Survive & thrive

EIC Insight Report 2025
Volume IX

AWARD WINNERS EDITION 2025

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SUPPLY CHAIN

Survive & thrive

EIC Insight Report 2025
Volume IX

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COMPANY OF THE YEAR

SIEMENS energy

Winning companies by category and region:

UK & EUROPE					
Collaboration	**Culture**	**Digital**	**Diversification**	**Energy Transition**	**Environmental Sustainability & Social Impact**
asset55	TÜV SÜD	SIEMENS energy	OSSO	PENSPEN	SIEMENS energy
Export	**Innovation**	**Optimisation**	**People & Competency**	**Resilience**	**Scale up**
ersg	OCEANEERING	DESTEC ENGINEERING LTD	walter tosto INNOVATION AND DELIVERY	TRANSCAR PROJECTS	MGH OFFSHORE
Service & Solutions	**Technology**	**Transformation**			
Dräger	proserv	SPENCER OGDEN Creating Careers to Power a Sustainable Future.			

NORTH & CENTRAL AMERICA

Innovation	Resilience & Transformation	People, Culture & Optimisation	Solutions & Scale Up
AVEVA	BELZONA	FULKRUM	

MIDDLE EAST

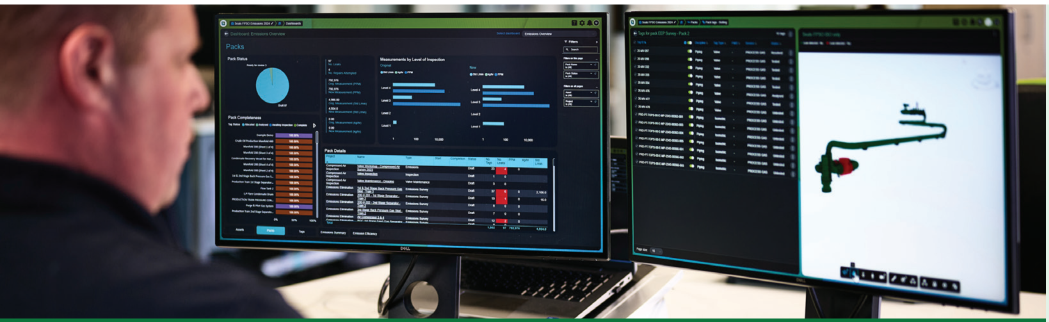
Technology & Energy Transition	Digital & Innovation	Transformation & Resilience	Diversification & Export	Collaboration	Culture
LEVIDIAN	kent	DIVERSE Resourcing	Euro Mechanical	CRESCENT ENGINEERING FZE	PENTA GLOBAL
People & Competency	**Scale Up**	**Service & Solutions**			
MCDERMOTT	STATS GROUP	wood.			

SOUTH AMERICA

Culture & Collaboration	Diversification	Innovation & Sustainability	Service & Solutions	Transformation & Scale Up
FOX BRASIL PROJECT LOGISTICS	EQUIPSEA	OceanPact	ORION	HAUSTHENE POLIURETANOS

ASIA PACIFIC

Collaboration, People & Transformation	Technology & Sustainability	Innovation & Digital	Service & Solutions
SEPAKAT Energy Services Sdn Bhd	EMERGING EPC	cladtek	GoNetZero



asset55

Partnering to transform operational performance and emissions reduction

Conor O'Leary
Regional Director

How is asset55 thriving?

asset55's Survive & Thrive story is one of collaboration, partnership and innovation. By joining forces with Score, the UK-based software engineering company has aligned with client needs, pivoting from a product-focused business to a hybrid software-and-service model for its multidiscipline software, Operate. By combining its digital tools with Score's expert field services, it is helping to define new standards for safety, productivity, regulatory compliance and emissions management in complex energy operations.

The challenge - asset55 is a company that brings together experienced industry engineers and advanced software developers to deliver innovative solutions for the energy sector. It's core mission? To improve safety and productivity through execution-specific software.

One of its flagship products, Operate, was designed to improve operational control and visualisation within complex energy operations, helping companies plan and execute maintenance, modifications and shutdowns more effectively. Specifically, Operate was the brainchild of the experienced leaders of asset55, who brought firsthand knowledge and experience from previous roles in the industry. Operate was then brought to life by empowered software developers, all in-house.

When Operate launched, the intent was to provide customers with a standalone software solution that they could use to mitigate operational challenges. However, quickly, asset55 recognised that its clients didn't just want technology – they wanted software and service support, together in one neat package.

Customers were asking for a turnkey solution comprising powerful digital tools backed by experienced people on-site. It left asset55 with a problem – it had the technology but lacked the on-site service provision and people to support and execute work for customers effectively.

The solution - Enter Score, a global engineering technology services company with deep operational experience, specialising in valve and emissions management and field services. Recognising the potential synergies between the two companies, Regional Director Conor O'Leary initiated discussions, with the goal of combining asset55's digital tools with Score's in-field expertise to better meet customer needs and add value.

The partnership was formalised, with the two firms working together to develop an Emissions Elimination solution, blending software and service to help energy operators identify, control and eliminate emissions directly at the source. asset55 provides the analytics, dashboards, and predictive algorithms, while Score provides the field teams and specialist tools.

Identifying the top four major challenges faced by prospective customers, the two companies-built designed solutions to address real-world challenges and key inefficiencies across energy assets – leaks, joint failures, valve mismanagement, and more.

Together, asset55 and Score now deliver a fully integrated solution that helps clients meet their sustainability targets while improving operational performance. Their combined offering ensures regulatory compliance, eliminates greenhouse gas emissions at the source, and provides intuitive, real-time dashboards to track asset health and repair progress throughout the asset lifecycle.

Using advanced predictive analytics, the Operate platform draws on failure mode data to pinpoint likely emission sources at the component level. This allows customers to proactively prevent emissions in a cost-effective way, shifting from reactive maintenance to predictive, value-driven operations.

In one high-profile case, Score and asset55 together surveyed over 1,000 valves at a Middle Eastern gas plant. In identifying five critical leaks that were responsible for 95% of losses, temporary fixes were implemented to cut emissions by 70%, with permanent repairs planned within the Operate platform. Ultimately, US$1.4 million in savings were achieved from this single use-case.

For asset55, success stories like these have unlocked rapid growth, opening doors to support LNG plants, gas storage facilities and downstream operations globally. Indeed, Operate had 20 customers in the beginning. A year later, that had expanded to 175 customers.

Use cases have also evolved to include valve, flange, and wellhead management. Each remains a blend of software capability and Score's field delivery, delivering tangible savings, streamlined maintenance, and faster compliance for clients. Indeed, where emissions reporting traditionally has required months of work by dozens of engineers, it can now be achieved in days, with Operate providing live dashboards, predictive alerts and fully auditable reporting.

Overall, it's a story of adaptability. Faced with a market need it couldn't meet alone, asset55 didn't retreat. It partnered, aligning with Score to create a new benchmark for software-enabled services in the energy sector. According to Score's Global Emissions Lead, Trevor Flemming, the partnership with asset55 improves "process safety, reliability, and environmental compliance. Scores' expertise in mechanical service delivery coupled with asset55's software technology will help empower our industry towards a sustainable future".

Having shown that the whole is often greater than the sum of its parts, it now stands as a small business punching well above its weight.

asset55

Story type

#collaboration (main category)
#environmental sustainability,
#service & solutions

Benefits

- Proven asset integrity solutions.
- Increased production efficiency.
- Clients reducing carbon footprint by an average of 70%, allowing control and visibility of asset emission sources.
- Operate division going from 20 to 175 customers in 12 months.

Key findings

For young people

- Be yourself and open-minded.

For industry

- Don't get siloed – partnership and collaboration are key to understand challenges.

For government

- Actually listen to the public and the industry..

asset55 at a glance:

Key products and services: software engineering.

Main industries served:

- Oil and gas – 80%
- Offshore renewable energy – 10%
- Carbon capture – 5%
- Others (energy) – 5%

Headquarters: Sunderland, UK
Year established: 2012
Number of employees: 33

AVEVA

Revolutionising industrial design through digital connectivity

Cormac Ryan
Industry Principal - EPC

How is AVEVA thriving?

By pioneering cloud-based design solutions, AVEVA enables clients to significantly reduce project timelines and costs. Its CONNECT platform integrates tools like AVEVA E3D Design (now part of AVEVA Unified Engineering) and AVEVA Point Cloud Manager, creating digital ecosystems for seamless data access. AP Consultoria e Projetos in Brazil saw field survey teams cut by up to 50% - 90%, survey time by 55%, rework by 29%, and delivery time by 49%.

The challenge - Engineering design companies typically face an array of challenges when executing complex industrial projects. Before implementing 1D, 2D and 3D integrated engineering and design, digital solutions, companies such as AP Consultoria e Projetos in Brazil struggled with extended project durations (averaging 746 days) due to inefficient processes and limited collaboration capabilities.

The fragmentation of project information across numerous documents stored in disparate locations created significant bottlenecks, as team members wasted valuable time searching for critical data. In addition, the coordination of multiple disciplines working simultaneously on the same project proved difficult without a centralised platform, leading to communication gaps and inconsistencies.

Field surveys presented particular challenges as they required large teams to conduct time-consuming on-site assessments that exposed personnel to potential safety hazards. These inefficiencies ultimately resulted in costly rework, delayed deliveries and reduced competitiveness in a market demanding faster and more accurate project execution.

The solution - AVEVA's solution to these persistent engineering challenges centres on its innovative cloud based CONNECT platform together with AVEVA Unified Engineering solution, which fundamentally transforms how industrial projects are designed, executed and delivered. A comprehensive digital ecosystem, it brings together powerful tools that enable efficiency and accuracy throughout the project lifecycle.

At the core of this AVEVA Unified Engineering, 3D integrated engineering and design solution is AVEVA E3D Design integrated with AVEVA's point cloud technology. This powerful combination allows engineering firms to create highly accurate 3D models of existing facilities and new designs. Rather than relying on traditional, time-consuming manual measurements, the system can incorporate laser scan data to generate precise digital representations of physical spaces. For companies like AP Consultoria e Projetos, this capability has revolutionised their approach to industrial design.

The integration of these technologies addresses several critical pain points in engineering project delivery. By incorporating laser scans of existing plants and facilities with the customer's engineering data, teams can visualise the complete project environment with exceptional accuracy. This helps to reduces errors and eliminates costly rework that typically results from design clashes or spatial misconceptions.

The technology also dramatically reduces the need for extensive field surveys. Traditional approaches required large teams conducting on-site measurements and assessments, exposing personnel to potential safety risks and driving up project costs. With AVEVA's solution, these requirements are drastically cut back.

As Thomaz Americano de Costa, Chief Operating Officer at AP Consultoria e Projetos, explains: "We have more accuracy in our projects. We have fewer people taking risks on site. Basically, we can reduce the field survey team by about 50-90%. We had 29% less rework on our projects. Now with CONNECT, we can just work in the cloud."

This testimonial highlights the multi-faceted benefits of AVEVA's solution – improved accuracy, enhanced safety, reduced resource requirements, minimised rework and simplified cloud-based collaboration. The centralisation of project information in the CONNECT platform solves the persistent challenge of scattered 1D, 2D and 3D documentation and disjointed workflows that can harm traditional engineering projects. This ensures that all team members, regardless of discipline or location, can access the same up-to-date information for seamless collaboration and consistent decision-making.

The cumulative impact of these improvements is dramatic.

Beyond the technical capabilities, the AVEVA Unified Engineering integrated engineering and design platform includes AVEVA Engineering for 1D and 2D together with AVEVA E3D Design for 3D offers significant organisational benefits. The platform promotes standardisation of workflows and processes, ensuring consistency across projects and disciplines. It also facilitates knowledge transfer and training, helping engineering firms build and maintain expertise across their teams.

As industrial projects grow increasingly complex and competitive pressures intensify, AVEVA's Unified Engineering approach to digital transformation provides engineering firms with the tools they need to meet these challenges. By connecting people, data and processes in a cohesive digital environment, the solution enables companies to deliver projects faster, more accurately and with greater confidence.

AVEVA

Story type

#innovation (main category)

Benefits

- AVEVA's CONNECT platform has brought many benefits to its customers, including improved accuracy, enhanced safety, minimised rework and more.
- Besides that, the AVEVA Unified Engineering solutionals standardises workflows and processes, ensuring consistency across projects and disciplines.

Key findings

For young people

- In line with our values of aspiration, trust, impact and curiosity, we would advise young professionals to be proactive, embrace continuous learning, and contribute to the company's growth and sustainability initiatives, while also prioritising their well-being.

For industry

- Understand the digital transformation potential that data-centric, integrated tools have in revolutionising workflows and derisking capital investment across the project delivery lifecycle.

For government

- The future of our planet is critical. We want to do our part by sparking industrial ingenuity and connecting industries with trusted information and insights, to drive responsible use of the world's resources.

AVEVA at a glance:

Key products and services: industrial software.

Main industries served:

- Oil and gas – 30%
- Conventional power – 15%
- Others (non-energy): chemicals, infrastructure, process industries, manufacturing, marine, transportation – 55%

Headquarters: Cambridge, UK
Year established: 1967
Number of employees: 6,500

Belzona (US)

From product supplier to solution partner in Latin America

Barry Nisill
CEO

How is Belzona thriving?

By transforming its business approach in Latin America from a passive, legacy-driven model to a proactive, market-led strategy, Belzona has successfully diversified beyond its traditional oil and gas focus. The pivot has delivered impressive results, with revenue growing from US$14m in 2019 to US$21m in 2024 – a 50% increase in just five years – while reducing dependency on volatile state-controlled energy sectors and expanding into high-growth industries such as mining, industrial maintenance and infrastructure.

The challenge - Despite having operated in Latin America for decades through a well-established network of exclusive distributors, many with relationships spanning between 10 and 40-plus years, Belzona was not fully capitalising on the region's potential. By 2019, Latin America accounted for only 22% of the company's business in the Americas, despite market research indicating the opportunity was some 400% greater than current revenue levels.

This untapped potential stemmed from several key challenges. Belzona had become overly dependent on the oil and gas sector, which represented over 75% of its Latin American business. Unlike in the United States, where private companies drive the energy sector, Latin America's oil and gas industry is heavily state controlled, making it vulnerable to political and economic instability, project delays tied to election cycles, and unpredictable funding priorities.

The COVID-19 pandemic in 2020-2021 further exposed these vulnerabilities. While other regions rebounded quickly, Latin America remained stagnant and highlighted the need for diversification. In addition, changing customer expectations, increased demand for digital engagement, and reduced face-to-face interaction created new challenges for a business built on traditional relationships and technical expertise.

The solution - In response, Belzona implemented a comprehensive strategy from late 2021 to transform its approach in Latin America.

Rather than simply providing polymer products for industrial maintenance applications, the company repositioned itself as a complete solutions provider through its Product Plus approach – delivering not just high-performance materials but expert application support, training and long-term reliability to customers.

The implementation involved three key initiatives. First, Belzona enhanced its distributor education and training, which has helped long-standing partners target new industries with a refined value proposition. Crucially, these endeavours also involved extensive efforts to overcome resistance to diversifying beyond oil and gas.

Second, the company developed localised marketing strategies that addressed the unique digital behaviours of Latin American businesses. Instead of relying on traditional B2B channels such as LinkedIn, Belzona focused on other platforms like WhatsApp and Facebook, which are widely used for business communication in the region.

Third, Belzona strengthened its team by recruiting engineers and marketing professionals from Latin American countries, ensuring staff not only speak Spanish, Portuguese and French, but also understood regional business customs and culture. This globally diverse team now includes professionals from across the Americas and beyond to ensure consistent technical and commercial support.

The success of the new strategy is best illustrated through two major success stories with clients in the region.

In Brazil, Belzona partnered with distributor HITA Comércio e Serviços to address severe structural integrity issues at a major copper mining facility operated by, a leading mining company The flotation cells had advanced corrosion with thickness losses exceeding 50%, creating a high risk of failure. To address this, Belzona provided a comprehensive solution covering structural reinforcement, internal anti-abrasive lining and external protection. The project successfully protected over 3,600 square metres of critical assets, significantly increased operational reliability, and resulted in the largest single Belzona sale in Brazil's history, accounting for nearly 25% of the company's 2024 revenue in the country.

Meanwhile, in Colombia, Belzona worked with a local distributor Ingeniería y Soluciones Ambientales S.A.S. to rehabilitate deteriorated protective coatings on 2.3 kilometres of penstock pressure pipes at a hydroelectric plant operated by Empresas Públicas de Medellín. After extensive technical engagement, Belzona provided a customised rehabilitation strategy using Belzona 5831, a 100% solids epoxy coating designed for wet conditions.

The solution fully rehabilitated 22,594 square metres of pipeline, restored operational efficiency and extended infrastructure life expectancy by over 20 years.

Thanks to its change in strategy, Belzona has successfully diversified its industry focus, with a significantly higher percentage of sales now coming from mining, industrial maintenance and infrastructure. At the same time, the company has strengthened distributor engagement, with partners now actively pursuing new markets instead of waiting for oil and gas projects.

Now, Belzona is poised for a period of sustained growth, with a projected 5% increase in 2025 as the company continues to expand its Product Plus approach across the Americas region.

BELZONA®
Repair • Protect • Improve

Story type

#transformation (main category)
#culture

Benefits

- Successful diversification strategy, with higher percentage of sales now coming from mining, industrial maintenance and infrastructure.
- Sustained growth and expectation of 5% increase in 2025.

Key findings

For young people

- Stay curious and take every challenge as a chance to learn. The industries we serve evolve, and so should we.

For industry

- As a CEO, you can't afford to stand still. The world is changing fast: what worked yesterday won't necessarily work tomorrow.

For government

- Push for a UK-US free trade agreement and make American manufacturing more competitive.

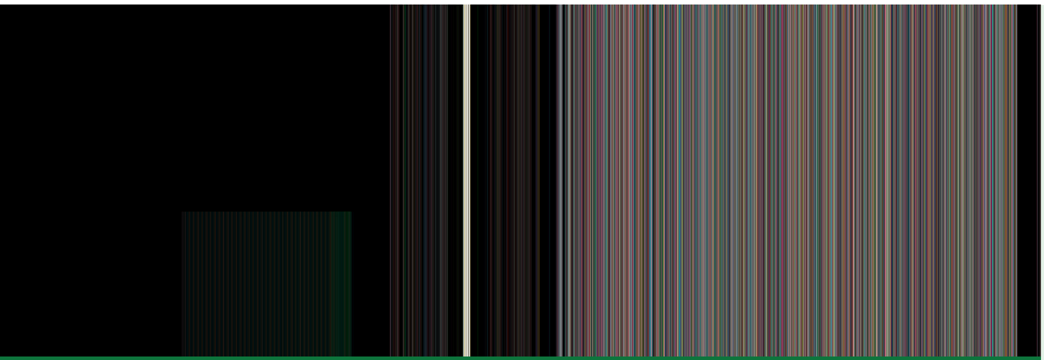
Belzona (US) at a glance:

Key products and services: polymeric solutions for industrial maintenance, offering unconventional repair alternatives for end users.

Main industries served:

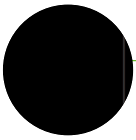
- Oil and gas – 25%
- Conventional power – 10%
- Onshore renewable energy – 10%
- Nuclear power – 5%
- Others (non-energy: mining, chemical, marine, steel, wastewater) – 50%

Headquarters: Harrogate, UK
Year established: 1952
Number of employees: 41
Revenue: £16m
Revenue from exports: 46%



Cladtek

Localisation strategy fuels global growth for corrosion solutions specialist



Lee Wilson

CEO

How is Cladtek thriving?

By delivering on an ambitious localisation strategy in high-potential but challenging markets, Cladtek has transformed its business, doubling revenue and profit in 2024 after achieving record figures in 2023. This approach has allowed the world's largest supplier of corrosion resistant alloy (CRA) weld overlay clad products to secure significant long-term business in countries like Indonesia, Saudi Arabia and Brazil, while simultaneously adapting to the energy transition by providing specialised solutions for carbon capture and geothermal projects.

Under the leadership of Group CEO Lee Wilson, who joined in February 2022, the company has successfully transitioned from an entrepreneurial culture to a more structured, highly accountable business model, all the while maintaining the innovative edge symbolic of its founder and Chairman, Paul Montague.

The challenge – As a specialist provider of corrosion-resistant solutions for demanding environments, Cladtek has faced numerous challenges over the past decade in particular, including the oil price downturn in 2015, sudden policy changes in key markets, and the significant disruption caused by the COVID-19 pandemic whilst establishing a new company in Saudi and building a new factory in Brazil.

More recently, the accelerating energy transition has created new obstacles for companies serving the oil and gas sector. Reduced access to funding for traditional hydrocarbon projects has forced SME companies to adapt their offerings or risk losing business. Meanwhile, companies operating internationally have had to navigate increasingly stringent localisation requirements in developing countries, with governments mandating local content and capabilities as a condition for market access.

Despite the difficult backdrop, Cladtek recognised that challenges present opportunities for differentiation. The question was how to successfully implement such a strategy across multiple diverse markets while maintaining consistent quality and building a cohesive corporate culture.

The solution – When Lee Wilson joined as CEO in 2022, he began by implementing a comprehensive restructuring of the organisation, particularly at the management level, to transition from an entrepreneurial culture to a more corporate, accountable business structure, aligned with its globalised top tier customer base. This laid the foundation to deliver on the bold long-term strategy targeting large markets with high localisation requirements and had functional benefits in terms of globalising and standardising procedures.

Rather than viewing localisation as a burden, Cladtek has embraced it as a competitive advantage. The company had already established major manufacturing facilities in Indonesia, Brazil and Saudi Arabia, creating meaningful local employment and developing indigenous capabilities. In Brazil, Cladtek employs 800 people, and covers another 3000 people with healthcare. In Indonesia, Cladtek now employs more than 1,000 people and provides healthcare coverage to approximately 4,000 family members. This commitment to being truly local, has been rewarded with one of the highest local content scores (TKDN) among international businesses operating in the country.

The company's approach went beyond mere compliance with local content rules to establish genuine roots in each community and participate actively in community projects and endeavours. By understanding and adapting to different work cultures and customer expectations across three distinct regions, Cladtek has built strong relationships with local authorities and customers. This cultural adaptability proved crucial as the company had to operate in multiple diverse markets at the same time.

Alongside its longer-term geographical expansion, Cladtek implemented two critical internal transformations in 2022. First, it had a clear globalisation strategy across its operations, removing variances by site. Second, it installed world-class operational excellence frameworks to continously improve its business and manufacturing processes, incorporating artificial intelligence to enhance productivity and quality.

From an offering perspective and recognising the funding challenges facing traditional oil and gas projects due to the energy transition, Cladtek strategically diversified its target markets. The company developed specialised products and solutions for carbon capture, utilisation and storage (CCUS) projects, as well as geothermal applications where its corrosion-resistant technologies are particularly valuable. In Brazil, approximately 50% of Cladtek's work now relates to carbon reinjection projects.

The company has over the years, expanded its product range to include mechanically lined pipe (MLP), weld overlay cladding, CRA-clad piping products, fittings, flanges, pressure vessels, hot induction bends, CRA OCTG, fabrication services, and connected reusable flowline and riser systems. This comprehensive portfolio allows Cladtek to serve applications across onshore, offshore, subsea, subsurface, geothermal, carbon capture and hydrogen storage sectors.

By combining organisational restructuring, strategic localisation, process standardisation, operational excellence and market diversification activities into a unified strategy, Cladtek has delivered impressive results. After achieving record revenue in 2023, the firm doubled both revenue and profit in 2024.

For 2025, it has budgeted for significant further growth and is targeting new markets in UAE, Qatar and West Africa for ultra-deep products, while continuing to expand in the clean energy sector through CCS/CCUS and geothermal applications. With growth on many fronts, the momentum is certainly building.

Story type

#innovation (main category)

Benefits

- Nearly half of Cladtek's revenues in Brazil now coming from carbon reinjection projects.
- New markets being target worldwide for ultra-deep products.

Key findings

For young people

- Get out of your comfort zone and take risks.

