

**Balfour Beatty**

# Old Oak Common Station

---

Project Overview

28 November 2023



**Balfour Beatty**

---

**Leo Quinn**

---

Group Chief Executive



# Balfour Beatty and HS2

## HS2

- High-speed railway between Birmingham and London, with a Phase 1 budget of £44.6 billion (2019 prices)
- Balfour Beatty is in joint ventures delivering two parts:
  - Area North - the largest section of HS2's route
  - Old Oak Common Station

## Area North – BBV joint venture

- Added to order book at £3 billion (50% share) in 2020
- Target cost contract
- No material change to order book following recent cancellations



**Balfour Beatty is delivering critical elements of HS2 Phase 1**



## Major infrastructure delivery: Marston box bridge slide



# Major infrastructure delivery



**M42 bridge demolition**



**Cubbington cutting earthworks**



**Deck span for Curzon St viaduct**



**Bromford tunnelling**

**Breadth of capabilities creates competitive advantage**



# Further HS2 work to be awarded

## Joint venture established for HS2 opportunities

- Balfour Beatty, alongside JV partners ETF (VINCI owned) and TSO, are shortlisted for four remaining contracts. Balfour Beatty holds a 50% share of the joint venture
- The contracts are:
  - Overhead catenary system: £302 million\*
  - Track installation - Lot 1 Urban: £434 million\*
  - Track installation - Lot 2 Central: £526 million\*
  - Track installation - Lot 3 North: £566 million\*
- Final bids were submitted in November 2023
- Contracts are expected to be awarded in 2024, with delivery running through the second half of this decade



\*Figures are provided to give an idea of scale and match those provided by HS2's contract notices from 2020

- [Works - 309373-2020 - TED Tenders Electronic Daily \(europa.eu\)](#)
- [Works - 209541-2020 - TED Tenders Electronic Daily \(europa.eu\)](#)

**Targeting further HS2 contracts in 2024**

# Potential opportunities following HS2 cancellations

## Government plan for 'Transforming British transport'

- Alongside the cancellation of HS2 Phase 2a, the Government committed to spending:
  - £36 billion on rail, road and bus improvements
  - £12 billion to deliver fast links between Liverpool and Manchester
- This provides additional funding for the road and rail sectors which Balfour Beatty operate in
- Network North includes a mix of new schemes and those previously planned for delivery through:
  - The third Road Investment Strategy (RIS 3)
  - Network Rail's Control Period 7 (CP7)



Source: <https://www.gov.uk/government/news/find-out-about-every-new-transport-project-in-your-region>

