation, we displayed a Glass Reinforced Epoxy (GRE) Valve Chamber for Water Transmission & Distribution Networks. We have worked with DEWA to fully customise it to address their specific need. This innovation has meant DEWA is able to reduce installation time, lower delivery costs due to its lightweight structure (up to 90% lighter than concrete), increase speed of construction and lower the Total Cost of Ownership (TCO) due to it being long lasting and corrosion free.

## Industry Collaborations

### Collaborative Research Agreement With NIC and Saudi Aramco

Research, Development and Innovation have always been key drivers at Future Pipe Industries. As an enhancement to these focuses, we signed a collaborative research agreement with the Non-metallic Innovation Centre (NIC), and Saudi Aramco Technologies Company in October, to commence research towards enhancing the applications of Reinforced Thermoset Resin (RTR) pipes.

The opening of NIC confirms the industry’s commitment to the development of advanced non-metallic materials which are lighter, stronger and more durable, while being able to withstand harsh, aggressive environments. These developments will bring greater safety, lower costs and lower emissions as well as bringing opportunities and new products to the forefront.

The signing is the first in a collection of research collaboration agreements that will be conducted between the NIC and Future Pipe Industries, towards enhancing the application of RTR pipes in harsh environments typically found within the Oil & Gas Industry.



## International Desalination Association

Future Pipe Industries are long standing members of the International Desalination Association (IDA) who work to connect the global desalination and water reuse community. With global reach, we are proud to hold a number of roles across the association. New Officers for the 2021-2019 term included four representatives from Future Pipe Industries in addition to the role our CEO and Chairman, Fouad Makhzoumi already holds on the Honorary Council – Special Advisory Group.

We were also proud to be part of the Closing Ceremony and Gala Dinner at the IDA World Congress held in October. Our Chief Commercial Officer, Imad Makhzoumi was Master of Ceremonies in his role as Technical Program Committee Chairman of the IDA World Congress 2019. The IDA World Congress is a globally recognized event in the field of advanced water treatment specifically related to desalination and water reuse. The theme of the congress has been 'Crossroads to Sustainability' with a four-day event packed with a full Technical program, Affiliate Majlis Forums, Leadership Summits, exhibitions and awards.



## Key Events

As a key element of our Marketing mix we attend a number of events where we are able to showcase our complete piping solutions and support the up-levelling of knowledge around composites as a high performing and more sustainable material.



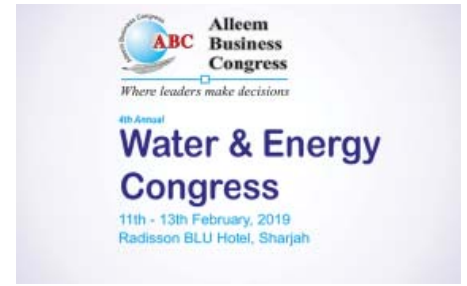
### 2019 IPA Convention and Exhibition

To support and promote the upstream Oil & Gas industry in Indonesia, our composite piping solutions were prominently displayed at the 2019 IPA Convention and Exhibition in Indonesia. The 43rd edition of the exhibition held the theme of "Driving Exploration and Optimizing Existing Production for Long Term Energy Security". The event facilitates knowledge-sharing, networking and partnerships between industry and government and is the leading platform for the industry, for Indonesia and wider in the South-East Asia region.



### Chem Show 2019

At Chem Show 2019 in the US, Steve Kirkland, Manager EPC and Chemical & Industrial Sales hosted our seminar on 'Composite Piping in the Petrochemical Industry'. The session discussed composite piping design, engineering, applications and joining methods. This included engineering areas such as design comparison versus metal alloy piping materials. Knowledge sharing around our non-corrosive composite piping solutions which can optimize operations and lower cost of ownership as composite pipes offer a more sustainable solution is one of the areas we work hard to support across a number of non-metallic forums.



### 4th Annual Water and Energy Week 2019 Congress

Focusing on 'a new beginning – water and energy for all and forever' the congress addressed the key global goals on sustainable management of water and sanitation for all and ensuring access to affordable, reliable and sustainable modern energy. As a significant event for the water industry, we were a platinum sponsor of the event and showcased our offerings for the industry, specifically how we can help to manage water in an innovative, effective and sustainable way. Because composite pipes are safe, reliable, long lasting and preserve water due to less leakage they are perfect for use by the water industry across a wide range of applications.



### XXXVII National Congress of Irrigation

The XXXVII National Congress of Irrigation works to address the latest developments in the future of irrigation and the environment sector in Spain and Portugal, highlighting the challenges faced by globalization, climate change and natural resources. We enjoyed the many conversations around our composite piping solutions which are highly effective in such applications due to their durability and smooth interior surface allowing fluids to circulate efficiently.



### Maintenance NEXT

Our Wavistrong systems are a solution to corrosion which lower maintenance costs for end users, this piping solution took centre stage at the Maintenance NEXT exhibition which offered maintenance professionals the opportunity to come and learn more about the latest innovations in their fields.



### MENA Desalination Projects Forum

As a Strategic Partner at the MENA Desalination Projects Forum, we were part of an exciting event focused on critical issues such as environmental

footprints, financial modelling, water security and water preservation. Over 300 regional and international stakeholders from the government, consultants, contractors and suppliers discussed desalination projects in the region and highlighted national sustainability visions which are driving the regional water agenda.



### JUBCOR 2019

In addition to exhibiting our corrosion free fiberglass piping solutions at JUBCOR 2019, Hassan Darwich, Global Business Development Senior Manager presented on 'Enhanced RTR Jointing Techniques', featuring the Injected Mechanical Joint (IMJ) our latest corrosion-free solution for high pressure large bore applications in the oilfield.

*Two core focuses at Future Pipe Industries are to add value and to deliver customised solutions. One way we further take these focuses to our customers is through our website which we have translated into 12 languages this year. This customises our customers' experience with us, allowing them to experience our site in their language and providing them with a tailored service.*



### Smagua International Water and Irrigation Exhibition

Smagua is a key European exhibition in the water industry featuring the latest equipment and technologies applicable to the water cycle making it a natural fit for us to showcase our product range for the water sector including, Fiberstrong, Wavistrong and Wavistrong H2O, specifically how we can help to manage water in an innovative, effective and sustainable way.

The event gave us exposure to end users from public water utility authorities, municipalities, infrastructure developers, water and power generation companies as well as end district cooling and heating plants.



### Carrefour des Gestions Locales de L'eau

As the major event in France for the water industry, Future Pipe Industries showcased our composite piping offerings for the industry, specifically how we can help to manage water in an innovative, effective and sustainable way. Our Fiberstrong, Wavistrong and Wavistrong H2O pipes are safe, reliable and long lasting, making them a perfect fit for a number of applications across the water industry. The event gave us further opportunity to develop relationships with public water utility authorities, municipalities, developers, as well as end users.



### Malaysia International Water Convention 2019

Our composite piping solutions for the water industry work to address the many challenges being faced by the water and wastewater industries today and we are proud to have been part of the conversations which will take place around the transformation of the water sector.



### Pollutec 2019

Pollutec 2019, the international exhibition for environmental equipment, technologies and services shared projects and knowledge between Moroccan, African and international players in a growing energy and environment market. We were delighted to discuss new business opportunities for our composite piping solutions spanning numerous environmental solutions in the areas of water, renewable energy and energy efficiencies.



### Kuwait Oil & Gas Show

Our corrosion-free composite piping solutions address many of the challenges being faced by the Oil &

Gas industry today making the Kuwait Oil & Gas Show a great opportunity to have conversations with customers and prospective customers on how composites can help their next project.



### Informativa 2019 de Riegos del Alto Aragón

Bringing together 48 Irrigation Communities with a scope of 135,000 hectares of irrigation in operation and 40,000 pending execution in the provinces of Huesca and Zaragoza, being present at this event gave us an opportunity to talk directly with Public Administration and Private sector employees about the benefits of composite pipes.