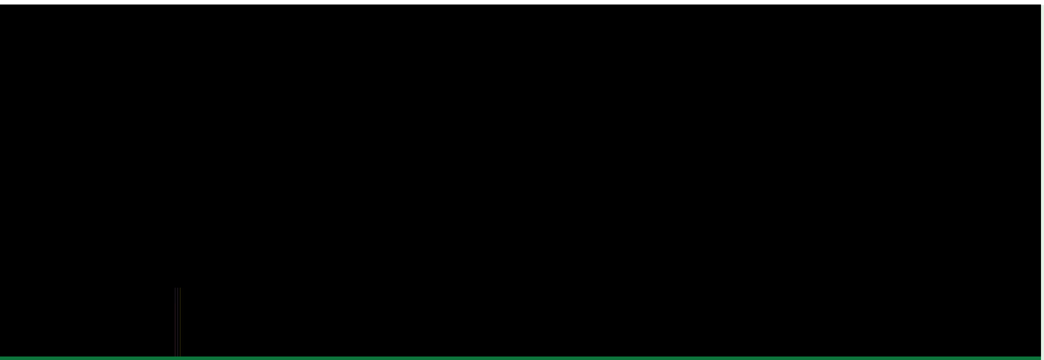
Cladtek at a glance:

Key products and services: corrosion resistant alloy (CRA) solutions

Main industries served:

- Oil and gas – 100%

Headquarters: Singapore
Year established: 2003
Number of employees: 2,100
Revenue from exports: 25%



Crescent Engineering

A success story underpinned by strategic flexibility

Julian Hill
General Manager

How is Crescent Engineering thriving?

Crescent Engineering has rapidly expanded its business, tripled its workforce and significantly increased its revenues through the successful execution of high-profile projects such as the ADNOC carbon capture skid in partnership with GasTech and Carbon Clean. By prioritising flexibility, collaboration and specialised engineering expertise, the firm has differentiated itself from larger competitors, securing key partnerships and establishing a strong foothold in the sustainable energy sector.

The challenge – Founded in 2015, Dubai-based oil and gas process equipment supplier and system integrator Crescent Engineering is now in its centennial year.

With 40 employees designing, engineering and manufacturing various process packages spanning gas dehydration, filtration and separation, fuel gas conditioning, heaters, carbon capture, produced and industrial water treatment systems, and vacuum deaerators, the firm has established a reputation for excellence in various sustainable energy solutions.

That reputation hasn't come without hard work, however. While Crescent Engineering's employees have extensive industry experience, the brand's relative infancy has provided challenges in gaining the trust of its clients. The company found that the decisions of many customers are largely influenced by commercial factors, making it tricky to establish relationships with key prospects where KPIs are focused on price and margins.

The solution – To showcase the value of its offering and prove itself as a valuable partner in the face of stiff competition, Crescent has focused much of its energy on clients seeking partnerships in the post-covid era. Indeed, the firm found that many prospective clients had been frustrated by the rigidity of larger corporate competitors, instead prioritising flexibility to react quickly to meet dynamic, differentiated and evolving client needs.

That offering is underpinned by Crescent's "Your story is Our Story" strategy, with the firm aiming to collaborate with key customers seeking solutions that require specialised engineering capabilities. Here, the focus is on listening and co-creating the best solutions with clients – particularly in carbon capture technologies.

Here, efforts to build a strong, collaborative relationship with industrial carbon capture innovator Carbon Clean UK have been pivotal. Having been approached by the company in 2021, Crescent learned that its client had significant experience, having invested considerable time in R&D to develop a groundbreaking new technology that promised to dramatically reduce plant size, operational costs, and delivery times.

Recognising clear synergies and a mutually beneficial opportunity, Crescent Engineering partnered with Carbon Clean to help design, manufacture and supply its flagship 10TPD Cyclone Carbon Capture package for installation with ADNOC. Featuring a plug-and-play modular design, it represents a cost-effective and space-efficient solution that allows small to midsize industrial emitters to stagger their investments in carbon capture.

While Carbon Clean was an expert in relation to its technology, the firm needed help in package engineering and other critical processes such as thermodynamics, separation, and heating that were necessary for successful implementation. Consequently, Crescent, along with GasTech Engineering in the US, collaborated closely with the firm to refine the technology, ultimately securing the contract to design, engineer, and supply its first 10-tonne-per-day Carbon Capture skid.

Originally planned for installation in the UK, the skid was divided into 11 modules, totalling approximately 200 tonnes. It was designed for easy assembly and disassembly, allowing for transport to various campaign sites worldwide, capable of operating in diverse conditions ranging from 55°C in the UAE to -40°C in Norway. This presented significant challenges, including compliance with varying country standards such as UKCA and CE.

Midway through the project, Crescent's client also made a pivotal change. Instead of the skid going to the UK, it was to be redirected to an ADNOC site in Abu Dhabi, with COP 28 scheduled for November 2023 in the UAE, heightening the time pressures.

Despite these challenges, the project was successfully executed without lost time incidents, with Carbon Clean receiving numerous awards during COP 28 and becoming a central feature on the ADNOC stand at ADIPEC 2023 & 2024.

The project has also become one of Crescent's greatest success stories, helping it to both expand and diversify its business. Indeed, the company's staff base is three times larger than it was pre-project, with revenues and business opportunities having grown substantially.

For Crescent, GasTech, Carbon Clean and ADNOC alike, it's been an all-round triumph.

CRESCENT ENGINEERING FZE
Creating energy solutions for a sustainable world

Story type

#collaboration (main category)
#diversification

Benefits

- Multiple awards received for Carbon Clean at COP 28.
- Staff base is three times larger than pre-project.

Key findings

For young people

- Be flexible, solution oriented and build strong relationships.

For industry

- Prioritise people, embrace change and embrace change with a clear vision.

For government

- Increase support and investment in innovative technologies and sustainable practices.

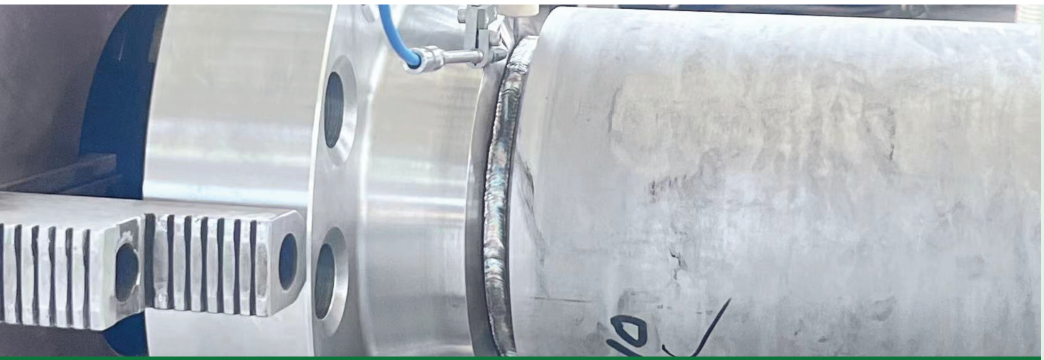
Crescent Engineering at a glance:

Key products and services: process equipment supply and system integration.

Main industries served:

- Oil and gas – 75%
- Carbon capture – 15%
- Others (non-energy): water treatment – 10%

Headquarters: Dubai, UAE
Year established: 2015
Number of employees: 40
Revenue: £20m
Revenue from exports: 60%



Destec

Making ground in China through targeted investment and expansion

Ben Vincent
Global Sales & Marketing Manager

How is Destec thriving?

Through strategic facility expansion and capital investment, Destec Engineering has successfully transformed its manufacturing capabilities to capture significant opportunities in the Chinese market. This bold approach has driven the company's revenue from £7.2m in 2022 to £14.8m in 2023, with exports now accounting for 70% of sales and Chinese contracts representing 30% of revenue in 2024 – up from just 2% in 2020.

The challenge – As an established manufacturer of hub clamp connectors, compact flanges and subsea clamps since 1969, Destec faced the challenge of expanding its production capacity to meet growing international demand. The company recognised that while significant opportunities existed, particularly in the Chinese market, capitalising on them would require substantial upfront investment and risk-taking.

Furthermore, entering the Chinese market presented unique challenges. These included complex communication channels between end-users, EPCs and distributors, as well as the requirement to provide extensive design support and engineering work in the very early stages of project execution. For an SME manufacturer, such demands posed significant financial and operational risks.

The solution – In 2020, Destec embarked on an ambitious expansion strategy by investing £750,000 in a factory extension to increase capacity by 20%. This was followed by a £2.25m investment in five new large CNC machines, bringing total capital expenditure to £3m. The expansion enabled the hiring of six additional staff members and significantly enhanced the company's manufacturing capabilities, an essential precursor to any growth of activity in China and the increase in demand from other markets.

A previous track record with a Manchester based engineering firm was pivotal in securing the work. This connection opened the door to opportunities in Chinese EVA (ethylene vinyl acetate) plant projects, despite the challenging requirement for upfront design work. While competitors were unwilling to take on these terms, Destec's management saw the potential.

The preliminary design work and previous history proved crucial in securing specification for the projects. Working with a large engineering and EPC contractor in Northern China, Destec successfully navigated the complex requirements of Chinese contracts, including managing numerous engineering change requests and overcoming language barriers through a local distributor.

Indeed, the company's expertise in high-pressure applications has proved particularly valuable. EVA plants utilise cutting-edge technology to produce vital materials for industries such as packaging and solar cell encapsulation, along with other high-pressure copolymers like Low Density Polyethylene (LDPE). Destec's diversification into specialised polymer production facilities has opened new opportunities, all while building on its core competencies in high-pressure connections and sealing solutions.

The strategy has yielded impressive results. Destec secured three contracts in China valued at £6m, a dramatic increase from the previous £100k annual revenue in the region. The first of these contracts was won in November 2023, followed by two more through 2024. The company is now positioned to secure four additional contracts, potentially worth £2m each, bringing the total actual and potential Chinese contracts to some £14m.

A key differentiator in implementing this strategy has been Destec's comprehensive service offering. Unlike many competitors who focus solely on manufacturing, Destec provides on-site machining services for both its own products and competitors' equipment. This capability, combined with renowned engineering support and in-house developed design programs, has helped to maintain strong customer relationships despite the challenges of managing multiple international projects simultaneously.

The success in China has required careful management of existing customer relationships, as the intense focus on these new projects temporarily impacted work with other clients. Throughout this period, Destec has worked to balance these demands by leveraging its enhanced production capacity and maintaining its commitment to responsive aftermarket support. Here, the company's engineering team continues to provide comprehensive support from project concept through to execution, this is ensuring that both new and existing customers receive the high level of service that has become something of a Destec hallmark.

Now, the focus is on exploring new opportunities in both core and emerging markets. Further expansion in the LDPE/EVA markets in other regions including Europe. In terms of industry verticals, the company is currently generating around three quarters of its revenue from the oil and gas sector. Moving forwards, it seeks to increase the share of income derived from energy transition categories such as hydrogen and carbon capture.

With its enhanced manufacturing capabilities and foothold in China established, Destec is well-placed to continuing growing, with 5% expansion in company-wide revenue targeted for 2025.

DESTEC ENGINEERING LTD

Story type

#export (main category)
#optimisation

Benefits

- Chinese contracts nearly reaching £14m.
- Company revenue targeted to grow 5% in 2025.

Key findings

For young people

- Stick to the energy and engineering industry. It's well paid and there is a skills shortage.

For industry

- Be flexible and open to different markets. Working in China is difficult, but the prize is large.

For government

- Save jobs and suppliers in the UK energy supply chain and make us less dependent on imported gas.

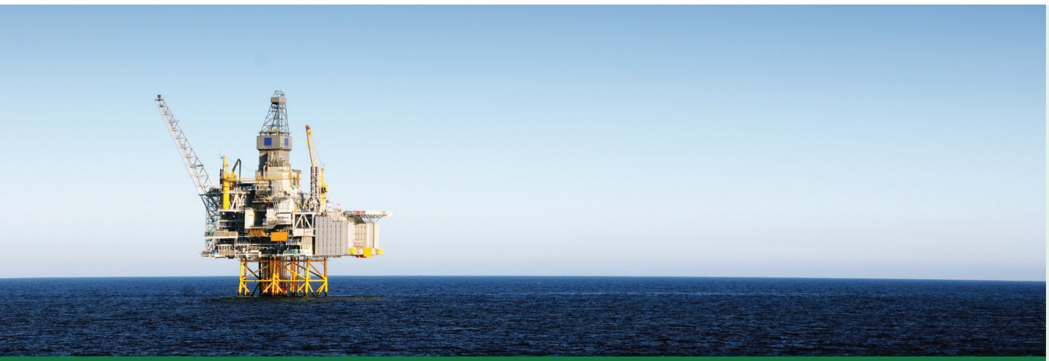
Destec at a glance:

Key products and services: original equipment manufacturer.

Main industries served:

- Oil and gas – 75%
- Conventional power – 24%
- Others (non-energy): defence – 1%

Headquarters: Lincoln, UK
Year established: 1969
Number of employees: 84
Revenue: £14.8m
Revenue from exports: 70%



Diverse Resourcing

Partnership approach drives 400% growth in challenging recruitment market

Jamie Marland
CEO

How is Diverse Resourcing thriving?

Dubai-based Diverse Resourcing LLC, a Janikin Rooke sister company, has achieved remarkable growth since launching during the COVID-19 pandemic in 2020. The specialist subsea recruitment firm has delivered consecutive 400% year-on-year revenue increases in both 2023 and 2024, growing from AED 1.5m in 2022 to AED 10.4m in 2024. Under CEO Jamie Marland's leadership, the company has scaled from two offshore contractors to over 50, whilst maintaining a 98% contractor retention rate and achieving mobilisation turnarounds averaging under 72 hours to remote locations across the Middle East and beyond.

The challenge - Diverse Resourcing entered a highly saturated recruitment market facing acute skilled manpower shortages across the energy sector. The company launched during the unprecedented disruption of the COVID-19 pandemic, when many established players were reluctant to take risks on challenging projects. Traditional recruitment approaches that worked pre-2015 oil downturn were no longer effective, requiring innovative strategies to identify and secure quality personnel.

As a new entrant competing against established giants in subsea recruitment, Diverse Resourcing needed to differentiate itself whilst building credibility and trust with major clients. The company faced the challenge of proving its capabilities without an extensive track record, whilst navigating complex compliance requirements across multiple jurisdictions. Additionally, the risk-averse nature of energy sector clients meant that smaller companies often struggled to win contracts against established suppliers with proven delivery histories.

The solution - Rather than attempting to compete on scale, Diverse Resourcing adopted a strategy focused around developing deep, strategic partnerships with a select group of around 10 key clients. CEO Jamie Marland, drawing on over 15 years of industry experience, implemented a relationship-driven approach which emphasised quality over quantity and personal service over volume transactions.

The company's core strategy centred on becoming embedded within client organisations, visiting offices regularly and positioning itself as a strategic partner rather than a traditional supplier. This approach enabled Diverse Resourcing to anticipate client needs, often identifying requirements before clients themselves recognised them. By focusing on repeat business and expanding relationships across multiple divisions and departments within target organisations, the company built sustainable revenue streams.

Diverse Resourcing differentiated itself through specialisation in subsea personnel placement, covering ROV pilots, client representatives, field engineers and other highly qualified professionals across subsea construction, geophysical and geotechnical sectors. Here, the company developed a meticulous sourcing model prioritising candidate quality and client fit over rapid volume placement, which has resulted in exceptional retention rates and client satisfaction.

The partnership with Janikin Rooke Group, established in the second half of 2024, provided crucial strategic guidance and global reach across more than 15 countries. This relationship enhanced Diverse Resourcing's credibility and compliance capabilities whilst maintaining its agile, personal approach to client service.

Operational excellence became a key differentiator. The company consistently delivered mobilisation turnarounds averaging under 72 hours, even to remote and high-demand locations. This rapid response capability, combined with the ability to source niche roles often overlooked by larger agencies, established Diverse Resourcing's reputation for reliability under pressure.

Tavis Letherby, ROV & Survey Manager for CCC Underwater Engineering, provided the following testimonial: "What Jamie and the team at Diverse Resourcing deliver truly stands out from the rest of a saturated industry. Their consistency, honesty, and ability to deliver at pace without compromising on quality is why they've become a trusted partner across our offshore and subsea operations."

Feedback like this has helped secure many client referrals, with the company also striking several global service agreements which have provided stable revenue foundations. Despite acknowledging that it is not the cheapest supplier in the market, Diverse Resourcing has positioned itself as a premium service provider where clients received exceptional value through quality delivery and relationship management.

Challenges have been encountered along the way, including some personnel missteps and the need to remain true to core values despite short-term pressures. Indeed, the company accepted that growth sometimes required temporary setbacks whilst maintaining long-term vision and strategic focus, with board advisors proving instrumental in navigating complex decisions and maintaining strategic direction.

Beyond the headline 400% annual growth figures, the company has achieved remarkable contractor retention rates of 98%, indicating both candidate satisfaction and client trust. Revenue growth from existing clients, rather than constant new acquisition, has validated the relationship-focused approach.

Looking to the future, Diverse Resourcing forecasts 300% revenue growth in 2025 as it maintains its commitment to personal service and quality delivery. The company plans to expand further into European markets and grow its renewable energy sector presence organically, whilst targeting Tier 1 contractors as it continues scaling operations.

DIVERSE Resourcing

Story type

#resilience (main category)
#service & solutions

Benefits

- Contractor retention rates of 98%.
- Consecutive 400% year-on-year revenue increases in 2023 and 2024.

Key findings

For young people

- Be a sponge and show initiative.

Diverse Resourcing at a glance:

Key products and services: workforce solutions.

Main industries served:

- Oil and gas – 90%
- Offshore renewable energy – 10%

Headquarters: Dubai, UAE
Year established: 2020
Number of employees: 5
Revenue: £2.1m
Revenue from exports: 80%

Draeger Safety UK

Revolutionising shutdown operations with autonomous safety shops

Douglas Scott
Contract Manager (Safety)

Neil Shepherd
Marketing Manager

How is Draeger Safety UK thriving?

Draeger Safety UK, established in Lubeck, Germany, in 1889and employing nearly 500 people in the UK, is revolutionising industrial safety equipment management during critical shutdown periods. The company has successfully developed the UK's first blast-proof autonomous safety shop featuring rental robots, earning an internal 'We Lead' award in 2024. With its global manufacturing centre in Blyth exporting to over 50 countries, Draeger has increased EIC-related business by over 5% through early project intelligence. This autonomous shutdown safety shop represents a paradigm shift from traditional equipment rental to a pay-as-you-go model delivering substantial time, cost and safety benefits to customers.

The challenge - Draeger Safety UK, part of a global family-run business founded in 1889 with over 16,000 employees worldwide, faces the ongoing challenge of improving efficiency and sustainability in industrial safety without compromising health, safety and environmental standards.

Traditional safety equipment management during shutdown operations presented multiple hurdles. Companies hired equipment and personnel ad-hoc, leading to mounting costs and inefficiencies. Equipment tracking was problematic, with limited visibility of usage duration and ownership. Ensuring all gas detectors were properly calibrated and 'bump tested' within required timeframes proved difficult to monitor and manage.

Despite being established in this market for over a decade, Draeger recognised that traditional approaches were no longer sufficient. The market demanded greater efficiencies and sustainability improvements, but these had to be achieved without compromising the core health, safety and environmental standards that underpin all industrial operations.

The solution - In response, Draeger developed the Shutdown Draeger Safety Shop, an innovative autonomous system that transforms how safety equipment is managed during plant shutdowns.

The concept began with a blast-proof container housing a rental robot system capable of managing up to 400 individual safety assets. Development started in March 2024, with the R&D team working through to December 2024 when the proof-of-concept testing was completed. The initiative was driven by Contract Manager Dougie Scott, whose experience managing shutdown operations identified opportunities for improvement beyond traditional approaches.

The system features several technological innovations. At its core is a pay-as-you-go pricing model where customers are charged only for the equipment they actually use rather than standard daily hire rates. Meanwhile, built-in safety features ensure that only authorised personnel can access appropriate equipment based on their training credentials and certifications. Perhaps most importantly, the system includes automated compliance monitoring that tracks when gas detectors require bump testing and automatically flags any non-compliance to relevant team members.

Implementation required significant coordination across multiple departments, including marketing, customer service, R&D and operations. The team sourced a 30-foot by 11-foot container to maximise equipment capacity while meeting blast-proof ratings for on-site deployment. Critical design features were integrated throughout, including smoke and heat protection for facility placement, multiple routers for redundant connectivity, and robust external circuitry to ensure uninterrupted signal integrity.

A recent deployment with a major petrochemicals company demonstrates the system's effectiveness. This marked the first totally autonomous turnaround (TAR) operation with no need for manning and achieved impressive results – chiefly, a 44% saving on manpower costs and 29% reduction in equipment costs. The customer reported that for the first time, they had complete control of third-party high-value equipment, automatic reporting for overdue instruments, on-demand reporting for damaged equipment to minimise downtime, and significantly lower gas consumption for bump testing (using only two of six bottles issued).

The system's success has already prompted discussions about expanding its scope. Site chemists are exploring options for drug and alcohol testing through a similar autonomous model, which highlights the versatility and appeal of the approach.

Indeed, Draeger's solution represents a 'safety as a service' model that few companies in the market offer. Unlike competitors who require bolt-on connectivity solutions, Draeger provides an integrated one-stop shop. The blast-proof rating and large size differentiate it from other shutdown safety cabins in the market, while the connectivity and autonomous operation represent significant technological advances.

Draeger plans to deploy the first commercial system in August 2025, with ongoing evaluation of whether to sell or hire the main cabin units. The company is also exploring potential applications across different market segments while maintaining its core commitment to improving safety standards.

The success of this innovation highlights Draeger's continued dedication to pioneering solutions that not only meet market demands for efficiency and sustainability but also enhance safety standards – ultimately, the company is staying true to its mission to protect, support and save lives across industries worldwide.

Dräger

Story type

#innovation (main category)
#optimisation, #service & solutions

Benefits

- New system has achieved impressive results, with a 44% saving on manpower costs and 29% reduction in equipment costs.
- Due to high success of new solution, Draeger plans to deploy the first commercial system in August 2025.

Key findings

For young people

- There is a lot available, take every opportunity to learn.

For industry

- HSE regulations are constantly changing. Compliance is key: take the time to understand the requirements and understand that the cheapest option doesn't always provide the solution you need.

For government

- Grangemouth is the last refinery in Scotland – can we repurpose the site to generate sustainable aviation fuel?

Draeger Safety UK at a glance:

Key products and services: provider medical and safety technology.

Headquarters: Lubeck, Germany
Year established: 1889
Number of employees: 16,600
Revenue: £2.8bn

Emerging EPC

Empowering talent through innovation and sustainability

Dr. John Loh

Director of Operations and Sustainability

Story type

#environmental sustainability & social impact (main category)

Benefits

- Revenue growth of 30% due to new strategy.
- Multiple clients now operating with EARS platform.

Emerging EPC at a glance:

Key products and services: custom-engineered, high-performance solutions.

Main industries served:
- Oil and gas – 90%
- Others (non-energy) – 10%

Headquarters: Puchong, Malaysia
Year established: 2016
Number of employees: 72
Revenue: £14m
Revenue from exports: 30%

How is Emerging EPC thriving?

Emerging EPC, established in 2016, is a leading system integrator providing customised engineering solutions for the oil and gas, power generation, and petrochemical sectors. Based in Puchong, the company has demonstrated strong growth through its digital, regional, and ESG transformation.

In 2024, Emerging EPC recorded a 30% revenue growth from RM66 million to RM81 million, driven by innovation, service diversification, and regional expansion across Malaysia, Singapore, Vietnam, and Thailand. With 72 employees, 30% of its revenue now comes from international markets.

The challenge - Emerging EPC faced a convergence of compounding challenges in the post-COVID era that tested both its resilience and growth potential. As a Malaysian SME in the oil and gas sector, the company was severely impacted by global supply chain disruptions, which triggered project delays, volatile lead times, and rising procurement and logistics costs that strained profitability. At the same time, tightening green finance criteria and ESG-linked lending frameworks limited access to capital, creating hurdles for business expansion and the adoption of new technologies.

Internally, the urgency to digitalise and scale operations grew, but this needed to be achieved without compromising Emerging EPC's strength in delivering tailored engineering solutions that meet strict Health, Safety, and Environment (HSE) standards. Balancing deep specialisation in core areas such as compression and filtration with the agility to respond to broader market needs became a strategic challenge.

