



# HJCONNECTS

ISSUE 7, MAY 2017

## FOREWORD FROM PETER HARGREAVES, MD

### HJ CONNECT INTRO – May ‘17

The Brexit vote by the people, Article 50 vote by the House of Commons and news hungry political journalists second guessing the negotiation outcome fills the news outlets with either dire warnings of the outcome of a “Hard Brexit” or positive views of the UK’s trading future with the rest of the world. In such circumstances, it’s difficult to know whether to be pessimistic or optimistic about the future.

In my adult life time, I’ve experienced working through two major recessions that commenced in 1991 and 2007, the increase of interest rates from an already sky high 10% to 15% on Black Wednesday when the UK crashed out of the EU’s Exchange Rate Mechanism and the ongoing anti-establishment political upheaval that has put Trump in The White House and populist movements gaining traction across most of the European countries including in our own United Kingdom.

The mainstays of my life whenever confronted with the change and uncertainty that the above events have thrown up have been my family and my job. They have always provided the anchor of certainty that I could rely on when all around us uncertainty and anxiety reared their ugly heads.

Now the personal joy of one’s own family and their ability to weather the inevitable storms in life are out with the responsibilities of the businesses we work in. However, our being employed by a strong business in which you can depend on future employment, engage in meaningful and challenging work and develop friendships that often remain for the rest of our lives transcending changes of employment and retirement are possible.

It is this latter point that has been in my thoughts of late as we work to grow the business while tackling the various issues that impact Hargreaves Jones on a day to day basis. It may sound trite, and truisms usually are, when I state the obvious in that, the only constant is change and in understanding that, lies the strategic determination of any successful business plan.

It is imperative that we build a strong business that is profitable, sustainable and fulfilling to our staff while meeting our client’s needs on both a delivery and value for money basis. To that end, we must concentrate on achieving these five targets while continuing to aggressively recruit talent, both young and experienced, that fit our business values and are excited by our business model and opportunities for growth on a business and personnel level.

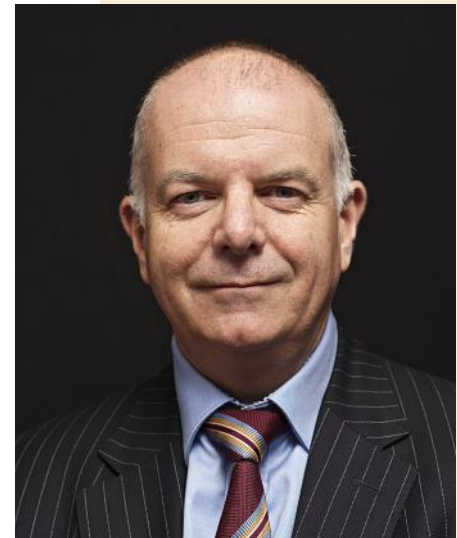
Education, training and professional development go hand in hand in producing and honing our talent while attracting more to join Hargreaves Jones. We will therefore continue to place a high value on CPD development and the recruitment of graduates to our business.

Our business model and expansion plan also requires additional Director’s and we continue to search for additions to the team especially when we lose to retirement, as we did recently, one of our best, Charles Hewitt. Those additions will in the short-term be external but I am looking forward to the near future when the first Director who has come up through the ranks, so to speak, sits down for the first time at a Board Meeting. I for one believe this will arrive sooner rather than later.

Glynn, myself and the rest of the Board have built a strong business, now starting to earn good name recognition, increasing opportunities, a strong personnel base and a strong balance sheet and I sleep better for that than with any other business I have been employed by before. If we maintain the course we have charted, be brave in our recruitment and continue to invest in our people, we will grow even stronger and hopefully this will help you to sleep as soundly as me.

