



Barhale *today*

Winter 2018

Safety | Communication | Quality | Integrity | TeamSpirit | Caring | Trust | Pride



Our vision

Creating a legacy by safely delivering infrastructure ambitions from concept to customer

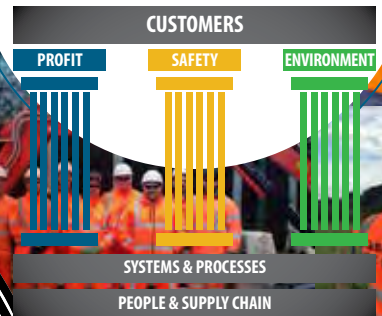


Source

Our mission

Underpinned by our Three Pillars model, is to:

- understand and deliver our customers' needs
- continuously seek ways to improve
- believe that each of us can make a difference



Train



Retain

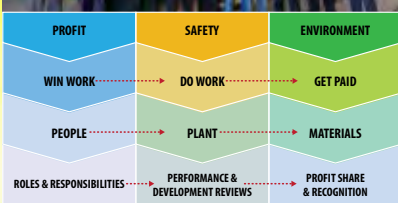


Our values

- We put **safety** at the top of every agenda
- Good **communication** is important in everything we do
- We are focused on providing a high **quality** service
- We enjoy an excellent **teamspirit**
- We adopt a **caring** approach towards people and our environment
- We take **pride** in what we do
- Our relationships are based on **trust** and **integrity**



Barhale Heritage Shapes our Future



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Welcome to a packed edition of Barhale Today for Winter 2018



We should all remember, as the days become darker and the rain makes conditions on site more challenging, to always Be Safe.

I am delighted to report that over recent months our key focus to get on the "Front Foot" with Health and Safety has really made a positive impact across the business.

Our Barhale News Summer edition had an excellent feature on "Getting on the Front Foot with Health and Safety" and this approach will over time chart the course to zero harm. We have said many times that as a business and a collection of positively

motivated individuals, we will never become complacent. Our objective is to command a leading Health and Safety position within the Construction Industry and we have committed the necessary resources and dedication to that end.

There is much debate within the Industry about skill shortages, budget cuts, increased regulatory demands, AMP7 targets and that is even before Brexit comes into the reckoning. Barhale has a positive and bright future through the innovative and relevant ways we apply ourselves to our Values and we focus our Three Pillars performance model on success factors for our Clients and our own people. When we combine this approach with our own engagement with

partners and our Supply Chain, we can truly be both confident of and well-equipped for success, whatever challenges emerge from our Industry and our economy.

Significant future-focussed attention is directed at AMP7 and we are deeply and actively engaged with all of our water clients to help deliver "more for less" in the years ahead. It is worthy to note that for the AMP7 Severn Trent Water and Dee Valley Water Programme, we will partner with Doosan Enpure Limited to form a very formidable offering. This will bring additional strength in growing our Non-Infrastructure business and twin Barhale with an extremely well matched partner operationally, culturally and in terms of customer focus.

I am continuously humbled and delighted by the ongoing stream of high level awards, accolades and accreditations we are receiving (my calendar is full with numerous dinners in the coming weeks!). Equally pleasing are the number of social and charitable causes whole-heartily supported by Barhale and our excellent people (yet even more occasions to attend!).

It is both a pleasure and an honour to represent Barhale and its people's achievements and generosity at these events, as well as to meet the wonderful individuals that underpin our success.

Matthew Behan Chief Executive Officer

Notification of Awards

Barhale celebrates another fantastic few months of prestigious awards:

RoSPA Occupational Health and Safety Awards 2017

Barhale collects the RoSPA Gold Medal, yet again, in the prestigious annual scheme run by the Royal Society for the Prevention of Accidents (RoSPA).

Matthew Behan, Barhale's Chief Executive Officer, said: *"It is a great achievement to once again be awarded a RoSPA Gold Award, which recognises the day in day out vigilance and commitment of all our site and support function teams, in addition to Barhale's deep dedication to our Be Safe and Be Healthy programmes designed to achieve zero harm."*



Construction Enquirer Awards 2017 Barhale is delighted to be named a top ten award winner in two categories:

- Best Main Contractor to Work For (£50m-£250m)
- Best Main Contractor to Work With (£50m-£250m)



Severn Trent's Health and Safety Award (365 Days Accident Free)

Liv Garfield, CEO of Severn Trent, visited the BNM Alliance (Barhale plc and North Midland Construction Plc) on Wednesday 9th August at our project on the Elan Valley Aqueduct. The site team was presented with a Health and Safety Award, which marked 365 days accident free (250,000 man-hours).



CECA Midlands Awards 'Project of the Year'

We are delighted to announce that the BNM Alliance has won the Project of the Year award for the EVA at the CECA Midlands Awards last night.