Meanwhile, the company grappled with talent retention in a fiercely competitive engineering landscape. It became clear that future success would depend not just on technical capability, but on the ability to attract, develop, and retain high-potential talent to drive innovation and sustainability. Clients, too, were evolving and demanding ESG-compliant, digitally enabled, and forward-looking solutions over conventional engineering packages.

With these pressures mounting, Emerging EPC realised that a business-as-usual approach would no longer suffice. A bold, transformative strategy was necessary that could future proof the organisation while reaffirming its commitment to people, planet, and performance.

The solution - In response to industry volatility and capacity constraints, Emerging EPC initiated a bold transformation strategy in late 2020, anchored on four key pillars: engineering competency, digitalisation, sustainability & ESG practices, and talent acceleration.

At the heart of this strategy was the creation of EARS (Emerging Asset Reliability & Sustainability), a proprietary IoT platform that delivers real-time asset intelligence, prescriptive maintenance, and energy efficiency insights. This innovation was complemented by the implementation of Odoo ERP and a customised MIS, which streamlined operations, enhanced transparency, and improved decision-making across departments.

ESG became central to the company's identity. In 2023, Emerging EPC became the first Malaysian SME in the oil and gas sector to publish a sustainability report, establishing itself as a leader in sustainable engineering practices. ESG key performance indicators, including carbon emissions, waste reduction, diversity and inclusion, and supply chain governance, were embedded into business operations and human resource strategies. By 2025, the company completed its first ISO 14064-1 greenhouse gas audit, further reinforcing its commitment to environmental accountability.

Service diversification enabled Emerging EPC to address evolving market demands by expanding into gas and diesel generator systems, as well as process filtration and separation rental services. These additions unlocked new value propositions and supported workforce development in emerging sectors such as carbon capture, utilisation and storage (CCUS) and clean energy.

Recognising talent as a critical driver of future growth, the company introduced the Emerging EPC Four Pillars Talent Accelerator initiative. This structured programme is designed to equip the workforce to lead innovation, strengthen operational excellence, and support long term transformation. The company also expanded its regional presence by entering Singapore, Vietnam, and Thailand. As an MPRC Regional Champion, Emerging EPC is now laying the foundation to grow in Middle Eastern and African markets, supporting Malaysia's global export ambitions.

To reinforce its sustainability journey, Emerging EPC is planning a green fabrication yard to be launched in quarter three of 2025. The new facility will incorporate solar energy systems, rainwater harvesting, smart ventilation, real-time environmental performance monitoring, and integrated waste management, aligned with circular economy principles.

Although early challenges included change resistance and integration complexity, , Emerging EPC's nimble structure, experienced leadership, and engineering depth enabled successful execution. Led by Executive Director Kamarul Johan, the company implemented its strategy with focus and vision.

The outcomes have been significant: a 30% increase in revenue from RM62 million in 2023 to RM81 million in 2024, improved client retention through reliable services and technical support, enhanced team engagement and productivity, stronger operational efficiency, and national recognition as a leader in SME sustainability and digital transformation.

Today, Emerging EPC stands as a forward-looking, ESG-focused, and digitally enabled engineering solutions provider, demonstrating how Malaysian SMEs can grow with purpose, impact, and resilience in a rapidly transforming energy ecosystem.

EquipSea

Diversifying into sugar and ethanol to remove single-client risk

Alexandre Pereira
Commercial Manager

Claudio Evangelista
CCO

How is EquipSea thriving?

EquipSea has transformed from a company with heavy reliance on oil and gas clients to a diversified manufacturer with its own product line in the sugar and ethanol industry. When a merger between major clients left the company exposed to significant single-customer risk, EquipSea rapidly pivoted its strategy by developing in-house engineering capabilities and new products for alternative markets. This bold approach led to the successful launch of sugar dryers, mud filters, automatic and continuous sugar centrifuges, and second-generation ethanol equipment. Through strategic hiring and market adaptability, the company expanded into new sectors while strengthening its position with additional oil and gas clients, demonstrating resilience and innovation in challenging market conditions.

The challenge – By late 2023, EquipSea faced a critical business challenge when Aker Solutions, SLB and Subsea7 made official their joint venture, bringing a new giant operation alive. The move left the company with essentially one major client in its portfolio. Having previously divided its business between OneSubsea and Aker Solutions, the consolidation created significant risk exposure.

The company recognised that depending on a single client was significantly precarious, making it vulnerable to market fluctuations and reducing its bargaining power – a situation that demanded urgent diversification of both clientele and markets.

Based in Piracicaba, a region of Brazil with a strong sugar and ethanol industry, EquipSea needed to leverage its geographical advantage while rapidly developing new capabilities beyond its traditional oil and gas expertise.

The solution – EquipSea managed to transform its business model within a year.

The first step involved assembling a 'dream team' of industry experts across commercial operations, engineering, production control and manufacturing. They were well experienced in the ethanol industry, which gave EquipSea the subsidies to thrive in a new market.

With this team in place, EquipSea pivoted from being primarily a manufacturer of third-party engineered products to developing its own proprietary designs. Crucially, this transformation enabled the company to offer complete solutions directly to end clients rather than solely serving as a component supplier.

The boldness of EquipSea's approach can be exemplified by two key initiatives. When Raízen, a client in the second-generation ethanol industry, faced an issue with a component that no supplier could resolve, EquipSea took the defective 5-ton part – set for disposal – and performed a retrofit at its own risk. Such was the hit of the successful project, new doors have opened in the biofuels sector.

Even more ambitiously, in March 2024, EquipSea identified strong market demand for sugar dryers capable of processing 25,000 bags daily. Recognising that the typical 5–6-month lead time would mean missing the upcoming harvest season, the company took the extraordinary step of engineering and manufacturing a R$2.5 million (US$500,000) dryer without a confirmed buyer. This 33-ton, 19-metre-long piece of equipment represented a significant investment risk, but by September, EquipSea secured an order from sugar producer Granele. The equipment was delivered in January 2025, just in time for the harvest season.

This proactive approach required significant adaptations to EquipSea's manufacturing facilities which were previously optimised mainly for the oil and gas components. Here, the company developed creative solutions to adapt existing resources, such as creating an innovative system for manufacturing rolling rings without needing to machine entire assembled parts – a more cost-effective approach than using conventional methods.

At the same, EquipSea expanded its oil and gas client base, moving from minor to major supplier status with Subsea7 and completing registrations with Saipem, Dril-Quip, Siemens Energy and Inovex. With EIC's support, the company also secured meetings with Petrobras senior management to explore direct qualification opportunities in subsea and other areas such as fertiliser plants.

The results of this diversification strategy have been impressive. In just one year, EquipSea reduced its reliance on oil and gas by 5%, expanding into biofuels. Revenue has grown from US$2.8m in 2019 to US$18m in 2023, with a temporary dip to US$15m in 2024 reflecting the transition period. It clearly shows that EquipSea is well posted for the long run projects and challenges that the main markets present.

Looking ahead, EquipSea is preparing to showcase its new product line at Fenasucro, the world's largest fair exclusively focused on the bioenergy chain, where it will have a sizable exhibition booth. Outside of Brazil, the company is also targeting expansion in other Latin American markets, the Middle East and Africa, with a particular focus on clean energy-related sectors, as the company strategic management doesn't measure challenges, but otherwise focus to bring solutions for them.

EQUIPSEA
EQUIPAMENTOS E SERVIÇOS INDUSTRIAIS

Story type

#diversification (main category)
#energy transition

Benefits

- Reliance on oil and gas reduced by 5% while expanding client base.
- New markets outside Brazil being targeted.

Key findings

For young people

- Learn and take risks from day one. As you progress, these possibilities become more limited.

For industry

- Keep an eye open for opportunities: the one who can adapt first will secure a larger market share.

For government

- Reduce constraints on companies in terms of taxes and regulations.

EquipSea at a glance:

Key products and services: manufacturing of welded, machined and coated parts, from wet Christmas trees to sugar dyers.

Main industries served:
- Oil and gas – 95%
- Others (energy): ethanol – 5%

Headquarters: Piracicaba, Brazil
Year established: 2017
Number of employees: 219
Revenue: £13.5m

ERSG

Global expansion drives renewable energy recruitment leadership

Jim Ryan
CEO

How is ERSG thriving?

ERSG, established in 2008 as a specialist renewable energy recruitment firm, has become a leading recruiter in renewables through strategic global expansion and vertical specialisation. With 192 employees across 16 offices spanning Europe, Asia and the United States, the company has built a robust international presence serving major clients including owner operators, OEMs, EPC contractors, consultancies and marine engineering. The London-based firm achieved a record year in 2024, doubling EBITA over two years while increasing net profit by 30%. At the same time, it has reduced debtor days from 90 to 45 and generates approximately £250,000 gross profit per consultant. Forecasting 15-20% growth for 2025, the company continues expanding into new markets such as Spain, Dubai, South Korea and Australia.

The challenge - During 2021-2022, ERSG faced significant challenges in what was its most difficult period. Rapid growth exposed internal weaknesses in back-office operations and technology systems, and the company had to invest heavily (20% of turnover versus the typical 10-15%) in software, credit control and business processes to catch up with operational demands.

Meanwhile, market volatility, particularly influenced by political factors such as US policy changes under different administrations, created uncertainty in project pipelines. The renewable energy sector experienced severe talent shortages due to rapid industry growth, evolving technology and shifting regulatory demands, making recruitment highly competitive. Brexit complications added visa challenges for European talent, while increasingly complex global compliance requirements and changing freelancer legislation across jurisdictions added further operational difficulties. Access to funding for international expansion also proved challenging, with banks showing reluctance to support growth into new regions where both the company and developers were relatively unknown.

The solution - ERSG went about overcoming these challenges by focusing its energies on three core pillars: operational excellence, geographic expansion and vertical specialisation.

The company invested heavily in back-office improvements, upgrading Sage systems and implementing TIFO compliance software while strengthening reporting processes and internal controls.

Geographic expansion became central to ERSG's strategy as it began following clients around the world to reduce dependence on single markets. The company entered new territories, acquiring a Norwegian business in January 2024, opened offices in South Korea to serve the world's largest offshore wind farm, and is planning further launches in Spain (June 2025), Dubai (late 2025) and Australia. This expansion has required sophisticated compliance management, with a dedicated legal team of five advisors and a 10-person compliance team ensuring adherence to local regulations.

The company has also shifted from being predominantly developer-focused to adopting vertical specialisation across different renewable energy segments. Here, it has developed innovative workforce solutions including Resource Process Outsourcing (RPO) services, exemplified by a successful US project where it hired 1,000 workers for blade manufacturing facilities at 30 hires per week.

Leadership strengthening has played a crucial role in the transformation. A new CFO appointment 18 months ago has been key to international expansion efforts, while the establishment of senior leadership team (SLT) meetings has improved strategic decision-making and risk management. The company has also maintained strong internal culture through quarterly staff appraisals, clear career progression paths and local leadership presence in each market.

Innovation in service delivery, meanwhile, has included creating Special Task Force solutions for troubleshooting specific industry challenges. A notable success was the WTG (Wind Turbine Generator) team's deployment of 30 engineers to Taiwan, managing everything from visas to on-ground execution and completing the project ahead of schedule. As a result of this success, the team has subsequently moved to Japan for another project.

Technology adoption has enhanced recruitment processes, with extensive use of AI tools for information validation and business intelligence, though the company maintains that formal AI strategy is still evolving.

Currently, ERSG operates 16 offices globally with all locations remaining operational, which indicates the sustainable nature of its expansion. The company speaks more than 25 languages at headquarters, leadership tenure averages over five years, and division directors and country managers are promoted from within. The business model emphasising local presence in each market has proven successful, with clients increasingly engaging ERSG for international projects based on their global footprint and proven track record.

Looking ahead, ERSG continues expanding its focus on solar markets (previously strong in the US at 30-40%, and now growing in UK, Spain, Middle East and Australia) while maintaining leadership in offshore wind recruitment and investment in nuclear energy. The company's entrepreneurial approach to client service, showcased by initiatives such as supporting recruitment and training in specific locations such as Buckie in Scotland, demonstrates its commitment to addressing industry skill shortages while building long-term client partnerships.

ersg
Sourcing talent for a sustainable tomorrow.

Story type

#resilience (main category)
#collaboration, #export, #innovation

Benefits

- Ongoing expansion to new markets, with a successful track record of projects worldwide.
- Recruitment processes enhanced by technology adoption.

Key findings

For young people
- Be present and commit to your job.

For industry
- Large organisations need to commit against greenwashing.

For government
- Be more robust and confident in the strategy towards net zero.

ERSG at a glance:

Key products and services: workforce solutions.

Main industries served:
- Offshore renewable energy
- Onshore renewable energy
- Nuclear power
- Conventional power
- Energy storage
- Others (energy): transmission & distribution, data centre build, green technology, energy transition, environmental
- Others (non-energy): marine

Headquarters: Bromley, UK
Year established: 2008
Number of employees: 192
Revenue: £178m
Revenue from exports: 57%

Euro Mechanical

Stepping up, stepping out: supporting the growth of the nation

Jon Rawding
CEO

How is Euro Mechanical thriving?

While maintaining a strong commitment to and deep-rooted client relationships within the oil and gas sector, Euro Mechanical is strategically growing its portfolio in alignment with the UAE's economic diversification vision. This includes an impressive 22% diversification in activity within its Industrial Solutions division, reflecting the expansion of product and service offerings. Simultaneously, Euro Mechanical's new Sustainable Energy Solutions business unit and key partnerships are enabling the company to deliver critical decarbonisation technologies, further demonstrating evolving capabilities.

The challenge - As a 100% locally owned Abu Dhabi business with nearly 50 years of heritage, Euro Mechanical faced the key challenge of balancing continued support for its traditional client base while positioning itself for long-term resilience in a changing market. Although not experiencing operational difficulties, its leadership team, appointed in 2018, recognised the imperative to align with the UAE's economic diversification agenda. This necessitated expanding beyond core oil and gas activities while maintaining the high-performance culture that had fuelled its success, ultimately leading to the development of Vision 2030 – a roadmap for diversification and sustainable growth.

The solution - Launched in Q4 2023, a key component of Vision 2030 is to derive one-third of company activity from new business by the end of the decade.

The strategy is leveraging the company's unique selling propositions – trusted brand, international leadership and operational excellence – to guide expansion while deepening existing client relationships. After conducting thorough market analysis, Euro Mechanical identified that innovation, technology and collaboration are critical to the UAE's economic diversification and meeting the nation's ambitious Net Zero 2050 goals.

The analysis revealed key challenges, including a lack of trusted partnerships between local firms and international technology companies, a need for local expertise in technology deployment, and recognition that international players must understand client needs and local manufacturing capabilities to succeed in the UAE market. This insight proved invaluable in shaping the company's approach to bridging these gaps.

Euro Mechanical focused on two strategic initiatives – diversifying its Industrial Solutions division and establishing a new Sustainable Energy Solutions business unit, including the partner based Sustainable Technology Cluster to provide critical decarbonisation technologies. The idea was that company could maintain momentum in established markets while systematically building presence in emerging sectors which align with national priorities.

Industrial Solutions followed a phased approach. Phase one identified opportunities in adjacent markets using existing partner technologies. Working closely with strategic technology partners Beamex and Baker Hughes Waygate Technologies, Euro Mechanical adapted calibration and inspection technologies for the aviation sector.

The company also invested in comprehensive training, with three team members receiving specialised instruction at partner facilities in India, Belgium and Finland to support technology implementation. This approach has yielded 15 contract awards from globally renowned aviation companies.

Phase two has been all about welcoming new partners and technologies to provide greater value to both existing and new clients, while expanding into additional market segments. This builds upon the credibility established in phase one while allowing for more ambitious technology deployment at scale.

The second initiative established the Sustainable Technology Cluster, offering clients streamlined access to complementary sustainability technologies while providing Euro Mechanical's international technology partners with privileged market access and valuable insights into local requirements. This innovative platform removes friction from the technology adoption process for clients, at the same time creating a supportive ecosystem for technology providers.

A key success has been partnering with the Net Zero Technology Centre for client decarbonisation consultancy services. Additionally, Euro Mechanical partnered with Precision Impulse on innovative 4D seismic pulse technology for geological CO_2 storage, facilitating a successful field trial for a major national oil company in Q4 2024.

Throughout this transformation, Euro Mechanical has maintained its core values of reliability, proficiency, collaboration and integrity through quarterly programmes highlighting employee stories. In Q3 2024, one featured story showcased how teams provided an integrated solution to an oilfield service client beyond their initial 'habitats' request, delivering greater value through construction expertise and manpower services.

So far, the numbers are backing up Euro Mechanical's decision to diversify, with Industrial Solutions increasing non-oil and gas activity from 10% to 22% and projected to reach 30% by the end of 2025.

By aligning with the national vision and leveraging its established reputation, Euro Mechanical supports both traditional energy clients and those pursuing energy transition – ultimately, it is majorly contributing to the UAE's long-term growth and diversification objectives.

Euro Mechanical

Story type
#diversification (main category)
#culture

Benefits

- Non-oil and gas activity increasing 12% in Industrial Solutions.
- Fifteen contract awards from prestigious clients due to comprehensive training approach.

Key findings

For young people
- Adopt a growth mindset and be willing to learn.

For industry
- Embrace change and cultivate adaptability.

For government
- Listen when companies tell you how they can contribute to countries' net zero journey.

Euro Mechanical at a glance:

Key products and services: construction and management, process solutions, mechanical integrity services, habitats, technology portfolio.

Main industries served:
- Oil and gas

Headquarters: Abu Dhabi, UAE
Year established: 1976
Number of employees: 2,000

FOX Brasil

From regional player to internationally recognised logistics specialist

Simon Sousa
Managing Director

Murilo Caldana
Project Director

How is FOX Brasil thriving?

By implementing a strategy focused on diversification, relationship building and geographical expansion, FOX Brasil has successfully transformed into an international provider of complex project cargo transportation services. The company has expanded its portfolio besides of air & sea freight to include road transportation, customs clearance, courier express, hand carry and heavy lift & engineering solutions, while opening new strategic branches across Brazil. This approach has enabled FOX to achieve its best financial results in a decade during 2024, with forecasted growth continuing into 2025 despite global economic uncertainties.

The challenge - The post-pandemic environment presented FOX Brasil with multiple challenges threatening its growth trajectory. International freight rates increased dramatically, while global logistics networks experienced unprecedented disruption with critical shortages of shipping space and equipment. At the same time, the Brazilian Real depreciated significantly against major currencies, increasing costs for international operations.

Political changes in Brazil and around the world created additional uncertainty, while freight forwarders also faced growing competition for qualified personnel. As a Brazilian company operating in a market dominated by international competitors, FOX needed to overcome perceptions about reliability and capability.

Brazil's challenging logistics environment itself presented obstacles, with complex bureaucracy, inconsistent infrastructure and unique customs requirements creating barriers for international clients. Explaining these complexities to customers unfamiliar with local conditions required significant effort, especially when communication was primarily remote during and after the pandemic.

Amid all this, the company needed to find a way to differentiate itself while adding value to existing clients and expanding its geographical reach beyond its São Paulo headquarters. The challenge was to transform these obstacles into opportunities that would position FOX Brasil as a trusted partner for navigating Brazil's complex logistics environment.

The solution - The company embarked on a multi-faceted strategy built around service expansion, relationship development and geographical growth.

Recognising that face-to-face interaction was crucial for building trust, FOX made a significant commitment to international networking, conducting 17 business trips in 2024 alone to personally present their capabilities to potential clients and partners.

This relationship-building focus was complemented by strategic service diversification. The business underwent a rigorous process to obtain courier express licensing, despite facing significant challenges around renting unused office space in Guarulhos, providing a substantial financial guarantee and investing in specialised tracking systems required by Brazilian tax authorities. While still in its investment phase, this initiative positions FOX Brasil to capitalise on the growing e-commerce sector.

The company also expanded its customs clearance capabilities, particularly in Santos, which is Latin America's largest port. After establishing an office there three years ago, FOX Brasil now handles approximately 80 customs processes monthly, allowing direct client contact throughout the logistics process rather than relying on outsourced partners.

To address the need for local presence in Brazil's regionally diverse market, FOX opened new branches in Guarulhos, Santos, Curitiba and Itajaí, while establishing commercial representation in four additional locations. This expansion recognised that Brazilian business culture varies significantly by region, with clients in areas such as Curitiba and Santos preferring to work with local representatives.

FOX Brasil also established a dedicated team for special projects, covering jobs such as comprehensive feasibility studies and engineering solutions for complex transportation challenges. It has proven a savvy move. By charging for detailed studies of bridge structural analysis for 420-tonne turbines or route planning for oversized equipment, the company generates revenue while establishing expertise and building client trust before transportation begins.

Many of those clients are now coming from abroad. This is because FOX has strategically diversified its international portfolio and developed direct relationships with international shippers. By attending industry events multiple times and actively participating in discussions, the company has positioned itself as a reliable partner for international enterprises needing logistics support in Brazil. So far, it has conducted cross-trade operations for clients in countries such as Czechia, Ecuador and Panama without intermediaries.

Growth has also been achieved among existing client bases. Here, FOX Brasil has identified opportunities to upsell services such as road transportation, increasing per-client revenue by 10-30% through deeper relationships and delivering a consistent service.

Throughout this transformation, FOX has emphasised its role not merely as a transporter but as an integral part of clients' projects, and thus a contributor to new clean energy plants and regional development.

The results have been impressive. FOX Brasil achieved its best financial performance in a decade during 2024. Even with ongoing geopolitical uncertainties, its strategy of focusing on high-quality projects has provided resilience against market fluctuations. With a reputation now enhanced, international clients are now routinely approaching FOX Brasil as they seek to navigate the country's logistics landscape.

FOX BRASIL PROJECT LOGISTICS

Story type

#diversification (main category)
#culture

Benefits

- Per-client revenue by 10-30%.
- Best financial performance in a decade in 2024.

Key findings

For young people

- Have interest, curiosity and focus.

For industry

- Don't focus solely on investing to grow externally: increase your business with existing clients.

For government

- Improve port, terminals, railway and road infrastructure.

FOX Brasil at a glance:

Key products and services: freight forwarding and project logistics.

Main industries served:

- Onshore renewable energy – 50%
- Oil and gas – 25%
- Conventional power – 15%
- Hydrogen – 10%

Headquarters: São Paulo, Brazil
Year established: 2002
Number of employees: 60
Revenue from exports: 70%

Fulkrum

Scaling with purpose: Putting people at the heart of rapid growth

Brock Falkenhagen
Vice President

How is Fulkrum thriving?

Having implemented a comprehensive people-first strategy during a period of exceptional growth, Fulkrum has successfully scaled its global operations while maintaining its cultural foundations. The UK-based technical inspection and staffing company has achieved remarkable commercial success, growing revenues by nearly 50% year-on-year in 2023 and over 30% in 2024 – all whilst maintaining exceptionally low staff attrition rates and record-high employee engagement scores across its 15 global offices.

The challenge - As Fulkrum continued along its rapid expansion journey, growing at nearly 50% year-on-year in 2023, it faced a critical challenge that threatens many scaling businesses: maintaining its culture and service quality while moving into new territories, sectors and service lines. Despite tremendous success in growing client accounts through its high-performing global team, leadership recognised that sustaining this trajectory would be challenging without addressing the inherent risks of rapid growth. Instead of prioritising growth at all costs, Fulkrum made the decision to focus on its greatest asset – its people.

The solution - Fulkrum adopted the principles from Scaling Up by renowned business growth expert Verne Harnish, focusing specifically on the 'People' pillar of the framework. In 2024, following the appointment of a Head of HR, the company implemented a comprehensive people-centric strategy designed to create an environment where employees would choose to stay and thrive.

The strategy encompassed several key initiatives. Fulkrum invested heavily in systems and processes, implementing BambooHR to streamline employee management across different countries and employment legislations, a move which has reduced administration and improved the employee experience. The company has also revolutionised its recruitment and onboarding processes by building internal HR capabilities, investing in LinkedIn Recruiter, and creating a streamlined approach that enabled it to complete over 60 hires in 2024 with only one external agency placement. A comprehensive onboarding programme was established, featuring a buddy system, intensive first-week orientation, and 90-day training programmes to ensure rapid cultural alignment and knowledge sharing.