Regards

Peter Hargreaves



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## VALUE FOR MONEY – GLYNN JONES

As Quantity Surveyors, it might seem obvious to us that given the work we do, value for money is readily recognised by our clients and fellow members of the project team. Back in 1985, when I started my career as a QS, I certainly took it as read that was the case. After all, I had recently finished my QS training at Preston Poly as it was then (University of Central Lancashire now) and was sitting my RICS and CIOB examinations and would pass the APC for both in 1989. The recession in 1992, certainly brought home that it wasn't a given, when I looked around me and saw QS commissions being stalled or cancelled, but certain projects still going ahead – I believe this was a watershed for the profession and the RICS undertook a major overhaul of the QS division as it was then, to great success when I see how healthy the QS profession is right now and how engaging the RICS is with its members. At the centre of the issue for me back then and still is today is how we as QS's promote ourselves in such a way as to be reassured that we do deliver value for money. It is not a given, it requires hard work and an awareness of how we can be perceived by our clients and fellow project team members. The Hargreaves Jones team have nowhere to hide because our model puts us right in the front line and to great success, feedback is always very positive with value for money recognised. I can't stress enough how we must continue to be aware of this on a daily basis.



Quantitatively savings registers are a useful tool, but qualitatively it's about how we interact, behave and communicate, doing so with energy and enthusiasm for the work that we do. Representing Hargreaves Jones and the profession is so important and I know we are all on the same page doing that. It is what sets us apart in a very competitive QS market, but we can't allow our energy and enthusiasm for what we

do falter. This could manifest in stress or complexity in certain aspects of the work we do, that's when we all need to turn to each other for support and guidance. Value for money, is a very broad statement, that can be construed in many ways, but I believe will be recognised when we do great work, with an energy and enthusiasm to communicate, engage and give advice to all that are around us in the teams in which we work. Please don't hesitate to come back, if you would like to share your thoughts with me on this, I would welcome any feedback.

## HEALTH & SAFETY

Hargreaves Jones is committed to providing Quality, Environmental and Health & Safety Standards and have been recently assessed and approved by QMS International Ltd to the following occupational health and safety management systems, standards and guidelines: -

### **ISO 9001 : 2008 Quality Management Standard**

ISO 9001 is the most widely recognised quality management system standard in the world. It demonstrates our commitment to supplying a product or service that consistently meets our customers' requirements.

### **ISO 14001 : 2015 Environmental Management Standard**

ISO 14001 is the most widely recognised environmental management system standard in the world. It demonstrates our commitment to controlling the impact of our activities on the environment.

The standard provides a best practice approach to improving our environmental performance and ensuring that we remain legally compliant.

ISO 14001 provides a roadmap for improving every organisation's environmental performance by adopting sound environmental management principles.

### **OHSAS 18001 : 2007 Health & Safety Management System**

In recent years, OHSAS 18001 has become the most internationally recognised standard for health and safety management systems. It demonstrates our commitment to controlling health and safety risks and eliminating work-related accidents.

The standard provides a systematic approach to managing your health and safety risks and ensuring we remain legally compliant.



# New Commission for Hargreaves Jones with La Collette Terminal Ltd in Jersey

Hargreaves Jones are pleased to announce that we have been appointed by Rubis, (the owner of La Collette Terminal Ltd) to provide commercial, contract administration and project management services for the construction and installation of the New Tanker Loading Upgrade Project at La Collette Terminal in Jersey.

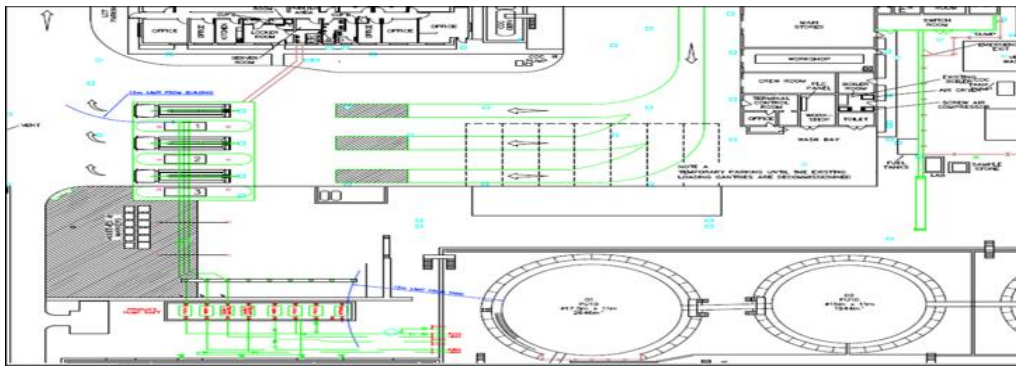
Laurence Rimmer will be the Hargreaves Jones lead Director for this project with Chris Jowitt and Ian Osborne delivering with the Project Management and Commercial responsibilities respectively.

