

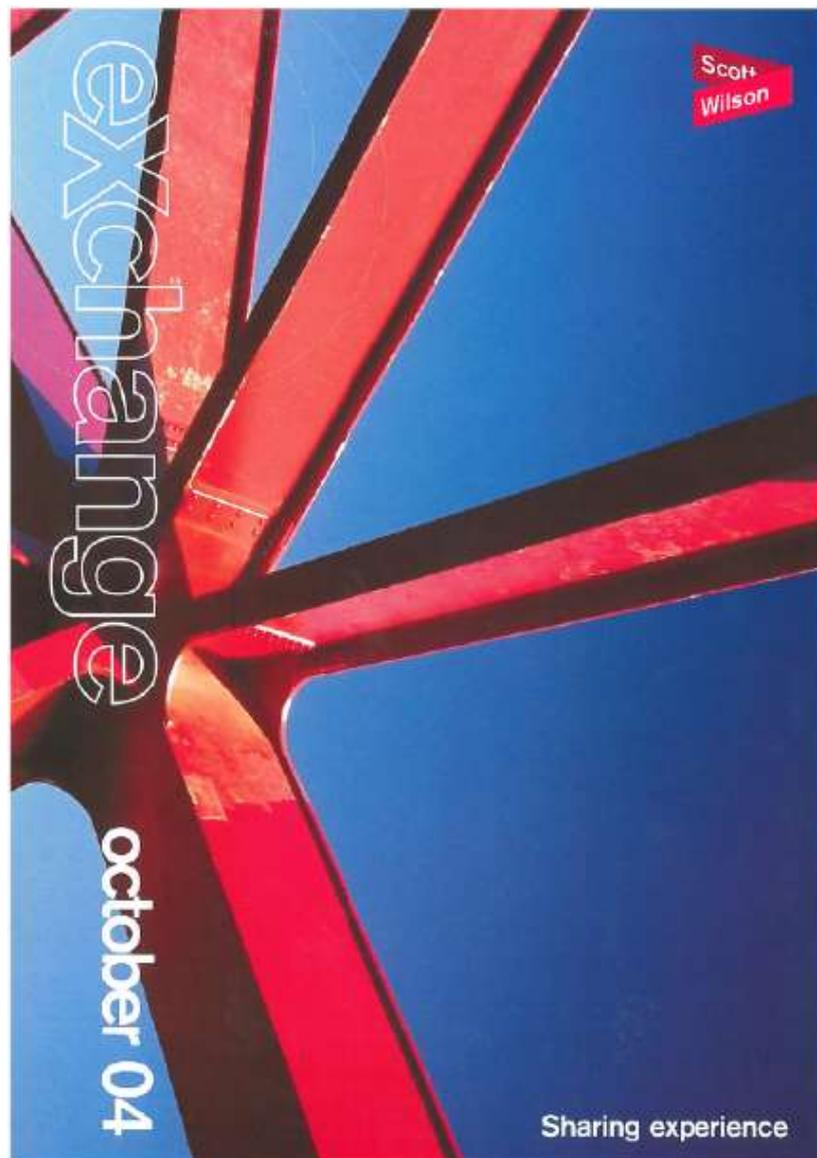
Scott Wilson Scotland: A History

Volume 9

The Exchange Years 2004-2010

Transcribed and edited from 'Exchange'

JP McCafferty



Significant or notable projects, people and events are highlighted as follows for ease of reference:-

Projects/Disciplines People Issue/Date Actions

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Background

Scott Wilson, through all its various name changes, published the following in-house magazines and newsletters containing, among other things and in varying degrees over the years, news and information about people, projects, events, corporate issues, births, marriages and deaths:-

Pontifact 1-36 [Christmas 1960-Summer 1977] [printed]

SWKP / SWK Today 1-54 [Nov 1972-Oct 1995] [printed]

SWK News / ScottLight 1-476 [July 1995-Dec 2004] [printed]

Exchange [July 2004-Spring 2010] [printed]

Communiqué [June 2005-Dec 2005] [electronic] [Scotland & Ireland]

Benchmark 1-6 [Dec 2006-July 2009] [electronic] [Scotland & Ireland]

Interchange 1-251 [Jan 2005-Dec 2009] [electronic]

SW1 1-19 [Dec 2009-Sept 2010] [electronic] [Global]

Exchange

Articles from Exchange [July 2004-Spring 2010] relevant to the history of Scott Wilson in Scotland are recorded below. These form a history of the events that staff or management chose to submit for publication and are not, therefore, a complete history of events but, rather, snippets of information that provide a flavour of events at the time and give clues as to what might be found elsewhere in papers, job description sheets and other records.

Significant or notable projects, people and events are highlighted as follows for ease of reference:-

Projects/Disciplines **People** **Issue/Date** **Actions**

Scans of the entire known collection of Scott Wilson Newsletters, including Exchange, are included for interest and reference in Doc 15 Appendix 3.

JP McCafferty

Exchange July 04

Chairman's Update from **Geoff French** [3,500 Staff; **G Tedbury** transfer to Glasgow]

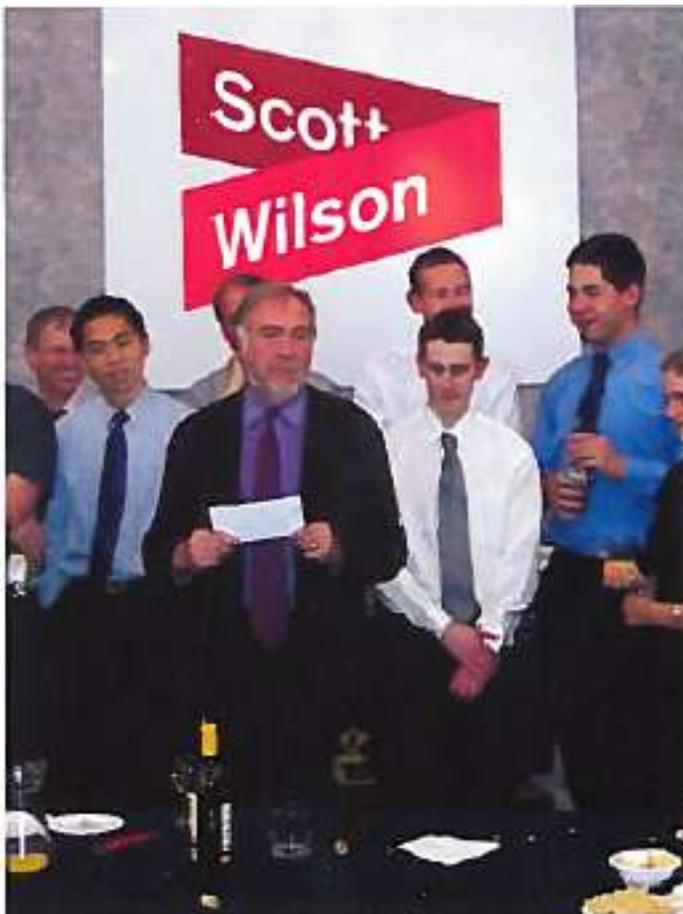
Our staff numbers have now reached 3,500. Having made a significant contribution to our Hong Kong business, two of our leading technical contributors, Bob Hunt and **George Tedbury**, have now transferred from Hong Kong to be based in Basingstoke and Glasgow respectively so that their capabilities and expertise remain within the Group. [Excerpt]

For crying out loud: Something to shout about in Scotland: **Graeme Reid** [**McCafferty**]

On Friday 4th June staff from Scott Wilson's Glasgow office packed the conference room for the first 'Town Crier' event. The 'Town Crier' was a chance for all members of staff to hear current news and developments within the company in a friendly and relaxed environment with a wide range of food and drinks laid on.

A hushed silence fell over the conference room when a booming "hear ye, hear ye" got the event underway. Glasgow's first town crier - Divisional Chairman **Jim McCafferty** - welcomed everyone before outlining the recent performance of the Scottish Division as well as introducing new members of staff, giving names to the new faces which usually takes weeks if not months. Jim highlighted recent awards and achievements including our nomination in several categories of the Saltire Award; positive feedback from the British Standards Institute following their recent audit; and confirmation of ICE Chartered status on 4 members of staff.

This event will run quarterly and is aimed at increasing staff's awareness of the current issues within the company and also to help us fulfil our commitment as a preferred employer and an 'Investor in People'. It is hoped that with continued involvement from all members of staff this will become a regular feature in the Scotland Division's ever-growing social calendar.



Exchange October 04

Portrack Viaduct wins the National Rail Awards Civil Engineering Achievement of the Year



The Portrack Viaduct over the River Nith, north of Glasgow, Scotland, UK, featured on the front cover and above, won the National Rail Awards Civil Engineering Achievement of the Year.

Success is on track [West Coast (Rail) Route Modernisation]

The Railways Sector in the UK is undergoing massive changes at the moment and Scott Wilson Railways is regrouping and responding accordingly. With confidence in the Government's long-term commitment to the UK railways, Network Rail's West Coast Route Modernisation (WCRM) is an example of our sustained involvement. It offers an unrivalled opportunity to showcase our full range of multi-disciplinary expertise. Project Director Ian Hay tells us more.

Involved in the project since July 1998 as the Multi-Functional Consultant for the Midlands area, we developed outline proposals for major capacity scheme enhancements at Rugby, Trent Valley and Nuneaton. Nuneaton has been built and we're fully involved designing and planning Rugby and Trent Valley as well as in significant work in Scotland. Total fees since 1998 are £27.5m and a secured order book value of £6m makes this, in terms of fees, the biggest project ever undertaken by Scott Wilson.

Valued at £350m and involving 12 miles of new railway, 55 new bridges, 555,000 m³ of fill, 215,000 m³ of cutting and 3km of retaining works, the Trent Valley four tracking scheme (TV4) is one major project. Ken Leitch leads the core railway design services, provided by Glasgow, Crewe, Swindon, York and Birmingham offices. This is truly a "One Scott Wilson" project with teams in Glasgow Park Circus, Birmingham, Telford, London and Basingstoke giving wider structural, civil, geotechnical, highways, hydrology and environmental services, with additional design resources from Hong Kong.

In Scotland Andrew McCracken is the Project Manager for a wide range of multi-disciplinary railway works, involving track, signalling, electrification, civil and structural engineering. Most of the 100 strong Railways team in Glasgow play some kind of role. In Scotland alone fees reach over £7m, clearly highlighting the importance of this work.

The Rugby project, valued at £180m, requires major remodelling of the station and junction area and involves core railway engineering disciplines of track, signalling, civils and electrification. A Swindon based team of 40 have been working under the project management of Philip Wells.