This is a fantastic accolade for the team - congratulations and well done to everyone involved.



UKSTT Awards 2017

Severn Trent Water and the BNM Alliance have won UKSTT's 'New Installation' award for our work on the Elan Valley Aqueduct project.





Safe Urban Driving (SUD)

Charles Martin wins 2017 Pride in Peterborough award

A huge congratulations to Charles Martin, a retired @one Alliance/ Barhale employee, for winning the coveted 2017 Pride in Peterborough Senior Citizens award.

The award recognises unsung heroes, good neighbours, acts of courage and people who dedicate themselves to helping others. They have all been recognised in the Peterborough Telegraph's annual 'Pride in Peterborough' Awards.



Charles Martin pictured here with runners-up Phillis Cusworth and John Barder. The event was hosted by radio presenter Melvyn Prior with special guest actress and presenter, Natalie Anderson.



The Southern Region held two FORS (Fleet Operators Recognition Scheme) SUD training days over the summer.

A FORS approved training programme, which is delivered in two sections; a classroom theory module and a practical cycling module, where drivers experience a cyclist's view of the road.

SUD is essential training for all commercial drivers operating HGVs regularly in the urban environment, where there are high volumes of vulnerable road users, such as cyclists and pedestrians.



Award Nominations:

New Civil Engineer Tunnelling Awards 2017



Barhale's Didcot Foul Water Sewer Project has been selected as a finalist in the Specialist Tunnelling Project of the Year 2017 category.



Elan Valley Aqueduct (EVA), Rehabilitation Project

BNM Alliance (a partnership between Barhale plc and North Midland Construction Plc) has been selected as a finalist in the Specialist Tunnelling Project of the Year 2017 category for its Elan Valley Aqueduct (EVA), Rehabilitation Project.



Barhale continue to support Project EDWARD

Following the success of Project EDWARD in 2016, TISPOL again coordinated the European Day Without A Road Death in 2017.

The event was held on Thursday 21st September and is backed by 30 different countries. Its long-term goal is a significant and sustained reduction in death and serious injury on roads across the world.

Barhale once again pledged support for the campaign. We strongly believe that Project EDWARD can make a significant contribution towards further reducing road deaths and serious road traffic injuries.

Well done to all of you that joined the pledge and we hope you continue to reduce risk and improve safety on your road journeys!



Charles was nominated because of the outstanding contribution he has made to the newly formed Better Bretton community action group.

Unfortunately, last year Charles was widowed after dedicating years of his life caring for his wife. Aged 72, he found that for the first time in his life he was alone and without purpose. One day he was wandering through Bretton and he stumbled across the Better Bretton coffee morning. Charles' sense of humour, positive attitude and wealth of practical skills was quickly discovered.

His nominator said: "Without being asked he stepped into roles such as leading exercise sessions at the outdoor gym, setting up rooms for meetings, promoting the Better Bretton group, extensive gardening work for the community centre, running the coffee morning, using his leadership skills and on top of that, being the life and soul of the party."

The Better Bretton group connects older people in Bretton and Charles' input has been instrumental in supporting the work and also making personal friendships.





Source, Train and Retain Strategy (STR)

Rob Houghton, Head of Learning and Development, has developed the 'Source, Train and Retain' strategy into a one page diagram aimed at having the 'strategy on a page'.

This outlines the fundamental elements of the Source, Train and Retain strategy, which is so vital to the development of our people and the success of the business.