### The Big 5 Construct Exhibition

The largest construction event in Kenya prides itself on showcasing products from the entire construction cycle. East Africa is a growing market; Kenya, Tanzania, Uganda, Burundi and Rwanda currently have a combined population of 153 million. By 2030, these East African countries are projected to increase to 237 million people which will see a high demand for increased investment and infrastructure development to proactively address future needs. We had a number of dialogues about how composite piping solutions can be part of the regions infrastructure, providing safe, quality piping systems which last beyond traditional materials.



### Europort 2019

Europort is a key event for the maritime sector, focusing on specialized ships and smart solutions which drive success. Europort provided Future Pipe Industries with a leading maritime meeting place and opportunity to showcase our wide range of products including, Wavistrong Glass Reinforced Epoxy (GRE), Fibermar and Fiberbond. These products are used extensively by the Marine sector, across a range of applications. Our products are light weight and exhibit excellent corrosion resistant properties meaning our piping solutions will reduce fuel consumption and last for the life of a ship, thereby reducing the overall cost of ownership.



### Materials Performance and Welding Technologies Conference and Exhibition

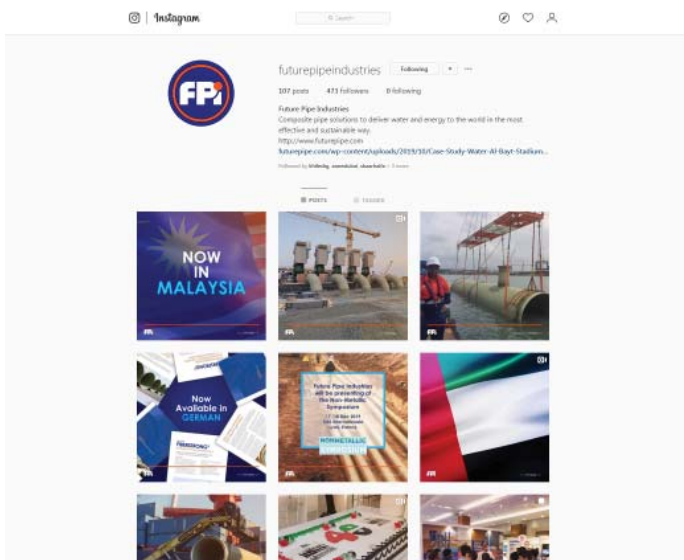
Our complete composite piping solutions benefit from being corrosion free, making them a suitable material for aggressive environments. As Gold sponsors of the event, we support Saudi Arabia's Vision 2030 by providing industry access to the latest technologies related to corrosion control and welding, two critical engineering disciplines that impact many industries and have an influence on the national GDP.



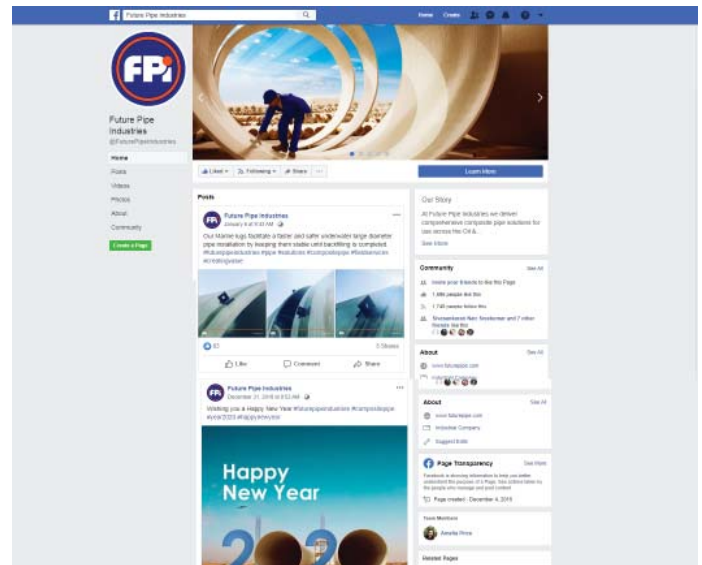
## Engaging with our Customers

Social media has vastly changed the way the world communicates. It is a quick, easy and visual way to communicate, educate and share information. This year we have moved beyond our existing LinkedIn presence and added three additional channels to our social media presence, giving people the information they want about Future Pipe Industries on their preferred channel.

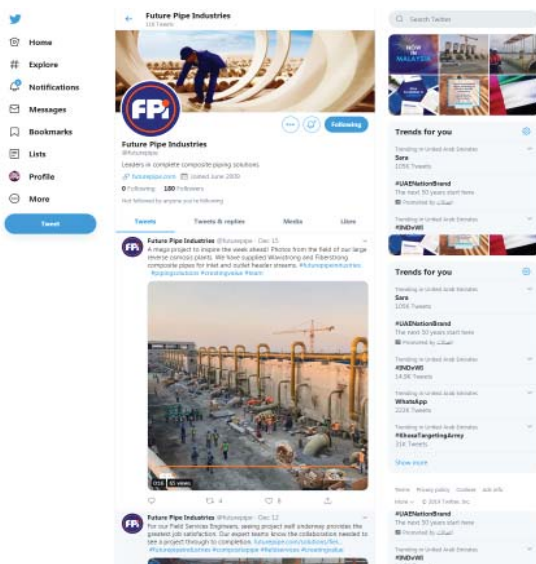
By using Social Media, we further develop our existing marketing platforms to position our brand, develop a stronger external presence, communicate better with customers/potential customers and improve customer service, as well as increasing traffic to the Future Pipe website.



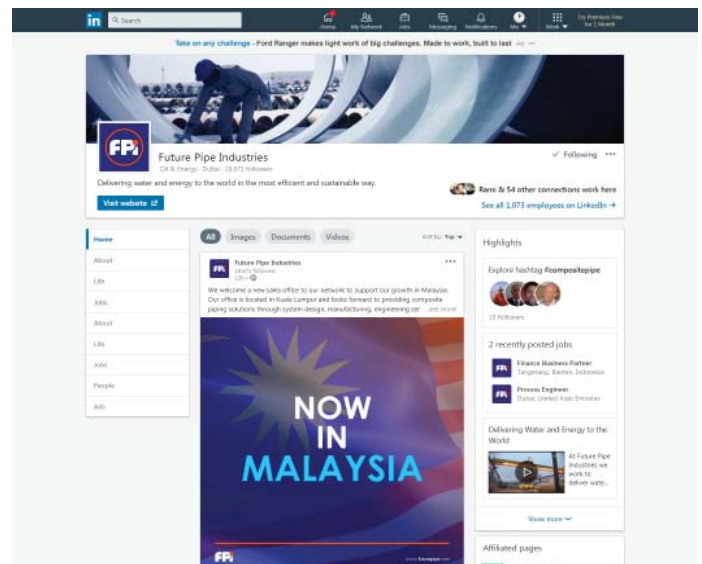
 @futurepipeindustries



 @FuturePipeIndustries



 @futurepipe



 @future-pipe-industries

## Recertifying ISO 9001:2015

During a three day visit in March our team in Hardenberg were extensively examined by Lloyds on all the topics of the ISO 9001:2015 (and ISO14001:2015 for prolongation) standard.

ISO 9001: 2015 helps organizations to be more efficient and improve customer satisfaction. The key focus area of the audit is for us to further optimize the customer satisfaction survey to drive continual improvement of our organization and processes.



## DEWA Suppliers Cricket Tournament

We also work to connect with our customers in a more informal setting and were delighted to send a team to take part in the 5th DEWA Suppliers Cricket Tournament. We played a full day of cricket against a number of other local teams, providing a great opportunity to network with DEWA and fellow suppliers. DEWA (Dubai Electricity and Water Authority) are one of our key customers in Dubai who we have a long-standing relationship with.