Internal communication has been transformed through multiple channels, including annual senior leadership workshops, quarterly global business updates, monthly regional meetings and an internal employee community platform. The company has also introduced communication champions to accelerate initiatives such as charity events (providing two paid volunteer days annually), global wellness challenges, and cultural celebrations that foster mutual respect and curiosity about diverse backgrounds.

Meanwhile, several employee engagement initiatives have proven effective. These include the introduction of a travelling company mascot, locally managed social budgets, Employee of the Month programmes, peer-to-peer feedback systems, and flexible working policies. Fulkrum also implemented biannual employee Net Promoter Score (eNPS) surveys with comprehensive action planning – this has ensured feedback directly shapes company evolution and reinforces feelings of belonging and empowerment.

In terms of performance management, the company has redesigned its systems to assess both KPIs and behavioural aspects aligned with company values, incorporating 360-degree feedback to support transparency and a learning culture. Incentive structures such as performance bonuses and business development rewards have also been implemented to ensure employees feel connected to company success. Indeed, long-term service is celebrated meaningfully, with 10-year anniversary trips funded for employees and their families.

Training and development activities have been transformed through internal working groups that shaped technical training, recorded system training materials, and created verification-based training matrices. The company also initiated internal mentoring programmes, leadership training sessions and team coaching programmes alongside investments in individual apprenticeships, professional qualifications and MBAs for high-potential employees.

This people-first approach has delivered promising results to date. For example, Fulkrum has maintained regretted attrition below 7% whilst achieving over 30% revenue growth, welcomed more than 60 new hires and maintained a +90% retention rate, and achieved eNPS participation rates of 90% with scores between +30 to +50, which is significantly above industry benchmarks. The company also completed 14 internal promotions in 2024, with over 20% of the team having more than six years of service.

Client satisfaction scores have reflected this internal success, with average ratings of more than 9/10 across all key metrics including response times, value delivery and overall experience. Feedback from customers consistently praises individual team members by name, with comments highlighting exceptional coordination and professional service delivery.

Overall, this strategy has proved that investing in employee wellbeing directly translates to superior client relationships and commercial performance. Ultimately, it has enabled Fulkrum to scale with purpose whilst preserving the engaged, high-performing culture that underpins its success.

FULKRUM

Story type

#people & competency (main category)
#culture

Benefits

- Fulkrum's approach towards its employees has delivered results including 60 new hires and +90% retention rate.
- Client satisfaction scores have reflected this internal success, with average ratings of more than 9/10 across all key metrics.

Key findings

For young people

- Have patience and perseverance. Good things come from hard work, but it takes time.

For industry

- Invest in your people, don't always focus on the numbers. Good times in industry come and go, but happy employee, happy client.

For government

- Less regulation in the US will bring more investment coming in manufacturing – how can we keep this country great for decades and centuries to come.

Fulkrum at a glance:

Key products and services: technical inspection and staffing services.

Main industries served:

- Oil and gas – 65%
- Offshore renewable energy – 10%
- Hydrogen – 10%
- Conventional power – 5%
- Carbon capture – 5%
- Nuclear power – 3%
- Onshore renewable energy – 1%
- Energy storage – 1%

Headquarters: Corby, UK
Year established: 2011
Number of employees: 150
Revenue: £54.6m
Revenue from exports: 70%

GoNetZero™

Connecting the dots in your net-zero journey

Decarbonisation solutions for a carbon-conscious world

GoNetZero™

Scaling net zero: How GoNetZero™ bridges carbon complexity with credible, integrated solutions

Soon Sze Meng
CEO

How is GoNetZero™ thriving?

Launched in 2022 at COP27, GoNetZero™ has rapidly emerged as a trusted decarbonisation partner for businesses navigating the transition to net zero. With a clear purpose – to empower businesses to drive decarbonisation – and a vision to be the trusted partner in the global transition, GoNetZero™ is helping organisations turn intent into impact.

Tripling revenues in 2024, the Singapore-based company now serves 80-plus clients across 14 countries. Its integrated platform combines emissions measurement, environmental attribute management, and renewable asset optimisation platform in a single, seamless experience – addressing the fragmentation that has long plagued corporate climate action. Since inception, GoNetZero™ has expanded its team from 15 to over 60 employees, scaling with discipline and clarity of mission.

The challenge - When GoNetZero™ launched in November 2022 during COP27, the decarbonisation landscape was characterised by fragmentation and complexity. Whilst climate awareness was rising globally, businesses faced significant barriers to meaningful action. The market was saturated with point solutions, i.e. separate tools for measuring emissions, procuring certificates and tracking renewable performance. This created inefficiencies and confusion for organisations under mounting pressure to deliver on net-zero commitments.

Companies struggled with limited access to renewable energy, market fragmentation and regulatory complexity, often creating an 'ambition-action gap' where good intentions failed to translate into measurable progress. Many organisations lacked the integrated tools, reliable data and trusted partners necessary to navigate their decarbonisation journey effectively, leaving them uncertain about where to start and how to scale their efforts.

The solution - GoNetZero™ has addressed this market complexity by developing an integrated digital platform that simplifies decarbonisation across three major areas: Measure, Manage, and Perform. Rather than forcing clients to navigate multiple vendors and platforms, the company created a unified solution that addresses different stages of the net-zero journey.

Measure enables organisations to assess their carbon footprint across complex operations, using AI-powered document intelligence to automatically extract emissions data from various unstructured formats like utility bills and invoices. This automation reduces manual effort by 30% whilst increasing accuracy in emissions reporting, thus giving clients a faster, more reliable foundation for action.

Through Manage, GoNetZero™ provides seamless access to verified environmental attributes (EAs), including Energy Attribute Certificates and carbon credits sourced through parent company Sembcorp Industries. The platform handles all sourcing, tracking and retirement processes to ensure transparency and credibility whilst addressing emissions that companies cannot yet reduce through internal measures.

Perform optimises renewable asset management using AI-assisted benchmarking to compare performance across sites, identify inefficiencies and recommend interventions. For clients such as Hasilwan, this has delivered tangible results – manual processing time has been reduced by 30% while operations and maintenance response times have also been enhanced.

GoNetZero™'s strategic approach extends beyond technology. The company leverages partnerships with trusted players such as Xpansiv, Bureau Veritas and Singtel to accelerate growth and strengthen credibility. Backed by Sembcorp Industries' deep energy expertise and institutional credibility, it has been able to move with both speed and strategic intent.

Also central to GoNetZero™'s success has been its ability to turn data into actionable insights. The platform does not simply collect information – it transforms it into personalised decarbonisation pathways and continuously optimises performance. This approach recognises that every organisation's journey is unique, and therefore demands tailored solutions rather than one-size-fits-all approaches. By building interoperability across multiple standards, registries and assurance frameworks, GoNetZero™ has eliminated the friction that typically slows decarbonisation efforts with a seamless user experience that enables rapid scaling.

The platform's evolution reflects the firm's commitment to staying ahead of market needs. As sustainability professionals face increasing scrutiny from investors and stakeholders, GoNetZero™ continues investing in AI capabilities that enhance forecasting accuracy and enable proactive decision-making.

This rapid market penetration demonstrates the urgent need for integrated solutions in the fragmented sustainability space. GoNetZero™'s scalable model has enabled it to serve diverse clients across sectors and geographies whilst maintaining consistent quality and reliability – a crucial factor as businesses increasingly requires trusted partners for their climate commitments.

In 2024, GoNetZero™ helped compensate five million tonnes of residual emissions through verified carbon credits (a two-fold increase from 2023) and drove adoption of 1.6 million MWh of renewable energy through Energy Attribute Certificates. With 30 new platform clients onboarded last year, the company continues to scale its impact while maintaining its commitment to turning complexity into clarity for businesses committed to meaningful climate action.

GoNetZero™

Story type

#transformation (main category)
#digital & AI, #service & solutions

Benefits

- GoNetZero™ is growing quickly with 30 new platforms clients onboarded in 2024.
- The company has helped compensate five million tonnes of residual emissions and drove adoption of 1.6 million MWh of renewable energy.

Key findings

For young people

- Be curious and courageous. Climate work is complex and cross-disciplinary – embrace the learning curve.

For industry

- Don't wait for perfect data to take meaningful action on climate. The biggest barrier to progress isn't technology, it's hesitation.

GoNetZero™ at a glance:

Key products and services: Environmental attributes (EAs) such as Energy Attribute Certificates and carbon credits, and digital solutions that help clients measure emissions, manage EAs, and optimise their renewable assets across multiple sites on a single dashboard.

Main industries served:

- Others (non-energy): decarbonisation solution provider – 100%

Headquarters: Singapore
Year established: 2022
Number of employees: 62
Revenue: £30.5m

Hausthene

Transformation into full-service provider drives offshore market success

Paulo Tezza
CEO

Thais Tezza
Partner and Director

How is Hausthene thriving?

Hausthene Poliuretanos, a 100% Brazilian company established in 1982, is morphing from a traditional manufacturer into a full-service engineering powerhouse. The company achieved remarkable 29% growth in 2024, reaching R$20m in annual revenue. Meanwhile, a strategic investment in building an internal engineering department enabled it to achieve Brazil's first API 17L certification for polymeric bend restrictors. Integration of 3D printing technology has revolutionised development time, reducing mould production from 40-50 days to just one week. With aggressive growth projections of 40% for 2025, Hausthene is leveraging its newfound capabilities to pursue expansion into international markets.

The challenge - Based in Mauá, São Paulo, Hausthene Polyurethanes faced a critical challenge as the offshore oil and gas market evolved beyond its traditional manufacturing capabilities. The company had always produced high-quality polyurethane parts for various industries, including oil and gas, but operated primarily as a manufacturer working from client-provided designs. This limited its ability to compete for higher-value projects and restricted their growth potential.

The main challenge was that clients in the oil and gas sector were no longer providing complete project specifications. Instead, they were demanding suppliers to provide complete engineering solutions from concept to delivery. International competitors already operated under this model, creating significant competitive pressure. The market required not just manufacturing capabilities, but also analytical calculations, internal engineering expertise and the ability to develop proprietary solutions.

Additionally, the company's development timeline was a major impediment to competitiveness. Traditional mould production took 40-50 days, making rapid prototyping and client testing impossible. This lengthy process prevented Hausthene from meeting the agility demands of the oil and gas sector and other markets, where quick turnaround times are essential for securing contracts. The company also struggled with a fragmented client portfolio of approximately 400 accounts, which made demand management and strategic planning difficult.

The solution - Hausthene made its move in 2024 by creating a five-year plan that anticipated growth in the oil sector and recognised the need for engineering capabilities. The company initiated a comprehensive HR restructuring programme, moving beyond traditional manufacturing roles to establish an engineering-focused structure.

Rather than hiring established professionals from competitors, Hausthene chose to develop its own talent pipeline. This began with the recruitment of engineering interns and trainees, who were supplemented by external consultancy from market specialists and academics. Three engineering students are currently being trained internally, while the company collaborates with regional universities, partner engineering companies and experienced professors to strengthen its technical capabilities.

A crucial technological breakthrough came with the adoption of 3D printing, which dramatically optimised development processes. What previously took 40-50 days now takes around a week, allowing for rapid prototyping and direct client testing. This enhancement freed up the technical team to focus on multiple projects simultaneously, and, in some cases, has enabled them to deliver up to four moulds in the time it previously took to produce one.

Perhaps the most significant achievement was obtaining Brazil's first API 17L certification for polymeric bend restrictors in 2023-2024. This certification required two years of intensive work, including hiring specialised personnel and developing sophisticated analytical capabilities.

Ongoing investment in engineering processes has transformed how Hausthene approaches the market. It now provides complete design solutions rather than simply manufacturing from supplied drawings – this capability has attracted major clients such as NOV, Prysmian and STROHM, and particularly companies in the flexible segment who require comprehensive technical deliveries.

The transformation has yielded impressive outcomes dates. Between the first quarter of 2024 and the same period in 2025, the company achieved 16% growth. Revenue increased from R$12.5m in 2023 to R$20m in 2024, representing a 60% increase year-on-year. Meanwhile, the company has successfully shifted from a fragmented portfolio of 400 accounts to focusing on approximately 70 clients in various industries, which has helped to improve both profitability and strategic focus.

Currently, Hausthene, which already exports to Latin American countries is pursuing aggressive international expansion by targeting export opportunities in North America, Europe and the Middle East. It recently completed a first pilot project for the US market and is currently working on budgets for the Netherlands. Alongside this, the company is developing AI-enabled solutions such as a polyurethane agent, and exploring distribution partnerships to complement its engineering capabilities.

This transformation from a traditional manufacturer to an engineering-driven company has positioned Hausthene to better compete globally. Its success demonstrates how strategic investment in engineering capabilities, combined with technological innovation and talent development, can enable a Brazilian company to challenge established international competitors in the high-value offshore energy market.

Story type

#transformation (main category)
#people & competency

Benefits

- Hausthene is now better positioned to compete globally.
- Revenue increase of 60% in the past year.

Key findings

For young people

- Learn along the journey to find the right opportunities.

For industry

- Plan for the future.

For government

- Support medium-side business. They have strong potential for job generation.

Hausthene at a glance:

Key products and services:
polyurethane parts.

Main industries served:

- Oil and gas – 50%
- Others (non-energy): mining, steel, packaging, glass, fiber – 50%

Headquarters: Mauá, Brazil
Year established: 1982
Number of employees: 40
Revenue: £2.6m
Revenue from exports: 1%

Infrastructure Networks Inc. (iNet)

Connecting remote industries with smarter, reliable networks

Hector J. Maytorena
Senior Vice President, Customer Success

How is iNet thriving?

iNet has transformed from being a traditional bandwidth reseller into a full-service managed network partner. By quickly adopting emerging technologies such as Starlink and Juniper SD-WAN to align with customer requirements, the company is now delivering smart, reliable connectivity solutions to remote and industrial environments – a move which is facilitating the company's rapid growth, expansion into new markets, and stronger customer loyalty in a competitive landscape.

The challenge - Like many companies, iNet faced a major challenge with COVID in 2020. The firm quickly found itself confronted with the worst effects of a major economic downturn. With the vast majority of its revenue being dependent upon a highly variable U.S. onshore oil and gas sector, the firm experienced a significant contraction of its business that year as onshore drilling and completions activity plummeted.

It was a stark wakeup call. The firm needed to diversify to secure its future. Yet that would be no easy task.

Across industries, customers that had become frustrated with fragmented, site-specific connectivity models and stranded data were beginning to demand more agile, scalable, and intelligent networks as they sought benefits from digitised field operations. Concurrently, they sought advanced capabilities such as remote automation, live video, and secure SCADA transmission – especially in offshore environments.

In light of this, iNet recognised that traditional LTE and legacy satellite services alone were no longer sufficient to meet evolving expectations.

Meanwhile, industry competition was heating up. Disruptive market entrants had begun to introduce viable Low Earth Orbit (LEO) satellite solutions at scale. SD-WAN technology became field-deployable, and demand for bundled, managed connectivity surged.

Global supply chain disruptions were also delaying hardware deliveries and extending project timelines. iNet itself was grappling with operational challenges, as its legacy service model was proving to be both difficult to scale and heavily reliant upon manual support. In turn, managing disconnected systems across offshore rigs, pipelines, and vessels was placing an unsustainable burden on the firm's network operations teams, limiting the company's ability to respond swiftly to customer needs.

For iNet, the path forward was clear. The firm would need to reinvent its business model to more closely align with customer needs, leveraging emerging technologies as a foundation for scalable growth.

The solution - As a direct result, in 2021, iNet decided to transform the firm from a bandwidth provider to a full-service, multi-access managed network partner.

The goals were clear. The firm wanted to align more closely with customers' demand for agile, intelligent, and field-ready network infrastructure, improve operational efficiency by reducing downtime, lowering costs, and boosting employee satisfaction at the edge; and embrace a growth mindset to move faster and seize emerging opportunities.

Central to this evolution was the early adoption of pooled Starlink data plans, the integration of Juniper's Session Smart SD-WAN, and the development of fully managed turnkey solutions tailored for harsh, remote environments. A 90-day pilot with a large operator in the oil and gas sector demonstrated the potential of this new offering, achieving 100% application uptime compared to mid-90s performance previously.

Through proactive partnerships, the firm was able to gain access to Starlink before its formal reseller program was launched, unlocking significant first mover advantages. In turn, the firm was able to capitalise on new opportunities in key markets spanning North America, Latin America, Europe, the Middle East and West Africa, and Asia Pacific among others. Not only was this move strengthening iNet's service offerings to existing oil and gas clients, but this was also opening new markets in adjacent sectors and underserved regions.

At the heart of iNet's new offerings are its LEOConnect providing highest availability, coupled with INPath for intelligent traffic management.

Crucially, this combines Starlink and other LEO satellites with Geosynchronous Earth Orbit (GEO) satellites, LTE, and terrestrial broadband into a unified, software-defined network. Juniper SD-WAN also enables intelligent traffic routing and application management, ensuring high uptime, optimal performance, low overhead for more effective throughput, and real-time network visibility.

Further, iNet's revamped service model has also paid dividends. It has replaced rigid, site-specific data plans with flexible shared data pools, giving customers greater control over costs and bandwidth deployment.

These efforts, in combination with strategic partnerships with Starlink, Hughes OneWeb, AST OneWeb, Juniper Networks, and Axis Communications, have enabled iNet to deliver end-to-end and up-the-stack solutions tailored to the unique demands of offshore platforms, midstream pipelines, maritime vessels, and utilities, the results of which have been significant.

From 2021, revenue has grown around 40% per year as the company expands into international and offshore markets, extends into other critical infrastructure market segments, and enhances offerings at the advanced connectivity and with software solutions up the digital technology stack.

In every sense, this is a truly successful transformation story. In a crowded market, the company has been able to stand out through its focus on delivering integrated services that address performance, visibility and support.

Story type

#innovation (main category)
#service & solutions

Benefits

- Revenue has increased by 260% over four years.
- Partnerships have allowed iNet to deliver end-to-end solutions tailored to customers' demands.

Key findings

For young people

- Our industry moves fast. The people who thrive are those who constantly seek to understand how things work and how they can work better.

For industry

- The winners are those who move early and refine fast. Don't wait for full clarity; move with conviction based on principles, not perfection.

For government

- Help American innovation scale globally—faster.

iNET at a glance:

Key products and services: provider of advanced connectivity and OT/IT solutions.

Main industries served:

- Oil and gas - 80%
- Conventional power- 5%
- Onshore renewable energy - 5%
- Others (non-energy): remote industrial, state and local municipalities, retail - 10%

Headquarters: Houston, US
Year established: 2011
Number of employees: 20
Revenue from exports: 20%

Kent

Revolutionising energy asset management with AI

Wassim Ghadban
Global SVP AI and Digital Energy

How is Kent thriving?

Kent is spearheading digital transformation in the energy industry, with its proprietary, award-winning Ennova AI technology helping clients across the sector to enhance efficiency, safety, and sustainability. By addressing key industry challenges – from data fragmentation to operational inefficiencies – the company has successfully scaled remote and autonomous operations, earning industry recognition and driving significant revenue growth.

The challenge – Kent is a true champion of Industry 5.0 in the energy sector. With its 13,000 employees delivering US$1.6 billion in revenue annually, the company is bringing top-tier digital engineering expertise to tackle the real-world challenges of its energy sector clients.

Tailoring innovative solutions to make operations smarter, safer and more efficient, it is an EPC specialist that's helping to build and run tomorrow's energy infrastructure with industrial AI solutions and digital services that improve efficiency, cut costs and make projects more sustainable.

Key to the company's success has been listening to clients, ensuring that it addresses real-world industry challenges. For Kent, there is little point in having a suite of shiny, new, innovative solutions if they don't actively solve existing challenges.

This process hasn't been easy, presenting both internal and external challenges.

To support clients with their digitisation and transformation journeys, the company recognised its solutions had to ease operational headaches, developing a solution to help overcome the complexities of managing a variety of contractors, mini systems and data from many platforms, as well as facilitating real-time asset status and remote monitoring capabilities. For Kent, addressing this disconnection and fragmentation was a key priority, demonstrating positive ROI potential to clients.

Internally, the company has also had to overcome several hurdles. Indeed, the company itself has continued to advance and evolve, moving from digital project delivery models and integrating AI as a key part of its offering. That has required continual upskilling, with the firm tasked with its many different employees, ensuring they are all actively pulling in the same, cohesive direction.

The solution – The latest chapter in Kent's journey began in 2022 when the company began to conduct market gap analysis in relation to AI-centric solutions. At this time, a new dedicated team was also established for AI development.

Specifically, Kent was trying to group client needs into a series of solutions that could solve common challenges. During this discovery and consideration process, the firm recognise that many clients lacked a single platform that would operate as a "system of systems", integrating disparate data, contractor services and solutions into a single centre of visibility.

Here, Ennova AI was created, with the platform now redefining industrial asset management across the entire asset lifecycle.

During development, Kent ensured the platform would allow auto generation of reports to prioritise the client UX, while also creating different AI agents for different purposes – be it support, procurement, maintenance, asset planning or otherwise.

In 2023, the firm's dedicated development team focused on production environment testing, working to scale the solution. Here, the first Intelligent Operation Centre was set up, adapted to the existing Kent control room in Abu Dhabi to prove the Ennova AI's capabilities. By the end of the year, full remote operation capabilities were proven, with the company then further scaling up remote operations in Ennova AI in 2024, including full autonomous operation.

Most recently, Kent has been adapting the platform to meet ongoing client requests for improvements and bespoke needs in 2025. And now, Kent is taking another step, seeking to implement Ennova AI internally, with the company having formed a committee to see how Kent can make best use of the platform.

So far, the results of its innovative endeavours are clear to see.

This year, Kent was named the Best Use of AI in Operations at the Oil & Gas Middle East Awards 2025, having already delivered several successful use cases. In one project, the firm is empowering its client to remotely operate two projects located 180 kilometres from its main office, revolutionising the way in which its assets are managed with advanced capabilities like digital twins.

Both client satisfaction and industry recognition have been resounding, with Ennova AI being actively leveraged to solve problems and unlock efficiency enhancements. With its proprietary solution, Kent is well placed to continue to excel moving forward, with much of its revenue growth today driven by futureproofed digital and AI solutions.

With the company having seen five times increase in revenues since it became a digital-first solutions provider back in 2017, the future remains bright for one of the energy industries most disruptive companies.

kent

Story type

#digital & AI (main category)

Benefits

- Revenue increased five times since 2017.
- Kent named the Best Use of AI in Operations at the Oil & Gas Middle East Awards 2025.

Key findings

For young people

- Discover how to bring value to your career by being in the best time of the industry.

For industry

- Adopt emerging technologies to augment, not replace, human capabilities.

For government

- Reward innovative companies to push and enhance new technologies.

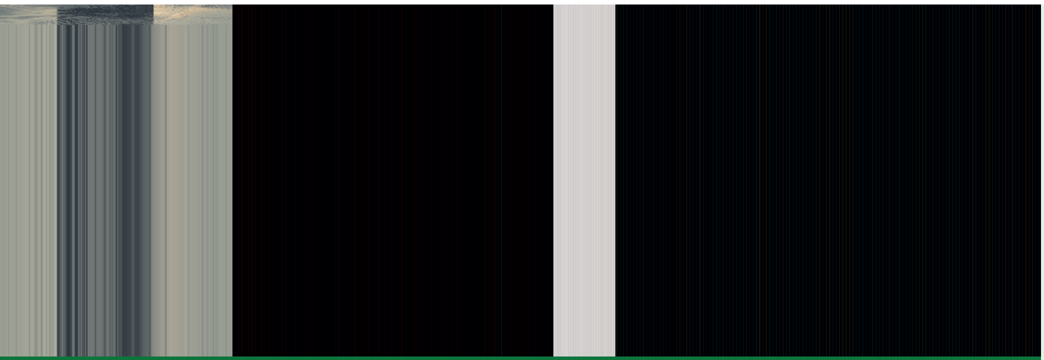
Kent at a glance:

Key products and services: consulting, engineering, project delivery, commissioning and decommissioning.

Main industries served:

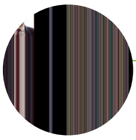
- Oil and gas – 55%
- Low carbon & renewable energy – 21%
- Others (non-energy): process and chemicals – 24%

Headquarters: Dubai, UAE
Year established: 1919
Number of employees: 13,000
Revenue: £1.6bn



Levidian

Demonstrating that prosperity and decarbonisation can coexist



Colin Elcoate
Managing Director – MENA

How is Levidian thriving?