## Background to the Project

La Collette Terminal was originally built in the 1970's for the storage and transfer to distributors of the vehicle, heating, marine and aviation fuel requirements for the island of Jersey. These facilities are now outdated and cannot keep up with modern demands placed on them by distributors supplying the energy needs of the island. This old equipment is costly to maintain and run, therefore the upgrade of facilities at this terminal is necessary to meet the demands of industry and regulators in the 21st Century. The terminal therefore forms a vital strategic asset that must be fit for the safe operation.

This major overhaul involves the upgrade of fuel storage and distribution facilities at the terminal through the creation of a new 3 bay loading system with a new canopy to offer protection from the elements. The new system will also incorporate new pumps, pipework, and a bespoke computerised Terminal Automation System to control both the loading and delivery of fuel to the gantries as well as providing emergency shutdown and security functions for all critical equipment.

Proposed Works indicated in green



Existing Gantry

## Project Facts

The project will be split into two phases. The first phase being a £3 million upgrade of the fuel distribution system from the storage tanks to the pumps and gantries. This will involve the design and construction of: -

- Mechanical Works for supplying the fuels to the distributors (Gantries, Pumps, Motor Control Centre and Associated Equipment)
- Process and Control systems (terminal automation systems that control all processes)
- Flow meters and control valves (for product flow metering and control)
- Gantries for supplying the fuels to the distributors
- A New Canopy over the gantries for protection against the elements
- Health & Safety, Security Systems and Emergency shut down equipment (ESD)

The second phase will involve the construction of new parking area, entrances, pedestrian areas and roadway for a more efficient and safer flow of traffic than is currently the case.



New Gantry



### What is your role within HJ?

My role is that of Director. I bring a tremendous amount of experience in all aspects of construction, especially in the areas of Commercial Management, Claims Avoidance/Resolution, Contract Engineering, Project Services and Supply Chain Management.

### How are you finding your first project?

It is extremely interesting as I am drafting the ITTs for three contracts for a Gas Project proposed to be constructed in Nigeria. I expect to be involved with the Project for some time to come.

### Why did you choose HJ?

Who wouldn't? I would have been foolish to reject the offer of employment with a company that has year on year grown beyond expectations, realised an excellent bottom line every year, worked with some of the best organisations in the world, employs experts and above all, is willing to employ young people and train them in the art of Surveying, Commercial and Contract Management. Whilst it is a challenge for me, it is one I enjoy. I especially look forward to helping the Company and its trainees grow.



### Tell us a little bit about your background?

I initially trained in Quantity Surveying with a long since gone PQS firm and John Laing Construction. After achieving corporate membership status with the CIOB, studying at what is now Coventry University, I moved onto to my RICS studies at the De Montfort University in Leicester. During my studying days, I also served as Centre Secretary for the CIOB (then known as the IOB) and as a member of the West Midlands Regional Committee. Bob Wharton, who founded High-Point with Ian Reeves, offered me a role with High Point in Hong Kong. That was in 1980. Since then I have spent the majority of my life working and residing in 34 countries. I decided that I should return to the UK when the Oil and Gas Industry collapsed a couple of years ago. I took a year out to relax on my Narrowboat with my wife and dog. I started searching for a new role in July last year.