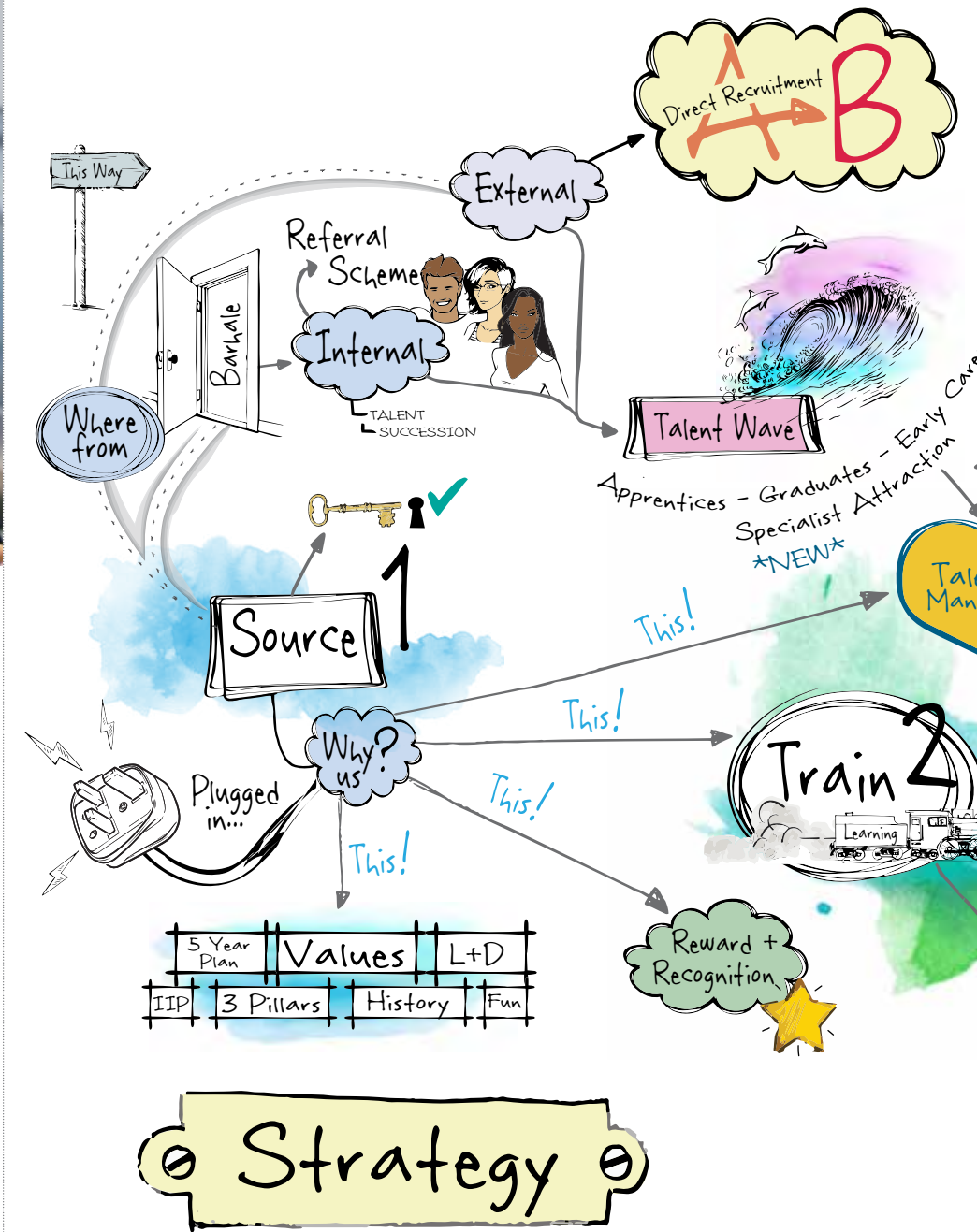
This strategy is for all Barhale People and we hope everyone will take part in what it has to offer.



Introducing Barhale's new Recruitment Advisor - Lorraine Dufty

We are delighted to announce that Lorraine has joined the team on a permanent basis in the role of Recruitment Advisor, bringing with her a wealth of recruitment experience. She is already sourcing fantastic candidates for us and is beginning to build a pipeline of future talent.

Profile: Lorraine has had a varied career across recruitment, people management and customer service. She hopes to bring some of her experience in to strengthen the Barhale culture and vision.