Levidian is the definition of a start-up success story. Emerging from ground-breaking research at the University of Cambridge, the company has developed scalable technology that holds massive potential for decarbonising hard-to-abate industries. It is already working with some of the world's largest companies and has teams in the UK, Europe, MENA and the US. Critically, Levidian is demonstrating that prosperity and decarbonisation can go hand in hand, inspiring businesses to innovate, challenge their existing processes and supply chains, and accelerate the transition to net zero.

The challenge – 64% of greenhouse gas emissions are caused by heavy emitters and hard-to-abate industries. Levidian is on a mission to help decarbonise these sectors using an innovative technology that transforms methane – a potent greenhouse gas – into hydrogen and graphene.

Known as LOOP, the start-up's proprietary technology is a pre-combustion, modular carbon capture system. Specifically, it captures the carbon from methane gas before it's burned, cracking it into two highly valuable outputs: hydrogen, a clean alternative fuel source, and graphene, a super-material additive that can be used to significantly enhance the intrinsic characteristics of products in major global industries as far ranging as steel, batteries and petrochemicals.Integrating this solution into existing industrial processes, the firm is helping businesses turn their carbon liabilities into competitive advantages, reducing emissions while unlocking new efficiencies and product enhancements.

As with any disruptive technology, Levidian has faced challenges regarding market adoption and scaling for commercial deployment. For example, the slow pace of industrial adoption for emerging materials has been a significant hurdle, but Levidian is overcoming this by focusing on applications where the benefits of graphene are proven and targeting customers with immediate and material demand.

The solution – These challenges have ultimately helped the company to sharpen its commercial edge, positioning its solutions not just as sustainable innovations, but equally as commercially essential technologies for industries of the future.

Levidian recognised that it needed to take a more proactive approach in demonstrating the economic and operational benefits of its technology, building strategic partnerships with forward-thinking industrial players committed to decarbonisation. Demands for localisation in high-growth markets like the UAE have also required Levidian to invest in regional engagement, aligning with key stakeholders that can accelerate deployment. By embedding itself in markets, the firm recognised it would be better placed to scale its impact – and it has achieved just that.

Levidian's drive and ambition to do something different has been validated by several major organisations, with the firm having closed a Series A funding round in 2022, securing £27m from US energy giant Baker Hughes and UAE sovereign investor Mubadala.

As well as attracting foreign investment into the UK's green economy, the firm has used these funds to invest considerable resources into R&D, improving LOOP's capacity and efficiency. As a result, the initial pilot-size LOOP10 has evolved into a second-generation LOOP technology capable of unlocking industrial-level production of graphene. The firm's team has also grown considerably, attracting top talent in niche fields of plasma and graphene technology.

The outcomes of these improvements have been substantial.

Indeed, Levidian achieved revenue growth of more than 300% year on year, reaching £3.6m in 2024. Further, in the same period, Levidian achieved a 20x increase in production efficiency relating to gas processing and graphene production.

The firm also now serves over 50 clients across various industries that use natural gas at scale, produce methane as a by-product of operations, and/or seek sustainable carbon solutions to improve product performance. The use of graphene offers a multiplier effect, opening the door to more energy-efficient processes, higher-performing materials and, in turn, lower carbon footprints across supply chains.

With 10 pilots currently being undertaken in different regions, the potential of Levidian's technology is being observed on a global scale, with the start-up now firmly eyeing significant expansion in the coming years.

Not only has the firm solidified its position as an innovative British export, accelerating industrial decarbonisation worldwide. Equally, it's demonstrating that growth, prosperity and decarbonisation can coexist, breaking traditional barriers and accelerating efforts to meet global targets.

LEVIDIAN®

Story type

#innovation (main category)
#technology

Benefits

- Revenue growth of more than 300% over the year and a 20x increase in production efficiency in gas processing and graphene production.
- More than 50 clients globally and across different sectors.

Key findings

For young people

- Embrace innovation, challenge conventional thinking, and be ready to adapt. Ask questions, take ownership and collaborate across disciplines.

For industry

- Embrace innovation with urgency. The race to net-zero isn't just about ambition, but execution.
- The importance of collaboration over competition, as no single company/ industry can decarbonise alone.

For government

- Prioritise the growth and global deployment of innovative low-carbon technologies.
- Encourage deeper collaboration with international partners, particularly the UAE.

Levidian at a glance:

Key products and services: decarbonisation, hydrogen and graphene.

Main industries served:

- Oil and gas – 25%
- Carbon capture – 25%
- Hydrogen – 10%
- Others (non-energy): waste management, aluminium, batteries, construction, more - 40%

Headquarters: Cambridge, UK
Year established: 2020
Number of employees: 77
Revenue: £3.6m
Revenue from exports: 50%

McDermott

IGNITE innovation programme drives operational efficiency and cost savings

Gareth Gregory
Director, Commercial

Anu Wilson
Senior Manager, Project Controls

How is McDermott thriving?

McDermott's Offshore Middle East business successfully reinvigorated its workplace innovation culture through the relaunch of its IGNITE programme in 2024. The programme has since prompted active participation from employees and several ideas have progressed through the review stages and are now being implemented. The results are measurable and include improved operational efficiency, while advancing McDermott's commitment to sustainability.

The challenge - The COVID-19 pandemic impacted McDermott's established innovation processes and workplace collaboration during 2022 and 2023. Whilst health protocols were essential for employee safety, they inadvertently decreased organic interactions where innovation previously flourished. During this time, the SPARK innovation programme, which preciously captured workforce ideas, became dormant.

By early 2024, McDermott recognised the need to reestablish crucial communication channels between organisational tiers to tap into the workforce's valuable knowledge to improve efficiency and competitiveness.

The solution - McDermott's Middle East leadership relaunched the IGNITE innovation programme as a comprehensive, structured forum through which all employees can propose innovative ideas to improve operations across safety, quality, efficiency, productivity and environmental sustainability.

The IGNITE process begins with simple PowerPoint submissions to a central mailbox. Ideas undergo technical review by a diverse panel of subject matter experts (SMEs) representing all disciplines. The SMEs then offer insights to refine and enhance each idea into a final, polished concept. Proposals scoring above 60% then advance to a steering committee round comprised of senior management representatives with authority to approve implementation. This ensures maximum exposure and support for viable concepts whilst maintaining rigorous evaluation standards.

Crucially, the programme spans the entire business line, breaking down traditional silos that might otherwise limit innovation. McDermott implemented extensive promotion across all locations, utilising digital signage, toolbox talks and multilingual communications to ensure accessibility for the diverse workforce.

To encourage participation, McDermott introduced scaled financial rewards for implemented ideas, alongside global internal recognition. The programme fosters improved communication and contact throughout the organisation – progress updates are regularly shared via the company's intranet site and inspire similar initiatives across global operations.

A standout example demonstrates the programme's impact, where an employee suggested to increase spool lengths from 65m to 90m for offshore installation projects. This seemingly simple modification delivered multiple benefits including reduced spool quantities and flanges, decreased diving time, shorter offshore installation durations and reduced fuel consumption. For McDermott, this translated into optimised costs, whilst the client benefited from reduced leak probability and lower annual maintenance costs.

The programme's success stems from McDermott's existing advantages – a large, knowledgeable workforce, previous experience with innovation programmes, strong senior management appetite for continuous improvement, and an established culture emphasising employee empowerment and engagement. Meanwhile, the company's emphasis on two-way communication ensures employees receive support in developing and presenting their ideas effectively.

Within the last 12 months, employees across diverse departments including marine operations, engineering, project controls and supply chain management have contributed innovative solutions. The programme has delivered cost savings, operational efficiency improvements and environmental benefits, for example through reduced operational time and fuel consumption.

Overall, McDermott's IGNITE programme demonstrates how organisations can successfully restore and enhance innovation culture following disruption. By creating structured pathways for employee ideas whilst maintaining open communication and recognising contributions, companies can unlock significant operational improvements. IGNITE's success reinforces that innovation thrives when organisations provide clear processes, senior management support and recognition for employee contributions.

MCDERMOTT

Story type

#people & competency (main category)
#culture

Benefits

- Cost savings and operational efficiency improvements for McDermott and its clients, and environmental benefits enabled by the programme.

Key findings

For young people

- Focus on the deployment of new technologies and concepts in new and conventional energy markets.

For industry

- Be prepared to delve into the outlook and aspirations for your respective business divisions.

For government

- Develop a solid, long-term energy transition plan.

McDermott at a glance:

Key products and services: engineering and construction solutions.

Main industries served:

- Oil and gas
- Offshore renewable energy
- Hydrogen
- Carbon capture
- Energy storage

Headquarters: Houston, US
Year established: 1923
Number of employees: 30,000

MGH Offshore

Diversification drives rapid growth from £600k to £6m in three years

Matthew Lynn

Managing Director

How is MGH Offshore thriving?

Since launching full-time operations in 2021, MGH Offshore (MGH) has been on a journey of rapid growth, expanding from a single-person consultancy to a 21-strong team supporting multiple contractors across global energy projects. The electrical and mechanical engineering specialist has delivered year-on-year doubling of revenues, reaching £6m in 2024 from £600k in 2021. Through strategic acquisitions, international expansion, and service diversification, MGH has transformed from a wind-focused contractor to a global energy services provider operating across renewables, battery storage, rail, and oil & gas sector.

The challenge - MGH faced significant vulnerabilities in its early growth phase, with 95% of revenue concentrated with a single client by mid-2022. As a rapidly growing SME, MGH encountered cashflow pressures which were exacerbated by large clients' slow payment processes.

Additionally, the company struggled with international mobility constraints post-Brexit. These visa and mobility challenges significantly impacted MGH's capacity to expand internationally and compete effectively in European markets. The combination of client concentration risk, cashflow pressures and mobility restrictions threatened to constrain the company's ambitious growth trajectory despite strong market demand for its specialised electrical and mechanical engineering services.

The solution - MGH embarked on an aggressive expansion strategy in 2022 and fundamentally transformed its business model and service capabilities. The company's first major move involved acquiring an NFPA-accredited fire and gas company, making it one of only five firms in Europe capable of providing comprehensive fire and gas safety services within its core services.

This acquisition enabled MGH to offer complete substation operations services across offshore and onshore wind sectors, which significantly expanded its addressable market. The company then recruited specialist engineers to strengthen their offering – allowing it to provide turbine-to-grid engineering solutions, alongside comprehensive fire and gas services, something of a unique value proposition in the market.

In 2023, the company opened an office in Glasgow to support Scottish operations and registered in the US, establishing an office in Wilmington, Delaware. This international presence enabled MGH to engage with major US developers and demonstrate its commitment to global markets.

The acquisition strategy continued aggressively into 2024, with MGH purchasing KPL Engineering, an HVAC company primarily focused on serving the UK rail industry. The company also invested in physical infrastructure, acquiring 2,500 sqft of office space and 16,000 sqft of industrial workspace on a 2.5-acre site to provide operational flexibility and support further expansion.

MGH's client diversification efforts proved highly successful, culminating in signing a global master services agreement with a major global energy developer. The company successfully delivered complex projects, including executing electrical and mechanical construction works on a 150MW battery energy storage system (BESS), mobilising over 60 personnel who completed the work scopes on time and within budget. The BESS project showcased MGH's expertise in specialised HV and LV electrical installation, including 33KV cable systems and DC link connections between power conversion systems and battery units, strengthening the UK's grid stability infrastructure.

In parallel, MGH has demonstrated its technical capability in offshore and onshore substation works, managing comprehensive hook up and black start campaigns, along with HV & LV installations, for wind farm connections while navigating challenging marine environments and strict regulatory requirements. Its turnkey approach included specialised rectification works to convert wind farm AC power to DC for efficient transmission, backed by a robust risk management strategy and advanced marine operations using crew transfer and Jack-up vessels.

Central to MGH's success has been maintaining a flat organisational structure, enabling rapid decision-making without external investor constraints. The company operates on principles of quality, honesty and relationship-building, often prioritising long-term partnerships over short-term profits. This approach also involves maintaining work-life balance for employees, fostering strong company culture through team-building activities, and building deep relationships within local communities.

MGH's commitment to quality remains uncompromising – the company has walked away from lucrative contracts exceeding £1m when unable to guarantee quality standards within unrealistic timeframes being proposed clients. This dedication to excellence has built strong client relationships and repeat business across all sectors.

The company's rapid response, exemplified by the ability to mobilise personnel between Christmas and New Year after receiving confirmation of contract award just four days earlier, sets it apart from competitors. This agility, combined with MGH's solutions-focused approach and willingness to work closely with clients to resolve challenges, has established the company as a trusted partner across the energy sector.

Currently, MGH is continuing its international expansion journey by targeting Europe, UAE and Taiwan, whilst growing its presence in hydrogen and battery storage sectors. Crucially, the company is achieving this growth without debt, external investment or government grants, a feat which demonstrates the strength of its business model and growth strategy.

MGH OFFSHORE

Story type

#scale up (main category), #export #service & solutions, #transformation

Benefits

- MGH Offshore targets expansion to Europe, UAE and Taiwan.
- The company is growing without debt, external investment or government grants.

Key findings

For young people

- Focus on being really great and having a specialism. Don't just chase the money.

For industry

- Foster relations, build strong unified teams, focus and prioritise, communications at all.

For government

- Make the UK a manufacturing nation – energy independent. Remember our historical allies and work with them.

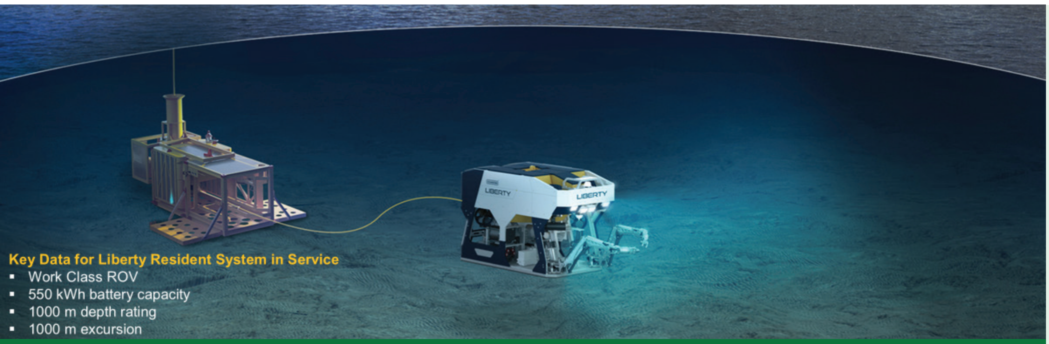
MGH Offshore at a glance:

Key products and services: electrical engineering.

Main industries served:

- Offshore renewable energy – 50%
- Energy storage – 15%
- Others (energy) – 20%
- Others (non-energy) – 15%

Headquarters: Washington, UK
Year established: 2017
Number of employees: 21
Revenue: £6m
Revenue from exports: 25%



Oceaneering

Vessel-free robotics dramatically cuts subsea operational costs and emissions

Alexander Steele
Product and Services Lead

Kenneth Solbjor
Subsea Robotics

How is Oceaneering thriving?

Since June 2019, Oceaneering's groundbreaking Liberty™ Resident System has revolutionised subsea operations by enabling the first fully resident, battery-powered underwater robotics solution. This self-contained docking station with 550 kWh of battery power has accumulated over 21,100 operational hours, eliminating the need for more than 900 vessel days and significantly reducing costs and CO2 emissions. By enabling remote operations from shore-based facilities, the Liberty system has fundamentally transformed traditional offshore practices and is supporting a more efficient, sustainable and cost-effective oil and gas sector.

The challenge - Oceaneering identified a critical industry need to reduce vessel dependency in subsea operations. Traditional offshore interventions required dedicated inspection, maintenance and repair (IMR) vessels remaining on-site throughout operations. This was resulting in significant costs, alongside substantial carbon emissions, varying up to 40 tonnes of CO2 daily depending on the IMR vessel. These vessel-based operations also created logistical complications, weather dependencies and safety concerns associated with offshore personnel deployment.

Despite clear potential benefits, resident subsea robotics faced considerable scepticism within the risk-averse oil and gas industry. Technical hurdles included developing reliable communications systems, creating sufficient battery capacity for extended operations, and ensuring the system could perform complex tasks without direct human intervention. Additionally, the technology needed to withstand harsh subsea environments while delivering functionality comparable to traditional vessel-based remotely operated vehicles (ROVs). A fresh approach to established operational practices was needed.

The solution - Oceaneering's development journey began with a proof-of-concept in 2017, based around adapting conventional systems with standard automotive batteries to demonstrate operational viability. Following successful testing, Norwegian operator Equinor issued a tender for a purpose-built resident system, which Oceaneering secured in late 2017. Rather than pursuing extended development cycles, Oceaneering adopted an agile approach, building a working prototype within just 15 months and implementing a continuous improvement process alongside operational deployment.

The resulting Liberty™ Resident System represents a feat of engineering – a fully self-contained docking station for ROVs and AUVs with 550 kWh of battery power, believed to be the largest subsea battery system of its kind. Communication with shore-based Remote Operations Centres occurs via an integrated buoy equipped with LTE connectivity (with Starlink on the roadmap for integration), which enables 24/7 operations without vessel support. Critically, the system remains unaffected by surface weather conditions that typically hamper conventional offshore operations.

Deployed continuously since June 2019, Liberty has been operational year-round for Equinor and is maintained on a 24/7 hire basis. This unprecedented operational record has validated both the technology and business model, proving that resident systems can deliver reliable performance in real-world conditions. Indeed, the system has eliminated the need for more than 900 vessel days during its operational life to date. As a result, a significant reduction in environmental impact has been realised – around 33 tonnes per day of CO2 emissions have been avoided based on a typical IMR vessel

Oceaneering has continuously enhanced the system through its established improvement process. Technical refinements include optimising buoy communications systems and implementing water hydraulics for automated mud mat extensions. The company has also expanded Liberty's operational envelope, working collaboratively with Equinor and T.D. Williamson to pioneer subsea pipeline isolation operations using the resident system in 2022 – the first application of its kind globally.

This industry-first pipeline isolation project exemplifies the transformative potential of resident technology. Traditional methods require vessel support throughout the operation, but the Liberty-based approach allowed the entire procedure to be conducted remotely with teams collaborating from virtual control rooms in Australia, Norway and Houston, US. This 24/7 operational capability, combined with eliminating offshore personnel mobilisation, is delivering substantial benefits in cost reduction, safety enhancement and environmental impact minimisation.

Liberty's success stems from several strategic advantages. Oceaneering's 60-plus years of subsea expertise provided both technical knowledge and operational credibility with major operators. Meanwhile, the company's collaborative approach with Equinor created an environment where innovation could flourish, while the forward-thinking nature of Norwegian continental shelf operations offered an ideal testing ground. Internally, Oceaneering's agile 'Oceaneers' culture encouraged cross-functional collaboration between regional development teams and global support resources, allowing it to overcome the considerable scepticism that initially faced this disruptive technology in a traditionally risk-averse industry.

Looking ahead, Oceaneering will continue to build on its resident technology platform with new innovations. For example, the company's newly developed Omnio™ electromechanical tool changer represents another critical breakthrough as it enables subsea tool changes without recovering equipment to the surface. This advancement, the result of a six-year development programme scheduled for offshore testing in 2025, promises to further extend the capabilities of resident systems and cement Oceaneering's position as the industry leader in autonomous subsea operations.

OCEANEERING®

Story type

#innovation (main category)
#collaboration, #culture, #energy transition, #technology

Benefits

- Approximately 36,000 tonnes of CO2 emissions avoided by Liberty.
- Resident technology platform continuing to expand.

Key findings

For young people
- Understand your market and personal goals.

For industry
- We need more collaboration within the industry – we need to act collectively to change things.

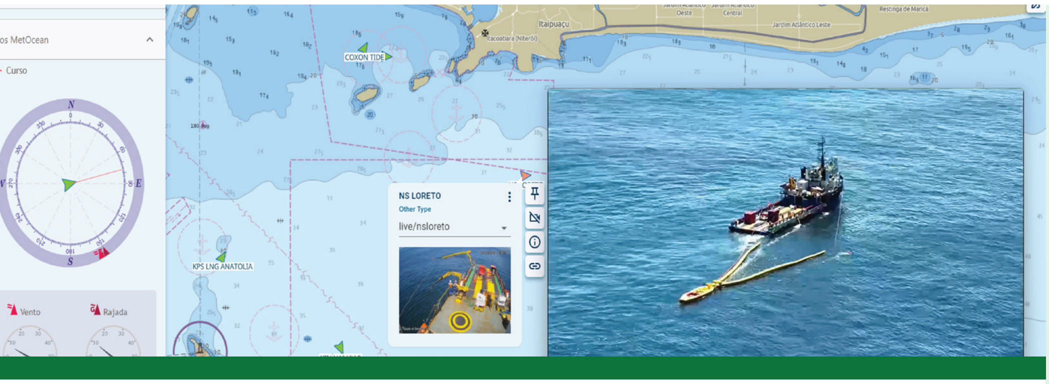
For government
- The UK needs to adopt local content schemes similarly to other countries in the world.

Oceaneering at a glance:

Key products and services: engineered products and services.

Main industries served:
- Oil and gas – 45%
- Nuclear power – 5%
- Offshore renewable energy – 5%
- Others (non-energy) – 45%

Headquarters: Houston, US
Year established: 1964
Revenue: £1.6bn
Revenue from exports: 60%



OceanPact

Building a technological platform for maritime emergency response

Erik Cunha
Chief Commercial Officer

Arthur Kós
Director of Innovation

How is OceanPact thriving?

Established in 2007 as Latin America's largest maritime environmental emergency response company, OceanPact has successfully launched its proprietary OceanPact Digital platform. The Rio de Janeiro-based company achieved a record year in 2024 and was named Innovative Company of the Year by OSJ (Shipowners), evolving from emergency response specialist to integrated digital solutions provider. Its technological platform combines vessel traffic services, oil spill monitoring, metoceanographic monitoring, computational modeling, and real-time ROV operations up to 3,000 metres deep and was already serving seven major oil and gas operators within a year of entering the market.

The challenge - The requirement for continuous, real-time environmental monitoring, imposed by regulatory authorities following a major offshore oil spill in 2011, marked a turning point in how monitoring technology was applied in the industry. The solution needed to integrate cameras, radars, oil detection sensors, and metoceanographic monitoring tools. Although OceanPact was already a recognised leader in deploying Norwegian technology, it was constrained by its reliance on external solutions that could not be adapted or improved. This led the company to recognise the need to develop its own technological platform, capable of meeting regulatory demands while providing greater autonomy and operational efficiency.

When the client returned a year later, OceanPact encountered significant problems since it wasn't the original developer and couldn't fix emerging failures or provide necessary updates. The company recognised that to maintain its competitive edge and expand its market reach, it needed to develop its own integrated technological solution rather than remain dependent on external tools which is had no power to control or enhance.

The solution - OceanPact's response began with the development of its own integrated digital platform. In 2022, the company launched OceanPact Digital, which combines its vessel traffic service (VTS) expertise with experience from Norwegian systems. This proprietary platform integrated AIS for vessel tracking, oil slick monitoring and real-time operational visibility through ROV systems operating up to 3,000 metres deep.

The platform evolved into a comprehensive solution that constantly adapts to client needs. Beyond emergency response, it incorporates operational safety monitoring for OceanPact's vessels to allow for real-time fleet activity visualisation. The system integrates sensitive area mapping, oceanographic monitoring, and computational modeling, and has expanded to support clients' offshore management operations through various modules.

A crucial breakthrough came in 2018 when OceanPact secured FINEP funding to develop ocean surface current monitoring technology. Using high-frequency antennas covering up to 300 kilometres from the coast, this system provides real-time data essential for accurate oil spill trajectory predictions. Testing demonstrated remarkable results, reducing search areas by 60% in simulations.

The platform's effectiveness was validated in 2024 when IBAMA conducted Brazil's first remote inspection using OceanPact's solution for a client's exploration license drill. The environmental agency issued a recognition letter for the digital tool, marking a significant regulatory milestone.

Indeed, OceanPact's solution differentiates itself through complete integration of monitoring, safety and response capabilities in real-time, and the fact it is enhanced further by onboard imaging and satellite solutions. While numerous monitoring and safety tools exist in the market, OceanPact's comprehensive platform uniquely combines all these elements in a single interface that is accessible to users around the clock.