For the financial year 2004/05 total fees generated are expected to reach £10m. The £7m retained by Railways represents 25% of the Division's revenue. Working under tight commercial constraints and with stringent design standards, make it a challenge to return a reasonable profit. We face a further challenge - to arrive at robust, fit for purpose designs in line with demanding programme requirements.

But we believe that with our continued commitment and "can do" spirit we can achieve this, progressing towards our goal of becoming Network Rail's preferred consultant.



Are we building a greener world? **Sue Bell**

Sue Bell, Principal Environmental Specialist and President of the Institute of Ecology & Environmental Management asks whether the benefits of design and build projects outweigh the environmental costs.

Under Design & Build (D&B) the client will produce an outline design, achieve publication of orders or planning consent, and then issue tender documents to potential contractors. The successful contractor will produce and construct the detailed design. From an ecologist's perspective however, there are significant disadvantages and issues to deal with when taking the D&B route.



[See the original [pdf] for the rest of the article].

Letters to the Editor [Discipline Development Groups (DDGs); **McCafferty**]

I have heard about the development of discipline groups. How do I find out what areas they cover, their responsibilities and how can I get involved?

Wong Man-fung, Project Manager, Hong Kong

Discipline Development Groups (DDGs) are cross divisional networking groups aimed at sharing technical excellence and best practice across our disciplines worldwide. A total of 19 DDGs, from

Airports to Water, have been formed. Full details, including terms of reference and representatives, are available on the Intranet — under SWIMS Level 1, section headed “Group Structures and Policies”. Once set up, each DDG is self-managing, electing a Chairman on a two-year cycle. These groups are of vital importance to the future of Scott Wilson and if you want to find out more or participate in this key activity, contact your Divisional Head of Discipline identified on the Intranet.

Jim McCafferty, Divisional Chairman, Scotland & Main Board Champion for DDGs

Exchange January 05

Chairman’s Update from **Geoff French**

Edinburgh has become the centre of our Wind Engineering work; led by **David Wright**, they will work with all other parts of the organisation to provide high quality and bespoke solutions to our clients. As a result of this, and other restructuring decisions, the St Austell office closed at the end of 2004. [Excerpt]

Country Profile: Northern Ireland [**Hunter; Briggs; Bissland; O’Hara; Anderson**]

The future’s bright, the future’s green [**A5 Newtown Stewart; A8 Belfast-Larne; Rail; A3/N54; Newry Bypass; Limavaddy Bypass; M1/Westlink; M1/M2 Widening; SW-Ferguson McIlveen JV**]

Even without a permanent presence, Northern Ireland has brought us huge success. Is it time to set down some roots?

Background

In the summer of 1997 it became clear that Scotland Division would have to grow geographically as well as organically. Initial investigations indicated that our roads expertise would be well received in the Province but that a local partner would be an essential component of success.

The Scott Wilson Ferguson McIlveen JV was set up and immediately started tendering for major road schemes. In January 1998, we had two major successes and were appointed by ‘Roads Service’ to take on the **A5 Newtown Stewart Bypass and A8 Belfast — Larne improvements**. “Having a local partner was a major issue for us,” said **Ronnie Hunter**. “There are locally sensitive issues which we have to tune into, you cannot, for example, do meaningful traffic surveys in South Armagh!”

First Steps

Susan Briggs led our first projects and the **Belfast — Larne Road project** allowed us to introduce new technologies into Northern Ireland; **Russell Bissland** used his Route Action plan experience on the REVS traffic simulation model to target road improvements in order to gain maximum operational benefits. Roads Service had little experience of new road procurement methods and our Scottish experience of Design and Build was of particular interest to them. In the event, it was decided to procure **Newtown Stewart Bypass** by a Design and Build method and the project was delivered on the ground within four years of our initial appointment without the need for public enquiry, “almost an unknown experience in the Province,” says **Ronnie Hunter**.

Consolidation

Our outstanding performance led to us being appointed by the City of Lisburn Council to provide support at major public inquiries and our JV partner introduced us to the **Northern Irish rail market**. Further breakthroughs came when we were appointed as framework consultants to Roads Service for Scheme Appraisals, Feasibility Studies and the Project Management of Road Schemes. Roads Service / Monaghan County Council also appointed us to look at the **A3/N54 route** which interestingly crosses the border three times in as many miles.

In parallel with our work for Roads Service, **Kenny O’Hara** has developed relationships with local contractors to take us forward in the Design and Build market.

We won the £12m **Limavaddy Bypass** scheme with Grahams and the project was delivered over a 14-month period on a target cost basis. Further success came with our appointment as client advisor on the **M1/Westlink** widening scheme, where we provided technical advice and evidence at Public Inquiry taking over from a previous consultant.



The Present

Northern Ireland is now one of our main markets and success continues in several fields. Since colleagues in the environment field were awarded a framework commission with the Environment and Heritage Service, we are now the prime supplier of consultancy to the Roads Service. We are taking forward the £80m Beechill to Clog Scheme (Newry Bypass), the £40m Northern Corridor improvements on the Belfast — Londonderry Road and site works are almost complete on the A8 Belfast — Lame Road where Roger Anderson is our sole resident representative.

However, our biggest challenges are on the M1/M2 Widening PPP projects valued at some £150m, where we are the Roads Service technical advisor. The project is now at BAFO stage and we are moving towards the final negotiations on this major project that traverses central Belfast and has particular technical and community challenges.

The Future

We have been particularly successful in Northern Ireland without a permanent presence. However, we now need to build on that success and to diversify in terms of activity and if that is to be done sensibly, it must be done by providing a permanent land presence. We do expect to set up a project team and major site teams in the coming months, together with a local office that will take our business forward. As well as local recruitment we will need to involve our own staff in this major opportunity. It will take a great effort but it is our clear intention to have a permanent office in the Province and to develop our business on the foundations of our current success.

Exchange August 05

Chairman's Update Geoff French [Wall; Blackwood Joint CEOs; Flotation?]

Scott Wilson continues to grow successfully. As Stephen Kimmett's report shows, we have just completed another record year. What we are now doing is establishing the right framework for our continued growth and development. The establishment of a new, smaller, Main Board will take direct responsibility for the success of Scott Wilson as a whole. In the next few months we will be appointing two new non-Executive Directors, with the profile necessary for our business and for the expectation of increased external scrutiny of our operations. They will work alongside the newly appointed CEOs, Ron Wall and Hugh Blackwood.

I remain convinced that further growth is essential for us to remain in the premier league of consultancy firms. That growth will be both organic and by acquisition and it is vitally important that we have the funds to support our ambitions. We have reviewed all of the options available to us and, at present, **flotation appears to be one of the best options** to support our continued growth. The centre article on the Scott Wilson difference demonstrates our continued reliance on the capabilities of our people, and this will not change if we should become a public company. **Hugh Blackwood** reflected on this and said, "We must never lose sight of the fact that our inherent value is based on committed and dedicated staff delivering demanding projects for equally demanding clients. This remains our corporate asset; the backbone of our balance sheet". We have no intention of losing the ethos of our business that has brought us to our current position. We do appreciate that the increased scrutiny that external funding generates will require us to strengthen many aspects of our business. **Ron Wall** commented, Shareholder value will be secured by determining what we intend to do as a business and delivering the results in a controlled and consistent manner. I believe we have the talent in Scott Wilson to achieve this". These issues have been explored in the Strategic Leadership and Core Management Programmes and the ongoing development of our business and organisation will continue as a direct result of our experiences on these programmes. We continue to add to our capability and I would like to take this opportunity to welcome the Raymond Group to Scott Wilson. In addition to the new skills they bring in power generation, this also means that we have an office in Bristol, a target for many years. The new financial year has started well in what is set to be a very important year in the continuing development of Scott Wilson.

Spotlight: Focus on Scotland and Ireland - Northern highlights [Hunter]



The Vision for Scotland
Division from Ronnie Hunter

Starting as a branch office of SWKP in the early 1960s, the practice established a separate Scottish organisation in the 1970s which further developed into today's Scotland Division. The Division operates with some 200 staff and covers Scotland, the northeast of England and Ireland. While the Division is known throughout the Scott Wilson Group for its **expertise in transportation planning and road and bridge engineering**, it has a capability well beyond that field of interest. "The **defence business** is almost a played down part of our success", said **Ronnie Hunter**, Chief Executive Officer "The defence estate encompasses activity in kitchens, hotel blocks, housing, hospitals, leisure facilities and even crèches! In fact everything you get in the civilian estate plus a bit more". In addition, the division has developed **a significant environmental capability** and has recently added a **renewables business**. Over the last four years the division has doubled in size. "This is particularly obvious in Newcastle, where we have grown from a standing start to an office of 30 serving the regional business in that period", said Ronnie. As part of the business planning cycle, senior staff analysed the options for growth and developed a

Vision for Scotland, which will achieve our aspirations for growth by maintaining core disciplines, expanding minor disciplines and taking forward regional initiatives.

“By much hard effort, we have achieved saturation in our roads business in Scotland and Ireland. This means that much of our expansion will have to come from developing other disciplines”, stresses Ronnie. “In addition, we plan to move quickly in consolidating our presence in Belfast to develop a regional business throughout Ireland. Plans will also be developed to expand in the north of Scotland, possibly including a presence in Aberdeen”.

“It’s the development of our disciplines which will require the greatest effort. Whilst we have a property business in the defence estate and work for Land Securities in the private sector, we want to develop property as a core activity. Similarly, we want to increase our activities in the environment and renewables business. Finally we intend to develop a water capability; an aspiration recently given some impetus by winning two water projects at RAF Kinloss”.

The aspirations for growth align with Group strategy. “We are a relatively lean organisation”, stressed Ronnie. “It is essential that we maintain our commercial focus. We plan to expand and deliver appropriate shareholder returns by addressing client needs and performing on delivery”.

Client focus: The Scottish Executive: Our largest client in Scotland is changing [M6DBFO; M74; M77DBFO; A82 Tarbert-Fort William; A9 Perth-Dunkeld



The Scottish Executive has been a key client for Scotland Division since the mid-1970s. Responsible for the Scottish trunk road network, the Executive has a duty to maintain the value of the national asset and to develop it to enhance the network in line with government policy. The Executive has a relatively small project management team and the day-to-day activities of design, construction and maintenance are carried out by the private sector.

Traditionally, the Scott Wilson role was one of road design and contract management, but in recent years, we have moved into the fields of design and build and DBFO (Design Build Finance Operative). Scott Wilson has been involved in Scotland’s two major DBFO schemes. The first was the M6 DBFO, which involved some 90km of the M74 motorway.