**Funding pledged for a wide range of transport projects**

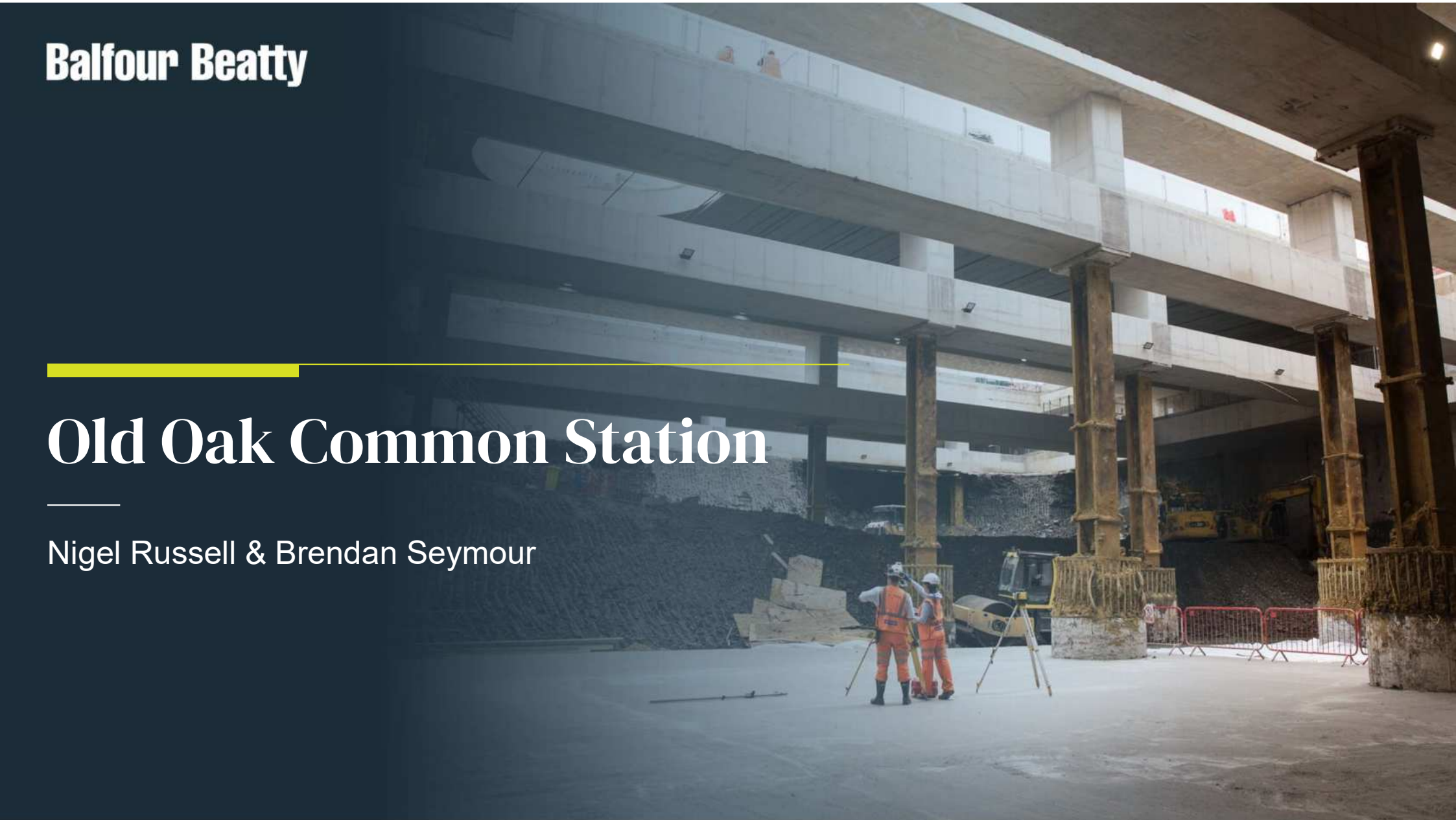
**Balfour Beatty**

---

# Old Oak Common Station

---

Nigel Russell & Brendan Seymour





**Balfour Beatty**

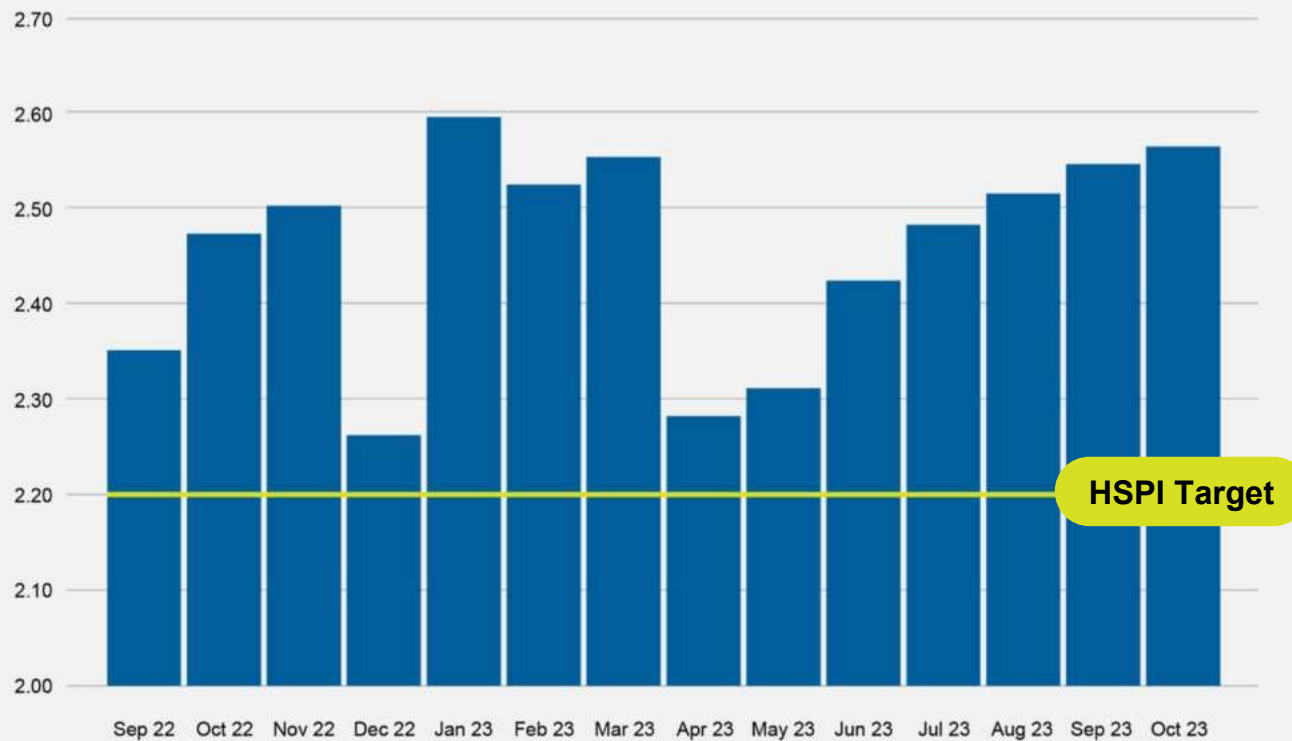
---

## How we are building Old Oak Common Station



<https://www.youtube.com/watch?v=EUXzvmn1cy4>

# Health and Safety Performance Indicators



Overview of the Health and Safety Performance Indicators used across HS2 <https://safety.hs2.org.uk/how-were-performing/>

**Focused on consistently performing ahead of target**

# HS2 Old Oak Common Station

## Delivery headlines

- On completion, Old Oak Common will become the UK's best-connected station, with high-speed rail services to the Midlands, Scotland and the North, and access to central London and Heathrow
- The station will serve as an interchange between HS2, the Great Western Mainline and the Elizabeth line
- Two stations:
  - 8 conventional rail platforms - 240m long
  - 6 high-speed platforms - 420m long



**Largest new build station in the UK for over 100 years**



## Targets, facts and figures

**Deliver in the budget target:**

**Original: £1.5 billion**

**Deliver in the programme target:**

**Station in passenger service:  
2029 – 2033**

● **1,000,000m<sup>3</sup>**  
of excavated material

● **415,000m<sup>3</sup>**  
of concrete

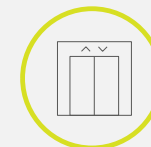
● **25,000m<sup>2</sup>**  
of roof

● **70,000 tonnes**  
of reinforcement

● **Over 1,000 people**  
on site



**52 WC Units**



**52 Lifts**






**34 Staircases**



**44 Escalators**

**Complex construction at scale**

# HS2's Vision, Strategic Goals and Benefits

 <p><b>Catalyst for growth</b></p>	 <p><b>Sustainable and a good neighbour</b></p>	 <p><b>World class standards</b></p>	
 <p><b>Value for money</b></p>			 <p><b>Skills and employment</b></p>
	 <p><b>Capacity and connectivity</b></p>	 <p><b>Customer experience</b></p>	