## Building Deeper Relationships with Our Suppliers

We work holistically across our supply chain to develop strategic relationships which achieve long-term, sustained, significant, and measurable business value for both the supplier and for Future Pipe Industries. Our Strategic Sourcing Policy and our Supplier Code of Conduct, outline the principles and standards for our supplier relationships. They cover areas such as Human Rights, EHS, Governance, Ethics and Legal Requirements, Quality and Confidentiality because these are crucial to all we do. We verify and evaluate compliance to these codes through scorecards and assessments made by ourselves and third parties, certifications/statements or audits. We then track and monitor the continuous improvement measures from all parties to continually improve and enhance our supplier relationships.

At Future Pipe Industries, Key Supplier Management is company-wide, it is something all employees have ownership in, not just the responsibility of our Purchasing team.



## Jushi Panel on Innovation and Quality

Key fiberglass supplier Jushi held an event and panel presentation and invited Eric van der List, Senior Procurement Director, to be part of the subject matter expert team. The event covered the development of the fiberglass and composites industry globally to support Jushi's growth goals. The session covered the challenges in the current economic environment, innovation and development, intelligent manufacturing, improvement of product quality and the collaboration and sharing across suppliers, manufacturers and end users.

## E-Auction

For the first time in Future Pipe Industries Procurement held an e-auction. In advance of the bidding process, suppliers had to register, those selected to participate had to confirm they agreed to our Terms & Conditions, the Supply Chain Code of Conduct as well as certification requirements and specifications.

We increased the dynamics of the negotiation by bringing in more market players and negotiating through the auction platform by collecting bids from suppliers based in Spain, Turkey, the UAE and India who for the first time had good visibility on the business available to them.

The event was successful in the context of building deeper relationships with suppliers since we gave more transparency to the current and opened the door to new suppliers.

## Engaging with Students and Graduates

### Future Class

The next generations are essential to our long-term sustainability and success. Through our Future Class Graduate and Student program we welcome new ideas, outlooks, youth and passion to help keep us grounded, develop new ways of thinking and ensure a robust talent pipeline.

We are committed to our Future Class programs which recruit, train, place and retain high potential college graduates and under-graduates from various global universities.



*There are three main elements to Future Class:*  
*Future Class Graduate Program*  
*Future Class Internship Program*  
*Future Class Vocational Program*

We reach out to universities to offer placements, whether it is for the year-long graduate placement or a shorter 10-week internship over the summer holidays with a local college or school.

### Future Class Graduates

Our Future Class Graduate Program recruits, trains and places college graduates in a year-long program covering all areas of the business. Following a structured program with many job rotations, our Trainee Engineers present their final report to the Future Class steering committee. The presentation and the graduates final report emphasizes their understanding of our products, processes, departments, plant operations and individual on the job training.

Congratulations to our ten graduates from the Future Class Program in 2019 who have moved to work in their designated fields.



## Extending the Future Class Graduate Program

We align the Future Class program to our business strategy and so, to support our expansion in Indonesia and Oman, our Global Talent Acquisition team and leaders from each plant visited two universities to introduce the Future Class Graduate Program. Universities are supportive of the program and are encouraging graduates to apply.

## Internships

In 2019 we welcomed the opportunity to work with ten interns. They were supported and guided through the Future Class program by assigned mentors, who benefit from this leadership development opportunity, while simultaneously giving our interns the freedom to learn new technical skills to provide a taste of the real world of professional work. At Future Pipe Industries, our interns don't just shadow our team, they are able to get involved in opportunities such as working with clients or on our production floor - putting theory into practice and learning valuable skills for their future.

## Volunteering

Many of our employee's already volunteer in the communities in which they work or live. As a company we understand the benefits of volunteering and support it via our Volunteering Policy which allows each employee a day a year to volunteer in their community. We also support initiatives which we know are important to employees or our communities.

## Special Olympic World Games

We had the unique opportunity to support Special Olympic World Games which were held in the UAE in 2019. The Fans in the Stands (FITS) program encouraged organizations to engage as a team and cheer on athletes participating in the Special Olympics World Games. We sent two teams to be 'Fans in the Stands', at the swimming event. We proudly joined the community of other volunteers to cheer on the amazing swimmers and help play our part in creating a more inclusive, unified world.



## Reducing Plastic Consumption With Boomerang Bags

Boomerang Bags work to reduce plastic consumption - one bag at a time! From their workshops in The Sustainable City, Boomerang Bags make reusable bags from donated fabrics. Future Pipe Industries sent eight volunteers to help cut, iron, pin and sew in order to make sure more reusable bags are produced and go into circulation to reduce our reliance on plastics. Worldwide over 20 thousand bags have been made in 860 communities, saving over 62 thousand kilograms of waste from going to landfill. This initiative was very popular, and we were delighted to partner with Boomerang Bags again for a second session in November.

## Beach Clean Up With Emirates Marine Environmental Group

A team of volunteers and their families worked tirelessly one afternoon in September to clean up our beaches with the Emirates Marine Environmental Group. The EMEG is a non-profit organisation established with a mission is to preserve biodiversity in the UAE. This was a great opportunity for us to visit the Jebel Ali Marine Sanctuary and to work within our community to protect endangered wildlife through conversation as well as preserving our ecosystem for future generations.



### Dubai Municipality - Clean Up The World

We were proud to continue our sponsorship of the Dubai Municipality 'Clean Up the World' campaign, one of the largest environmental campaigns not only in the UAE, but in the region. Clean Up the World inspires and empowers communities to clean up, fix up and conserve their environment. It engages an estimated 40 million volunteers in 120 countries every year, making it one of the largest community based environmental campaigns in the world.



### Dubai Fitness Challenge

We encouraged our Dubai team to get involved in the Dubai 30x30 Fitness Challenge! 30x30 works to transform Dubai into the most active city in the world by challenging everyone to complete 30 minutes of activity for 30 days with the view to maintaining a healthier, active lifestyle in the long term.

A team joined the Sheikh Zayed Road Dubai Run and we ran a Table Tennis Tournament to help employees achieve their 30 minutes of exercise and to find a champion! Some great matches were played and relationships built!



## Community Involvement

### When Our Culture Helps Others

Our See. Say. Do. Culture of safety is vitally important across all we do. Everyone at Future Pipe Industries has a role to play in their own safety and that of their colleagues. Our fast actions based on See. Say. Do. have helped two other companies.

The first instance was when our team spotted black smoke coming from one of the factories close to our plant in Egypt. Immediately, our team went to offer help. At the time of the fire breaking out there were some workers inside the facility, thankfully everyone escaped. The fire escalated quickly despite great efforts from the civil defence it wasn't possible to save the building. We commend our team who took quick action.



In a second instance smoke was seen coming from a factory about 1km away from our factory in Egypt. Putting See.Say.Do. into action, our employees went to provide help and supported, rescuing 15 trapped workers. Thanks to their quick action and helping the Civil Defense team, just 4 workers suffered with burns.

Our thanks to the teams who took action and supported fellow colleagues as well as taking the time to understand the causes, learn from them and mitigate any risks on the Future Pipes plant as well.



### Kings Day

In celebration of the Netherlands 'King's Day', Future Pipe Industries sponsored the annual reception organised by Embassy of the Netherlands in Cairo. We are proud to sponsor the event as a Egyptian-Dutch company with a strong presence in both countries.

### Malaeb Ramadan Football Tournament

We were proud sponsors of the 8th Malaeb Ramadan Football Tournament. Malaeb organize football games and supports communities coming together through sport. It recognises and celebrates the high pedigree of footballers in Dubai and the across the Middle East. The tournament is further supported by the Dubai Sports Council to further develop and improve sports in Dubai by creating a comprehensive sports environment that meets the requirements of the society and paving the way for youth to cultivate their sporting and cultural talents.

### Ramadan Volunteering Clothes Donation Campaign

Future Pipe Industries is partnering with the Apparel Group and the Emirates Red Crescent in this community initiative.



### Clothes Donation

As part of the Engage Dubai Ramadan Volunteering Campaign, our employees de-cluttered their wardrobes and collected pre-loved clothing for a Clothes Donation Campaign organised by the Apparel Group. The clothes were sent to support the Emirates Red Crescent's ongoing humanitarian work.