### What do you find the most interesting / challenging?

Most interesting for me is meeting new people and helping to develop young people. I helped train a lot of young people around the world during the past 20 years. The most challenging is understating a major problem, splitting it into small parts, searching and hopefully discovering the root cause of the problem and then engineering the best solution. Yes, I enjoy dealing with Claims!

### Are you currently studying?

Are you joking? I am always learning. It may not be formal courses in a college, but every day I hope to learn something I don't know the previous day.

### What have been some of your career highlights to date?

Winning a number of awards for claims I drafted for a globally represented major Power/Electrical company. Helping a number of Japanese contractors to overcome and win against the adversarial attitudes of western construction contracts and practices. Being singularly instrumental in helping some of my colleagues achieve membership of CIPS. I think the most pleasing highlight was when I was accepted as a Fellow of the RICS. It took me more than 20 years.

### What do you hope to achieve within HJ in the next few years?

Sustained growth. Increase in profits. Helping young staff achieve corporate membership of the RICS. Helping to market the Company and maybe helping to open up new markets.

### When you are not in the office, where can you be found?

In my garden. Out walking with my Jack Russell Terrier. On my narrowboat. Watching anything car related on TV!

### Who are your dream dinner guests?

I will assume I am allowed five: HM The Queen, John Fitzgerald Kennedy, Jimmy Page, Neil Armstrong and Johnny Winter.

### What actions do you take to help the environment?

I recycle almost everything that only a few years ago was classed as landfill. I have 3 compost bins for recycling not only green waste, but also paper that I collect from my shredder. It all goes back into the garden eventually. I also take my dog for walks to a park located near to a plastic film/bag recycling centre, simply because my local authority will not collect plastic film/bags.

### What is the most interesting project you have been engaged upon?

I think it must be the refurbishment of a very old coal-fired electricity generating plant located in Ulaanbaatar, Mongolia. I consulted to the Main Contractor with responsibility for commercial and claims management. There were numerous problems, starting on Day 1. The commercial with around 40 attorneys in Washington DC, one block from the White House, as well as briefing the Main Contractor's corporate directors in London, Paris and Milan. A truly international project!

**Buchan Biogas Project**  
**Downiehills Farm, Blackhill's,**  
**Aberdeenshire, AB42 3LB**  
**Principal: Buchan Biogas Limited**  
**Contractor: Williams Industrial Services Ltd**

A 4.0 MW AD plant producing 1457Nm<sup>3</sup>hr of biogas via feedstock comprising of grass silage, energy beet, Rye, potatoes, whole crop silage and food wastes. These products are mixed and stored in anaerobic conditions, the biogas produced is upgraded to biomethane via a amine cleaning process for direct injection into the gas grid.

The waste stream from this process is mainly CO<sub>2</sub> which is planned to be captured, purified and compressed for sale to the food/drinks industry.

Hargreaves Jones (HJ) have been appointed by the parties for the Buchan Biogas Project at Peterhead, Scotland to provide contract, project management and administration advice and analysis in relation to the financing, construction and installation of the Buchan AD Facility.

The key deliverables can be summarised as follows:

- Monitor the performance of the Project Team

during the execution of the works at the Site.

- Review reports relating to Project cost control and progress and review reported Project progress and the supporting evidence.
- Review monthly Project coordination meeting minutes and Project meetings to ensure that the Project Team is managing project technical, commercial and progress risks.
- Every month prepare and issue a Project Costs Report and review all Payment Applications Every second month, submit a written report regarding the progress of the Project.

**Project Progress:**

Both the Civil and MEICA works are beneficially complete, with remaining activities now listed and managed to completion via an agreed punch list.

The AD plant take over testing is complete with the CHP test now deferred and to be undertaken as part of the Completion tests due to site load demands.

Documentation relating to Takeover and associated outstanding works punch lists continue to be reviewed twice weekly to reflect the ongoing on site.

The date for commencement of Completion Performance tests is planned to commence shortly to Enable handover to the client.



## NEW TO THE TEAM.....

### GEORGE SWANN

What is your role within HJ?