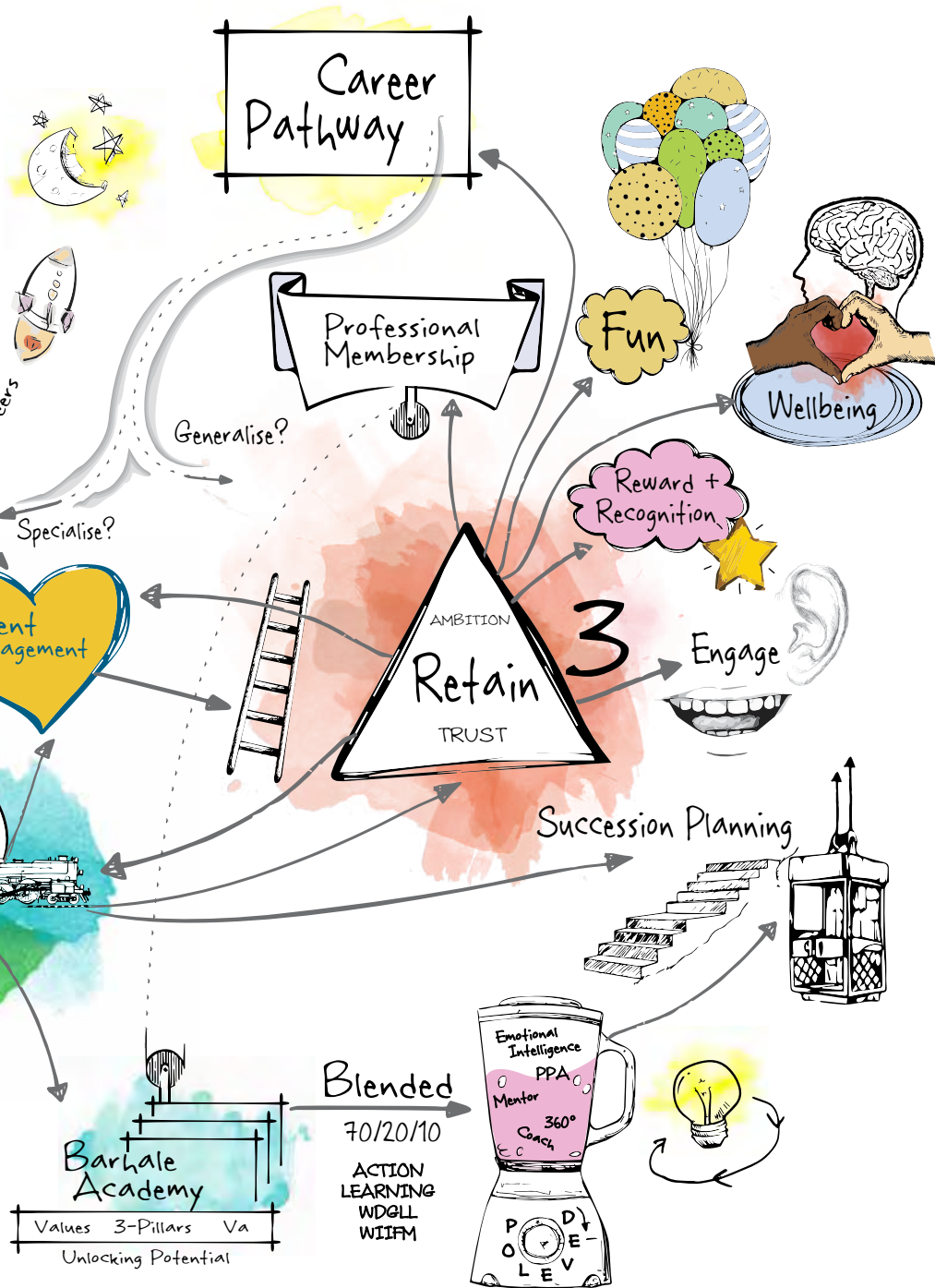


Safety | Communication | Quality | Integrity | TeamSpirit | Caring | Trust | Pride



In the short term, Lorraine's aims are to support the business by finding and placing the 'ideal candidates' who will uphold the Barhale culture and vision, bringing with them new experiences to enable the business to constantly move forward. The longer term view will be to grow a pipeline of candidates (a 'Talent Pool') to support the business as we move forward with the added aim of reducing agency costs, where applicable through various methods.

Interesting Fact: Lorraine was once invited to Pebblemill-Birmingham to do a radio programme with Malcolm Boyden to do a live pottery demonstration on air, which you can imagine was highly amusing and we laughed all the way through the programme. Malcolm managed to make a miss-shaped dish by the end of the program.



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Introducing Barhale's new **Health & Wellbeing Advisor** - Joanne Southan

Jo has joined us as our dedicated Health & Wellbeing Advisor and her primary responsibility is to promote wellbeing within Barhale.



Brief overview of experience: Jo worked in utilities for 10 years within the legal department before deciding to have a career change and has now worked in the health and wellbeing sector for the past 10 years (8 of which in the NHS). Within the NHS, Jo has worked for Health & Wellbeing services, Adult Weight Management Services and Occupational Health Services. She has been running health and wellbeing campaigns, as well as delivered a range of interventions including NHS health checks, smoking cessation, 1:1 and group nutrition/weight management programmes and stress management sessions.

Key areas of focus for the short to medium term: Visiting as many sites as possible, talking to staff about their health and wellbeing concerns, creating a staff survey, delivering wellbeing programmes throughout the year with a focus on 4 key areas:

- Musculo-skeletal
- Respiratory
- Mental health
- Fatigue

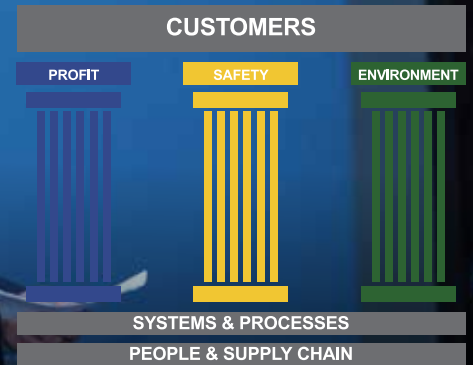
ILM Recognised Provider status

As part of the Source, Train and Retain strategy and our ongoing commitment to your learning and development, the business has now been awarded Recognised Provider status from the Institute of Leadership and Management. This is for certain elements of the learning and development offer and you will begin to see certification from the ILM for certain courses you now attend through the learning and development function within the business. A great step forward in professionalising the fantastic work being carried out by our people.



3 Pillar Awards

Barhale 3 Pillar Annual Awards 2017



Recognising the people and teams who delivered an outstanding contribution for profit, safety or our environment.