### Stationery Donation

We supported a Stationery Collection Drive in conjunction with Education4all and the Emirates Red Crescent. Employees kindly donated items of stationery which will support the education of underprivileged children.



### International College (IC) Suhoor

We have a long-standing relationship with IC and were proud to support the event during the Holy Month again this year. As one of the largest international schools in the world, it is an important event in the community, being an evening of social and business networking.

### Lebanese American University 41st Annual Gala Dinner

Our annual involvement in sponsoring the Lebanese American University Gala Dinner is a key part of how we give back to our communities. We are proud to support this event which helps students achieve their dreams and realize their true potential by providing them with a comprehensive educational experience.



GROWTH

## FOCUS AREA: ECONOMIC

*We conduct and grow our business ethically and build value by operating and growing responsibly guided by our policies, procedures and governance. We hold ourselves accountable for the impact of our operations and have appropriate policies and control to manage them to ensure our growth is positive, enhancing to the industry we work in and the world around us.*

## Corporate Governance

Our overall governance rests with the Board of Directors, comprising of a mixture of executive and non-executive members. Each member brings significant experience in their own field and work together to set direction and provide support for our organisation.

To effectively carry out their collective work, the Board maintains the Audit Risk Committee with different responsibilities to ensure ongoing compliance as well as financial reporting and disclosure oversight.

We operate in an ethical and transparent manner exceeding minimum compliance requirements wherever possible. This begins with our Code of Conduct and Business Ethics Policy which support how we work together, and provide clear guidance for employees. These documents are supported by our Operating Framework which is our guide to policies, goals, standards and procedures. The framework sets out our corporate culture and identity as well as the way the we do business.



## Excellence Awards



### Arabian Eagle Award for Economic Excellence

To recognize our sustainable economic growth, we received the Arabian Eagle Award for Economic Excellence at the Academy of Excellence Awards. The award recognises our successes in making ongoing improvements across our entire business promoting economic activity and driving sustainable economic growth. The Awards highlight organizations who work to continuously promote economic activity and drive a positive impact on the national output of Arab countries, in order to serve and enhance the vision of the joint Arab institutions. The award encourages organizations to maintain their success and continue to improve, ensuring the quality of their products, enhancing competitiveness and achieving sustainable economic growth.

### MEED Awards 2019 Finalists

We were finalists at the MEED Awards 2019 in the category of Manufacturer of the Year. The Awards recognise and encourage business excellence among private organisations. They identify innovative businesses that introduce the fundamental principles of economic growth in line with global trends today. In addition, the awards facilitate dialogue between business leaders to achieve their goals and ambitions in line with regional governmental policies.





## Innovation

*Innovation is vital for the success of any organisation, this year we have seen a number of new product innovations as well as evolutions of existing ones to create value for our customers.*

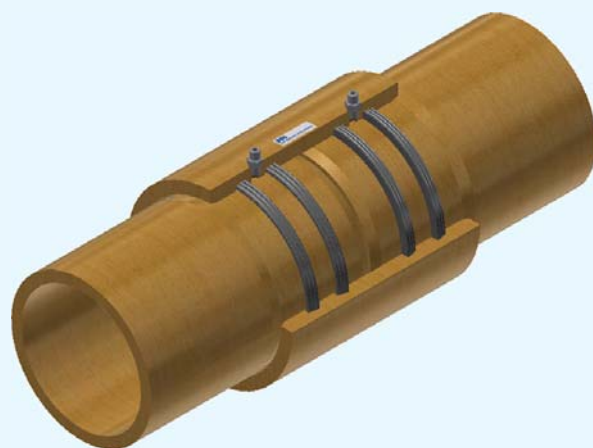
### **FLEXSTRONG™**

Flexstrong™ offers our end users the latest technology in the market. A spoolable, non-corrosive, fully bonded Reinforced Thermo-Plastic (RTP) pipe, Flexstrong is suitable for use across a range of applications in the Oil & Gas and Water industries. It combines a thermoplastic High-Density Polyethylene (HDPE) liner, reinforced by a helically wrapped tape containing continuous fiber (uni-directional) in a HDPE matrix, and is protected by a thermoplastic outer coating (or "jacket"). All three layers are melt-fused together ensuring a faultless bond. This results in a very robust, light and corrosion resistant pipe. Flexstrong is flexible and is spooled onto reels making it easy and efficient to transport. Reels hold continuous lengths of up to 1000m pipe, allowing fast installation, reducing cost by up to a third.



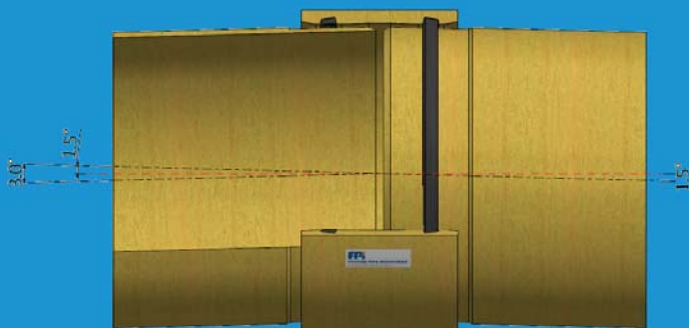
### Testable Double Bell Coupler

We developed an innovative Fiberstrong joint, which is very popular with end users. The Double Bell Testable Coupler is a Fiberstrong joint system with additional REKA sealing rings and pressure taps. The key feature is that it enables a more effective and efficient way to perform hydrostatic pressure testing of installed non-restrained GRP piping joints. The joint allows testing for leaks in a quick and easy way at the jointing area without needing to fill the pipe. Because it is only the joint which is tested, projects benefit from faster installation and checking time as well as less water required for the testing.



### 3° Angularly Deflected Double Bell Coupling Joint

We added to our Fiberstrong product range a 3° Angularly Deflected Double Bell Coupling Joint. The joint eliminates the need for small angle elbows and increases the potential for large angle elbows. This deflection joint removes the associated civil work and accessories from a pipeline resulting a reduction in total project cost and potential indirect rework in coupling joint piping system installations.



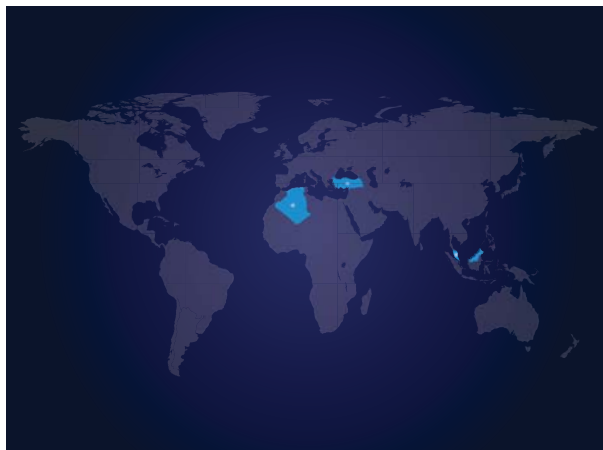
### GRE Valve Chamber

In 2018, we introduced a Glass Reinforced Epoxy (GRE) Valve Chamber for Water Transmission & Distribution Networks to our Wavistrong product range. In 2019, we further developed it, customising it for a key client's specific need. This evolution of innovation creates value for the client and due to the flexible and accommodating nature of composite materials was possible. The client is benefitting from the robust design, lightweight structure and easier and faster installation as well as being maintenance and corrosion free with a minimum life span of 60 years.



## Opening new Offices

To support our position as the leading worldwide composite pipe company and comprehensive solution provider, Future Pipe Industries has opened three new offices this year in Algeria, Turkey and Malaysia. Our new offices align our focus on expansion into new geographical markets and will work to promote our composite piping solutions for the Oil & Gas, Industrial, Water and Marine & Offshore Industries. Being present in these new locations will further ensure Future Pipe Industries' position as the leading composite pipe company and comprehensive solution provider worldwide.