We acted as the client’s advisor, developing the process and procedures, and taking part in the procurement and subsequently monitoring the ongoing operation and maintenance activities. First appointed in 1994, we are still involved on a day-to-day basis. The second was the M77 DBFO, which opened in the spring of this year. On this £70m project we acted as designer to Balfour Beatty. Indeed, this was the fourth trunk road project completed for the Executive and Balfour Beatty within a year.

However, our involvement is not restricted to design. We act as standards advisor and have developed manuals on risk, value engineering and cycling, in addition to advising on applications to depart from standards. We have also carried out research into vehicle overtaking and are currently beta-testing NESAs (a cost/benefit analysis tool).

Our workload has recently increased significantly through the award of a term commission, where we are carrying out feasibility studies on a number of schemes and developing route action plans for the A82 between Tarbert and Fort William and the A9 from Perth to Dunkeld, and possibly further north.

Working closely with the Executive, we have seen processes and techniques change over the years. However, this year will see a fundamental change. The road function will transfer to the new Scottish Transport Agency (to be based in Glasgow eventually). The Agency will take responsibility for all modes of transport in Scotland. This change will require us to create new relationships with a

developing organisation and this will involve both Scotland and Railways Division working to ensure that we deliver to the new client the services needed.



**From bridge engineering to cosmic speculation
Scott Wilson wins the Saltire Award for Civil Engineering: Portrack Viaduct**



Crossing the volatile River Nith at Portrack in Dumfriesshire has presented railway engineers with severe problems for over 150 years, at least one previous attempt having been destroyed in a flood. Despite ongoing maintenance and repairs, the existing 11-span wrought iron structure, which carried the increasingly important Glasgow and South West Scotland line over the river, needed urgent replacement to reduce long-term costs and improve the safety and efficiency of the route.

In 2001, Network Rail, Carillion Rail and Scott Wilson carefully evaluated a number of options before recommending a 1.6km realignment of the railway, including the replacement of two viaducts. The detailed design and construction of the project commenced in early 2002, with a very short programme to completion.

In this pristine rural environment, aesthetics were a particularly important consideration. By a happy coincidence, architectural advice on the project was provided by the local estate owner and renowned architectural critic and designer, Charles Jencks. His world famous 'Garden of Cosmic Speculation' borders the railway and indeed now incorporates the old railway embankment, appropriately landscaped to include a 'landform train', a 'red' garden, spiral footpaths and an intriguing cantilevered viewing platform over the river.

Undoubtedly, the centrepiece of the scheme is Lower Portrack Viaduct, which incorporates a spectacular 90-metre, curved, truss-girder span over the river, erected using the world's largest mobile crane. Red was chosen as the colour for the bridge to contrast with the green of the pasture and blue of the sky.

In 2004 the project was awarded the prestigious Saltire Award for Civil Engineering, and on 20th June 2005, in a fitting tribute to a very successful project, a ceremony was held at Lower Portrack Viaduct to commemorate the Award.

The Saltire plaque was unveiled by John Carruthers, chairman of the Saltire Society Civil Engineering Awards Panel, who confirmed that out of a field of over 20 entrants, the project had been voted the unanimous winner. He went on to say that it was regarded as being one of the best ever winners.

The winds of change: Scotland develops the renewables business [Wright; Beltran]

The world spotlight was trained on the Gleneagles Hotel and the G8 Summit this summer, and climate change was high on the agenda. Scott Wilson is at the forefront of current initiatives to address the

climate change challenge, through our work in the areas of renewable energy and sustainable construction.

Scott Wilson's renewable energy skills are drawn from many different offices in the UK and around the world, and the Edinburgh office is taking a lead in co-ordinating these ventures, particularly in the area of wind engineering.

This initiative is led by Scott Wilson's Associate, **David Wright**. A dedicated team is developing in this office to meet these challenges, with skills in wind turbine erection, tower and foundation design, environmental impact assessment, and contract administration.

The world market for renewable energy is growing at a tremendous pace. For example, in the UK the installed wind energy capacity recently broke through the 1 gigawatt (GW) barrier, which means that wind power now generates electricity for over half a million UK households. There are now around 50GW of wind power plants installed worldwide.

Opportunities for involvement in the wind energy business are expanding in Scotland. Scott Wilson is currently working with utility providers such as Scottish Power, as well as more specialist wind farm developers like West Coast Energy and Airtricity, to meet the ambitious targets that have been set by the Scottish Executive.

Projects that the Edinburgh team get involved in typically include studies of constraints to access for the very large wind turbine components, ecological surveys, and design of roads and turbine foundations.

Laurent Beltran, who recently moved to Edinburgh, was called away at short notice to spend four weeks in the Shanghai office, working closely with Marcus Chang and other engineers there on a very tight programme of turbine foundation design for our client, GE.

The renewables team is looking carefully at new developments and markets as they arise, and ensuring Scott Wilson has the skills and market involvement to remain at the forefront of this industry.



Scotland and Ireland at a glance: Divisional CEO: **Ronnie Hunter**

No. of staff: 209

Turnover Target for 2005/6: £12.16m

Locations: Glasgow Edinburgh Newcastle Inverness Belfast

Key Clients:

Scottish Executive

Balfour Beatty

Defence Estates

Roads Service, Northern Ireland

North Tyneside Council

Highways Agency

Graham Construction

Nuttall

Amey Highways
Glasgow City Council
Carillion
Edinburgh City Council

Talking heads Divisional CEOs share thoughts on the company's future [Hunter et al]

In May, our Main Board was slimmed down to bring clearer accountability and business focus and to move us closer to the structure of a public company. This is part of our strategy to look at options for the future funding of the company's growth and includes potentially moving to plc status. This also involved a number of new appointments to head up our Divisional businesses — **Ronnie Hunter** taking over as Divisional CEO for Scotland and Ireland, **Chris Jennison** for UK Central, **Keith Wallace** for Railways and **Jerome Munro-Lafon** for UK South.

Exchange interviewed these 'new boys', together with **John Nutt**, Divisional CEO for International and **Simon Davies** for China/Hong Kong.

We asked what the individuals saw as their biggest challenges. For **Ronnie**, "One of our biggest challenges is ensuring we remain focused on two critical activities: delivering to our existing clients and finding new work", and Chris commented on, "The need to maintain a progressive and profitable organisation whilst coping with the ever increasing demands of change". Jerome concentrated on the need to be responsive to the market, "We must be able to adapt quickly in a changing world".

We then asked how they saw the businesses working together. Keith felt there were already improvements: "The new main board is appearing fleetier of foot, and the new CEOs are committed to working together; we have already shown this — for example on the successful bid for the Victoria Station Upgrade and the pending Edinburgh Tram bid". Chris told us how plans are in place to ensure smoother working, "The new CEO5 will meet every quarter to pick up issues across the firm and facilitate better communications".

On a more individual note, we asked what the Divisional CEOs were personally looking forward to. As the only non-UK resident, Simon emphasised our range and diversity and, together with John, is keen to make sure the ambitions of our business and our staff, wherever they are, are taken into account and that we continue to build on our strong international presence. Jerome is looking forward to developing a client-focused business, "We need to be more outward looking than inward looking".

Finally, as the company looks at future funding options, we asked our CEOs for their views on what becoming a public company might mean. Simon picked up on the commercial implications, "There will be considerable pressure to perform and meet targets, which will require greater commercial focus across the whole business". **Ronnie** identified internal processes, "Our internal reporting will have to become slicker", as did Chris, "Business planning is very important in the plc arena and an area that needs to improve". Jerome saw us building on our strengths, "We are successful because of who we are and what we do, and this won't change; we need to become more mature as an organisation and this will have implications for our structure, systems and processes". Keith sees this as a big opportunity, "It's like waking the sleeping giant: I believe that there is huge latent potential if we can get our businesses fully aligned and take advantage of the growth opportunities that external funding offers".



Exchange November 05

Flying the flag in Scotland: Saltire 2005 Commendation: M77/GSO DBFO [O'Hara]

Once again Scott Wilson has won an award at this year's Saltire Society competition. The Saltire awards are the premiere Civil Engineering awards in Scotland, run by the Saltire Society in conjunction with the Institution of Civil Engineers.

This year Scott Wilson has been awarded a **Commendation** in the Project category for the **M77/GSO DBFO** project. In 2003, the Scottish Executive through East Renfrewshire Council appointed Connect as Concessionaire for the £130 million DBFO project, to complete the M77 upgrade and the Glasgow Southern Orbital. Balfour Beatty was awarded the D&B contract and appointed Scott Wilson as designer for the M77, which involved constructing a new dual two-lane motorway alongside the existing trunk road, which was in turn converted into a two lane all-purpose road with facilities for pedestrians and cyclists.

The new M77 is 15.2 kilometres long and completes the motorway route from Glasgow to Kilmarnock. Considerable efforts were put into traffic management, to ensure that there was minimal disruption to the 40,000 vehicles that use the commuting route every day.

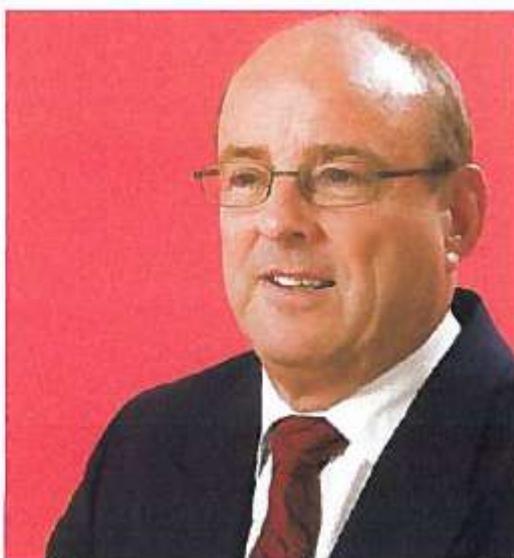
This was a demanding project, delivered to tight timescales, and congratulations are due to **Kenny O'Hara** and his team who relied on contributions from our offices in Glasgow, Edinburgh and Newcastle.



Going public - thoughts from our CEOs [Wall; Blackwood]



Ron Wall



Hugh Blackwood

Following the recent decision by shareholders to give the Main Board the option of pursuing flotation of the company on the stock market, we asked our CEOs Hugh Blackwood and Ron Wall what becoming a plc really means — for them and for the Group.

This decision came out of our review of how we fund future growth of the Group, said Ron Wall. ‘We believe becoming a plc is the best way for us to achieve the ambitious growth plans we have. By having access to external funding, we are much better able to take advantage of opportunities as they arise and we can unite the whole Group behind a clear strategy for growth. We will need to be adaptable, flexible and fast-moving to realise these ambitions.’