I began with Hargreaves Jones in February 2017 as a Quantity Surveyor supporting Simon Brereton on the Pratt's/Hotel Indigo project in Bath. I am responsible for overseeing on site cost management responsibilities and supporting the client and design team in advising on both cost and time implications of changes, while seeking to actively play a part in change management and future planning of the works ahead.



How are you finding your first project?

The hotel is a fantastic building and a real historic treasure and I love playing a part in these types of project where you are seeking to not only secure good client value but at the same time actively trying to restore and elongate the life of the building itself. Although challenging in relation to unforeseen building work required to be undertaken the design team and client teams are brilliant. From a QS perspective, I think it is always best to try and be realistic with a client on costs with historic projects, and Hargreaves Jones are doing a fantastic job in helping the client team achieve their vision, and I am eager to play a part in that and meet the client's expectations fully.

Why did you choose HJ?

Why wouldn't I choose Hargreaves Jones? I wasn't looking for a move but on being approached for the role, meeting with Peter and researching the projects the business is involved in, I was really excited to become a part of the team. I had become involved in the petrochemical industry in previous employment, and alongside historic restoration projects I really enjoyed the two. With the future and ongoing projects Hargreaves Jones had on the books I felt it was a natural progression for me to make the move.

Tell us a little bit about your background?

Pre-Hargreaves Jones I worked for Ridge and Partners for three years, working up from an Assistant Qs to QS while studying for my BSc at Oxford Brookes. Although working in many different sectors from Motorsport Circuits to Schools I found a niche in historic refurbishments, particularly high end residential and hotel projects. I made a move from Oxford back to my roots in the North West and from there worked on largely commercial projects and specifically at Carrington Petrochemical Works, de-commissioning large areas of the plant and relocating them to allow for a commercial developer to remediate and re build on the land that was left; known locally as the Future Carrington Project.

Are you currently studying?

I am not currently pursuing any educational certifications; however, I am a little over half way through my RICS APC, and in the future I would like to secure a Master's Degree and would like to become a member of the RICArb.

What have been some of your career highlights to date?

I really enjoyed working for the FIA on a few Formula 1 specified race circuits in Brazil, China, Norway, Wales and Spain. I wasn't often privy to a site visit however I really enjoyed seeing how the circuits came into being and the huge variety of facilities outside of the main track that were being put on offer. I think the real highlight of my career was working with the Qatari Royal Family on a high end residential refurbishment in Mayfair. The project opened my eyes to the possibilities with historic buildings and completing the project on time and on budget, while being able to see how the building had been carefully restored yet re-purposed was a career highlight to date.

What do you hope to achieve within HJ in the next few years?

To keep growing and strive to increase my knowledge of the industry and sectors I am yet to work in. I would like to gain my chartership and move into management while hopefully moving forward with the business as it continues to expand.

When you are not in the office, where can you be found?

I would either be found on the golf course trying to perfect my swing, if its game day you will catch me emphatically screaming at Scotland playing rugby or at Murrayfield itself when I get the chance, or alternatively I will often be found with my Fiancé Miranda, Step-Daughter Mia and two dogs Ernie and Betty having a good stomp in the countryside or walking around a National Trust house or park.

Who are your dream dinner guests?

It's a very difficult one for me as there are many historical figures I would love to have a good discussion with, while also a few sports stars would be up there too. Right here and now I would probably say Stuart Hogg, Seve Ballesteros and John McCrae.

## **Glenmore Digestion Facility**

**Glenmore, Co. Donegal,  
Republic of Ireland**

**Principal: Glenmore Generation Ltd**

**Contractor: Williams Industrial Services Ltd**

A 4.0 MW AD Plant near Donegal, Ireland facility processing up to 90,000 tonnes of feedstock per year comprising of poultry litter, food waste, silage and manure. A purpose-built building housing facilities to process solid, semi solid and liquid waste. The biogas produced is upgraded to biomethane via an amine process and then compressed and loaded into bespoke high pressure road trailers for shipment to daughter sites in industrial facilities in Belfast. These sites decompress the biomethane and operate CHP engines to produce electricity for use in the facility or export to grid.