Barhale hosted another superb annual 3 Pillar Awards day on Wednesday 1st November at Walsall Football Club's Bank's Stadium.

The theme of the day was focussed on being on the 'Front Foot' with health and wellbeing, safety, the environment and quality. Our 'Front Foot' aim is to maximise our efforts in working proactively to prevent issues and incidents before they materialise, providing a step change in over reliance on post incident reactivity and learning.

The day started with introductions and theme setting from Barhale's CEO Matthew Behan and Executive Director Andy Flowerday, explaining what being on the 'Front Foot' means to our business and our clients and supply chain partners.

The day also enabled our 175 guests to engage in four 'Front Foot' themed workshops and receive an introduction to the important work being done on mental health awareness across the construction industry by our Mates in Mind guest speaker Josceylne Shaw.

The aim of this year's event was for greater operational input, which resulted in 'Closing the Loop' presentations by regional leaders on their efforts and actions to support our 'Be Healthy & Be Safe' programme for 2017, confirming best practices achieved at a local level across our business.

The final part of the day recognised the efforts of our people and supply chain partners who have gone the extra mile to demonstrate that they are clearly on the 'Front Foot,' helping Barhale to achieve its goals and targets.

Workshops

All of the workshops delivered on the day were presented by Barhale people. They included:

'Front Foot' Health & Wellbeing

Dr. Lisa Curran and Joanne Southan gave a presentation on fatigue with particular emphasis on how people can maintain their alertness levels while at work. The workshop focussed on the importance of making lifestyle changes in terms of exercise, diet and sleep routines and the impact these small changes help in increasing alertness and reducing fatigue.

'Front Foot' Safety

James Haddon, David Sidaway & Phil Cull provided an operational view of being on the 'Front Foot' with safety, highlighting great progress in preventative steps to reduce the risks associated with plant and people interfaces, service avoidance standards and managing and monitoring isolations using the 'Lock Safe' tool.

'Front Foot' Environmental

Amin Badruddin confirmed the importance associated with specific project level aspects, impact assessments and delivering controls to reduce environmental risks at a site level. He also reiterated the importance of people upholding their environmental responsibilities, which will help us to stay on the 'Front Foot'.

'Front Foot' Quality

Lee Kennedy, with the support of Mihai Ichim, delivered a fun session where each group was split into teams with the aim of building a Lego helicopter, following the instructions provided, in the quickest time. The workshop highlighted the importance of material checking, following the specifications and the advantages associated with prefabrication to maintain our 'Right First Time' approach.



Joanne Southan - Health and Wellbeing Advisor



Dr. Lisa Curran - Occupational Health Specialist



Mihai Ichim - HSEQ Advisor

Safest Site Award

Won on the site's consistent high safety inspection scores, zero lost time accidents and where the team can demonstrate being on the 'Front Foot' with Safety, focussing on preventative actions rather than reactive.



Winner: Elan Valley Aqueduct Rehabilitation Project (Bleddfa, Powys)

Best Innovation Award

Won on the measures introduced locally to deliver innovation, which has clearly impacted positively on at least one or two of our pillars of profit, safety and environment.



Winner: Canterbury Digester Refurbishment (Southern Region)

Greenest Site Award

Won on the site's consistent high environmental inspection scores, zero CAT 1,2 & 3 incidents and where the team can demonstrate being on the 'Front Foot' with protecting their environment and saving energy. Clear evidence of protection and energy saving was required to win this award.



Winner: Mark Hill Windfarm Civil Engineering Works (Scottish Region)

Best Quality Site Award

This award was issued to the team who demonstrated that they had really embraced the 'Right First Time' approach and been on the 'Front Foot' of quality control.



Winner: Chelsea to Battersea Tunnel Project (Southern Region)

Best Collaboration Award

Won for working with a client or a member of our supply chain to deliver first class performance to ensure that we are on the 'Front Foot' with either health, safety, environment or quality.



Winner: IOS Alliance (Eastern Region)

Material Supplier of the Year Award

Won on overall good service and ability to provide materials/products, which are designed to improve health and safety performance, are environmentally friendly and support us to achieve our 'Right First Time' approach.



Winner: Keyline

Subcontractor of the Year Award

Won on overall good service, clearly demonstrating zero accidents, working collaboratively and promoting 'Front Foot' Safety.



Winner: Cable Tracing Services Ltd

Plant Supplier of the Year Award

Won on overall good service providing efficient, innovative plant, which supports our 'Front Foot' safety approach.



Winner: ESS Safeforce

Living the Values Award

Recognising the people and teams who bring our Core Values to life and actively demonstrate that our Values are at the very heart of our business.



Winner: Barry Baird, Operations Manager, Eastern Region

Young Person Award

Criteria based on individual academic achievement and completion of his/her development plan.