‘This is the next stage in our evolution as a business’, added Ron, And I see this as an exciting, positive move for all of us involved in Scott Wilson.’

Becoming a plc means that we will be constantly in public view”, said Hugh. “This means not only more rigorous financial reporting, but a thorough professionalism in everything we do. I believe that the Scott Wilson corporate values are already strongly aligned with such requirements. Consequently, we have little to fear and I am certain that if we continue to live our values, we will be truly successful in the public arena. I see flotation as an opportunity to enhance our image and reputation as an organisation.”

“There are concerns that becoming a plc will mean a change of culture — that we may become focused on the short-term needs of the market. However, I believe that the needs of our shareholders, employees, clients and partners remain the same: a well run business that takes care of its assets, provides a high quality of service and produces an effective return on investment. Our success to date has been achieved through our excellent staff and our distinctive style — I don’t see that changing. For me, flotation is the next natural step in our corporate development and I look forward with confidence to the new challenges that it will bring with it.”

Both Ron and Hugh emphasised the opportunities flotation will offer the Group, and their wish to involve employees in this through setting up an employee Share Option scheme.

Following the decision of the shareholders at the AGM, the Main Board is now progressing with the necessary plans for flotation. This is a complex process involving the preparation of information to comply with the strict United Kingdom Listing Authority (UKLA) rules and for presentation to potential investors. We have prepared a simple explanation of the key terms involved.

Exchange March 06

Chairman's Update: **Geoff French** [Going Public; 3950 Staff; **Napier** ACE Scotland Chairman] New Year, new challenges, even greater rewards

Welcome to 2006 and the Year of the Dog, which promises to be an important period in the continuing development of Scott Wilson. As part of the pre-flotation process that I identified in my video message last year, we've established the new top company — Scott Wilson Group plc — which will soon be floated. Scott Wilson Holdings shareholders have exchanged their shares for ones of equal value in Scott Wilson Group plc. We are also preparing schemes to enable all employees to own shares in the new company. These are outlined in the People First section of this issue.

This process has occurred simultaneously with the largest staff consultation exercise we have ever undertaken, regarding the Scott Wilson Pension Scheme and the Scott Wilson Railways Pension Scheme. The changes being made to the schemes, together with the one-off payments associated with the flotation are designed to provide as much certainty and security as is possible for UK pension schemes in the current climate.

I'm delighted to record that we are bigger, better and stronger than ever before. Our staff numbers continue to grow and reached 3,950 at the end of 2005. Our turnover is ahead of our budget for the year and is significantly ahead of last year's record figure. Our order book also stands at record levels and we continue to examine ways of utilising our global staff resources to best effect. In fact, almost all parts of the Group have closed their revenue gap for this year.

We are well advanced with the business planning for 2006/7: the procedure this year is much more structured, with each division being asked to respond to strategic aims, growth sectors and potential new markets that have been identified by the Group. We are also seeking to further improve the integration between our divisions and functions.

We offer a wider range of skills and expertise than ever before and one of our newer offerings, 'Planning', is highlighted in this edition of Exchange. We will talk about other areas of our expertise in future editions.

We continue to experience significant project successes, including improvement schemes on the **A96 in Scotland**, the A421 Upgrade from Bedford to the M1, the CENTRO Environmental Framework to Antigua Airport, a new railway in Jamaica and major projects in Romania, Kazakhstan, India and Poland.

In recent weeks, I've managed to visit a number of our UK offices and was particularly pleased to see our impressive new Nottingham office. It's clear that bringing together the old Nottingham and Derby offices is already offering increased work opportunities, in addition to providing a much-improved environment.

My congratulations go to Martin Nielsen, who became ACE's Chairman for 2006, and to **Alistair Napier** who has become ACE Scotland Chairman.

Finally, I would like to welcome everyone reading Exchange for the first time, especially the staff in Transprojekt Poznan in Poland, who joined Scott Wilson in December 2005. Their skills will significantly enhance our capability in this important target market.

Exchange July 06

Chairman's Update **Geoff French** [Flotation; **EARL**] Capitalising on the opportunities offered by our flotation.

This is my first update as the Chairman of a listed company and it is very clear that the opportunities offered by our new status are enormous. However, this edition also gives me the opportunity to reflect on the flotation process and all that has been achieved already.

Many people worked exceptionally hard to help us attain our new status and I would like to thank everybody for their efforts — and by that I mean everybody, as our continued success during the flotation process was very important. As you probably know, it was so successful that the shares were heavily oversubscribed. The money it raised eliminated our historic liabilities, significantly addressed our pension deficit and put the Group in a positive net cash position. This means that we now have the scope to continue our strong organic growth with selective acquisitions.

There is a range of new requirements for us as a listed company, and for me as the Chairman, including the need to speak to our major and prospective investors at least twice a year. However, as this is significantly less than the 56 investor presentations made ahead of the flotation (as described

by my fellow presentation team members elsewhere in this edition), the prospect isn't too daunting. That is, as long as our performance continues in line with our projections and business plans. Indeed, the most obvious immediate change associated with being a quoted company, other than all these presentations, relates to the necessity of setting sensible targets —and achieving them.

All of which leads quite logically into the Business Planning process for 2006/07. The final plan, approved at the Board meeting in April, is for an increased turnover in line with our strategic plan. We're confident about meeting these targets, especially as we now have the largest order book in our history. We have recently won some major projects, including Crossrail in London and **Edinburgh Airport Rail Link** (both of which we've announced to the stock market): Pulawy Bypass in Poland: a tank farm in Angola; highways projects in Ethiopia: construction management in South Africa: and framework consultancies for the Highways Agency, Leicestershire County Council and West Berkshire.

I am also delighted to welcome the staff of Roscoe Postle Associates to Scott Wilson. I look forward to future Exchange articles from our mining business as it continues to grow and develop in terms of both client base and geographical coverage. Whilst being a listed company will require continuing involvement with the City, I am also looking forward to re-starting my office visits, both in the UK and internationally over the next few months.

And lastly, my congratulations go to the Scott Wilson Millennium Project. The team raised as much money last year as it has done in total since its inception. However, I believe that there is scope for us to do even better and we will discuss with them ways in which the Group can raise even more money for the good causes they support.

So, we move into our first full year as a listed company in far better shape than ever before, and with ever more exciting opportunities for the continuing development of Scott Wilson.

Business Planning: Setting Targets

Business planning has highlighted the convergence that has been taking place across the divisions. The new business planning process has just accentuated this. All divisions have stated that they wish to improve their rankings within their market segments. To do this, they have focused even more on their key strengths.

In Scotland & Ireland, Ronnie Hunter comments, "We prepare a business plan by looking at our targets and achievements from the previous year. Key issues we had to consider, included:

- Our market sector involvement, which was: transport 76%; property 14%; environment 4%; and resources 6%
- Our market share of the Scottish and Northern Ireland roads market was reaching saturation
- We opened a Belfast office at the end of last year to serve the local market
We took over responsibility for the Dublin office last summer
- The Newcastle office has grown quickly, but has a limited number of clients
- We increased turnover without increasing staff numbers.

These factors help us to pinpoint areas where market penetration is possible, and which will deliver growth. They also highlight the strengths we can build on, as well as the weaknesses we need to address, if we are to achieve our business goals.

"In terms of markets, the public sector is expected to remain strong in all our geographic areas. In transportation, many of our projects are becoming very large. Our penetration of the Irish market is quite small and in Northern Ireland focuses on the roads business. Our business plan therefore concentrates on:

- Maintaining our market share in Transport
- Growing Property, Environment and Natural Resources
- Broadening our operations in Northern Ireland and the north of England
- Penetrating the Irish market.

"If we are to achieve this, we know we need to develop our functional support, empower our senior management and develop an acquisition strategy that will guarantee the growth that our shareholders expect."

[See original document [pdf] for other Divisions, the Flotation process and next steps].

Exchange November 06

Chairman's Update **Geoff French** [Ferguson McIlveen Acquisition] Building an even more diverse business

On 17th October we held our first Annual General Meeting as a public company. Held in a converted Brewery in the City of London, many employee shareholders attended, and it was a much more formal affair than in former years, but it did provide the opportunity to announce that an agreement had been reached to acquire **Ferguson McIlveen LLP**. There is more about our newest addition in 'PeopleFirst', however I am delighted to add my welcome to all the staff of **Ferguson McIlveen** who formally joined us on 1st November —and indeed to everyone else receiving Exchange for the first time.

I was also able to report to our shareholders that we are in line with trading expectations for the first five months of FY06, and that our order book is significantly ahead on last year Market conditions remain buoyant and we are confident about our prospects for this financial year and beyond. Diversity is a continuing theme through this quarter's Exchange, particularly in Project Update. We've started posting reports on these exciting projects, like Cross Rail and the Chinese and Indian Logistical Parks, on our careers website to attract more exceptional people to our business. 'Inside Scott Wilson' has an article demonstrating the importance of our CAT assessment by the UK Highways Agency too.

Continuing with the diversity theme; 'Spotlight' focuses on two types of business that illustrate the wide variety of the services we offer: business consultancy and our now well-established joint venture with Alfred McAlpine — AMScott. In addition, China and India demonstrate the geographic diversity of our operations in Country Profile.

We have made three new senior appointments in Group Marketing. Patricia Vickers joins us as Director of Corporate Development, with Lak Sinwardene as Corporate Communications Manager and Ian White as Marketing Services Manager. Lak talks about the challenges facing her in our new corporate environment in Outspoken.

The generosity of Scott Wilson staff was evident at the recent Ball, which raised funds for the Millennium Project. Held in Reading in the UK, it was a chance to celebrate all that's great about Scott Wilson employees, and I was delighted to present the winners with their well-deserved awards. I was also surprised and touched to receive an award myself, and would like to thank all of you for your continuing support.

Our strategic and business plans continue to be developed, and we are currently looking at how we can continue to evolve, strengthen and grow Scott Wilson.

Our first six months as a plc have been very rewarding and, with your help, I look forward to continuing the successful Scott Wilson story — and hopefully oversee a steadily rising price for all your shares and share options.

A Day in the Life

With the acquisition of Ferguson McIlveen, the number of Scott Wilson offices grew in number. Architect Paul Ginever is based in our new Guildford office and highlights the benefits of working in a rural setting.

My office couldn't be further from the town-centre lifestyle. Every day were blessed with manicured rural surroundings, the subtle dance of a thousand trees and the occasional invigorating fragrance of farriers re-shoeing the horses of Greenways Farm.