Within one year of launch, seven major oil and gas operators were using the system. The platform's modular design allows customisation for different client needs while maintaining core functionality for emergency response and operational management.

The system's capabilities extend beyond monitoring to active emergency management, transforming data into actionable response plans. When environmental incidents occur, the platform enables real-time coordination of response assets – this dramatically improving reaction times and operational effectiveness. Not surprisingly, the solution has earned recognition from regulatory bodies which now accept remote inspections conducted through the platform, a feat which is fundamentally changing how maritime emergency response is managed.

International expansion is underway with an established office in Guyana. Meanwhile, the company has also presented its innovations at international venues including Interspill in London, showcasing its role in environmental emergency response globally.

The transformation represents more than technological advancement. It demonstrates how OceanPact has been able to leverage its operational expertise to create a proprietary solution that addresses both emergency and operational needs. By developing its own platform, the company has eliminated dependency on external technology, gained complete control over updates and created a scalable solution for international markets.

This shift from service provider to technology innovator has positioned OceanPact to lead the digital transformation of maritime emergency response, transforming it from a regional leader into a global technology provider for maritime safety and environmental protection.

OceanPact

Story type

#digital & AI (main category)
#environmental sustainability & social impact

Benefits

- OceanPact's new solution is being recognised by regulatory bodies.
- International expansion is underway, with an established office in Guyana and plans to enter the Namibian market.

Key findings

For young people

- Keep giving importance to the oil and gas sector because it requires a lot of expertise, and skilled labour is being lost in this area.

For industry

- The moderator's role goes beyond reading resumes - they should foster interaction and meaningful dialogue, as constant praise alone creates a cold, disengaged environment.

For government

- Serious and committed effort to restructure the country, starting from the educational system all the way to the economy.

OceanPact at a glance:

Key products and services: marine solutions.

Headquarters: Rio de Janeiro, Brazil
Year established: 2007

Orion Inspection and Consulting Services

Transforming pipeline inspection with innovative robotics technologies

Felipe Oliveira
CEO

Rebeca Mendonça
Marketing Assistant

How is Orion Inspection and Consulting Services thriving?

Founded in 2021, Orion Inspection and Consulting Services has come a long way, quickly scaling to secure high-profile projects across Brazil, the Middle East, and the Americas. Today, its adaptable robotics solutions are renowned for solving complex challenges in pipelines, confined spaces, and submerged areas, minimising risk while unlocking access where traditional methods fall short.

The challenge – Orion has diversified its offering from the outset, currently providing core solutions for pipelines, confined spaces, and submerged areas.

That value proposition is underpinned by a suite of innovative, adaptable robotics technologies that enable remote work in hard-to-access areas, reducing safety risks.

The oil and gas and renewables industry has quickly become a key beneficiary, with most of Orion's activities focused on Brazil alongside projects in Saudi Arabia, Qatar, the US, Mexico and Columbia. Equally, the firm also serves the conventional power and nuclear power markets.

However, rapid growth brought internal challenges — nice ones, but challenges anyway. The company had to quickly evolve its internal processes, reporting systems, and talent recruitment, adapting on the fly to complex client demands.

The solution – One of Orion's core solutions is an instrumented pigging sphere for pipelines lacking traditional means of access/inspection, but the main technological deliverables come from its robtics crawlers and ROV's, all 100% modular and customisable.

Many clients have benefited from this. In one instance, a customer couldn't use a pipeline due to a lack of access to a tank, with Orion using its robotics technologies to solve this issue. Equally, it also helped a pulp mill inspect a pipeline without halting production, avoiding three days of downtime.

The company's adaptability towards its clients is undoubtedly central to its value proposition, using incredible creativity to navigate situations that otherwise have no solution.

In 2024, the firm provided services for Cenibra, a producer of bleached short-fibre eucalyptus pulp, located in the Brazilian municipality of Belo Oriente. The company had reported water seeping through the floor of its factory, with initial inspection revealing the factory's water supply pipeline to be the source of the issue. In search of a solution, INGU's (a Canadian company represented by Orion.

in Brazil in exclusivity) Pipers® was identified – a small sphere capable of not only inspecting for leaks and micro-leaks but also providing data regarding the integrity of the pipe wall.

There were several major hurdles to overcome for Cenibra. Indeed, the operation of this pipeline could not be paused, being essential to the factory's production system. Further, stopping the equipment for more than two hours would force a gradual return to activity that would take 20+ hours. With it being a large-diameter, 60-inch pipeline that runs between two reservoirs, there would be no place to recover the Pipers® from the reservoir downstream of the target point, both due to the high flow velocity and the lack of access to this point.

The only option was to use a vehicle capable of taking the Pipers® to the end of the line and then returning. To achieve this, Orion used its A-200 vehicle, a crawler for pipelines of 200mm or larger that is 100% submersible (up to a 50-metre depth). With an umbilical of approximately 200m, it would be able to travel the entire length of the pipeline carrying the Piper's along, allowing Orion to successfully combine two separate services into a best solution for the client.

Technical discussions started in October 2023, and it took just over 12 months of planning until the actual execution, including preparations with documentation and process adjustments, as well as operational and risk assessments. However, the results have been significant.

The team was able to perform the evaluation of the buried water pipeline, mapping all possible points of operational weakness, spectrograms and acoustic anomalies with distances referenced for future evaluations. Further, the firm was able to contribute to Cenibra's fourth PMCI (Continuous Improvement and Innovation Program) by identifying anomalies with an accuracy of about two metres.

Orion in turn has received significant media attention off the back of this project, driving an increase in demand for its services. Indeed, more than 20 firms contacted the firm, with three new contracts having already been signed for robotics inspection services.

With its revenues having almost tripled between 2023 and 2024, the company now stands poised for even further growth thanks to its adaptability, innovation and flexibility.

Story type

#technology (main category)
#service & solutions

Benefits

- Overcame challenges and gained significant media attention, leading to increased demand for services.
- Revenues almost tripled between 2023 and 2024.

Key findings

For young people

- In the start-up and small business environment, we all must "wear more than one hat" and adapt to various roles.

For industry

- Always remind your employees that giving 100% in a task is not more important than completing the task with the required specifications, safety and deadlines.

For government

- Incentives to explore markets where we could bring our solutions such as LATAM or Africa.

Orion Inspection and Consulting Services at a glance:

Key products and services: service provider in the remote inspection of pipelines and challenging structures.

Main industries served:

- Oil and gas – 43%
- Conventional power – 12%
- Nuclear power – 2%
- Onshore renewable energy – 2%
- Others (energy): mining, petrochemical – 19%
- Others (non-energy): sanitation – 22%

Headquarters: Rio de Janeiro, Brazil
Year established: 2021
Number of employees: 13
Revenue: £700,000

OSSO

Bold diversification strategy drives rapid growth beyond oil and gas

James Scullion
CEO

How is OSSO thriving?

Through a strategic diversification from almost complete dependence on oil and gas drilling, OSSO has more than doubled its revenue in just three years. The company has successfully leveraged its expertise in fluid purification, water management and heat transfer to expand into new sectors including geothermal, construction, decommissioning and food and beverage. This bold approach has transformed OSSO's business profile from 99% oil and gas drilling in 2021 to a more balanced portfolio, with 40% of revenue now coming from outside its traditional market.

The challenge - As a specialist provider of integrated rental and maintenance services for fluid purification, water management, and heat transfer solutions, OSSO had built a strong reputation in the energy sector. However, by 2021, the Aberdeen-based company recognised its dangerous over-reliance on a single market segment, with 99% of its business concentrated in upstream oil and gas drilling.

This extreme lack of diversification left OSSO highly vulnerable to factors beyond its control – project delays, fiscal uncertainty, and market volatility all posed significant threats. The outbreak of war between Russia and Ukraine further complicated matters, disrupting supply chains and affecting border crossings for site-based services.

The COVID-19 pandemic served as a final wake-up call, highlighting the urgent need for a more resilient business model. With sales pipelines severely impacted, OSSO faced a critical choice: diversify or risk the future of the company.

The solution - In 2021, CEO James Scullion and his management team committed to a comprehensive diversification strategy aimed at reducing the company's reliance on oil and gas drilling while maintaining its core business. They set an ambitious target to shift from 99% oil and gas drilling to a more balanced 60% oil and gas and 40% other sectors by 2024/25.

The strategy focused on leveraging OSSO's existing rental fleet equipment and expertise to enter new markets. A key insight drove this approach: the company's separation equipment for drilling operations could be redeployed for applications in midstream, downstream and decommissioning projects. Similarly, OSSO's expertise in high-temperature fluid management for drilling was directly applicable to the growing geothermal energy sector.

Perhaps the boldest move was the establishment of an entirely new business unit focused on water treatment for the construction industry. Based in Warwickshire, this division aims to help large-scale industrial and construction projects manage their environmental water challenges. This initiative required significant investment, with £200,000 allocated for R&D and prototyping, plus plans for £4.5m in new rental fleet investment by the end of 2025.

OSSO recruited seven dedicated staff for the new water treatment division and developed innovative remote monitoring capabilities that allowed equipment to be monitored remotely, reducing the need for continuous on-site presence. This technological advancement proved particularly valuable for securing contracts with major infrastructure projects, including HS2, where OSSO's market-leading equipment is now deployed across various locations.

The company's entry into geothermal proved highly successful, directly applying its high-temperature drilling expertise from oil and gas. Following existing clients who were diversifying and investing in targeted promotions, OSSO saw geothermal inquiries increase by 90% in 2024, with 20 new bids submitted.

A notable success came in late 2023 when OSSO secured a £500,000 contract with Eavor in Germany to provide technology that reduces downhole losses during geothermal well construction. The company has also made inroads into the construction industry, winning a £90,000 contract directly supporting the HS2 scheme in the UK to supply water treatment systems and advisory services.

The implementation of this diversification strategy has not been without challenges. OSSO faced CAPEX, capacity and resource constraints as multiple new opportunities developed simultaneously, stretching the small business to its limits. Increasing headcount with the right quality of personnel required significant effort, and cashflow issues arose when core oil and gas clients paid late.

Nevertheless, the strategy has delivered impressive results. OSSO's revenue has grown from £4.1m in 2022 to £10.5m in 2024, with projections of £11.5m for 2025. Profit margins have increased from 20% to 25%, with expectations of reaching 35% in 2025. The company's sector profile has dramatically shifted, with geothermal growing from 0% to 10% of revenue and construction from 0% to 10%, with both sectors expected to increase further in 2025.

OSSO is continuing to target new opportunities in decommissioning and the food and beverage industry, particularly distilleries. Alongside this, it is seeking to expand its international reach, with focus on water treatment in Europe, geothermal in ME, and all markets in Asia. Thanks to the last few years of transformative action, OSSO has created a more resilient business positioned for sustainable growth in multiple sectors.

Story type

#diversification (main category)
#scale up

Benefits

- Successful diversification strategy resulting in contract wins, revenue and profit growth.
- Diversification to new sectors and expansion to new markets.

Key findings

For young people

- Ask questions, you won't be judged.

For industry

- Be bold with your strategy, and don't be afraid to try something new or to fail - take risks to invest.

For government

- Energy policy in UK is not working – it's not believable or clear: achieving net zero by 2030, abandoning oil and gas etc.

OSSO at a glance:

Key products and services: service and maintenance company providing specialist fluid separation, water treatment and heat transfer solutions.

Main industries served:

- Oil and gas – 70%
- Others (energy: geothermal) – 15%
- Others (non-energy): construction, food and beverage – 15%

Headquarters: Aberdeen, UK
Year established: 2003
Number of employees: 50
Revenue: £10.5m
Revenue from exports: 55%

Penta Global

Scaling its people strategy to work side-by-side with rapid business growth

Sujay Nair
Executive Director

Samer Sallam
Director of HR

How is Penta Global thriving?

Penta Global has transformed its service offerings while maintaining exceptional employee retention with under 1% attrition. The Engineering, Procurement and Construction (EPC) provider achieved a significant revenue increase and launched two new service lines. Comprehensive HR initiatives and sustainability programmes have positioned the company as an employer of choice and a reliable partner in delivering complex energy projects across international markets.

The challenge - Having surmounted the challenges posed by the pandemic, Penta Global finds itself navigating a period of rapid expansion. As the company expanded its services, took on new projects and engaged with new clients, challenges emerged that quickly needed focus to maintain the level of growth that Penta Global was seeing.

Chief among these was a talent gap within the organisation. The company's accelerated growth demanded skilled personnel from senior leadership and middle management to project execution teams, yet the right talent was in short supply.

As integration challenges arose between long-time employees and newcomers, culture quickly became a focal point of their efforts. There was an urgent need to fill key roles and foster an environment where both new and existing employees could thrive.

Penta Global also recognised that a workforce growing at such a fast pace could lead to burnout, so they committed to supporting their employees not just professionally, but personally, ensuring their well-being and continued success.

Meanwhile, existing processes and systems designed for a smaller operation needed revamping to support the company's new scale and diversity of services. As Penta Global moved from what it described as a "small business attitude with a large business vision", it needed to modernise operations without compromising delivery quality or diluting the company culture that had underpinned previous success.

The solution - Answering these challenges, Penta Global created the Thrive Together Strategy, a new framework focused on ensuring that as the business grew, its workforce would flourish alongside it. Launched in 2023 and intensified throughout 2024, it has targeted several key areas at the same time.

First, the company strengthened its leadership team by bringing in highly experienced professionals from leading players in the energy sector. These leaders brought valuable industry insights and expertise in managing large-scale operations. Critically, Penta Global recruited Samer Sallam as Director of HR, an industry veteran with extensive experience in building robust HR, people and culture functions.

Penta Global also made a strong commitment to diversity, equity, and inclusion (DEI). The company believe that building a diverse workforce and fostering an inclusive culture is not only a moral and social responsibility, but also a strategic advantage that drives innovation, enhances employee engagement, and delivers stronger business results. For example, since just February to June 2025, it has doubled its female workforce, with the number rising every month.

To address compensation, the company undertook a complete overhaul of its salary structure. This initiative was crucial for attracting new talent and retaining existing staff, but it also helped to position Penta as a preferred employer in a competitive market. Indeed, the restructured compensation package has been instrumental in the company achieving its remarkably low attrition rate of less than 1%.

Recognising the need for enhanced internal communication, Penta also launched an intranet platform to facilitate collaboration and information sharing across its expanding workforce. This digital hub serves multiple purposes – boosting engagement, reinforcing company culture and supporting change management initiatives. The company also established the Think Tank Awards, an employee suggestion scheme designed to recognise innovative ideas and foster a culture of continuous improvement.

The HR function was elevated to a strategic role through representation in the Operations Committee and dedicated HR partnerships with business leaders, which ensured alignment between HR initiatives and business objectives. Alongside this, Penta Global is implementing an upgraded ERP system to manage HR transactions, centralise data management and enable data-driven decision-making.

Meanwhile, employee wellbeing has become a cornerstone of the strategy through the HR Connect programme, which addresses both personal and professional needs. As described by Alanoud Abdulla Sultan, an HR Officer who joined in 2023: "There is a great culture at Penta Global. Everyone takes an interest in your progression and I have been given freedom and opportunity to learn new skills. They really do live their values every day."

Sustainability initiatives have also been integrated into Penta's transformation, including decarbonisation efforts that reduced fuel consumption by 120,000 litres annually through the transition from diesel to electric compressors. The company launched its Penta Against Plastics campaign, implementing a plastic-free office policy and promoting environmentally conscious practices throughout its operations. Penta Global has also reduced approximately 321 metric tons of CO_2 emissions annually by replacing diesel-powered compressors with electric alternatives.

The outcomes stemming from this strategic focus on people and culture have been impressive. Beyond the workforce doubling and revenue increase, Penta Global has successfully developed a cohesive culture that supports its expanded operations. The company is now positioned for continued growth, with projections of another significant revenue increase in 2025 as it ventures into clean energy sectors and expands further into new markets such as Saudi Arabia.

PENTA GLOBAL
Innovative & Sustainable EPC Solutions

Story type

#culture (main category)
#people & competency

Benefits

- Penta Global has doubled the workforce and significantly increased revenue.
- Sustainability initiatives include reduction of fuel consumption by 120,000 litres annually.

Key findings

For young people

- Combine curiosity, proactivity and resilience. Ask questions, have a voice and work to a level you are proud of.

For industry

- Build a diverse, efficient organisation that values its people, fosters a strong culture of safety, quality, and sustainability, and drives innovation in ESG.

For government

- Improve the processes in terms of lead time to mobilise key personnel. Also, more guidance and engagement to support the private sector in sourcing and retaining local talent and skills.

Penta Global at a glance:

Key products and services: EPC provider.

Main industries served:

- Oil and gas – 95%
- Onshore renewable energy – 5%

Headquarters: Abu Dhabi, UAE
Year established: 2004
Number of employees: 4,500

Peterson

Data-driven innovation delivers value across energy transition

Sarah Moore
CEO

How is Peterson thriving?

As a century-old international logistics provider with deep roots in the energy sector, Peterson Energy Logistics has successfully navigated volatile market conditions through strategic innovation in technology, commercial models, and sustainability. Under the leadership of CEO Sarah Moore, who took the helm in 2022, the company has strengthened its position by leveraging its pioneering Lighthouse digital suite of applications, implementing decarbonisation initiatives and supporting clients through efficiency-focussed models.

This approach has enabled Peterson to maintain strong partnerships with traditional oil and gas clients while expanding into renewables, as demonstrated by several major contract wins. By focusing on trust-based relationships and technological innovation, the company achieved record EBITDA in 2024 as it prepares for sustainable long-term growth.

The challenge – Peterson Energy Logistics faced significant market pressures as its traditional oil and gas business experienced fluctuating demand and increasing commoditisation of services. With approximately 80% of revenue coming from oil and gas, the company needed to maintain these core client relationships while preparing for the energy transition – a careful balance of short-term profitability and longer-term strategic investments.

As a business carrying substantial fixed costs in infrastructure (including fleets, cranes and long-term quayside leases), Peterson needed to maximise asset utilisation while adapting to changing market conditions. The industry trend toward treating logistics as a commoditised service further challenged the company's ability to demonstrate value beyond the basics.

This environment made it difficult to justify investments in innovation and sustainability initiatives that would position the company for future growth but may not deliver immediate financial returns. Meanwhile, it needed to attract and retain talent in an industry that younger generations increasingly viewed with scepticism due to environmental concerns.

The solution – Peterson implemented a three-pronged strategy focused on technology innovation, commercial model development, and sustainability leadership.

Central to the technology initiative is Lighthouse, a digital logistics ecosystem developed in-house since 2012. This platform, which became a standalone revenue stream in 2020, provides comprehensive visibility and analytics across operations to help clients optimise resource allocation and reduce waste. Peterson invests more than £1.5m annually in continuous development of this technology, which has gone on to open new markets and customer bases.

The company's commercial innovation is exemplified by the Southern North Sea (SNS) Pool, a collaborative model that has operated for 25 years in the Netherlands and has recently expanded to include renewables clients. Instead of maintaining separate contracts with each operator, the SNS Pool enables operators to share resources through a single, transparent contract. This approach has delivered impressive results – it has supported twice as many operations with half the number of vessels compared to traditional models, all while reducing both costs and environmental impact.

In terms of taking the lessons from oil and gas into renewables, the Sofia Offshore Wind Farm project demonstrates how Peterson has successfully applied its innovation and expertise. This major contract with GE Vernova involves providing integrated logistics services for the offshore converter platform at Doggerbank, including marine, aviation, road transportation, warehousing and customs formalities. The project uses SNS Pool's shared cargo runs, achieving savings of up to €50,000 per voyage while cutting CO2 emissions by more than 50%, demonstrating that oil and gas and renewables projects can co-exist in the supply chain. This provides an active bridge between these two sectors as the gap inevitably opens between production decline and commercially viable renewables being a market of scale

Peterson's sustainability initiatives, meanwhile, include achieving carbon neutral status in 2022 and deploying innovative solutions such as a fuel enzyme trial that delivered 15% reduction in fuel consumption for marine vessels. This project, which began with a six-month Aberdeen trial in 2023, has expanded to multiple vessels after demonstrating savings of over $290m^3$ of marine gas oil per vessel annually – equivalent to £200,000 in cost savings and 800 tonnes of CO2 reduction. This project built on the success measured in its SNS fleet, in which Peterson experienced a 22% reduction in CO2 emissions and an 11% decrease in fuel with a 16% reduction in noxious gases, translating to significant operational benefits.

The company has leveraged its expertise to support major renewable energy developments, such as one of the UK's largest onshore wind farms in the Shetland Islands. Here, Peterson's 50 years of experience in handling complex materials has been crucial to successfully receiving and managing components for the 103-turbine, 400MW scheme.

As a result of these activities, Peterson's market position and financial performance has strengthened. The company reported revenue of €280m in 2023, up from €276m in 2022, with record EBITDA achieved in 2024. Beyond financial metrics, success can also be measured through deeper client relationships, improved safety performance, and workforce demographics with 6% growth in employees aged 18-24 and 7% growth in female representation be recorded.

By balancing its traditional strengths in oil and gas logistics with forward-looking investments in technology and sustainability, Peterson has positioned itself as a trusted partner capable of supporting clients through the complex energy transition.

PETERSON

Story type

#energy transition (main category)
#digital & AI, #people & competency,
#environmental sustainability & social impact

Benefits

- Record EBITDA achieved in 2024.
- Growth of 6% in employees aged 18-24 and 7% in female staff representation.

Key findings

For young people

- Say yes to things that will broaden your experiences and push boundaries.

For industry

- Together we can drive action which really fosters collaboration. The supply chain and operators can and should co-author commercial and technical innovation which make a lasting and impactful difference for our industry.

For government

- Develop pragmatic and rational policies and unify the many stakeholders invested in our energy future.

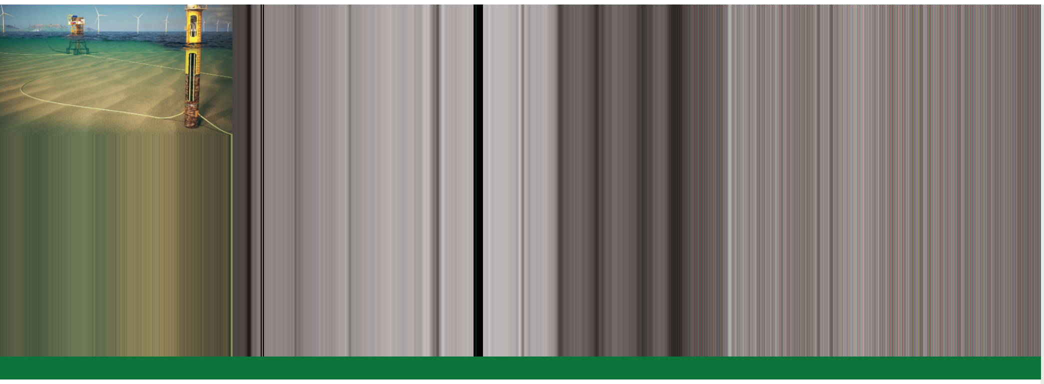
Peterson at a glance:

Key products and services: international logistics and supply chain solutions for the energy industry.

Main industries served:

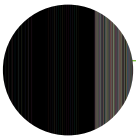
- Oil and gas – 80%
- Nuclear power – 10%
- Offshore renewable energy – 10%

Headquarters: Rotterdam, Netherlands
Year established: 1920
Number of employees: 7,000
Revenue: £495m



Proserv

From concept to breakthrough in offshore wind



Paul Cook
Vice President, Renewables

How is Proserv thriving?

Through Proserv's extensive approach to innovation and R&D, Proserv has successfully diversified into the offshore wind sector with its innovative ECG™ technology. The breakthrough cable monitoring system has secured major contracts for all 3 phases of Dogger Bank Wind Farm, as well as Hywind Scotland and Hywind Tampen, and positioned the company at the forefront of this critical technology area.

The challenge – In 2017, with revenues almost entirely derived from oil and gas activities, Proserv recognised the growing opportunities in offshore wind but faced the challenge of how to leverage its six decades of controls technology expertise into this new market. The company needed to identify where it could add genuine value while building credibility with an entirely new customer base.

Industry data has highlighted the scale of the challenge and opportunity, with ORE Catapult reporting that 75-80% of offshore wind insurance claims relate to subsea cable failures. Traditional monitoring methods such as distributed sensing or ROV inspections were proving inadequate, often missing crucial faults and failures on joints and terminations until too late.