CO<sub>2</sub> is again captured, purified and compressed for sale to the food/drinks industry.

Hargreaves Jones (HJ) have been appointed by the parties for the Glenmore Digestion Project at Glenmore, Republic of Ireland to provide contract, project management and administration advice in relation to the financing, construction and installation of the Glenmore 4MW AD Facility and a CO<sub>2</sub> Recovery Plant and associated remote CHP stations for the generation of electricity.

The key deliverables can be summarised as follows:

- Monitor the performance of the Project Team during the execution of the works at the Site.
- Review reports relating to Project cost control

and the progress and review reported Project progress and the supporting evidence.

- Every month prepare and issue a Project Costs Report and review all Payment Applications.
- Every second month submit a written report regarding the progress of the project.

### **Project Progress**

The civil, structural works and buildings remain satisfactory. The main structural elements are almost complete with site infrastructure similarly nearing completion.

Procurement of the key MEICA equipment is well advanced with all key components installed on site.

Delays in the main site power energisation (Jan 2017) delayed the MEICA installation and site testing, however this is now progressing well with an anticipated completion of mid – April 2017 with SCADA integration currently being undertaken.

Overall project progress was compromised by Irlands DAFM licence restrictions preventing the Import of quality seeding material into EIRE, with an imposed requirement to validate the pasteurisation process for the first 10 weeks of operation.

The combined effect of these issues has been to delay the overall completion of the Glenmore project which necessitated the need for an alternative gas sources to accredit the CHP engines at the end customer sites. It can be reported that work is now substantially complete on all daughter sites and the necessary G59 accreditation applications have been submitted for all sites namely;

- Bombardier site - Dunmurry
- Bombardier site Hawlmark - Newtonards
- Bombardier site BAS - Newtownabbey
- C'series Wing Production Unit - Belfast
- Montupet UK site - Dunmurry



## HARGREAVES JONES RICS APC PROGRAMME

Congratulations to **Richard Dunn** who recently attained professional membership of the Royal Institution of Chartered Surveyors (RICS) after successfully completing the Assessment of Professional Competence (APC). Richard has been enrolled on the APC since joining Hargreaves Jones and made the decision to sit the final assessment in November 2016 with the support of his Counsellor (Simon Brereton) and Supervisor (Peter Hargreaves). Simon and Peter supported Richard throughout the APC process and along with Glynn Jones were key in the review of the final documentation and detailed final assessment preparation.

Achieving professional membership status with the RICS requires a lot of effort in gaining the relevant experience, completing the required documentation and doing the work necessary to pass the professional assessment and Hargreaves Jones wish to offer their congratulations on this significant achievement and milestone in Richard's career.

The company has three fully qualified APC assessors within the Senior Management Team in Directors Glynn Jones and Eric Allan, and Associate Director Simon Brereton, and is committed to utilising this knowledge, as well as the experience from newly qualified candidates such as Richard, in supporting current and future candidates through to successful completion of the APC.

There are currently four candidates enrolled on the Hargreaves Jones APC programme, with regular quarterly meetings and further monthly meetings held in the build up to final assessment. One of the candidates recently submitted his documentation and will undertake the final assessment in June 2017, with the other candidates currently forecasting a final assessment date of November/ December 2017. There are also further Hargreaves Jones employees seeking to enrol onto the APC with a view to obtaining chartered status with the RICS via the various membership routes within the next few years.

The RICS are "*the global professional body promoting and enforcing the highest international standards in the valuation, management and development of land, real estate, construction and infrastructure*" (RICS 2017), and with the company an RICS regulated firm, Hargreaves Jones consider the completion of the APC for its employees and the attainment of professional membership status important in giving clients further confidence and reassurance in the high quality of service provided.