Our three refurbished farm buildings house a tight-knit family of construction experts. You might think architects and engineers are very different people, like 'chalk and cheese', but that couldn't be further from the truth. We might have hugely different working processes, and speak wildly different technical languages; but we still encourage each other, and get a lot from working together every day. Here, we don't develop architectural designs and drawings and pass them on to others who add incomprehensible calculations and lines. Projects are developed in unison through sketches and discussion, and both the scheme and the design team are always the better for it.

These skills are then transferred to subsequent jobs, of which there is a great variety in the office.

These include university extensions, secondary and primary schools, nurseries and children's centres, church extensions, community centres and luxurious residential works for the rich and famous next to innovative affordable housing. Add to this large-scale civil and industrial works and it's

difficult to imagine how our two disciplines could exist without sitting next to each other; it's just as inspiring as the view outside the window.



Ferguson Mcllveen employee representatives meeting in Belfast

Acquisition of Ferguson Mcllveen brings a wealth of experience and expertise [Hunter]

Those of you who attended the Annual General Meeting on 17th October would have been the first to hear about the Ferguson Mcllveen LLP acquisition — a move that's come as a direct result of our successful relationship with them over the past few years. Headquartered in Belfast, Ferguson Mcllveen is a leading consultancy with offices in the Republic of Ireland, Glasgow, Chester, Guildford, Leeds, Middlesbrough and Swansea; and employs 250 people. Their highly experienced teams provide design consultancy services for the **property, environment and infrastructure sectors**, and specialist disciplines include **Architecture, Water Engineering and Urban Design**. Recent notable projects include **Lagan Weir**, the redevelopment of **Belfast Cancer Centre**, the upgrade of **Northern Ireland's North Coast Wastewater Scheme**, and **Dublin's Beacon South Quarter** development. When we floated, Ireland was identified as an area of great potential and the acquisition represents an important step in our strategy for growth. Most of Ferguson Mcllveen will be integrated with the Scotland and Ireland business and will be led by **Ronnie Hunter**. Other locations will join our UK South and UK Central Divisions. We're delighted to welcome all our new colleagues into the Scott Wilson Group and are confident that both organisations will be significantly strengthened by this deal.

Exchange March 07

Changing for the better **Geoff French** [Ferguson Mcllveen; SW Flotation 1st Year; **McKittrick & McCafferty** retire]

I would like to welcome all our new colleagues who are reading Exchange for the first time, and wish all our staff a Happy Chinese New Year. The timing of Chinese New Year, on 18th February, coincides perfectly with the themes of this edition of Exchange: growth and change. The exciting opportunities arising from the combination of Scott Wilson, Ferguson Mcllveen, Cameron Taylor, DGP International and Roscoe Postle Associates provides a new start in some market sectors, and a stronger position in others.

Many of the articles in this edition feature these new opportunities, and highlight the wealth of talent that has joined us. Ron Wall, our Joint CEO, has been one of the driving forces in these changes, and he puts them into context in his Inside Scott Wilson article.

Integration will inevitably generate some challenges, and in this issue, you'll hear what two of our functional leaders, Stephen Leach and Georgina Corbett, have to say on the subject. Change is something we all came to terms with during an exciting 2006. The first anniversary of Scott Wilson's flotation on the London Stock Exchange is on the 15th March. Last year, though we were eager to experience our newfound status, we felt a little trepidation about answering to external stakeholders for the very first time. However, despite our inexperience in this new world, things have gone extremely well. Since our flotation, we've made several strategic acquisitions and have seen our share price rise considerably. We also recently won IPO of the year — presented by Shares

Magazine against stiff competition — and are currently short-listed for another similar award. We have learnt a lot as a business, but there is still much to achieve over the next few years. Patricia Vickers, our newly appointed Corporate Development Director, sets out some of the challenges before us as we keep pace with the increasing expectations from our clients and investors.

As we move towards the end of our financial year, there is also an opportunity for reflection. I'm pleased to see my old friend and colleague **Bob McKittrick** sharing his thoughts on retirement and his ambitions for the future. Our thanks and best wishes go to him, **Jim McCafferty**, **Peter Garrett** and other long-serving members of Scott Wilson who are retiring or semi-retiring this year.

The Chinese Year of the Pig is said to bring good fortune to those in business. I'm told by our colleagues in China that tolerance, optimism and fun are characteristics bestowed on those born in this year. I think these are excellent attributes for us all to embrace in 2007.

A new beacon for the **Titanic Quarter, White Star House opens [Ferguson McIlveen]**

Ferguson McIlveen, now part of Scott Wilson, **recently completed White Star House for the Northern Ireland Science Park (NISP)**. The development sits within the historical 185 acre Titanic Quarter site that's expected to become — at £1 billion — Europe's largest waterfront urban regeneration project. White Star House is NISP's fourth building, to be developed as part of the Science Park's initiative to offer technologically advanced space for companies to develop ideas and create sound products and services.

The building's design was led by the firm, who acted as its architects, structural engineers and digital animators. The building sits beside Thompson dock — which was once the largest of its kind in the world — and its associated pump house, where the Titanic and her sister ships were fitted out and repaired. Thompson Dock was the Titanic's last berth before leaving Belfast.

Not surprisingly, shipping themes have been incorporated into the development. Not only is the building named in recognition of the owners of the Titanic, White Star Shipping Line, the design is also reflective of its rich history. For example, three exposed prow-shaped support pillars have been integrated into the building's structure and frame the main entrance. These pillars reach the same height that the Titanic's bow stood above the waterline. The overall form of the building echoes that of a shipyard gantry, under which White Star's liners would have been built.

The bold, four-storey 4,000m² structure incorporates the client's ethos of technological innovation, and follows on from the industrial innovation for which the site is famous. Industrial themes continue inside with bare wire, metal and exposed concrete. The design also includes highly sustainable features, including a groundwater extraction cooling system.

White Star House has already been featured on television news, gained front page coverage in Perspective Magazine and appeared in Urban Design. It's no surprise. Softly lit at night, White Star House stands as a beacon to those arriving in Belfast by air and sea — a new landmark on an industrial skyline; A highly visible showcase of our talent.



Our acquisition strategy [Wall]; 5000 Staff; Ferguson McIlveen] 'Build and buy' approach is the path to success explains **Ron Wall, CEO**

Change is never easy, yet recently it seems to have been a constant within Scott Wilson. Almost all of us will have been affected in some way. At the end of 2005 Scott Wilson employed just under 4000 people worldwide, twelve months later this had increased to just over 5000 through a combination of organic growth and acquisitions. What is the strategy behind this growth and what challenges does it present?

Our five-year Strategic Plan is focused on improving our standing compared to our peers. It involves more than doubling our current revenue by 2012, but recognises the need to have a balanced portfolio across all our sectors — transport, property, environment and natural resources. In recent years, our activities have been dominated by transport. Spreading our efforts sensibly across sectors, regions and client types is part of our Market Risk Mitigation Plan, and will ensure we can cope with any challenges the future may bring.

To deliver this strategy, the group has to grow at a sustainable rate both organically and by strategic acquisitions. When we look at acquisition targets, our main consideration is mitigating market risks: embracing emerging and high growth sectors and geographical markets; delivering additional skills into key areas; and adding further substance to key parts of our business. Every acquisition must also have a strong cultural fit and share the same values as Scott Wilson.

The purchase of Ferguson McIlveen brought us a prominent position in Northern Ireland, mainly in our principal sectors. With the cessation of hostilities, the area is seeing a significant amount of investment in infrastructure coming from the peace dividend, the EU and, importantly, from private funds. In terms of finding a balance to our regional activities, Ferguson McIlveen also gives us a substantial platform for expansion into the Republic of Ireland and Northern England. From a sector point of view, the acquisition of Cameron Taylor has provided us with a high-profile presence in property particularly in the private arena, and principally in the South-East.

DGPi, operating mainly from the North-West of England, gives us real muscle in the important high growth nuclear, petro-chemical and pharmaceutical markets — adding depth to our portfolio in terms of property, environment and natural resources. These acquisitions have added over 700 people to our staff and underline our ability to deliver against a clear plan with clear objectives.

The biggest post-acquisition challenge concerns integration: making the most of our new additions without hindering our business performance. It's a process that's controlled by Integration Managers, under the guidance of Divisional CEOs. Our three latest additions have been spread across three different divisions, which gives everyone the chance to focus on the job at hand.

Scott Wilson has a history of successful public sector acquisitions, ranging from the Road Construction Unit in the East Midlands to the Commission for the New Towns in Telford, Basildon and Peterborough, and the British Rail Design offices in Swindon and Glasgow. Added to private sector acquisitions like Knight Piesold and Peel & Fowler, we're building a reputation for smooth, effective integrations. And long may that continue.

Ireland - Europe's Celtic Tiger

Making the most of new opportunities on the Emerald Isle

History

Mention Ireland and some people will instantly think of thatched cottages, Guinness and Irish music. These pre-conceptions may hold some truth, but Ireland is also a modern and thriving country, one that has experienced unprecedented economic growth over the past decade. The phrase "Celtic Tiger" has become synonymous with a booming, cash-rich environment full of business opportunities. And Northern Ireland has also changed out of all recognition, thanks to the improved political situation and significant public sector investment. Scott Wilson has worked there for some 40 years.

In the Republic, a Dublin office was established in 2000 to target transportation and property projects. In Northern Ireland, an informal joint venture was established with Ferguson McIlveen in 1998 with the aim of supporting the province's numerous road building programmes. The partnership has so far led to eight major commissions, with a total capital value exceeding £500 million.

In 2005, the newly-created Scotland & Ireland Division took responsibility for all our operations in the area and, in October 2006, we acquired Ferguson McIlveen, whose additional skills and expertise have helped us to further expand our presence and influence.

Northern Ireland

Ferguson McIlveen was established in Northern Ireland in 1922 and developed an enviable reputation in **water and wastewater, healthcare, river engineering and urban design projects**. With its acquisition,

Scott Wilson now has 164 staff based in Belfast, and a satellite office of six in Londonderry. Disciplines include architecture, landscape architecture and town planning, as well as civil and structural engineering.

Public spending in Northern Ireland is shaped by the Investment Strategy for Northern Ireland (ISNI) and the departmental policies that stem from it. ISNI was launched in 2005 with a 10-year programme outlining plans for £14.4 billion of investment. Eleven central government bodies deliver the improvements, though the size of the investment is seen as a minimum. There are signs that further funds may be released depending on political developments and Scoff Wilson is already involved in a number of road development, healthcare, mater and education programmes.