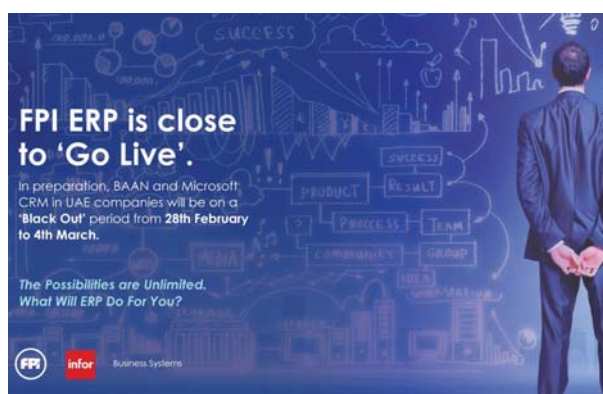
## Best Practice Sharing

Following a number of successful projects, the water market, including municipal water and the power sector presented a greater need for pipe up to 400mm diameter pipe. We installed new machinery and trained our team. The project involved 3 key operational teams collaborating together; Abu Dhabi and Egypt for initial production and then Saudi Arabia for installation and erection. The Indonesia team were trained at our Saudi Arabia plant and throughout the training they received hands-on experience with the Saudi Arabia team, learning the necessary skills to take back to the Indonesia plant. The second phase was all done under the lead of the Abu Dhabi and Egypt teams for initial production. The overall project is a solid example of cross function and country collaboration to complete a challenging project on time and was very much aligned to our business goals as well as delivering our Strategy into Action. The results of being able to produce large diameter pipes in Indonesia will ensure we have an advantage over our competitors.



## Aligning and streamlining our business processes

Our ERP team finalised the ERP 'Go Live' for Europe and the US in early 2019. These were the final locations to go live in our ERP roll out. New systems are always complex to initiate and required heavy collaboration with four teams across four sites, back office support from Dubai and Chennai and active support extended across multiple time zones. With the final Phase of the ERP Rollout project completed we are benefitting from streamlined and efficient internal processes all which work to support the business.



## Executive Committee for Tender Review (ECTR)

At the beginning of the year we renewed and updated our approach to tender reviews. Tenders are the mark of good governance in an organisation, as part of a wider business strategy. The Executive Committee for Tender Review (ECTR) has the aim of developing a comprehensive approach to enhance Future Pipe Industries market position and competitiveness, taking into account our fast moving operational and technological improvements as well as changing market dynamics. They do this through identifying new business opportunities and their best tendering strategies, deciding on and implementing the longer-term commercial approach and strategies with respect to large projects and new markets as well as ensuring tenders align to all Group policies and conditions.



## Singapore Storage Warehouse

At the beginning of the year we collaborated with two other companies to achieve a shared vision of leading the Marine scrubber retrofit program in Asia by establishing a storage and prefabrication workshop in Tuas, Singapore. The workshop is now in operation, with a storage warehouse of 70,000 sq. ft and a prefabrication yard of 3,000 sq. ft. Our collaboration with two additional leaders, BOS Offshore & Marine (BOS) and Wecom Engineering Pte, will support our growth in the region in the Marine sector. The Marine industry in Asia provides Future Pipe with significant growth opportunities and a strong environmental focus. Air pollution from maritime transportation is an increasing global environmental concern. The two main pollutants from the ship's emission are Nitrogen and Sulphur oxides (NOx and SOx). Regulations to reduce NOx and SOx mean an increasing number of shipowners are retrofitting exhaust gas scrubbers to their vessels. Composite scrubbers and surrounding composite piping systems are increasingly being chosen for the lightweight design, chemical resistance and long life. The workshop is a strong strategic collaboration and well placed to support and deliver against the increase in demand for composite retrofits.

## Reporting on our Sustainability

We published our first 'Sustainability Report' at the beginning of the year, covering the calendar year 2018. The report demonstrates our continued commitment to adopting sustainability management across all we do and the journey we are on with regards to becoming a more sustainable company.





OPERATIONAL  
EXCELLENCE

## FOCUS AREA: ENVIRONMENTAL

*The nature of our business means that we need to understand and carefully manage our impact on the environment. Operating effectively will help us to do this. We also have a major responsibility and opportunity to convert the world's pipe systems to the longer term, more environmentally friendly fiberglass pipe.*

*Through our QHSE policy and interwoven across our business strategy we actively seek to minimize our impact on our environment, in particular through the Reduce, Reuse, Recycle approach.*

## Reduce



### Energy

Each plant has an Energy Conservation Plan which is monitored locally and globally via operating control procedures and standards. Electricity use is in direct relation to our resin use, which is required in order to manufacture our pipes. We continue to closer align the relationship and work to decrease it. All our operating plants are certified ISO 14001:2015 and are working to progress to the energy management certification of ISO 50001:2011.

Replacing the High Intensity Discharge (HID) Light with Light Emitting Diode (LED) lights at our Dubai, Abu Dhabi, and KSA plants has helped in conserving over 20% energy and cost. The same initiatives will now be initiated at the rest of our plants for further energy and cost savings.

Pneumatic energy is a further focus of energy conservation and reduction. Many of our machines in the plant convert pneumatic energy into other forms of kinetic or potential energy to support our production and testing processes. Improper handling of Pneumatic energy can lead to injury, so it is important we conserve this energy but more importantly that we keep our employees safe. Training and adherence to our Lockout/Tagout policy has almost eliminated the risk involved with Pneumatic energy and we have seen a reduction in its use.

Air leakage during operations was one of the reasons for energy losses during operations which we have

managed to conserve at great extent through periodic preventive maintenance of air lines.

### Water Use

As with electricity, our water use is in direct relation to our pipe production and we have a global Water Consumption policy in place which has stabilised our water consumption and, in places, reduced it through awareness and operational measures. We continue to work on reducing consumption further with ongoing education on water usage.



### Green Energy

Work is almost complete to install solar panels across factory roofs at our Dubai facility. This is our first initiative with solar with five roofs underway, once in place it will be initiated at other locations. Solar panels will enable us to run our plant from solar energy, meaning we will be able to reduce our need for electricity and other power forms.

Any surplus energy will be sent to the grid for re-distribution. Our Solar power capacity will be in the region of 2 Megawatt and will bring a CO2 offset of c.2,000 tons. We will also benefit from the cost saving this will bring our operations as an added incentive.

For our plants in the USA, we are in discussion with wind energy providers regarding the replacement of conventional energy.

### Waste

We have started the process of implementing waste shredders for all divisions, by which the large size waste will get shredded into

the smaller sizes that makes waste management more convenient, cuts down the volume of waste and help the company in waste logistics and so cost of disposal.



### Bus Service

We continue to reduce the number of cars on the road every day in Dubai by providing employees with a free bus service to work. We run 6 busses from various points which lessens our carbon footprint by approximately 6,200 tonnes CO2. The service is also an additional benefit we offer for employees.



### Planting Trees

The plant saplings our Dubai team planted last year, have grown. Some sapling were Ghaf tree, the UAE's national tree and a symbol of the nation's strength and unity. They provide a valuable ecosystem and can survive in the desert; providing shade for other plants and animals, support for nutrient cycles and crop pollination, as well as putting much needed oxygen back into the air. Our Ghaf trees and other plants will support Future Pipe Industries in offsetting some of our carbon footprint. We also work to preserve the rich heritage and culture that is attached to the Ghaf tree.

## Environmental Focuses

Becoming more energy efficient and developing sustainable energy sources are two ways to support economic growth and a healthier environment. It serves as a great reminder for us all to review our energy saving and eco-friendly efforts. We ran a 8 week 'Play Your Part' campaign providing a number of ideas on what our teams can do to make a difference.

We have participated in a number of environmental focus days which run internationally, for example,



**Earth Hour** We joined the rest of the world in turning off non-essential lights and other power sources. With over 180 countries participating we encouraged our employees and our social media followers to get involved in the opportunity to start changing the planet for the better.