## SOCIAL MEDIA

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regular updates



**Hargreaves Jones**  
Commercial & Project Services



## **Latest on Caithness Moray HVDC £1.1bn undersea energy link...Dredger clears seabed for 100-mile power cables**

Rocks and boulders have now been cleared from the seabed to make way for the two new high voltage direct (HVDC) cables that are due to be laid between Caithness and Moray. This is the first in a series of big offshore works due to be carried out on the project.

The route for the cable was cleared by the Siem Ruby dredger (above), which used a specialist subsea boulder clearance plough. The same vessel is currently being used to create a trench for the line.



SSE's Network link will be capable of carrying up to 1,200MW of electricity between Spittal in central Caithness and Blackhillock near Keith in Moray when it is up and running next year.

...Next HJ Connects issue will detail the progress of cable laying using the new purpose built and state of the art cable laying vessel, the CLV Victoria.



## **Roscommon AD Plant**

**Tibohine, Ballaghaderreen, County Roscommon, Ireland**

**Employer: Bio Core**

**Civils Contractor: Priority Construction Ltd.**

An AD Plant in Tibohine, Ballaghaderreen, County Roscommon, Ireland producing a guaranteed Net Output of 6,456,321 KWh of electricity per annum to grid via 2 x CHP Units. Power is generated by the manufacture of Biogas on site. This is again achieved by utilising both solid and liquefied feed stock which via varying storage processes within a tank farm provides mixing, maceration, fermentation and desulphurisation processes to produce biogas in a sufficient quality to drive the power generator sets on site. Power is fed to grid via a bespoke 11kv system – to comply with relevant codes and standards, with generated voltage being app 400V. A gas flare capable for the safe disposal of gas not to be burned in the gas engines will be built in a size to flare the whole biogas production of the Ad plant.

Hargreaves Jones (HJ) have been appointed by the parties for the Roscommon AD Project at Tibohine, Ballaghaderreen, County Roscommon, Ireland to provide contract, project management and administration advice in relation to the financing, construction and installation of the AD Facility for the generation of electricity.

The key deliverables can be summarised as follows:

- Monitor the performance of the Project Team during the execution of the works at the Site.

- Review reports relating to Project cost.
- Control and the progress and review reported.
- Project progress and the supporting evidence.
- Every month prepare and issue a Project.
- Costs Report and review all Payment Applications.

### **Project Progress:**

The Project is in an early stage, with site clearance and groundworks progressing in line with the delivery program.

Site drainage to the AD plant area is nearing completion, with works now being on the main carriageway entry point into site.

Access road drainage work is complete as far as possible with 2 x no. petrol interceptors now in-situ, all complete work has also been reinstated, with the outstanding drainage work being linked to the new carriageway completed by Easter 2017.

Reception Building area stripped, stoned and concrete blinding complete, planning notices linked to this activity are currently receiving final clearance. A Fabricator has been appointed for the manufacture of the steel for the Reception Building which commenced construction early April.

The tank farm area is 100% stripped, with tree felling recently completed to fully determine the footprint to the site enabling progression of groundworks to the tank farm area in readiness for concrete tank construction which commenced in April 2017.



## **Paris 2017**

This year's annual staff get together took place in January in Paris with 30 HJ staff and their partners staying 2 nights at The Hilton Hotel Paris City Centre and dining at The Maceo Restaurant. This event provided Directors, dispersed staff and their partners the opportunity to soak up the Parisian ambiance and culture as well as socialising with work colleagues and new colleagues who are based throughout the UK.



## **Referral Scheme**

We would like to reiterate that a finder's fee of £1,500 will be payable to anyone who introduces us to a candidate who is successfully placed with the Company for a minimum period of 6 months.

Should you know of an individual who has the relevant skill set for a role with HJ, ask them to send in their CV to [kim@hargreavesjones.com](mailto:kim@hargreavesjones.com) for consideration.

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Have you been working on a project that you want to include in the next edition of HJ Connects?

Have you taken part in a Company Social or Charity Event that other colleagues will be interested in hearing about?

**Contact: [kim@hargreavesjones.com](mailto:kim@hargreavesjones.com)**

Thank you to all those that have contributed to Issue 7 of HJ Connects.