Republic of Ireland

The economic upturn in Northern Ireland still has some way to go before it matches the growth in the Republic of Ireland (ROI). Over the past decade, the ROI has developed into one of the most successful economies in the world. Economic growth averages 7% per annum, and the country has a history of low unemployment. Currently, Scoff Wilson has 20 staff based in Dublin and another 11 on sites. Together, they provide services in transportation, property and landscape.

Investment in the ROI is mainly shaped by two key government policies: the National Spatial Strategy (NSS) and the National Development Plan (NDP). The NSS is a planning framework for the twenty-year period to 2020. It aims to sustain Dublin's role as the engine of the economy while strengthening the pulling power of other areas — bringing people, employment and services closer together. Physical infrastructure networks such as roads, public transport, energy and communications are of particular importance here.

However, it is the NDP that has the most impact on public spending. The second NDR, running from 2007 to 2013, outlines a massive €184 billion investment and seeks to encourage further interest from the private sector.

Consequently, €54 billion of the NDP has been allocated for economic infrastructure, including almost €33 billion for transport and €8 billion for energy. Other areas of interest will include the €5 billion investment on health infrastructure and a €5 billion budget for the modernisation of schools.

The future [Briggs; Manson; Phillips]

While our Scotland and Ireland Division's day-to-day operations are led by board members Susan Briggs in Dublin and Lowry Manson, Gordon Clarke and Sam Phillips in Belfast, they have also set up a strategy group to capitalise on the opportunities presented in these thriving economies.

Exchange September 07



Newcastle Promenade - The redesign of a Victorian seafront has re-established Newcastle in Northern Ireland as a tourist destination, providing a major boost to the local economy. The area comes with high environmental credentials so it was imperative that the scheme was designed to an extremely high quality standard and addressed the sensitivities of the environment. The design philosophy was to produce a scheme which reconnected the town visually, physically and socially with its natural environment. Shown on our front cover is a central element of the project - an iconic sculpture commissioned from a local artist.

Chairman's Update Geoff French [First Annual Report, NCE Major Firm of the Year]

At the time of reading this edition of Exchange many of you will hopefully have enjoyed a well earned summer break. We have slightly delayed the usual summer edition to coincide with the publication of our 2007 Annual Report. Much of what you will read in this edition reflects the highlights from our first complete year as a plc and, as usual, celebrates the very best of Scott Wilson.

Spotlight focuses on the performance of the business during the past financial year and demonstrates the significant progress we are making towards our strategic aims. The strength of our divisions and the balancing of our business portfolio have been further reinforced by the addition of a number of major acquisitions and their impact is already making a significant contribution to our success.

The increasing globalisation of our business is extremely well demonstrated by the number and nature of projects such as the Bahrain National Assembly Building. Outspoken, delivered by Derek Holden, focuses on the effective utilisation of our global staff to deliver integrated solutions to our increasing number of global clients. The tremendous success we have had in newer territories, such as winning several major projects in Greece, also highlights our commitment to the international aspects of our business.

Celebrating success is another important element in this edition of Exchange. PeopleFirst concentrates on a number of our awards over the past year. Winning NCE Major Firm of the Year is an award I am particularly proud of as it is recognition by our peer group. The Scott Wilson staff celebrating the 10th anniversary of the transfer of Hong Kong back to China emphasises both the long commitment Scott Wilson has in the region, and our ongoing success in China.

I will leave you with the statement that also appears in the 2007 Annual Report, as I believe it sums up the progress and success we have all made together this year and I would like to thank all our staff across the world for their significant contributions.

"Our strong performance demonstrates the Group's ability to take advantage of the buoyant trading conditions that currently exist in many of our key markets. The broad range of consultancy services that we have established across multiple sectors has increased our competitive edge and enabled Scott Wilson to, again, achieve double-digit organic growth".

Business performance by sector

"The Group enters the new financial year with a more balanced sector split following the acquisitions made in the second half of the year. The level of organic growth achieved exceeded the five year strategic plan"

Transportation

Roads, Railways, Aviation, Ports, Urban Transport. We have continued to consolidate our leading position in the transportation sector. Our representation has substantial breadth across sector and geography, with the provision of business case, planning, design, supervision and maintenance services, augmented with our research and development facility to some of the largest transport investment schemes around the world.

Property

Commercial & Retail, Residential, Health & Education, Tourism & Leisure, Industrial, Defence The property sector supports clients worldwide, from planning, through transportation and infrastructure to complete developments, from the restoration and conservation of built heritage to the most modern, sustainable design, from the smallest to the tallest and the largest.

Environment

Planning, Environmental Management, Landscape, Waste & Contaminated Land This sector represents 11% of our total revenue and this makes us a leading environmental consultancy. We provide a wide range of skills and experience to deliver professional and innovative advice to clients in the UK and internationally. Our core strength lies in our expertise in major infrastructure schemes in the transportation, property and natural resources sectors.

Natural Resources

Energy, Water, Mining, Ground Engineering

Our natural resources sector operates globally providing advisory, management and design services to an increasing global clientele to support the rising worldwide demand for energy, mineral resources and water.

Business performance by division

UK Central has continued to be a major player in the road sub-sector by delivering significant projects for the Highways Agency. Our joint venture with Alfred McAlpine, 'AMScott', continued to perform well and our winning of the innovative Three Counties Framework contract is forecast to delivery.

UK South has delivered considerably improved operating margins during the financial year, working extensively in the transportation and property sectors and has significant major project in London, including Brent Cross and Holborn Viaduct Development. The division's position in the property sector was enhanced by the addition of Cameron Taylor.

Scotland and Ireland has effectively doubled in size since the acquisition of Ferguson McIlveen, providing a strong presence in Northern Ireland and significantly strengthening our already strong position in the roads sub sector. In addition we have added to our solid position in the South of Ireland.

UK Railways has been dominated by the ongoing delivery of several long term multidisciplinary major projects including West Coast Route Modernisation, Crossrail and Edinburgh Airport Rail Link. Revenue has increased by 22% and staff headcount has grown by 20% and it continues to bid for major framework contracts with Network Rail.

International & China has experienced significant growth in the Middle East, India and China. The addition of RPA in Canada has boosted revenues in the Mining sector and an increasing amount of projects in South East Asia. Africa and South America have been secured with global clients. Transportation still remains the largest sector and includes major roads projects in Greece, Poland, Serbia, India and Ethiopia. Port and Airport work in China, Dubai and Thailand is growing and centres of excellence in Bangkok are providing airport expertise across the group. The National Assembly Building in Bahrain is an example of expertise being provided from around the group including master planning and landscape design from China. If you wish to review the full annual report please visit our website: www.scottwilson.com.investorrelations

REVENUE, INCLUDING SHARE OF JOINT VENTURES

	2007 £m	2006 £m	Increase
UK Central	75.3	56.7	32.9%
UK South	57.0	40.1	42.2%
Scotland & Ireland	22.1	13.3	66.0%
UK Railways	43.0	35.1	22.4%
International	63.6	52.6	20.9%
Total revenue	261.0	197.8	32.0%

Exchange February 08

The Scott Wilson Awards 2007

Global Winners		
Award	Name	Country
Best Newcomer	Patricia Nicolau	UK
Best Project	Grayrigg Emergency	UK
Best Project Leader	Venkat Ramana Sheela	India
Best Team Leader	Stella Fox	Greece
Award for Innovation	Tesco Hatch CHP Project	UK
Award for Sustainability	The Orchard Building, Stranmillis College	UK

Scotland & Ireland Awards 2007 [Adams; Nicholl; Singleton; A66 Temple Sowerby; Digital Animation; Orchard Building, Belfast]

Best Newcomer - Iain Adams

Best Project – A66 Temple Sowerby Bypass

Best Project Leader - Richard Nicholl

Best Team Member - Rueben Singleton

Award for Innovation - Digital Animation Projects

Award for Sustainability - Orchard Building, Stranmillis College, Belfast

Exchange May 08

Chairman's Update Geoff French [Blackwood-sole CEO]

May's edition of Exchange deliberately coincides with our new financial year and thus provides a great opportunity to describe how we plan to continue developing and improving. The focus this time is on Scott Wilson itself: our organisation, changing business, innovative projects, our people and how we are continuing to address the challenges and opportunities presented to us by the outside world. The centre pages are handed over to our newly appointed sole CEO, Hugh Blackwood; he considers the future and how we need to focus and change to deliver our strategic plan.

In Inside Scott Wilson, we reflect on how the support functions are responding to the continuing demand to improve efficiency, add greater value and help join up our increasingly complex business. Our Project Update demonstrates the different nature and scope of projects we are now involved with; the Country Profile shows how things have moved on in Central and Eastern Europe since it was featured in the first edition of Exchange in July 2004.

The community page reflects the high energy and enthusiasm associated with the Millennium Schools Project in Mozambique as the first volunteers prepare to travel there this month to begin work on this exciting and innovative initiative.

Finally, our People First section concentrates on how our businesses across the world are responding to the feedback we received from the My Voice survey and how we are continuing to focus on the development of critical leadership, project and commercial skills.

Last year looks like being another record year for the firm, but of course we plan to continue our growth into 2008/9 and beyond. We know that some internal changes are required to take account of our rapidly increasing size and scope. We also know that, with your continuing support, we can make further, significant progress next year towards our five year strategic goals.

Improving Project Control: Ronnie Hunter Divisional CEO, Scotland & Ireland



As we expand and place responsibility on an ever increasing number of staff the Group Management Board has decided that more formal training is required for those designated as Project Directors and Project Managers.

Currently, advice on responsibilities and duties can be found on UNITE and Financial Management Guidelines and in the Gateway process forms. However, these were never intended as training aids. The Commercial Function Board was therefore tasked with preparing a series of training aids to support the duties and responsibilities of the Project Directors and Project Managers.

The intention is that a set of PowerPoint slides and associated scripts will be made available to Divisions who can, if they wish, make them more Division specific. Trainers would be established in each Division, probably the Commercial Managers, who would then be responsible for rolling out the training through each Division to meet identified needs.

The first set of materials covering Project Directors will be released shortly and thereafter production will focus on Project Manager duties and responsibilities.

'The Blackwood Announcement': Hugh Blackwood, Group Chief Executive



When I read New Civil Engineer Magazine refer to 'The Blackwood Announcement' in a recent interview with Geoff French (dated 20 March 2008) it sounded like the title of another Robert Ludlum thriller novel! However, it is with great pride and humility that I take over as sole Group Chief Executive on 1 May 2008, along with the responsibility of steering the organisation through its next stage of development.