**International Mother Earth Day** is endorsed by over 50 member states and recognizes that the Earth and its ecosystems are our home. We asked our teams to do something on the day to protect our world – save water, plant a tree, switch to environmentally friendly cleaning products, save energy, switch to LED bulbs, switch to online billing, say no to drinking straws, recycle, use re-usable bottles and cups, wash at 30°C, fix the drip, reduce plastic bag use, take the stairs...there were many ways our employees got involved and became part of the change.

**World Oceans Day**, raises awareness of the role of our oceans

and the importance of conserving and protecting our marine environment.

Approximately 70 percent of our Earth is covered by water, generating much of Earth's oxygen supply, absorbing CO<sub>2</sub>, providing food and are the highways of international trade. World Ocean Day was an important focus for us as a company because our subsea installations require a healthy respect and deep understanding of our oceans.



**World Environment Day.** The day enabled us all to remember to be more responsible in the way we conduct ourselves and treat the environment. We asked people to be aware of their water and electricity use both in the office and at home.

**World Energy Day (WED)** – aims is to raise awareness on conserving natural resources and encouraging the responsible use of electricity and water worldwide.

Saving energy, increasing efficiency and conservation are all areas Future Pipe Industries is continuously looking to improve as ways to reduce our overall energy consumption. Running our business in the most efficient and effective manner is one way we can control our operating costs as

well as doing the right thing for our environment. It's a win-win.



**World Water Day**, clean water is one of the UNESCO Sustainable Development Goals (SDGs). Future Pipe Industries is proud of the role we play every day in delivering water to the world in the most efficient and sustainable way. We encouraged all employees to get involved in World Water Day by conserving it wherever possible, for example,

- Never letting faucet water run needlessly as you wash your hands or brush your teeth
- Save on washing up or dishwashing - use one drinking glass during the day
- Switch from baths to showers or where you already shower, try to take shorter ones
- Use your washing machine/dishwasher for a full load only
- Fix leaks quickly
- Add a timer to your irrigation system

## Reuse

Through our See. Say. Do HSE focus we have installed a number of initiatives to support reusing or preventing loss of materials.

We installed spill protection systems, high level shut-off valves for all our chemical tanks in 2018. These have continued to work to prevent overflow and at the same time the spill is contained in bunding. We are finding on an increasing basis we are able to re-use this material so have become less wasteful as a result.

In other areas we have continued to add containment baths where excess chemicals used in the manufacturing process may drip as the pipes are in the manufacturing process. With this additional measure as well as significant training and focus we are pleased to report significant improvements in wasted materials and we closed this year for a second year running with no environmental spills.



## Recycle

As a business we continually work to minimise waste wherever possible. However, our operations do create waste so we look for ways to make use this waste useful under the principle of 'reduce, reuse, recycle'.

We have increased the number of stations for 'press moulded fittings' from 2 to 6. Press moulded fittings use powdered waste as a core filler material, to which resin is added and moulded to create a strong and durable fitting. Using our own powdered waste is another way we are developing our materials based on the recycle principal.

We are installing water filtration system for our wet pipe cutting process so the contaminated water can be filtered and reused which conserves water and the need of disposing the waste water as well as its associated cost.

These initiatives, along with others, have played a part in our achieving an increase of the materials we recycle as a business to 22% this year, a marked increase from 5% in 2017 and on par with our figure for 2018 which was 23%. These initiatives will continue through 2019 and we actively seek to do more to reduce, reuse, recycle.







PEOPLE  
FIRST

FOCUS AREA:

# PEOPLE & CULTURE

*We believe in people and put them first in all we do. It is through the actions of people that we will realize our Sustainability and Business goals. We work to build the relationships and culture needed to enable our people to be productive, satisfied and dedicated corporate citizens.*

## Keeping Employees Informed

*We work to keep our teams informed, knowing that this makes us more effective and productive as a team. We help our team understand and live our corporate purpose, to deliver water and energy to the world in the most effective and sustainable way. Our team also need to understand what we are working on, how we are doing against it and how they play a role in delivering our purpose.*

We use a range of channels to engage with our teams. We use our intranet, The Pipeline, as a core information area where all shared documents are kept as a central resource. Our newsletter summarizes the many initiatives and activities taking place across the organization supporting best practice sharing and collaboration and our internal social media platform, Yammer works to connect us across departments. Team members ask questions on a range of topics such as technical queries, requests for chemical information or sharing project photos and information. This delivers an important cross communication vehicle which connects the organization in an open and transparent way and learning valuable skills for their future.

Our Town Halls deliver top line information about our strategy, results and how we are delivering. We cascade the information from the Town Halls during Live Yam

sessions on Yammer so all employees can hear the news in real time now matter where they are in our worldwide organization. We also work to ensure face to face opportunities through the year to discuss strategy and provide regional updates, one example of this is our CCO Roadshow led by our Chief Commercial Officer, who focused on strategy, budget, structure and outlining the opportunities available to us as a business. Key focuses include how the Commercial teams can create value for our customers, develop markets and position ourselves as the leading composite pipe company worldwide. The roadshow covered all our regions and a second day at each location was spent visiting the factory as well as holding a general presentation with all plant employees, explaining the sales and commercial activities, market development, Value Engineering and engineering services, meaning the wider team understand and can support the strategy.



## Developing Our Team

Our world is changing at significant pace and as an employer we have a responsibility to support our team in managing this constant change. We are doing this through a range of development and training initiatives.

Our Foundation Academy has widened in 2019 thanks to the introduction of a Learning Management System (LMS) called 'MyLearning'. MyLearning is an investment in giving our teams the tools that empower them to achieve great things. The E-learning platform houses a range of soft skill training courses, aligned to drive our strategy and supports our values and behaviours.

MyLearning is an engaging and learning-rich online environment where team members can take training courses and further their development by learning new skills or up-levelling existing ones. It is empowering our teams with the tools and knowledge to create value both personally and professionally while supporting us to deliver our business goals.

We have also continued with our Foundation Academy classroom training programs with courses including Emotional Intelligence and Interpersonal Skills.



*"Creative Problem Solving & Decision Making" at our Saudi Arabia and Egypt plants, allowing the team to explore their creative potential, discover a systematic approach to problem solving and decision making and learn to generate solutions utilizing a creative thinking approach.*

### Value Driven Negotiation Training

The GCC Commercial team benefitted from a two-day training session on Value Driven Negotiation. The session covered the latest techniques and methods in negotiation and provided unique insights into how buyers behave. The session also covered how evolving customer expectations can be best met with co-operative discussion. The session has helped the Commercial teams create more value for our business by focusing on achieving win/win outcomes as well as maintaining good relationships with our customers and procurement specialists.



COMMERCIAL  
ACADEMY

## Our Culture of Safety - See. Say. Do.

We introduced 'See. Say. Do.' in 2017, to embed a culture of safety across our operations worldwide by reinforcing and developing our health and safety practices and culture. Two years on, See. Say. Do. is now ingrained across our business and empowers employees to,

### See Something. Say Something. Do Something.

This year the team have developed the initiatives put in place over the past two years with more proactive measures, including a Positive Culture Indicator and Hazard Hunts where team members would go looking for Hazards across the factory and reporting them through to resolution and best practice sharing.



### Positive Culture Indicator

We introduced a new measurement tool to monitor the positive HSE steps being taken called PCI (Positive Culture Indicator). Many industries follow a formula such as Total Recordable Incident Rates (TRIR) to chart their HSE performance and benchmark themselves against other companies. Most of these measurements are based on lagging indicators such as incidents with respect to man-hours worked and do not take into consideration or reflect the positive HSE performance and steps being taken.

PCI (Positive Culture Indicator) is a proven formula which recognizes positive HSE performance and so, in turn HSE culture. The mathematical formula is based on leading indicators and number of employees. The goal of PCI is to measure the level of engagement and commitment from the employees, the management team as well as the overall organization.