To address these critical industry challenges whilst leveraging its controls expertise, Proserv needed a carefully planned strategy for entering the renewables market.

The solution – The leadership team had been fielding questions on the potential of deploying similar controls technologies and services into the renewables sector, and so the company embarked on a focused diversification strategy.

One of the first steps was the appointment of Paul Cook. This was an internal move to become wholly focused on renewables, and his first port of call was to dedicate his time to thorough market research and network building to identify an optimal market entry point.

A pivotal moment came in 2018 when ORE Catapult and ScottishPower Renewables launched an industry challenge focused on new methodologies for high-voltage cable monitoring. Proserv's proposed solution was shortlisted in the top three, leading to a presentation to senior technical leaders from ScottishPower Renewables and parent organisation Iberdrola.

Whilst the initial response was positive, the company was told to return when the technology was proven. Proserv then secured ScottishPower Renewables as an industrial sponsor and successfully applied for £1m in InnovateUK Smart Grant funding to expedite development and commercialisation.

The company strengthened its position through strategic partnerships, notably taking a stake in Synaptec in 2022. The two companies' technologies proved highly complementary – Synaptec's passive sensing technology converts electrical, thermal and mechanical parameters into light for transmission of data through fibre optic networks, whilst Proserv's expertise lies in integrating sensor technologies into broader holistic solutions.

This collaboration paid dividends in 2021 when Proserv secured its first major contract for phases A and B of Dogger Bank Wind Farm, which is set to be the world's largest offshore wind farm when complete.

The seven-figure contract covers the delivery of inter-array cable and termination monitoring systems. ECG offers operators comprehensive visibility of cable assets' live condition through an integrated and scalable approach. By combining Synaptec's passive sensing technology with machine learning and artificial intelligence capabilities, the system represents a step-change in automated condition monitoring. The technology enables early detection of performance anomalies and deviations from the norm, long before they develop into problems.

A key differentiator is its non-intrusive passive monitoring capability. Multiple sensing technologies can be deployed throughout a wind farm to create a multiparameter sensing network, particularly and uniquely at the cable's terminations, with measurements provided at a central location. Since the passive sensor arrays require no power or data networks, they provide more reliable, secure and synchronous live data from more locations – ideal for automated condition monitoring and improved asset management decisions.

Looking ahead, Proserv sees significant growth potential in the renewables sector, spearheaded by the rollout of ECG. Whilst renewables continues to be a growth area for Proserv, the project pipeline and increasing bid activity suggest growth ahead.

Indeed, renewables for Proserv has grown from a single dedicated resource in 2017 to broader teams of engineers, projects managers and offshore service personnel delivering ECG™ projects in 2024. During this time, Proserv has built a significant project pipeline worth tens of millions of pounds for its ECG technology across multiple renewable projects.

Story type

#technology (main category)
#collaboration, #diversification, #energy transition, #innovation

Benefits

- Growth of renewables division team to 10.
- Construction of a strong project pipeline featuring its ECG technology.

Key findings

For young people

- Broaden your mindset beyond what you think you want to do.

For industry

- Challenge your norm, in terms of innovation, to keep evolving, and avoid stifling growth.

For government

- Don't turn oil and gas off overnight. That's not transition, it's energy security suicide.

Proserv at a glance:

Key products and services: controls systems.

Main industries served:

- Oil and gas – 98%
- Offshore renewable energy – 2%

Headquarters: Aberdeen, UK
Year established: 1962
Number of employees: 800
Revenue: £143m
Revenue from exports: 71%

Siemens Energy (Digital Products & Solutions)

Revolutionising emissions monitoring with AI-powered predictive systems

Martin Piesker

Head of Digital Products and Solutions

How is Siemens Energy (Digital Products & Solutions) thriving?

Siemens Energy, with 102,000 employees globally and record performance in 2024, is transforming how emissions monitoring is conducted through its innovative Cloud PEMS (Predictive Emissions Monitoring System). The Munich-based gas turbine manufacturer serves both conventional power and oil and gas markets, and has successfully launched its AI-driven solution that calculates rather than measures emissions. With over 12,000 gas turbines installed worldwide and 4,000 actively monitored since 1972, Siemens Energy has leveraged its unique OEM knowledge to deliver cost reductions of 50-80% compared to traditional continuous emissions monitoring systems (CEMS).

The challenge - The company faced mounting pressure as practically all major customers and partners set decarbonisation targets for the next 25-30 years, with gas turbines being significant emitters. As a result, Siemens Energy needed to establish reliable baseline measurements for net zero targets while addressing cost challenges for both itself and its customers.

Traditional continuous emissions monitoring systems presented substantial obstacles around being cumbersome to maintain, expensive to operate and increasingly unreliable with age. Customers faced significant ongoing costs for equipment maintenance, calibration and specialist personnel visits. These limitations led Siemens Energy to identify the core problem – finding a reliable and cost-effective way to measure baseline carbon emissions without depending on physical monitoring systems that were both expensive and prone to reliability issues.

The solution - The answer to these challenges emerged from the recognition that Siemens Energy could leverage its extensive gas turbine expertise and existing data wealth, rather than rely solely on physical measurement systems. Development began around 2020, drawing on the company's experience of remotely monitoring steam and gas turbines since 1972, with 4,000 units currently monitored from a fleet of 12,000 installed worldwide.

The breakthrough approach combines two methodologies – data-driven algorithms and engineering model-driven calculations. This dual system runs algorithms in parallel, checking AI predictions against engineering model results to create highly accurate emissions baseline and tracking solutions. The company calls this innovation Cloud PEMS, a predictive emissions monitoring system developed entirely in-house.

Implementation required careful regulatory compliance work. After extensive development, Siemens identified pilot client Serica Energy in mid-2024 to collaborate on testing solutions on operating machines. By late 2023, the company focused its solution on meeting both EU and US regulatory requirements. The first half of 2024 involved harmonising algorithms across different turbine sizes and types.

Critical validation came through regulatory engagement with EU and US authorities, which endorsed Siemens' combined emissions monitoring approach but requested an additional data validation module. Following successful pilot deployment in late 2024, commercial launch is scheduled for September 2025.

A significant implementation challenge involved deployment options. Initially conceived as a cloud service, many countries prohibit cross-border data transfer, and oil and gas companies often operate their own cloud systems. In response, Siemens developed flexible solutions such as on-premises servers (EDGE) and cloud-to-cloud capabilities, creating a mass customisation approach where algorithms remain consistent, but infrastructure adapts to each client's requirements.

The Cloud PEMS system offers substantial advantages over traditional CEMS. These include no additional on-site equipment required, a 50-80% reduction in lifecycle costs, elimination of expensive calibration gases and skilled operator requirements, and capability to function with contaminated flue gases without costly SIL/ATEX compliance.

Beyond cost savings, the system enables fault identification through PEMS data analysis, which benefits both customers and Siemens Energy's maintenance operations. The predictive nature of the technology will allow for proactive performance optimisation – this helps operators make informed decisions about plant operations and modifications to operating profiles to reduce emissions, fuel consumption and maintenance costs.

Siemens Energy's unique advantage lies in combining pure IT capabilities with deep field and equipment experience. So far, the company has successfully implemented more than eight projects worldwide for both dry low emission (DLE) and non-DLE combustors, with proven technologies available for various turbine models including A35, LM2500, SGT-400, SGT-600, 700, 750 and 800.

The solution integrates seamlessly with Siemens' existing digital platforms (Omnivise, MyHealth) and can be applied independent of the turbines' control system. Near real-time emissions data displays on human-machine interfaces and requires minimal on-site activities.

This breakthrough is transforming how the industry monitors emissions and shows that sophisticated algorithms can deliver greater accuracy and reliability than traditional hardware-based systems. By converting decades of operational knowledge into predictive intelligence, Siemens Energy has created a solution that not only reduces costs, but fundamentally changes how operators understand and manage their environmental impact.

SIEMENS energy

Story type

#digital & AI (main category)
#environmental sustainability & social impact

Benefits

- Siemens' new solution reduces costs and also changes how operators manage their environmental impact.
- The solution includes near real-time data displays and requires minimal on-site activities.

Key findings

For young people

- Get the chance to do every job you can imagine – use the opportunity and try to discover as much as you can.

For industry

- Everybody says they are doing AI. Shift that thinking, to really using AI and to find value for your business.

For government

- In Germany, make Germany an attractive place to invest, work and grow.

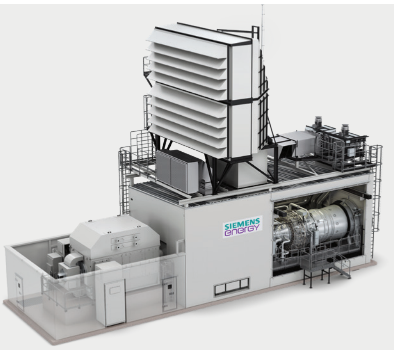
Siemens Energy (Digital Products & Solutions) at a glance:

Key products and services: gas services, grid technology, transformation of industry and wind power.

Main industries served:

- Renewables
- Power and heat generation
- Power transmission
- Oil and Gas
- Pulp and Paper
- Marine
- Data Centers

Headquarters: Munich, Germany
Year established: AG: 1847 (Siemens Energy: 2020)
Number of employees: 26,000 (Gas Services)
Revenue: £29bn (Siemens Energy)



Siemens Energy AB (Sweden)

Patience pays off thanks to record gas turbine sales

Anders Hellberg
FEED Manager

How is Siemens Energy AB (Sweden) thriving?

Siemens Energy AB in Sweden is a subsidiary of Siemens Energy, one of the world's leading energy technology companies with more than 101,000 employees in more than 90 countries. The Swedish entity has achieved exceptional success through its long-term commitment to gas turbine efficiency and hydrogen readiness. The SGT-800 gas turbine, built in Finspång, delivers market-leading 60% efficiency in its MW-range in combined cycle configuration. With first hydrogen-ready units sold to German municipal utilities and strong demand across Asia and North America, Finspång's two-decade investment in sustainable technology has positioned it firmly as one of the leading contributors to the energy transition.

The challenge - For Siemens Energy's Finspång facility, the major challenge hasn't been responding to recent market disruption – rather it, has centred around maintaining a consistent focus on efficiency and fuel flexibility across decades while others chased different priorities. Unlike competitors who pivoted to decarbonisation only recently, Finspång began its journey over 20 years ago, developing technologies for both maximum efficiency and alternative fuels well before they became industry imperatives.

This long-term vision required substantial sustained investment in research and development, testing infrastructure and advanced manufacturing. Initially, many traditional customers in sectors such as oil and gas had little incentive to prioritise efficiency as fuel was essentially free to them, while hydrogen remained primarily a waste gas in refineries as opposed to a cornerstone of energy transition.

The facility also needed to balance its innovation agenda with daily production demands. At the same time, it needed to continuously improve its core products through incremental advances in materials, temperature tolerance and leakage reduction – a patient approach that contradicted the industry's tendency to reinvent solutions.

The solution - Siemens Energy's success at Finspång stems from a consistent strategic vision that has evolved through persistent, incremental improvements rather than dramatic pivots. This approach began gaining momentum approximately 20 years ago when the facility was acquired by Siemens AG at that time – this provided access to additional technologies and expertise that complemented Finspång's engineering heritage, which dates back to 1913.

The strategy focused on two complementary pathways. First, relentless improvement in fuel efficiency – here, the company has achieved a remarkable 60% in combined cycle configuration for its 60MW SGT-800 turbine, a level that would typically require a 300MW unit. This efficiency translates into significant operational cost savings and emissions reductions for customers.

Second, the facility invested early in alternative fuel capabilities, particularly hydrogen readiness. This work began around 15 years ago and initially addressed hydrogen as a waste gas in industrial settings before evolving to focus on its environmental benefits. A crucial enabler was the adoption of additive manufacturing, which allowed for rapid prototyping and the creation of advanced components capable of functioning with hydrogen blends.

The testing infrastructure at Finspång has undergone continuous enhancement to support this development. A decade ago, the facility was rebuilt to accommodate hydrogen testing, with capabilities progressively increasing to handle 75% hydrogen blends. By 2030, Siemens Energy expects to achieve full 100% hydrogen compatibility, meaning most of its turbine frames will be able to operate seamlessly with either natural gas or hydrogen without modification.

This developmental approach has capitalised on some of Finspång's distinct advantages. As a manufacturer of smaller turbines (25-60MW), the facility had greater flexibility to experiment and iterate compared to producers of larger units. Its focus on decentralised power generation aligned perfectly with emerging market needs for resilient, distributed energy systems. Additionally, being part of Siemens Energy provided access to broader technological resources while maintaining the site's specialised expertise.

So far, the SGT-800 turbine has sold around 600 units worldwide. Current production has doubled from historical levels to 100 units annually, with the SGT800 representing 75% of output of the Finspång site. German cities have proven particularly receptive to Finspång's hydrogen-ready turbines, with already some units sold that can run on blends of up to 75% hydrogen today and be ready for 100% hydrogen when supply infrastructure matures.

This early-mover advantage has created a strong market position that competitors now struggle to match. While other manufacturers are scrambling to adapt existing designs for increased efficiency and hydrogen compatibility, Finspång's two-decade head start has resulted in technologies that deliver immediate carbon reductions through efficiency, all while offering a futureproofed pathway to zero-carbon operation when green hydrogen becomes widely available.

SIEMENS energy

Story type

#energy transition (main category) #environmental sustainability & social impact, #scale up, #technology

Benefits

- Over 600 units of the SGT-800 gas turbines sold worldwide.
- Strong market position.

Key findings

For young people

- Commit to learn the technology.

For industry

- Stick to facts.

For government

- Invest in infrastructure in all ways.

Siemens Energy AB (Sweden) at a glance:

Key products and services: gas turbines manufacture.

Main industries served:

- Conventional power – 75%
- Oil and gas – 25%

Headquarters: Finspång, Sweden
Year established: 1913
Number of employees: 3,100

Siemens Energy (UK)

A first, innovative venture into floating offshore wind

George Mabey
Key Account Manager

How is Siemens Energy (UK) thriving?

Siemens Energy is a leader in oil and gas subsea connectors and is aiming to build on this in floating offshore wind by adapting its proven SpecTRON45 technology to a 66kV solution. Through significant investment, strategic requalification and expanded manufacturing capabilities, the company is leveraging decades of subsea expertise to support the growing renewable energy sector. This shift not only strengthens the company's market position but also drives diversification, paving the way for future innovation in sustainable energy solutions.

The challenge – With bases in England, Scotland, and Norway, Siemens Energy has long been recognised as a leader in subsea sensors, wet-mate connectors, and high-voltage distribution equipment.

Its flagship wet-mate connector, SpecTRON45, had previously set the benchmark for high-voltage subsea applications, rated at 26/45(52) kV and designed with innovative features to enhance electrical field control and system flexibility. It was, at the time, the highest-rated wet-mate connector in the world.

Come 2020, however, and the company realised its product could be adapted and transformed for use in energy industries outside of oil and gas. Critically, it began to look at floating offshore wind – a sector that had garnered increasing attention during the pandemic period.

Siemens Energy saw the potential to leverage its existing expertise in high-voltage subsea connections and set its sights on adapting its 45kV solution into a next-generation 66kV connector.

The challenge lay in designing and manufacturing a solution capable of operating at 66kV while meeting the extreme demands of floating offshore wind farms, where turbines are installed at depths of up to 4,000 metres. The company needed to develop electrical and fibre optic wet-mate connectors that could function reliably in these conditions, ensuring seamless high-voltage power transmission and data transfer in the harsh subsea environment.

The solution – To tackle this, Siemens Energy embraced a 'Knowledge, Understand, Do' approach. By deepening its understanding of industry trends and customer requirements, the company could refine its engineering efforts to align with market needs. This was complemented by an agile development mindset within its engineering team – one that prioritised rapid iteration, learning from failures, and continuously refining designs to bring a robust 66kV solution to market.

Rather than starting from scratch, the company focused on conducting a full suite of electrical tests to validate its performance at the higher voltage, ensuring that the core technology remained reliable while pushing its capabilities further.

An increase of 21kV meant extensive testing and qualification, but the foundation was strong. SpecTRON45 had already demonstrated its robustness in the oil and gas industry since its initial development starting in 2010, offering a cost-effective, low-maintenance solution with a 25–30-year lifespan. As the world's highest-rated electrical wet-mate connector, it had also been the first system to be qualified under SEPS SP-1001, officially entering the market in 2019/2020 and being installed in a customer project by 2021.

Bringing this technology to floating offshore wind also required an evolution in manufacturing capabilities. Siemens Energy made significant investments in its production facilities to handle the scale and complexity of the new connectors, ensuring the infrastructure was in place to support future growth.

Testing for the 66kV solution began in the summer of 2023. Phase two of this has focused on further verification, ensuring full compliance with floating offshore wind standards ahead of a targeted market release in the second half of 2025.

Siemens Energy has made significant investments in developing this solution, expanding its manufacturing footprint to accommodate anticipated demand. Supply chain management has also become a key focus, particularly in sourcing exotic materials and enhancing internal capabilities to meet production needs. However, these efforts are poised to reap substantial rewards.

The development of the 66kV connector represents Siemens Energy's strategic entry into a whole new market. While its wind business has long been an expert in fixed wind, this is the company's first major venture into floating offshore wind.

Here, the firm has been able to leverage its exceptional reputation in the subsea connector space, driving significant interest in its new 66kV solution. And as a result, the product is set to transform the floating offshore wind sector when it comes to market, simplifying installation, reducing costs and streamlining long-term maintenance.

Success will be measured by rigorous testing, with final validation scheduled for June 2025 . If all goes as planned, Siemens Energy will be the first to market with a 66kV wet-mate connector, setting a new industry benchmark.

With its development having started in Ulverston and production options set to meet floating wind projects, this latest product is testament to Siemens Energy's ability to adapt, innovate, and lead. By redeploying oil and gas expertise into subsea renewables, the company is not only shaping the future of floating offshore wind but also redefining its own path forward in the energy transition.

Story type

#innovation (main category)
#diversification, #energy transition,
#technology

Benefits

- First major venture into floating offshore wind for Siemens Energy subsea business
- 66kV connector planned to simplify installation, reduce costs and streamline long-term maintenance.

Key findings

For young people

- Embrace learning, network actively and speak up.

For industry

- Emphasise employee engagement – people drive businesses forward.
- Engage supply chain companies earlier in the procurement process.

For government

- Get some momentum behind projects that aren't reaching FID.

CREATING CAREERS TO POWER A SUSTAINABLE FUTURE

Sustainability | Natural Resources | Infrastructure

Spencer Odgen

Transforming into a sustainability staffing leader

James Pipe
Global Client Services Director

Regan Callender
Global ESG Manager

How is Spencer Odgen thriving?

By repositioning itself from a traditional oil and gas recruiter to a go-to for sustainability talent, Spencer Ogden has significantly expanded its renewables business, growing this segment by 53% in 2023 to now represent over 70% of total operations. The company's client-centric transformation, underpinned by robust ESG initiatives such as removing 12,240kg of ocean plastic through Seven Clean Seas and donating over £15,000 to Cool Earth, has strengthened relationships with organisations leading the energy transition. Revenues have also increased, growing from £104m in 2020 to £143m in 2024.

The challenge - Founded in 2010, Spencer Ogden established itself as a specialist energy sector recruitment firm with a significant focus on oil and gas. However, the post-COVID period brought rapid shifts in global markets and accelerated the energy transition in response to new policies and industry demands. These changes presented both challenges and opportunities.

In this changing market, Spencer Ogden underwent a strategic transformation in 2023, realigning its business model and leadership. They wanted to put client centricity at the heart of the organisation, moving away from transactional relationships to become a strategic partner for clients navigating complex workforce challenges, a pivot resulting in adjustments to company values, business objectives and commercial focus.

Additionally, sustainability has become increasingly important to both clients and employees, with research from McKinsey indicating 54% of young people consider ESG credentials when choosing employers. As a result, Spencer Ogden sought to lead the way in energy recruitment and develop authentic environmental and social initiatives that would truly resonate.

The solution - The transformation began with setting a clear strategic objective to become the sustainability staffing leader, what the company refers to as 'realigning profit with purpose'. This vision, established in 2023 under new CEO Henry De Lusignan, drove fundamental changes throughout the organisation.

Spencer Ogden restructured operations around three core sectors (sustainability, natural resources and infrastructure) and created dedicated teams with specialised expertise. This realignment involved difficult decisions, including closing smaller offices and reducing headcount in others to strengthen the core business and focus resources where they could deliver maximum value.

Central to the new strategy was embedding client centricity throughout the business. Spencer Ogden made key hires to strengthen its global client services team and redesigned its previously flat structure to better support different client needs. The new model included a global key accounts team focusing on strategic partnerships, a managed service provider unit for high-volume projects, and retail sales teams providing broader support – all working together to deliver sophisticated workforce solutions.

Complementing these structural changes, Spencer Ogden created a dedicated ESG Manager role in 2022 to centralise and enhance its sustainability initiatives. This appointment led to several impactful programmes, including partnerships with Seven Clean Seas (removing 1kg of ocean plastic for every placement made) and Cool Earth (receiving donations linked to the internal peer recognition system). The company also began emissions measurement and target setting, adopting Science Based Targets Initiative frameworks and establishing a validated 2035 net zero roadmap.

Implementation has been supported by robust governance mechanisms, including an ESG committee with board membership and representatives from different departments and regions. This provided an effective feedback loop and ensured decisions could be made quickly. Communication was prioritised, with updates through internal channels and an external LinkedIn newsletter about the company's ESG journey.

A particularly innovative initiative was the development of the industry's first sector-specific training programme for all sales personnel, integrated into the career framework. This course outlines Spencer Ogden's vision and purpose while incorporating environmental and social elements, helping ensure consistent understanding across all teams. By March 2025, 80% of sales staff had completed this training, which contributed over £167,000 in new business.

The results of this transformation have been eye opening. In addition to 53% growth in renewables business, the company has achieved a 35% reduction in office electricity emissions and increased employee volunteering by 107%.

Now, Spencer Ogden is focusing on further expansion in onshore and offshore wind, nuclear power and non-energy sectors such as data centres. While the company faces challenges including legislative complexity, political instability and skills gaps, its clear purpose and client-centric approach position it well to navigate these hurdles.

By pivoting from a traditional recruitment provider to a purpose-driven sustainability staffing leader, Spencer Ogden has created a distinctive position in the market – one that aligns with the evolving needs of the energy sector while delivering meaningful environmental and social impact alongside commercial success.

SPENCER OGDEN | Creating Careers to Power a Sustainable Future.

Story type

#energy transition (main category) #culture, #environmental sustainability & social impact, #transformation

Benefits

- The company has achieved 53% growth in its renewable's businesses.
- Further expansions to new markets such as onshore and offshore wind, nuclear and data centres.

Key findings

For young people

- Be really open to learning, be open minded, get involved and do your best.

For industry

- Share your successes and challenges in regard to energy transition.

For government

- We need to balance energy security with emerging technology, skills and infrastructure limits and environmental concern.

Spencer Ogden at a glance:

Key products and services: workforce solutions and recruitment.

Main industries served:

- Offshore renewable energy – 15%
- Onshore renewable energy – 15%
- Conventional power – 15%
- Oil and gas – 8%
- Energy storage – 8%
- Hydrogen – 2%
- Nuclear power – 2%
- Carbon capture – 1%
- Others (energy): grid, sustainable materials, energy intense industries – 34%

Headquarters: London, UK
Year established: 2010
Number of employees: 259
Revenue: £144m

STATS Group (UAE)

Beyond Borders: STATS Group's Localisation Strategy Pays Off in the Middle East

Mark Gault

Vice President, Middle East

How is STATS Group (UAE) thriving?

By implementing a comprehensive localisation strategy across the Middle East, STATS Group has achieved remarkable 400% revenue growth over five years in the region, expanding to over US$20m in annual revenue in 2024. The pipeline isolation specialist has established local entities in key markets, like the Middle East, with dedicated facilities, increased regional headcount from 51 to 159 staff, and successfully diversified from UAE-focused operations to build substantial presence in Saudi Arabia and Oman. As the first Saudi-dedicated hot tap and double-block and bleed isolation specialist, STATS now holds the region's most extensive inventory of large-diameter pipeline isolation equipment.