I have grown up with the business and, after 36 years together, I have experienced considerable corporate success and personal satisfaction, The greatest pleasure remains working with a range of like-minded people all sharing the values of the organisation.

60 years ago, our founding fathers established a highly ambitious, professional, technically competent international organisation. Not too much has changed except that we have expanded and developed to address the needs of our clients and our markets.

During that time, we have continually demonstrated that we are experts in managing corporate growth and developing our skill base and the services we offer. However, we must occasionally acknowledge the need to review our management structure and to invest in our systems and processes, our support services and in ourselves; always ensuring that we are able to manage a bigger and more diverse business.

I have always felt that Scott Wilson is at its best and strongest when its people are working closely together; pooling energies and expertise with individuals feeling totally engaged with their current project and knowing that they are a valued part of the organisation. I believe that this can be best achieved by a combination of the correct management structure, effective processes and good internal communications.

In terms of structure, it is our **intention to gradually move toward sector facing management** to provide a clear focus on our clients and our markets. The main thrust of our current strategic objectives is substantial growth in Revenue so the adopted structure must provide the space and the scope within which we can effectively double in size within the next few years.

We have also been reviewing our Corporate Functions with particular emphasis on the UK over the past year and we are about to embark on a new management model based on more sharing of internal services across the operational divisions. This will mean less duplication of effort and allow function staff the opportunity to work across the business, sharing best practice within a far more attractive career structure. We recognise that recent rapid growth has stretched some of our internal processes and IT systems and under Mark Bew's direction we are undertaking an ambitious but achievable programme of upgrades and renewals.

The main Human Resource project for the next year will be the Talent Management Programme, providing a far more structured approach to staff development. In addition, it will identify and develop those who will be needed to lead our much expanded business in the future. Part of the programme, to be rolled out over the next twelve months, is an updated Pathways Career Framework, giving staff more choice in career direction and personal development.

A consolidation of high level Group policies is currently being finalised. This is now common among PLCs to demonstrate a high standard of corporate governance. This will provide clarity on how Scott Wilson does things and allow us to continue to be innovative and creative but within a consistent and risk-controlled environment.

As business planning and budgeting become increasingly rigorous, it becomes more challenging for us to invest in our own corporate development opportunities. Many of our most successful business initiatives have resulted from committed individuals following a business opportunity within a supportive and encouraging environment. To help us continue this process, an Incubator Fund will be part of Group contingencies and will be available to finance Divisional or Function initiatives supported by a relevant business case. I would, therefore, encourage all staff to give serious thought to suitable candidate projects.

Moving towards a sector structure: Hugh Blackwood, Group Chief Executive

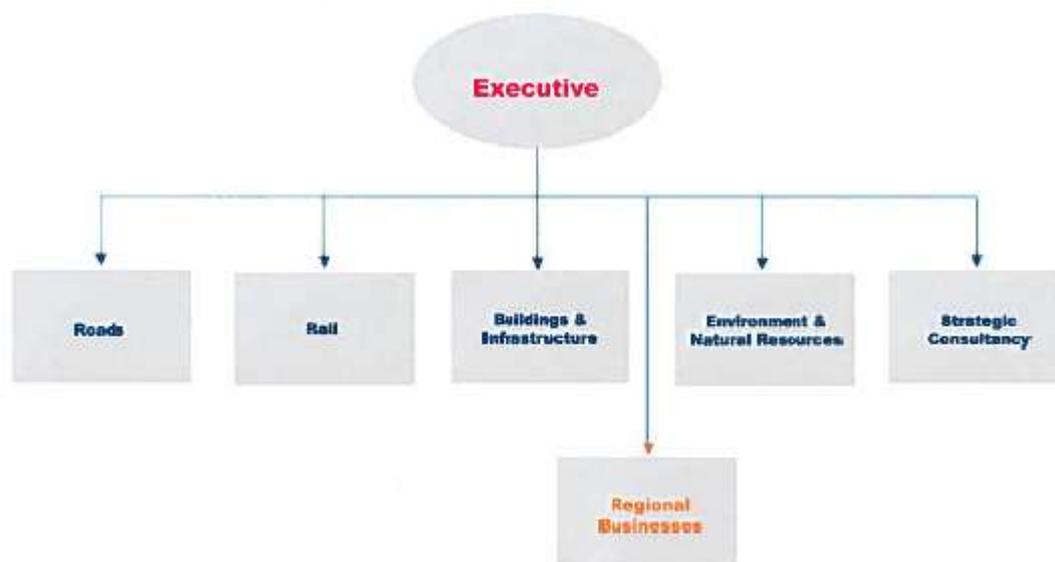
Over the past year, the Main Board has conducted a review of our current management model and has taken the decision to **move towards a sector facing structure** as the most appropriate to deliver our Five Year Plan. It is the intention that the revised structure will be fully operational from 1 May 2009.

Although we have successfully conducted our strategic planning in our market sectors for some time, our management model remains **a hybrid of geographical and market facing businesses**.

The proposed structure offers a range of operational benefits and will allow management to focus directly on clients and markets and to identify our strengths and weaknesses within a market context.

It will allow the organisation to play to its strength by reducing fragmentation of resources and skills and bringing people together to tackle the global opportunities which the market has on offer.

Although much detailed work and consultation remains to be conducted during the next twelve months, some limited changes in reporting lines will be introduced from 1 May 2008.



MyVoice — An update six months on

In November 2007, 73% of you took the time to complete MyVoice, our first Global Employee Engagement Survey. The overall results were communicated by the Group Chairman in February and since then Divisional and Regional management teams have been reviewing the results and identifying how they incorporate improvements into business plans. Exchange asked our business leaders to share their thoughts on their results and provide an update on what actions they are taking.

Scotland and Ireland: **Ronnie Hunter**



“The size of our business has doubled in the past year and the survey was well timed to take stock on how things are for our new employees. The results of the survey have been communicated through team meetings and we want to concentrate our efforts on reducing the voluntary leavers and improving engagement in our more junior technical community. Working with our HR colleagues we are currently considering action plans to target this area and will be focusing our efforts with this group.”

[See the original Document [pdf] for comments from the other business leaders].

Exchange September 08

Chairman's Update **Geoff French** [Benaim Acquired; **GHF**-Non Exec Chairman] Better Together

I would like to welcome all our colleagues who are reading Exchange for the first time, especially those from **Benaim**, the Terence Lee Partnership and Strategic Leisure whose skills further expand the services that Scott Wilson offers its clients.

The theme for this edition is global collaboration and the projects highlighted in our Project Update demonstrate the range of co-operation and work sharing that is happening across Scott Wilson. The Country Profile on India identifies how well placed we are to continue to take advantage of the opportunities presented by the strong growth in that country's economy.

Our latest annual results, published at the end of June 2008, reflect the tremendous growth we have achieved since becoming a public company in March 2006. Our CEO, **Hugh Blackwood**, uses Spotlight to give his assessment of how well we have performed — and the challenges we face moving forward.

One of the highlights in this edition has to be the work done by the volunteers through the Millennium Project in building the School in Mozambique, which was opened by John Nutt in mid August. Many congratulations to the organising team and all the volunteers whose ambition, imagination, determination and collaboration have demonstrated the very best of Scott Wilson.

The Scott Wilson UK Awards, to be presented at the Millennium Project Balls in October and the Global Awards decided in December are a great opportunity for each of you to nominate and celebrate the excellence of our work and the people who create it. This September marks my 40th year with Scott Wilson and I continue to be enthused and amazed by the contribution of our people around the world and I will be very proud, once again, to present the awards to the worthy winners. As announced earlier this month I will become the **Non Executive Chairman** of the company from November. This change reflects a more normal Plc Board Structure, but will enable me to continue to guide and monitor our progress, whilst handing over the running and management of the business to our sole CEO **Hugh Blackwood**.

We continue to expand across the world and our new offices in Australia, another joint venture in China and double digit growth in China, India and the Middle East mark further milestones in our global reach. I hope that this latest edition of Exchange continues to reach all our staff regardless of where they are located and I am sure that you will join me in celebrating the strength and depth of our collective ability as we work together to meet the needs of our clients around the world.



Exchange February 09

Focus on Improvement: H Blackwood [French-Chair ACE; credit crunch; difficult times]

Firstly, I would like to take this opportunity to personally thank Geoff French for all his hard work and achievements as Executive Chairman with Scott Wilson and wish him every success as **Non Executive Chairman** in this next phase of his career. This new appointment coincides almost exactly with Geoff's 40 year anniversary with Scott Wilson, joining in 1968 as a civil engineering graduate. Since his appointment as Chairman in 2002, Group revenue has doubled and his surefooted leadership guided us through the highly successful flotation in March 2006. He remains an integral member of the Main Board and senior leadership team and continues to make an enormously positive contribution to the Group. I am also delighted to announce that he has just been appointed as **Chairman of the ACE** (Association of Consulting Engineers).

None of us could have failed to notice the **impact of the credit crunch** on the financial markets over the past few months. Despite having a very strong and diverse business, we have also been hit by the need to conserve cash as funding for our continual growth gets harder and more expensive to secure. Even though our growth may have to slow down for a period, this doesn't mean that we can't improve our business, our efficiency and our service to clients.

This edition of Exchange focuses on improvement and there are many examples of how, during these **difficult times**, we are improving; creating even greater value for our clients in parts of the world that previously had very little Scott Wilson presence in the Americas; getting to grips with improving our business systems across the world; publishing and embedding our global policies and principles in 'The way we do business' and creating new posts in Internal Audit that increase our accountability and develop a continuous improvement culture.

Spotlight sets out **our migration towards a sector based management model** and our vision of becoming an integrated global enterprise which will allow us to operate effectively and consistently across the world economy, providing solutions globally and delivering locally. Our community focus clearly demonstrates that our employees continue to add value to the community through the great success of the Graduate Foundation Community Protects and the ongoing support for the Scott Wilson Millennium Project.