Winner: Marc Wallace, Assistant Quantity Surveyor, Scottish Region



Joscelyne Shaw

Guest Speaker – Joscelyne Shaw

Joscelyne is the Executive Director of Mates in Mind. Prior to this, she was Executive Director for HR, Awards and Events, at the British Safety Council and was with the charity for six years.

Before then, Joscelyne was a senior consultant focussed on health, safety and environmental risk communication, management and performance measurement. She managed the delivery of reporting and benchmarking tools on good health and safety performance, as well as case studies on business benefits and the value of leadership commissioned by HSE.

She co-chaired the Olympic Delivery Authority’s Health, Safety and Environment Award Scheme 2009-2011.



Joscelyne Shaw and Dennis Curran



About Mates in Mind

Mates in Mind believe that there is no health without mental health. They aim to raise awareness, address the stigma of poor mental health and improve positive mental wellbeing in the UK construction industry. They provide a joined-up and collaborative approach to support and services, including awareness and education, and work in conjunction with other business initiatives to achieve this.

Mates in Mind has an ambitious goal – to reach 100,000 workers in the first year, and reach 75% of the construction industry by 2025.

It is led by and in partnership with the Health in Construction Leadership Group and British Safety Council, as well as with other leading organisations and charities such as Minds, Samaritans and Mental Health First Aid England.

They recognise that one of our biggest challenges will be reaching small and medium-sized enterprises (SME) – but by working collaboratively through supply chains and with trade bodies, they are confident that they will be able to achieve their aims and that success will be shared by all.



The Bridges Programmes Furniture Donation

Our Scotland team embraced the Barhale ethos of being socially responsible and have donated a substantial amount of furniture to the Bridges Programme. This Programme helps migrants and refugees integrate into society and Barhale have been a proud supporter of the Programme for the past number of years, winning ‘Best Employer’ last year.

Maggie Lennon, Bridge Director, comments *“Your ongoing support for Bridges in everything you do for us, is truly wonderful and I know that the three clients you have on placement at the moment, like all you have had from us, are truly grateful for the support and opportunity you provide them.”*





Success for College of West Anglia's (CoWA) students as they join our organisation

We've been following the progress of students on the Anglian Water sponsored courses at the CoWA Wisbech campus since they started. Now, some of the students are joining our teams as trainees and apprentices, having been employed upon successful completion of their courses.

In July, 20 students from the two-year BTEC Level 3 mechanical and electrical engineering extended diploma and the one-year City and Guilds Level 2 in construction operations, took part in an assessment day, at which colleagues from Anglian Water and its four alliances assessed and interviewed them.

The assessment involved a group activity, presentation and interview, plus a 'speed dating' style session, where students got to speak to several representatives from Anglian Water and its alliances.

"We guaranteed every student an interview on successful completion of their course," explained Dave Newsome, Collaborative Skills Programme Manager.

"Of those 20 students, 14 were offered employment and started their roles in September. The programme they have embarked on will take them all over the organisation during the next two years so they will get to work with lots of different teams."

Dave and some of the students recently attended an Anglian Water Group board meeting, where they presented to the executive and non-executive directors along with the Chairman.

Niall Mills, non-executive director, commented: *"The piece on CoWA was the most inspiring part of the day."*

Dave added: *"We're all so proud of our students and are looking forward to working with them in the organisation."*

Meanwhile, the uptake is looking good for this year, with plenty of applications for both courses.

"We don't know any other organisations who are doing it quite like we are," said Dave.

"We've undertaken continued professional development with the tutors at CoWA; we set a two-day programme for them so they could see how we do things and so they can work in a similar way to us."

The first day was at Thorpe Wood House, with presentations from Dale Evans, Director - @one Alliance, and Organisational Development Manager, Tracey Goddard, plus project rehearsals with John Wheelan and Mark Hedges in the Digital Asset Creation (DAC) team.

The second day involved a collaborative workshop at Pitsford Water Treatment Works with representatives from Anglian Water's four alliances, the CoWA steering group and college staff. Objectives for the future were set to ensure that everyone is aligned to the same goals and everyone is working together, which proved a great success.

What better endorsement for the two courses than the thoughts of students to have successfully passed them and who have now gained employment.

Sean Maloney graduated from the two-year BTEC Level 3 mechanical and electrical engineering extended diploma and is now an apprentice with Barhale.

He said: *"The best aspect of the course was our involvement with Anglian Water and its different teams. The visits we had were informative and gave us an insight into how the teams work. It helped create a link between the work we were doing in the classroom and the work we could potentially be doing in the future."*

It feels amazing to have been successfully employed. I have worked extremely hard over the two-year course and I would definitely recommend this course to anyone."

Hannah Georgina Macklin, 33, is a graduate of the one year City and Guilds Level 2 construction operations course. With members of her family already working in construction, Hannah was keen to undertake the course and forge a new career for herself. She balanced the course alongside looking after her children.