**HS2 stations vision - to be a catalyst for regeneration and commercialisation**

# Key stakeholders



**And many others...**

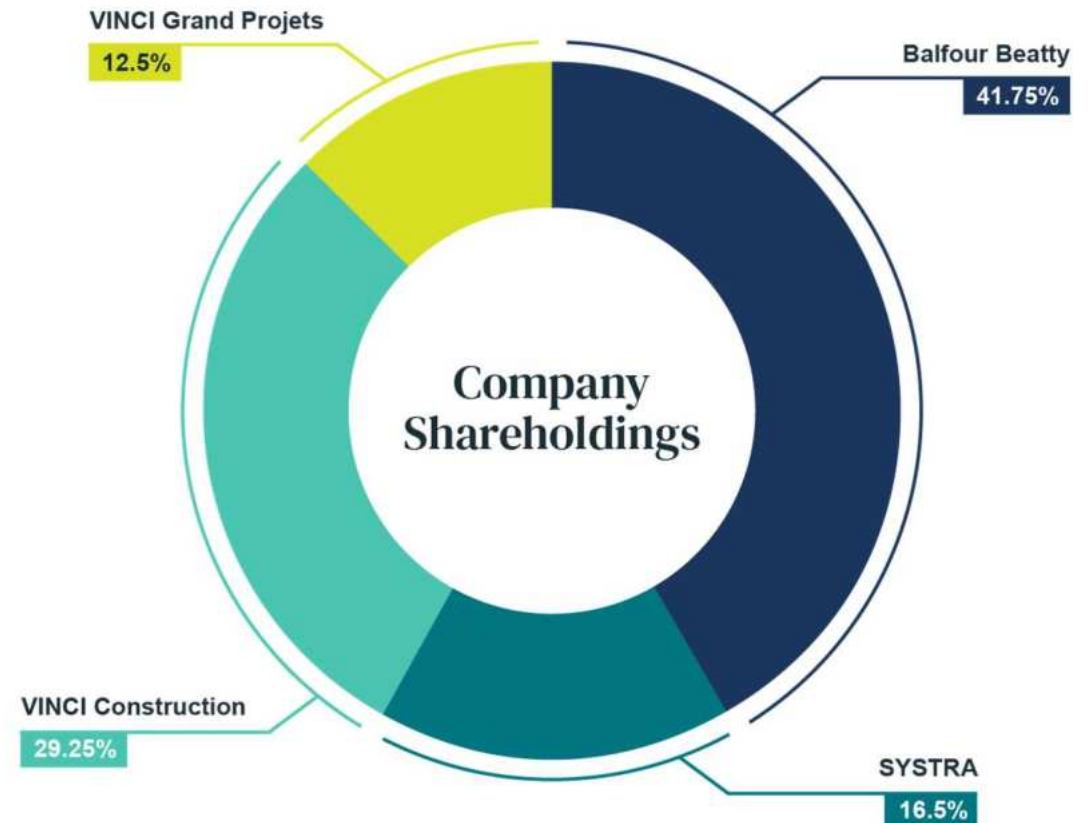
**Stakeholder management is critical to project delivery**



## BBVS Joint Venture

### Joint Venture structure:

- Balfour Beatty is designated as the lead entity
- 1 vote per JV entity but unanimous agreement
- BBVS Project Director – Nigel Russell
- Monthly JV Management Board meeting to review progress and provide guidance
- BBVS JV Board Members:
  - Nigel Roberts, Balfour Beatty
  - Phil Skegg, VINCI Construction
  - Francois Pogu, VINCI Grand Projets
  - Steve Higham, SYSTRA



**Diversified expertise and experience across JV partners**

# HS2 & Construction Partner role

## Incentive target and fee moderation

- BBVS, as the Construction Partner, has committed to design and construct the Old Oak Common Station and deliver it into passenger service by an agreed time (2029-2033) and for an agreed amount (incentive target)
- Included within the incentive target, alongside the direct cost of the works and the staff cost, is the Construction Partner's fee
- The fee can be moderated based on KPI's covering:
  - Project management
  - Project performance
- If the station is delivered on time and below the incentive target, BBVS will receive 25% of the saving
- Any allowable expenditure above the incentive target is reimbursed by HS2



**Construction Partner fee is closely linked to performance**

## Management wrap up

- The construction of Old Oak Common Station demonstrates Balfour Beatty's ability to deliver large and complex infrastructure projects
- The contract types in place for HS2 projects are lower risk than fixed price terms. Focus on delivery and cost control remains critical, as returns are moderated based on performance
- There has been no material change to the order book from HS2 Phase 2a cancellation
- Further HS2 work has been bid, with results in 2024
- Balfour Beatty's capabilities, scale and experience position the Group strongly for future UK infrastructure projects