The challenge - As a market leader in pressurised pipeline isolation services for the global energy industry, STATS Group recognised that its Abu Dhabi regional headquarters alone wouldn't drive sufficient growth in the competitive Middle East market. Although the company had been operating successfully in the region since 2012, client feedback consistently indicated that while STATS' technology and expertise were highly valued, local presence in key markets – particularly Saudi Arabia as the region's largest market – was essential to becoming a preferred supplier.

The company faced multiple challenges in its expansion efforts, including project delays, restrictive operational constraints, slow payment cycles from clients and intense competition from established players with century-long market presence. Additionally, STATS needed substantial capital investment for regional assets, comprehensive client education about its patented technologies, recruitment and training of competent personnel across different countries, and meeting stringent nationalisation requirements such as Emiratisation, Omanisation and Saudisation. These challenges collectively strained cashflow and tested the business model's resilience.

The solution - STATS Group's transformation began with a clear message from clients across the Middle East – they appreciated the company's best-in-class pipeline isolation technology but wanted it delivered locally. Unlike competitors who were consolidating operations to fewer bases with remote support, STATS recognised that in-country value (ICV) was a key driver for clients in the region, making a comprehensive localisation strategy essential.

Taking advantage of a timely change in Saudi law that allowed 100% foreign ownership, STATS established a Saudi entity with a US$3m+ investment in a new 2,500-square-metre operating base in Dammam. This strategic move, along with gaining Approved Vendor status from Saudi Aramco, positioned the company for unprecedented growth in the region's largest market. The facility includes offices, crane facilities, testing bays and equipment storage built to global STATS ISO standards, housing the company's patented Tecno Plug® and BISEP® double block isolation tools in sizes up to 56", alongside hot tapping machines up to 60".

The localisation strategy extended beyond Saudi Arabia, with STATS establishing a comprehensive Middle East footprint including facilities in Abu Dhabi (5,500 square metres), Doha (7,000 square metres), and Muscat (400 square metres). This network has transformed the company's regional presence and has shifted revenue distribution dramatically, with Saudi Arabia now representing 40% of regional revenue, Oman 30%, UAE 20%, and Kuwait 8% – a significant change from the UAE-dominated business of five years ago.

Critical to this success has been STATS' commitment to nationalisation. The company has achieved impressive employment rates of local talent, including 10% Emiratisation in UAE, 50% Saudi nationalisation and 80% Omanisation. This diverse workforce has proven invaluable in navigating local bureaucracy, overcoming language barriers and understanding cultural nuances to drive business growth.

The company has also invested in locally manufactured equipment, thereby reducing reliance on shipments from other regions and improving operational efficiency. At the same time, it has implemented comprehensive technical training programmes for the local workforce to build competence and reduce dependence on resources from headquarters.

The financials back up the decision taken by STATS. Gross profit margins have grown from 16% in 2020 to 36% in 2024, while revenue had jumped by 400% over the same period. Meanwhile, the tripling of regional headcount from 51 to 159 employees in five years further demonstrates the scale of expansion.

STATS GROUP

Story type

#scale up (main category)

Benefits

- Gross profit margins have grown from 16% in 2020 to 36% in 2024, while revenue has increased 400% over the same period.
- Number of employees in the region has increased from 51 to 159. .

Key findings

For young people

- Have an inquisitive mind, communicate in a clear manner and understand how to add value to a business over the long term.

For industry

- Think long term and commit to the process, have a support system in place, commit to resources and support in region, and map out a clear plan that is achievable but still a stretch target.

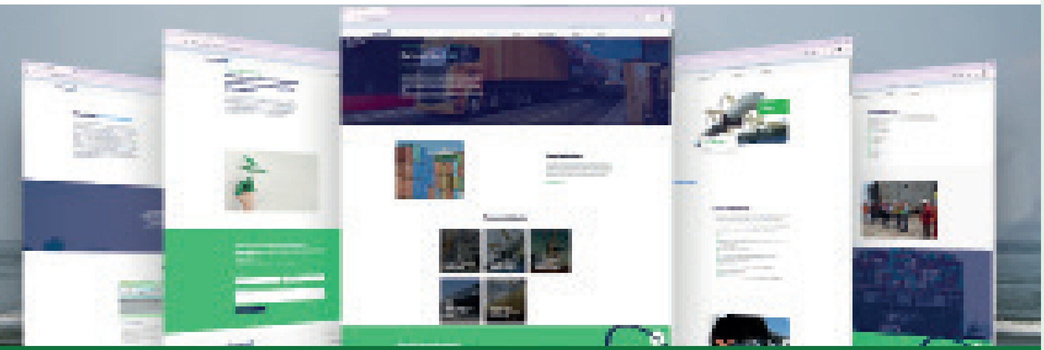
STATS Group (UAE) at a glance:

Key products and services: specialist tools and technology services.

Main industries served:

- Oil and gas – 100%

Headquarters: Aberdeen, UK
Year established: 2012 (UAE)
Number of employees: 159 (Middle East, excluding Qatar)
Revenue: £15m (Middle East, excluding Qatar)
Revenue from exports: 5%



Transcar Projects

Big enough to deliver, small enough to care

Dean Rossiter
Managing Director

How is Transcar Projects thriving?

Established in 1977, London-based project and logistics management consultancy Transcar Projects is fast approaching its 50th anniversary year with much to shout about. From regionally strategic bases in the UK, Belgium, Qatar and Australia, the company has redefined its market position through digital innovation, a bold rebrand, and a strategic shift toward mid-tier EPC and OEM clients. After navigating significant industry disruption, Transcar has returned to sustainable growth – tripling revenue since 2020 and positioning itself as a smart, agile alternative to multinational providers.

The challenge – Following the combined impact of the COVID-19 pandemic, a collapse in oil prices, and escalating volatility due to global conflicts, Transcar Projects was confronted with a dramatically altered market landscape.

Several large multinational competitors had capitalised on the disruption, expanding through opportunistic acquisitions and increasing their market dominance. As a result, the company encountered significant and unfamiliar barriers to re-entry.

Projects had grown substantially in size and complexity, demanding the involvement of firms with the financial capacity to provide extensive credit lines and performance bonds. With a reduced revenue base and a weakened balance sheet, Transcar Projects was struggling to meet these demands.

Projects that had once aligned with Transcar's core capabilities, typically valued between US$5m to US$50m, were now valued at +US$50 million and being awarded exclusively to larger players. Further, clients were increasingly risk-averse, unwilling to entrust complex, high-value logistics contracts to smaller operators, despite their capabilities.

The financial impact was stark. Transcar Projects saw its revenue decline precipitously from previous highs by 75% in 2020.

The solution – In response, Transcar Projects undertook a comprehensive strategic transformation.

As large-scale projects began to re-emerge in late 2023 – often in new, consolidated formats – the company recognised that its reduced revenue history and weakened balance sheet would no longer provide the commercial credibility required to progress beyond the Request for Information (RFI) stage. Simply put, Transcar was no longer qualifying to receive Request for Quotation (RFQ) opportunities, which necessitated a fundamental reassessment of its business model.

Having seriously evaluated all options including external partnerships and venture capital investment, the firm elected to pursue a two-stage transformation program aimed at both first ensuring its survival and then latterly maximising sustainable long-term growth, all without compromising its independence or core identity.

The initial phase focused on operational renewal and brand revitalisation. Significant investments were made in IT infrastructure, website redevelopment and social media presence, resulting in a refreshed brand identity that repositioned Transcar as a modern, agile alternative to larger multinational logistics providers.

Internally, management also conducted a thorough review of the company's client base in order to better align service offerings with the evolving needs of second- and third-tier clients.

A key innovation was the integration of API technology for the first time. Transcar's legacy tracking system, though internally developed, was outdated and not cloud-based. Under the guidance of Managing Director Dean Rossiter's strong IT background, the company collaborated with its Australian sister company, APHEX, to build a new, cloud-based logistics operating platform called TRANSFREIGHT.

Launched in mid-2024, the TRANSFREIGHT system is fully mobile-compatible, intuitive to use, and highly integrative, offering advanced reporting capabilities and seamless API connectivity. This includes real-time data exchanges with clients, third-party systems, shipping lines, and even CO_2 emissions monitoring tools.

At the same time, the company also moved away from targeting large scale projects, instead leveraging its extensive EPC logistics expertise to serve medium-sized clients where its scale, flexibility, and personalised service have offered a competitive advantage.

With a significant amount having been spent on the development of TRANSFREIGHT, and thousands more during the brand refresh, Transcar Projects is now reaping the rewards of its investments.

TRANSCAR PROJECTS

Story type

#digital & AI (main category)
#collaboration, #optimisation, #resilience, #service & solutions

Benefits

- TRANSFREIGHT system has allowed Transcar Projects to achieve a competitive advantage, covering a significant portion of its operating costs.
- Revenues have increased from a 2020 low by over 300% in 2023 and 2024.

Key findings

For young people

- Remain creative and proactive so that we can continue to provide solutions that differentiate and add value.

For industry

- Sit with clients first, then adapt digital solution to deliver it, not the other way round.

For government

- Support SMEs, to grow into domestic and international markets.

Transcar Projects at a glance:

Key products and services: project and logistics management.

Main industries served:

- Oil and gas – 50%
- Conventional power – 10%
- Nuclear power – 5%
- Offshore renewable energy – 5%
- Onshore renewable energy – 5%
- Hydrogen – 5%
- Carbon capture – 5%
- Others (energy) – 10%
- Others (non-energy) – 5%

Headquarters: London, UK
Year established: 1977
Number of employees: 21
Revenue: £5m
Revenue from exports: 70%

The new operating model now generates sufficient revenue and margin to cover a significant portion of operating costs, with full coverage projected by the end of the current financial year. Further, revenues have rebounded from previous lows in 2020 up by 300% in both 2023 and 2024, with the firm's value proposition of "big enough to deliver, small enough to care" resonating strongly with its client base.

A key contributor to this success has been staff continuity. As a family-run business, Transcar boasts an average employee tenure of 17 years, this helping to preserve valuable institutional knowledge and ensures consistent service delivery – an asset highly valued by clients.

Indeed, this is the true definition of a survive and thrive story, with Transcar Projects truly having innovated effectively to revive itself during an incredibly challenging moment in the firm's 48-year history.

TÜV SÜD Energietechnik GmbH

Transforming nuclear expertise into international advisory success story

Lars-Thilo Voss

CEO

How is TÜV SÜD Energietechnik GmbH thriving?

Following a carefully planned internal reorganisation, TÜV SÜD Energietechnik (ET) GmbH has successfully positioned itself for growth beyond its traditional German nuclear base. By restructuring its middle management tier and aligning internal systems with market needs rather than power plant operations, the company has unlocked significant international opportunities. This transformation is already delivering results, with a major multi-million euro contract to serve as Owner's Engineer for Romania's RoPower small modular reactor (SMR) project and 100% retention of key personnel through the change process. The reorganisation complements the company's earlier advisory services pivot, enabling TÜV SÜD ET to better serve energy transition markets while maintaining its core nuclear expertise.

The challenge - For decades, TÜV SÜD ET had built a stable business around Germany's nuclear sector, with internal structures mirroring the operational needs of nuclear power plants. However, with the country's final nuclear plants shutting down in April 2023, this foundation was eliminated and forced the company to seek new revenue streams.

Though TÜV SÜD ET had already begun pivoting toward international markets and advisory services in 2019, by early 2024 it became clear that the company's internal structure was becoming a burden rather than a support to this strategy. Middle management was still primarily focused on traditional German nuclear operations, limiting the company's ability to capitalise on emerging opportunities.

With growth potential constrained by outdated organisational structures and roles, TÜV SÜD ET faced a critical choice. It could either shrink while maintaining profit margins and spiral downward, or implement bold structural changes to enable genuine international growth and diversification beyond its traditional base.

The solution - TÜV SÜD ET opted for a comprehensive reorganisation which has taken place throughout 2024. Beginning with executive decision-making, the process advanced through consultation with the broader management team via workshops in the spring, followed by engagement with HR and the workers council after summer, and concluding with implementation by Christmas.

The restructuring centred on reshaping the company's middle management tier. Rather than maintaining 14 departments aligned with nuclear power plant operations, the company created a more streamlined structure better suited to serving diverse international markets. This meant all middle management positions, were invited to reapply for ten reconfigured roles. Additionally, two new area managers were appointed, while six former managers transitioned to senior expert roles.

Crucially, this restructuring was carried out with exceptional care for personnel. Middle managers were directly involved in designing the new job roles and structure, contributing meaningfully to the change process. This inclusive approach, combined with clear communication about the growth imperatives driving the reorganisation, secured near-universal support from staff. The outcome was remarkable – despite significant role changes, TÜV SÜD ET maintained 100% retention of key personnel.

The success of this internal transformation is exemplified by the company's selection as Owner's Engineer for RoPower's pioneering small modular reactor project in Romania. This multi-million euro framework contract, secured in early 2025, tasks TÜV SÜD ET with providing engineering support, design acceptance guidance, and compliance expertise for national and international nuclear standards for Romania's first SMR, to be built at Doicesti by decade's end.

As CEO Lars-Thilo Voss notes, this landmark contract could not have been won with the old structure and its associated limitations in focus and internal strategy. The company now has both the organisational framework and workforce mentality needed to deliver complex international advisory services.

The restructuring has already yielded tangible benefits beyond the RoPower contract. Staff utilisation rates have improved, and the workforce has grown by 45 people over the past two years. Perhaps most significantly, the change has enabled a fundamental cultural shift from transactional to advisory work, with team members embracing new challenges outside Germany.

The transformation required substantial system changes, including SAP adjustments and extensive consultation with the workers council. What made this process successful was the clear rationale provided to all stakeholders – 'grow or shrink/die' became a galvanising concept that helped overcome resistance to change. This honest communication, coupled with respect for the company's deep nuclear heritage, created a foundation of trust that made the challenging restructuring not just accepted but actively embraced by the workforce.

Looking ahead, TÜV SÜD ET is targeting further growth in 2025, with a significant revenue increase projected as the reorganised company capitalises on emerging opportunities in small modular reactors and other clean energy technologies. While the German nuclear phase-out eliminated a historically stable revenue source, the company's restructuring has positioned it to thrive in new markets – from Central Eastern Europe to South Korea and beyond.

Story type

#optimisation (main category)
#culture

Benefits

- Significant revenue increase projected for 2025.
- Successful restructuring embraced by the workforce.

Key findings

For young people

- Give people meaning of why doing things – organisations sometimes forget this.

For industry

- Hold on, stay brave and stick to your stable principles.

For government

- Support a return to nuclear.

TÜV SÜD Energietechnik GmbH at a glance:

Key products and services: advisory services.

Main industries served:

- Nuclear power – 90%
- Conventional power – 6%
- Offshore renewable energy – 2%
- Energy storage – 2%

Headquarters: Stuttgart, Germany
Year established: 1959
Number of employees: 242
Revenue: £27m
Revenue from exports: 10%

Walter Tosto

Diversification into nuclear provides platform for long-term growth

Massimiliano Tacconelli

VP Nuclear and Big Science Director

How is Walter Tosto thriving?

By strategically diversifying from oil and gas into nuclear manufacturing, Walter Tosto has successfully penetrated a growing sector. The Italian manufacturer has increased its nuclear business from 10% to over 40% of total revenues since 2009, now generating €50m annually. Through €70m of investment in equipment, facilities and training, the company has built a 250-person nuclear division producing critical components for major developers such as EDF and Rolls-Royce, and also secured a €60m order for Sizewell C nuclear power plant heat exchangers. Recognised by the European Commission as a case study for introducing young people into nuclear markets, Walter Tosto's Chief Nuclear Officer now serves as Vice Chair for the European SMR committee, which has positioned the company at the forefront of next-generation nuclear technology.

The challenge – Walter Tosto faced significant challenges from its dependence on the cyclical oil and gas sector. Following the 2008-2010 global financial crisis, orders dropped sharply and exposed the vulnerability of the company's concentrated market focus.

The situation worsened in 2014 when another oil crisis hit, described as 'catastrophic' for the company during 2015-2016. Despite growth ambitions, Walter Tosto needed to find a more stable market segment that could utilise its core manufacturing capabilities.

The company's location in a mountainous region of Italy presented unique challenges. Nestled far from industrial clusters, Walter Tosto had to develop all competencies in-house rather than sourcing from nearby industrial networks. The remote location also created difficulties in attracting qualified personnel willing to relocate for specialised nuclear roles.

In addition, entering the nuclear sector required a fundamental shift in business perspective, one that meant viewing opportunities through a longer-term lens than the 1-2 year investment horizons typical in oil and gas projects.

The solution – Walter Tosto's involvement in nuclear began back in 2009, when CEO Luca Tosto identified the sector as the ideal diversification target. At the time, the company assigned one employee to explore the market and begin the qualification process for nuclear manufacturing.

Progress was temporarily halted by the 2011 Fukushima accident, but the strategic intent remained. The company secured its first nuclear contract in the fusion sector – a technically demanding project that provided a crucial entry point to build expertise. By 2014, the nuclear department had grown to approximately 40 people.

In 2016, Walter Tosto acquired Belleli Energy CPE, which led to an increase in production capacity at a time that was less than ideal for the oil and gas market. As a result, this expanded capacity was largely sustained by nuclear projects, which drove an increase in nuclear-related revenues from 10% to 30% of the total business.

To support growth even further, Walter Tosto implemented a comprehensive talent development strategy starting in 2010. The company formed partnerships with a technical university, a high school and technical schools to create an apprenticeship pipeline, while simultaneously developing specialized welding and non-destructive testing training programs in-house. This integrated approach has produced over 500 trained nuclear specialists over the past decade, with half now forming the core of the company's nuclear capabilities.

What distinguishes Walter Tosto's approach is its willingness to invest ahead of market demand. As the CEO explains: "You cannot have learning-by-doing on nuclear – you need to prepare everything in advance and invest in the people for when the market finally comes to you." This philosophy guided the company through periods when nuclear demand was uncertain, ensuring it maintained capabilities despite market fluctuations.

Walter Tosto invested another €70m between 2020 and 2024, effectively reinvesting almost all profits into new equipment, workshops, offices and training programmes. By 2022, the nuclear division had grown to 250 people, and it is now projected to reach 310 during 2025.

This patient, sustained strategy has worked. Nuclear revenues have increased from €25m in 2020 to €50m in 2023-2024, with projection of €60m for 2025.

More importantly, Walter Tosto has secured qualification as a key partner for major nuclear developers. A landmark achievement came in 2024 with a €60m contract from EDF for heat exchangers for the Sizewell C nuclear power plant. Crucially, the deal was secured directly with the plant operator without a main contractor's involvement – a significant endorsement of Walter Tosto's capabilities.

By investing ahead of market demand and focusing on long-term capabilities, Walter Tosto has turned market vulnerability into a business strength. The company now stands ready to capitalise on growing interest in nuclear power, backed by 10-15 years of experience from professionals aged between 30 and 40, while competitors are just beginning to understand the market.

walter tosto
INNOVATION AND DELIVERY

Story type

#people & competency, #transformation (main categories)
#culture, #diversification

Benefits

- Nuclear revenues have increased from €25m in 2020 to €50m in 2023-2024.
- Walter Tosto now qualified as a key partner for major nuclear developers.
- Organisation ready to answer to new nuclear programme.

Key findings

For young people

- Be ready to be part of the transformation, something disruptive comes up every five years.

For industry

- Focus on human capital.

For government

- Invest in the education of the younger generation by being more open to different competences and providing training on the job.

Walter Tosto at a glance:

Key products and services: critical items manufacturing.

Main industries served:
- Oil and gas, petrochemical – 61%
- Nuclear power, Big Science – 36%
- Others (non-energy): aerospace, pharma – 3%

Headquarters: Chieti, Italy
Year established: 1960
Number of employees: 650
Revenue: £120m
Revenue from exports: 95%

Wood

Making its mark in the Middle East energy transition market

Ellis Renforth
President of Operations, Europe, Middle East & Africa

Story type

#service & solutions (main category)
#energy transition

Benefits

- US$70m increase in contract awards from 2023 to 2024.
- 9,000 m³/hr of flaring and 152m kilos of CO_2 emissions eliminated annually for Middle East client.

Wood at a glance:

Key products and services: consulting and engineering services.

Headquarters: Aberdeen, UK
Year established: 1982
Number of employees: 35,000

How is Wood thriving?

Wood has established a powerful position in the Middle East by strategically expanding its capabilities to support both traditional energy sectors and decarbonisation solutions. The company achieved record contract wins of US$920m in the Middle East during 2024, while growing its regional workforce by 500 employees (including a 25% headcount increase in the UAE). This growth has been driven by the launch of a specialist Energy Transition hub in Abu Dhabi, providing technical, strategic and economic solutions to help clients meet net-zero targets.

Building on its 90-year heritage, Wood continues to leverage its expertise in oil and gas while pivoting towards new opportunities in hydrogen, carbon capture and emissions reduction, thereby positioning itself as a critical partner for energy companies navigating the transition landscape.

The challenge – Wood faced the challenge of maintaining its strong heritage in oil and gas while simultaneously addressing growing client demands for decarbonisation solutions. Energy companies and governments throughout the region were committing billions to reducing carbon intensity and meeting ambitious net-zero targets, which created both an opportunity and imperative for Wood to evolve its service offerings.

Indeed, the company needed to position itself to support longstanding clients such as Saudi Aramco, ADNOC, Shell and TotalEnergies with both traditional engineering services and innovative solutions for reducing emissions. This required developing new capabilities to help clients navigate the complexities of the energy transition while continuing to deliver operational excellence in conventional sectors.

Additionally, Wood needed to ensure it had sufficient skilled professionals to support its growth ambitions in a competitive talent market, particularly in emerging fields such as hydrogen and carbon capture.

The solution – Wood's strategy for growth in the Middle East centred on three key pillars – establishing a dedicated Energy Transition hub, shifting towards an engineering, procurement, construction and management (EPCM) delivery model, and expanding its operations and maintenance capabilities.

In the first half of 2024, the company invested in creating a specialist Energy Transition centre in Abu Dhabi. It brings together advisory and technical expertise to deliver energy diversification and net-zero goals for clients throughout the region. Central to its setup has been how Wood built upon existing knowledge by drawing expertise from its established centres in Reading and Milan, which has enabled it share best practices.

The hub team comprises subject matter experts focused on bringing engineering capability and new technologies to accelerate decarbonisation. This concentration of expertise has allowed Wood to pursue opportunities that might otherwise have been missed, while opening doors to new clients beyond its traditional customer base.

The company has seen its investment pay dividends through significant project wins. In June 2024, Wood secured a US$46m, three-year contract with TotalEnergies in Iraq for the Associated Gas Upstream Project. This initiative focuses on recovering gas currently flared in the Basra region for power generation, contributing to environmental sustainability through emissions reduction.

In December 2024, Wood won a US$17m contract from a petrochemical company to improve efficiency and reduce emissions at a process manufacturing plant. The project involves adding a new heat recovery unit to capture high-temperature flue gas, with Wood's solution expected to reduce carbon dioxide emissions by approximately 110 kilotonnes per annum – equivalent to removing 22,000 cars from the road.

Wood has complemented these numerous project wins with investments in people development across the Middle East. Specifically, the company has expanded its graduate and training programmes, including establishing an ECITB-accredited training centre in Iraq through a joint venture. Such a focus on building local capability has enabled Wood to reach important localisation milestones, which includes the hiring of 500 Iraqi nationals in Basra.

The company's success is reflected in its financial performance, with Middle East contract awards increasing from US$850m in 2023 to US$920m in 2024. During this time, Wood has maintained a strong growth trajectory while ensuring consistently high-quality services, balancing its expansion ambitions with the need for controlled delivery.

Looking to the future, Wood continues to invest in digital and AI-enabled solutions to help operators optimise maintenance and asset performance. One example involved designing a bespoke digital monitoring system for a Middle East energy client, eliminating 9,000 m³/hr of flaring and saving 152m kilos of CO_2 equivalent emissions annually.

Wood expects continued growth in 2025 to be driven by both hydrocarbon-related and clean energy sectors, and also has its eyes on exploring new opportunities in Africa. The firm's biggest challenge remains attracting sufficient high-calibre talent to support industry growth – an issue affecting the sector as a whole.

Through its strategic investments in capabilities, technology and people, Wood has positioned itself as a leading partner for energy companies across the Middle East, helping them navigate the complex balance between operational excellence today and sustainable transformation for tomorrow.

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