"I'm so grateful for this amazing opportunity to retrain and start a new career – it's changed my life," she said.

"It was a real confidence boost to pass the course to a high standard. Our tutors were great and really willing to give us time and patience. I got so much out of the combined classroom learning and practical experience. Having a guaranteed interview really gave me a purpose. I'm really excited to start work with Barhale. I'm very ambitious and I like to push myself – my kids are very proud of me."

"The partnership between the @one Alliance and the College of West Anglia offers significant benefits; for the college, for the partners and for the community of Wisbech. It is a great illustration of the benefits that can arise from committed and deep relationships between businesses and the communities they serve." Dale Evans, Director - @one Alliance.





Plant & Machinery Operators Update

Following the recent investment in plant and machinery, BCS have been working to provide experienced operators with our owned equipment.

We are delivering an operator matrix, to ensure that all personnel who are operating BCS equipment are performing to a high standard. This includes following a new process of interviewing, as well as providing an onsite induction and site feedback.

All potential operators sourced using our preferred suppliers are entered onto the competency matrix, which highlights their skill base and this is updated with feedback following the interview process.

Following a successful interview, we train operators further on site with a practical induction. Feedback is obtained from the Site Manager to review performance in a number of areas, including safe operations and attitude.

The matrix is an important part of this new process to retain our quality skilled operators.



Recycling Initiative at Long Buckby Reservoir

In brief...

Barhale were commissioned to carry out maintenance work on an Anglian Water cleanwater asset. The project involves shot blasting the reservoir and eradicating the excessive soil to level off the reservoir.

Client Benefits...

Wherever possible, Barhale utilised materials from on-site and any additional or excess material was reused for profiling the landscape, which minimises our carbon footprint and also saves cost on fuel both to and from the site.

Reduced Impact from the project

✓ Recycle materials on site

It is estimated that 2000 tonnes of muck (inert soil) was excavated from the site. 1200 tonnes of muck was reused on site for re-profiling the ground around the reservoir, which helped the site to reuse 60% of soil (waste).

✓ Lower Carbon Footprints/ Energy Savings

The project successfully saved 3 tonnes of CO₂e by reducing the energy consumption. This includes savings on energy (fuel) consumption and by reusing materials such as soil on site.

✓ Financial Savings

The project saved £13,000 by recycling materials such as inert soil within the site and reduced its impact on the environment.

Barhale partner with RMF focusing on employment of ex-offenders

Barhale have partnered with RMF Construction in an innovative project, which has the dual purpose of cutting reoffending rates along with plugging an identified skills gap in an industry short of skilled labour.



RMF aims to lift any barriers to employing socially excluded groups. They are focussed on pinpointing career opportunities within the construction industry, partnering with employers and aligning its training curriculum to provide ex-offenders with

real opportunities for individual growth and long-term career options. Barhale provided the perfect opportunity with the Birmingham Resilience Project, a Severn Trent Water project to deliver a new 26km pipeline, which will allow extended planned maintenance shutdowns at Frankley Water Treatment Works.

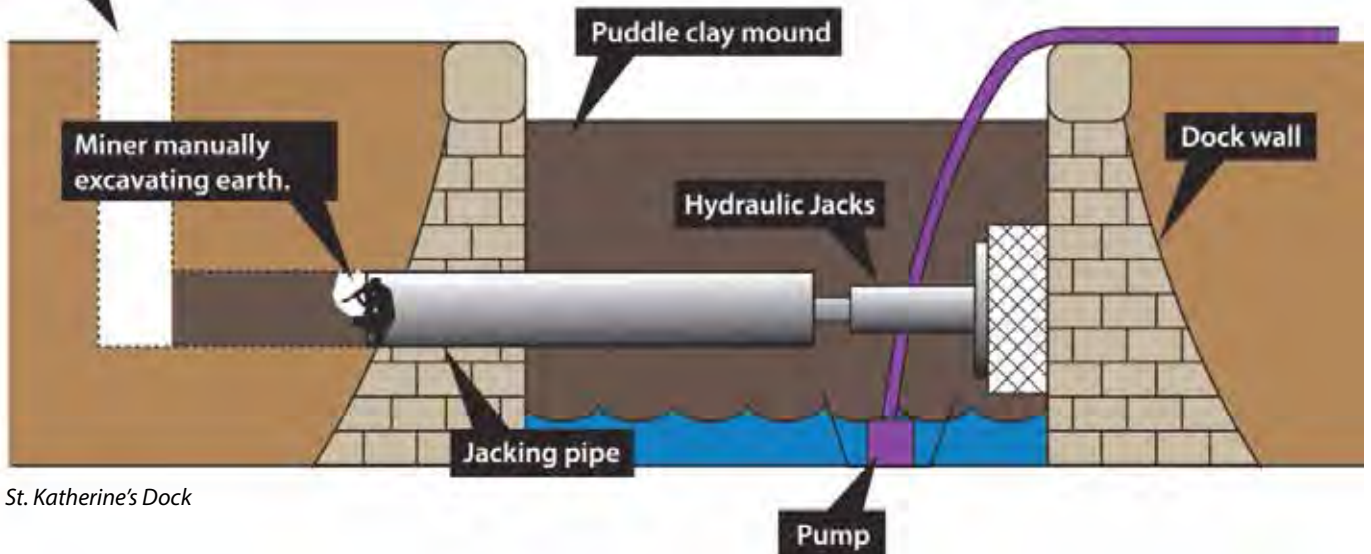
The first workers joined the project in June 2017. They have enjoyed the opportunities that Barhale offered, to help provide the skills, knowledge and competencies that are required to perform specific jobs within the project and wider work environment.