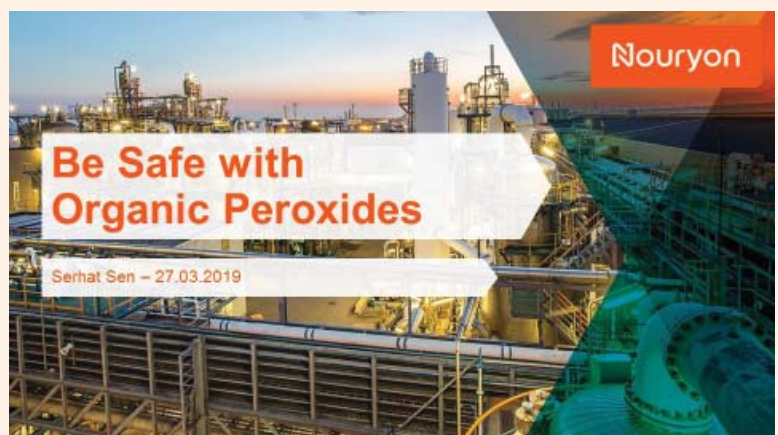
The formula includes the sum of all the indicators being measured. Where there are positive and proactive HSE steps being taken there should be a correlation to a decline in incidents taking place.

Leading Indicators:

- Number of Hazard Cards Reported
- Number of Management Inspections
- Number of Management Inspection Findings
- HSE Training hours
- Number of HSE Meetings
- Number of HSE Inspection
- Number of HSE Inspection Findings

### Peroxide Storage and Handling Safety

As part of our ongoing focus on Safety under See. Say. Do., we have been working with Nouryon (formerly Akzo Nobel) to deliver specialist onsite awareness training on peroxide storage and handling safety.



## Occupational Ill-Health

We attend a number of external events which focus on sharing information on evolving focus areas. Our Egypt team attended such an event on Occupational Ill-Health. The Seminar was held by the Government Occupational Safety and Health Agency, Medical Insurance Agency and Ministry of Labour who provided local insight to a number of companies from the area. The team learnt about Public Health and Occupational Ill-Health, specifically how to identify them and how to react to them in order to develop a stronger HSE culture free from injuries and free from disease.

## Health Focuses

We have delivered a number of dedicated campaigns linked to See. Say. Do. The focuses have covered many areas including Ergonomics, Winter Health, Beating the Heat, Play your Part which focused on actions individuals can take to protect our environment. These campaigns have been rolled out in a variety of ways - articles, posters, team talks, training sessions and so on to ensure the information is received and the right action taken.

Heat Exhaustion	OR	Heat Stroke
Faint or dizzy		Throbbing headache
Excessive sweating		No sweating
Cool, pale, clammy skin		Body temperature above 108 Red, hot, dry skin
Nausea or vomiting		Nausea or vomiting
Rapid, weak pulse		Rapid, strong pulse
Muscle cramps		May lose consciousness

**Get to a cooler, air conditioned place.**  
**Drink water if fully conscious.**  
**Take a cool shower or use cold compresses.**

**STOP and Seek Medical Attention.**  
**Cool the person until help arrives.**

**FPi FUTURE PIPE INDUSTRIES** **SEE SAY DO**

**Drink up!**  
How much water have you drunk today?  
Drinking more water... The best ways to fight winter illnesses...  
FPi

**Handwashing To Prevent Winter Illnesses**  
keep the bugs at bay Stay Healthy Focus  
FPi

## Winter Health

Just as it is important to beat the heat, we also know the winter months are times where many employees fall ill. We have run a 6-week campaign to help educate employees on the benefits of good handwashing and etiquette around coughing and sneezing to avoid the spread of germs. We also encourage employees to work from home using our Flexible working arrangements when they feel ill to prevent other employees falling ill.

## Beat the Heat

We have published a number of posters again this year for our teams working outdoors to help them with practical tips on how to stay healthy in the heat and to educate and raise awareness on increasing their water uptake as the body loses more water than usual in warmer weather.



## Ramadan Health

A large number of our employees across the globe observe the holy month of Ramadan, which focuses on awakening a sense of community, compassion and giving. In this spirit, our HSE team put together an informative presentation on Ramadan including tips on how to manage the effects of fasting and practical ideas on how to have an effective and healthy holy month.

**HEALTH FOCUS**  
FPi

**WHAT YOU SEE COULD HURT YOU**

**THE CAUSES OF EYE STRAIN:**

- Computer Monitors that are hard to read
- Staring at a close fixed object
- Glare from lighting fixture without
- Uncorrected vision problems
- Lack of Color variety in a Workers Surrounding

**THE REMEDIES:**

- Angle monitors away from lights and windows
- Place filters on overhead lighting to diffuse the light
- Adjust the brightness and contrast of your computer monitor
- Look Away from your computer monitor every two minutes
- Dim overhead lights

**To Avoid Compute Vision Syndrome**  
Place your computer screen About 4 Or 6 inches below eye level and 20 to 28 Inches Away.

**FPi FUTURE PIPE INDUSTRIES** **SEE SAY DO**

## Ergonomics

Linked to our HSE See. Say. Do. culture and staying healthy in the office, we ran a six-week global Ergonomics campaign. Focusing on how equipment and furniture can be setup and arranged in the best way it ensured our teams can work or complete activities more efficiently and comfortably.

Ergonomics is an important factor in overall physical wellness. Our campaign focused on promoting proper ergonomic design which is necessary to prevent discomfort or repetitive strain injuries which can develop over time and can lead to long-term problems. Employees were able to complete an Ergonomics Self-Assessment on their own working environment along with practical tips on how to improve it.

## Employee Well-Being

With the workplace being one of the most influential factors to our overall wellbeing, we have run a number of initiatives to focus on both the physical and emotional well-being of our teams as well as contributing towards our positive culture.

Well-being has been a constant theme over the past 18 months. We know business is at its best when people are at their best. At the beginning of the year, we took the top three reasons our employees visit the Doctors and built out dedicated programmes with our medical provider to proactively address them. As a result our insurance has seen a trending decline in spend against it, benefitting both employees and our business.

Early in the year, we encouraged employees to make SMART resolutions, because by setting goals that are specific and attainable, there is a greater chance of success. SMART aligns to our Performance Management Development Planning objective setting process too.

*Small changes add up, lasting and impactful changes are often made through small steps rather big changes in our life. SMART goals.*

*Specific (simple, sensible, significant)*

*Measurable (meaningful, motivating)*

*Achievable (agreed, attainable)*

*Relevant (reasonable, realistic and resourced, results-based)*

*Time bound (time-based, time/cost limited, timely, time-sensitive)*

### Health Awareness

In many locations our teams have benefited from Health Awareness sessions.

The awareness sessions have involved medical professionals whom we have partnered with coming on site to provide advice on areas such as healthy eating, an active lifestyle, flu vaccines, blood sugar level tests to check for diabetes and optical testing. In many cases we have been able to offer free or subsidized services for our teams.



Our Dubai team learnt more about Employee Well-Being with Magali Le Normand, Wellbeing Specialist at Manzil. We partnered with experts from Life Works who covered a number of areas including emotional well-being, cultivating healthy habits and managing with stress.



Our Omani team conducted a health and wellness event with expert speakers from preventive health care centre, VLCC. The team provided sessions on healthy diet habits and BCA (Body Composition Analysis) as well as carrying out a number of wellbeing checks for over 40 employees.

### Fitness Challenge

We ran a three-month Fitness Challenge across the GCC region in conjunction with our medical insurance provider. Participants signed up with personal goals to reduce weight, inches, feel healthier or get involved with their colleagues. Over the two months we saw a number of habits changing and healthy options being taken on which is promoting a healthier workforce. Living a healthy lifestyle is a fundamental component to achieving our optimal physical and mental well-being, which helps in reducing stress and provides a lot of other benefits.



**Well-Being and You**

Maximise your well-being and learn to be the best version of you.