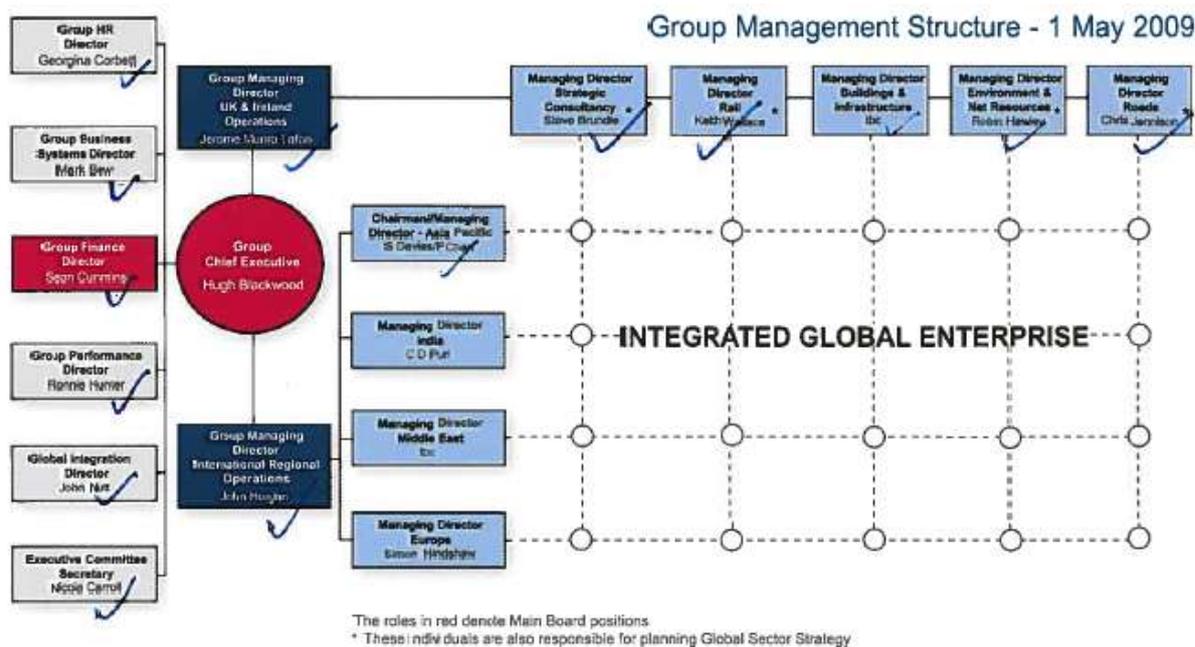
Finally, the talents and excellence of our people are celebrated in the announcement of the Global Scott Wilson Awards in People First. Our success in the British Expertise Awards also demonstrates that our achievements are truly international and I pass my congratulations to all the winners. May I wish all of you a Happy New Year and my best wishes for what may be a challenging but successful and prosperous 2009.

Restructuring the management model [Sector Based]

As you are aware, during this financial year we are migrating towards a sector based management model. Some reporting lines have already been adjusted and the initial benefits of the move are already becoming evident. Over the next few months we will complete the change process and from 1 May 2009, we will be managing and reporting on a consistent matrix basis worldwide.

I believe that the new model will provide us with renewed focus on our clients and markets, It will allow us to play to our global strengths by reducing fragmentation and encouraging collaboration across our market sectors, It will make our management structure simpler and more transparent and will allow external observers to obtain a clearer view of how we operate as a business.

At the same time, we are taking the opportunity to rationalise parts of our international business. An enlarged Asia Pacific region will incorporate Hong Kong, China, South East Asia and a new business in Australia. The former Eastern Europe regional business will extend to embrace all of mainland Europe. The current boundaries of the two remaining businesses, India and the Middle East will remain unchanged. We will continue to work on a project or branch office basis in other regions of the world until there is a sound case for establishing a regional business. The management team will be communicating the arrangements for the change process and the detailed implementation programme. This will be cascaded at the appropriate time.



Exchange Summer 2009

Group Chief Executive Update **Hugh Blackwood** [Five Global Sectors] A new perspective

The beginning of May saw a new financial year and a new organisation for Scott Wilson. Our management structure is now arranged around five global Sectors and the newly formed Executive Committee has increased our leadership representation from our international Regional businesses. Our growing global interdependence is leading to even greater cooperation and collaboration across the Group.

With this new start, we have taken the opportunity to refresh and evolve Exchange. It remains a valuable communication tool for you but with this new layout and structure we hope to encompass a wider variety of our services and Sectors, sharing information and news.

Many of the projects and improvements covered represent the very best of our ability to continue to win and deliver high quality solutions for our clients. We not only celebrate new and current projects but those that we have successfully completed, as we mark the end of over a decade of work on the West Coast Route Modernisation project. We also include a focus on our hydropower expertise, an industry to which we have been providing consultancy services for more than 80 years.

It is a pleasure to include a contribution from Jean Venables, President of the ICE, who talks to Exchange about her long standing involvement with flood risk management work on the River Thames. We hope to provide comment and interviews from other industry professionals in future editions.

Finally, we recognise your efforts in supporting our first global fundraising day for the Scott Wilson Millennium Project, a shining example of how we can live the values and unify for a common cause and share success in these difficult times.

I hope you enjoy reading this new look Exchange. Please give your feedback by emailing the editorial team at exchange@scottwilson.com

Strategic new roles for Executive Committee members

Executive Committee members Ronnie Hunter and John Nutt have taken on new roles following the Group management restructure in May.

Ronnie Hunter Group Performance Director

Ronnie joined Scott Wilson in 1973 and along with his continued responsibility of managing Scotland & Ireland, he has a new role as Group Performance Director. He will take the lead role in delivering a key objective of the Group's Five Year Strategic Plan: 'Demonstrate continual improvement in the performance of the organisation'.



John Nutt Global Integration Director

John joined Scott Wilson in 1974 and on 1 May took on the newly created role of Global Integration Director. He will take the lead role in delivering a key objective of the Group's Five Year Strategic Plan: 'To maximise the benefits of global growth and integration.'



New Strategic Roles: **Ronnie Hunter** [Group Performance]; **John Nutt** [Global Integration] [Scotland no more!]

Exchange Spring 2010

Group Chief Executive Update **Hugh Blackwood** [Clackmannanshire Bridge; Recession] **Recognising our achievements**

Welcome to the spring issue of Exchange. Some of the key features in this edition include an interview with the CEO of one of our key Middle East projects – Diyar Al Muharraq, an update on our ports strategy which is expanding across the globe, an in depth overview of global Railways and our progress and commitment to our sustainability initiative.

Over the past few months we have seen a number of award wins and short-listings which fully recognise and commend our achievements. These include winning the Royal Town Planning Institute's 'Planning Consultancy of the Year' award and our short-listings for 'International Firm of

the Year' at the NCE / ACE awards, as well as 'Engineering Consultant of the Year' at the Building Awards.

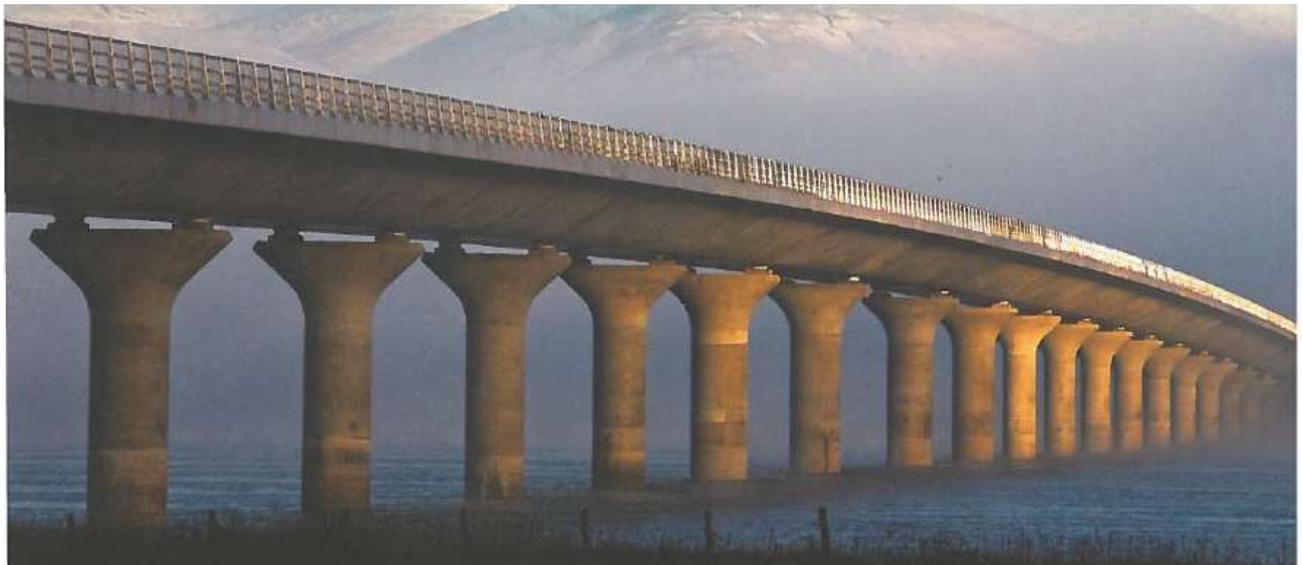
Many of the projects featured in this edition are award-winning, including **Clackmannanshire Bridge which has received a staggering seven industry awards.**

Other successful projects include the Breakwater at Costa Azul LNG Terminal, which was named Major Project of the Year at the British Expertise awards and has recently been shortlisted in the ACE Engineering Excellence Awards.

As we are all aware, we have been facing up to the challenge of the global recession and I believe dealing with the impact as positively as possible. One of the main reasons is because of the growing success of our international business. The future of the UK market still looks very uncertain and will remain so until the new government decides how the country will address its budget deficit.

Over the past year we have increased the proportion of our revenue earned outside the UK from around 30% to 40% of Group total. This reflects our success in using our geographic footprint and our sector diversity to provide resilience through difficult times. It's great that some of us are winning awards but all together we are contributing to the achievement of great results.

I hope you find this issue of Exchange an enjoyable read and please continue to give us your feedback by emailing the editorial team at exchange@scottwilson.com



DESIGN INNOVATIONS LEAD TO SUCCESS

Two major design innovations on the £120m Clackmannanshire Bridge across the Firth of Forth in Scotland have led to an impressive seven industry awards.

Two key design innovations enabled the scheme to be built more safely and quickly and with a lower environmental impact. Firstly, the use of three metre diameter single bored piles to support the whole 17.5m width of deck which eliminated all the pilecaps in the marine environment and enabled the piers to be built within the safety of the pile casing. This was the first use of such large diameter single piles

for a major river crossing. Secondly, the use of partial prestressing in the bridge enabled the otherwise passive reinforcement in the deck to be utilised to carry the traffic loads. This was the first use in the UK of such a system and it cut the prestressing tonnage by half, as well as improving the deck casting process.

Awards include the Saltire Award for Civil Engineering and the Transport Structure Award at the 2009 Structural Awards. Benaim, now part of Scott Wilson, was the detailed designer of the bridge for the Design & Build contractor. ■

Image courtesy of Ian Shaw

Clackmannanshire Bridge

Exchange.....The End