Barhale have played a key role in the success of the programme, which is a prime example of what can be achieved through partnering in an innovative project.

Barhale's involvement in this scheme brought other benefits, not least that the construction environment provides a much wider network within which a participant is interacting. This is particularly important for offenders who might face discrimination. Enabling those groups to interact in a work environment, helps to address misperceptions and demonstrate that everyone has the potential to make a contribution. The involvement of Barhale not only made the scheme "real" for participants, but enabled them to speak with pride about their work with a big-name company.

The project is up and running and it may appear straightforward and easily achieved. However, it took real foresight on the part of RMF, Barhale and the many partners involved, to get the project off the ground.

Manhole in road



St. Katherine's Dock

Barhale Heritage Shapes our Future

I'd like to take you all back to a wet and stormy autumn day in 1978, two years before the formation of Barhale. While working on a 3ft diameter pipe-jack halfway across the M62 near Goole in Yorkshire, with 4ft of cover to the bottom of the formation off the motorway, the vibration and whoosh of the vehicles overhead blended with the vibration and noise of the clay spade below. Then it happened! The clay spade exposed a pocket of loose shingle in the face and the shingle started to run into the pipe-jack. The noise from the motorway increased and the vibration kept the shingle moving.



We had asked the yard to supply us with face timber to cover such an eventuality, but without success. What followed is a long story, which I will come back to in a later edition, but for now the summary is that having successfully acquired it was recommended that we were commended for averting a motorway disaster.

I'm often asked how, when and where Barhale came into being. Well the above is just one incident that had a bearing on the formation of Barhale. There were many others including; the North Sea gas pipeline in Scotland and the pipe-jack connecting the services to the hotel at Junction 10 off the M6. These are all pre-Barhale stories that influenced the beginning of Barhale. They occurred in the 1970s and at the start of the 1980s began Barhale's corporate life.

One of our first jobs was a 6ft pipe-jack in Oldham. We had supplied and installed 90 metres of pipe in the ground when we submitted a request for payment...the payment cheque bounced! The house and everything we owned was in the bank to cover the borrowings to fund the work. Another similar incident was suffered on a job in London, but for now, suffice to say, we survived and that's another story I'll return to at a later date.

Our first direct contract was with Walsall Borough Council and came off the back of lessons learned from the subcontract period and payment difficulties. That, together with good experiences from subcontracting to Taylor Woodrow in St Katherine's dock at Canary Wharf, had a big bearing on our company values recorded in 1985.

We have a great story regarding our first Thames Water direct contract. This was secured through what was then the beginning of the AMP frameworks, called the "Extended Arm" and managed by Taylor Woodrow. Another one of our success stories was recorded on the Millennium Dome project, where our safety coach concept was born; causing a reduction of our AFR (Accident Frequency Rate) from

1.6 to 0.4. That resulted in a number of commendations and awards.

However, that was then and this is now and Matthew is a year and two months into leading Barhale. I know everyone will join me, together with our customers and supply chain, to provide appreciation and thanks for the very positive and measurable impact Matthew's leadership has given to us. To borrow upon the phrase; "One swallow doesn't make a summer", Matthew inherited a team worthy of his leadership in the existing Board. The Board is greatly enabled by all Barhale People and I see that in a multitude of ways, primarily to be seen in the renewed life of all the elements of our Three Pillars. The Source, Train and Retain strategy on a page is a prime example of this supported by our mentoring programme.

Finally, I urge people of Barhale of all races, creed, gender and nationalities not to worry about Brexit or other outside influences. Not only are we in a great country but we work within an industry that offers limitless opportunities. We are fortunate enough to be part of a company, which allows us to take advantage of these prospects. Barhale is a good company, on its way to greatness. It now has the leadership to drive it and long with our Three Pillars, our 'Source, Train, Retain' strategy and our mentoring programme of the Barhale way, we will achieve that greatness.



Be safe and best wishes

Dennis
Dennis