**Capabilities aligned to market opportunities**



**Balfour Beatty**

---

**Q&A**

---



**Balfour Beatty**

---

# Sustainability

Mohamed El-Shazly

---

# Skills, employment & education

Elliott Murphy

---





## Zero emissions plant

- Electric rollers - saved approximately 300t CO2e and 110,000 litres of diesel
- Power cubes - saved 96t CO2e and 36,000 litres of diesel
- Punch Flybrid - 2,500 litres of diesel saved over five weeks, with 7t CO2e emissions prevented as well as:
  - £6,000 saved on rental and diesel costs
  - Will enable savings of over £65,000 in a 50-week year



Electric roller



Hydrogen lights



Solar lights



Electric lights



Power cubes



Electric MEWPS



Solar/LPG cabins



Punch Flybrid



LR 1160.1 Unplugged



LR 1250.1 Unplugged



## Conveyor belt network

- 1.7-mile-long network of conveyors
- Removing 1.5 million tonnes of spoil
- Fitted with sound barriers and a cover to prevent noise and limit dust dispersal
- 663,290 tonnes of spoil removed to date
- Replaced the need for 78,000 vehicle movements
- 37t CO<sub>2</sub>e saved over 15 months



Conveyor route



Noise and dust prevention



Spoil removal



Transfer towers

## Renewable power

- Solar array system fitted to generate some of the building's energy supply
- 648 individual panels
- 123,000 kWh generated
- Saved £67,000 (2022/2023)
- Electricity supplied by a 100% renewable tariff
- Sources used include solar, wind, hydro and biomass



**Renewable Power Supply Certificate**

This is to certify that

**Balfour Beatty Group Limited**  
Uses electricity that is **100%** generated from **Renewable Sources**

**Supply Period** 01/04/2022 – 31/03/2024

Signed *Mark Rose*  
Mark Rose, Director, Sales & Marketing  
on behalf of **TotalEnergies Gas & Power**

[business.totalenergies.uk](https://business.totalenergies.uk)

**Date** 08/09/2023

\*Our independent Assurance Report sets out how TotalEnergies' renewable electricity is sourced from renewable energy sources. The information provided is subject to verification under our Renewable Energy contract. A full copy of our Renewable Energy Assurance Report can be found at <https://www.totalenergies.com/assurances>



# Skills, employment and education

## HS2 skills, employment and education strategy

“Skills, employment and education in the context of the HS2 programme focuses on securing the skills and labour required to build the HS2 railway and leave a legacy of a highly-skilled and diverse workforce”

## Performance and achievements Q2 23/24

<b>5.18% of workforce are apprentices</b> <small>4% apprenticeship target in workforce (FTE)</small>	>25% above target
	Never dipped below 4% of apprentices in the workforce
	80 apprentices currently on the project
<b>1 SEE output per £0.97m</b> <small>1 SEE output per £2 million spend target</small>	Double skills, employment & education target
	>250 local job starts
	>100 professional attainments achieved



**Providing skills, employment and education to the local community**



# 2023 industry award short listings and wins

<b>Shortlisted</b>	<b>Shortlisted</b>	<b>Shortlisted</b>	<b>Winner</b>	<b>Shortlisted</b>	<b>Winner</b>
					
<p>Social Innovation, Private Sector Project</p>	<p>Inspiring Change in Education</p>	<p>1. Company Innovation of the Year 2. Rising Star</p>	<p>Innovation</p>	<p>Apprenticeship Initiative of the Year</p>	<p>Community Enrichment</p>
<p>13<sup>th</sup> June</p>	<p>27<sup>th</sup> June</p>	<p>13<sup>th</sup> July</p>	<p>12<sup>th</sup> October</p>	<p>16<sup>th</sup> November</p>	<p>27<sup>th</sup> November</p>

**Old Oak Common Station project recognised for delivering social value**

**Balfour Beatty**