Magali Le Normand, Wellbeing Specialist at Manzi, will spend some time covering a number of well-being topics including physical, psychological and social well-being.

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People & Culture

### Mental Health

We have not just focused on physical health; Mental Health is becoming an increasingly important topic in the workplace. With 1 in 4 people experiencing mental health problems each year, we need to be supportive of how we think and act about mental health. In 2019 we built on our first steps taken last year and built a campaign which provides employees with a better understanding of how mental health can impact wellbeing and a number of steps we can all take to check-in with colleagues.

Kicking off on World Mental Health Day, for a month we united as individuals, teams, as a company and along with the many others who will be putting a focus on the day to improve the mental health of people around the world. We focused on how we all have mental health and it is just as important as our physical health. When we are in good mental health, we can make the most of our potential, cope with life and play a full part in our family, workplace, community and among friends. Days such as World Mental Health day work to reduce the stigma attached to mental health problems. We will do this through opening up conversations around mental health and talking openly about it on our channels. How you feel is important and it is healthy to know and say how you're feeling.

**ASK FOR HELP**

**KEEP IN TOUCH**

**EAT WELL**

**BE YOURSELF**

**TAKE A BREAK**

**DO THINGS YOU ENJOY**

**HELP OTHERS**

**KEEP ACTIVE**

**MANAGE STRESS**

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People & Culture

**SEE SAY DO**

## Celebrating Together

*We are fortunate to share a richness of cultures and experiences due to our worldwide presence. We celebrate occasions which are important to our employees to bring diversity and understanding to our business. These celebrations also provide an opportunity to come together and network informally, crucial to building a high-performing team.*



### Rami Makhzoumi Hajj Policy

As part of the Rami Makhzoumi Hajj Leave Policy, each year we sponsor a number of employees to perform the pilgrimage, Hajj. Rami's legacy continues to be an inspiration and we honour his contribution to Future Pipe Industries by enabling eligible and dedicated Muslim employees to complete the Hajj Pilgrimage, the fifth pillar of Islam. In 2019 we were delighted to be able to send 16 employees for the pilgrimage. Our employees joined the five-day Hajj pilgrimage to Mecca in Saudi Arabia, one of the largest pilgrimages in the world. As a long-standing tradition we always welcome back our Hujjaaj (those who went for Hajj) and celebrate with them.



### Iftars

Future Pipe Industries came together over the Holy month of Ramadan. The events are always merry occasions proclaiming the spirit of Ramadan and togetherness during the holy month and beyond.

### Diwali, the Festival of Lights

Our Shared Service Centre in Chennai celebrated Diwali, the Festival of Lights, with a rainbow of colour to lift the spirits of the festival season. All employees appeared at the office in traditional dress to celebrate the festival with joy and harmony exhibiting unity in diversity.



### Pongal

Our Shared Services Centre in Chennai celebrated Pongal with traditional customs and festive joys. Thai Pongal is a harvest festival dedicated to the Sun God and corresponds to Makara Sankranti, the harvest festival celebrated throughout India. Pongal associates itself closely with the making of Rangolis (patterns using materials such as rice, dry flour, sand or flower petals) called the Kolam. Future Pipe employees drew a beautiful Rangoli and created some décor at the entrance place as a dedication to the Sun God.

### Dashain

Our Qatar plant celebrated Dashain in the most spectacular style. The Dashain Festival is one of the most important Hindu festivals and honours a great conquest of the Gods over evil demons. The symbol of power, Goddess Durga is worshiped during the 15-day celebration. In the true spirit of festivities and great collaborative teamwork, our team invited other employees to join the ceremony that they had organised.



## UAE National Day

Our Abu Dhabi and Dubai teams celebrate the UAE 48th National Day and Commemoration Day with coffee and cake in the UAE flag colours.

The Dubai team also took the opportunity to see the tree saplings we planted during the previous years celebrations, including the Ghaf tree, the national tree of the UAE. The trees we planted continue to support in offsetting some of our carbon footprint and preserve the rich heritage and culture that is attached to the Ghaf tree.

We also celebrate days which recognise our achievements and those of our colleagues. For example, World Day for Safety and Health at Work which promoted safety and health in the workplace and the prevention of occupational accidents and diseases globally. In addition, International Workers Day, an annual holiday which celebrates the achievements of workers. It is known for being a day to celebrate the social and economic contributions workers have made to the strength, prosperity, and well-being of their countries and to recognise the movements through history to introduce the necessary legislation and laws to protect workers.



## Sport

*Sport is a common language, focusing on teamwork and collaboration as well as developing leadership and communication skills. We encourage our employees to take part in corporate sporting events.*

### Fit On Click Corporate Carnival

We got involved in 'Fit On Click Corporate Carnival' a corporate sports event with the vision to promote corporate wellness and team spirit. Founded in 2014, Fit On Click is a sports based carnival, moving 1000+ people across 120 teams and 6 sports. Co-workers and their families got involved in playing or supporting the event. Fans were able to witness multiple sports happening across the venue. The day was filled with healthy competition, music, laughter and some great sporting action!





### Cricket

We enjoyed a day out with clients, other suppliers and colleagues at the DEWA 5th Suppliers Cricket Championships. DEWA is one of our key clients in Dubai and work to enhance cooperation and networking with their partners in informal sessions such as their annual cricket championship.

### Football in Oman

Our Oman team took part in a Football Tournament organised by the Industrial Estate our plant is located within. The yearly football tournament brings together all neighbouring companies and is held at night under flood lights. Future Pipe Oman has a legacy of participating in the tournament and have won several trophies in the past, this year we just had the pleasure of taking part! The tournament is a wonderful opportunity to facilitate and strengthen the relationships between staff, and promote a healthy lifestyle.



### Personal Sporting Challenges

We also celebrate the sporting prowess and achievements of our team members as we know these events are important, requiring dedication and focus. This year, Mohandas Pothukattil from our Technology team has completed the Comrades Marathon in South Africa, a half marathon and undertook 30 triathlons in 30 days as part of the Dubai 30x30 Challenge.

Khaled Samy, from our Projects team completed Egypt's signature running event, the Pyramid Marathon. Running a 42K marathon race through 5,000 years of history at the Great Pyramids of Giza.



Mohandas Pothukattil,  
Global Technology team



Khaled Samy,  
Egypt's Projects team

# DRIVING SUSTAINABILITY IN 2020 AND BEYOND

At Future Pipe Industries, we recognize Sustainability as part of our company DNA, our core strategy and how we run our business for long term success.



In 2019 we have further aligned our strategic business pillars to our sustainability focuses, further securing sustainability as our business model.

*We conduct business ethically, managing the impact of our existence, delivering value to our clients and society, as well as being future-ready.*

We know that integrating sustainability practices in our business operations provide significant benefits such as growth, attracting talent, stronger relationships with our stakeholders, reducing our impact on the environment and greater employee engagement.

Aligning our efforts with the Sustainable Development Goals (SDGs) as a blueprint we support working to achieve a better future, protection of the planet, and achieving health and prosperity for all. At Future Pipe Industries, our purpose is to deliver water and energy to the world in the most efficient and sustainable way which supports SDG 6&7. In doing so we have enabled the development of

sustainable cities and communities (SDG 11), promoted decent work and economic growth (SDG 8); played our role in industry, innovation, and infrastructure (SDG 9); acted responsibly in terms of consumption and production (SDG 12); supported the global challenge of climate action (SDG 13); and enhanced good health and well-being (SDG 3).

Through our sustainability practices, we are committed to improving people's lives by ensuring that our business grows, along with the environment, our employees and other stakeholders.

We have had many achievements in 2019 which we are proud of but most importantly, we have developed an environment and appetite to do more. This provides opportunities which we will harness in 2020 and beyond by delivering value from further sustainability initiatives that benefit all stakeholders. The passionate commitment we have instilled to improve our business, society and the environment will continue - because it's the right thing to do and is core to our corporate purpose and mission in 'playing our role as a corporate citizen in all we do'.