



Connect Plus

M25 - Annual Performance Report April 2011

Creating road networks that serve communities, improve traffic flow, raise safety levels and keep industry moving

ABOUT US

We reflect the values of the Highways Agency - safe roads, reliable journeys, informed travellers.

Connect Plus is a consortium comprising Balfour Beatty, Skanska, Atkins and Egis Road Operation UK.

In May 2009, we were awarded the contract by the Highways Agency to manage the M25 and key arterial links to and from the motorway. This 30-year concession includes:

- widening northeast and northwest quadrants of the M25
- the refurbishment of the Hatfield Tunnel on the A1(M)
- the operation and servicing of the network including the Dartford-Thurrock Crossing
- long-term investment in lifecycle asset renewal.

Skanska Balfour Beatty (SBBJV), the construction joint venture, is undertaking the widening work during the first three years of the contract, adding additional capacity to 62km of the M25 and refurbishing the A1(M) Hatfield Tunnel.

The operation and maintenance of the M25 network is being undertaken by **Connect Plus Services (CPS)**, a joint venture between Balfour Beatty, Atkins and Egis.

Connect Plus is headquartered at South Mimms, and has 24 full-time employees, plus five key specialist roles embedded within Connect Plus Services and the Skanska Balfour Beatty Joint Venture. The **CPS** workforce comprises around 700 people, plus key suppliers, working out of our seven depots. **SSBJV** has around 1400 people, including primary suppliers and designers working from the three main worksites and operational headquarters at Maple Cross.

In addition to the M25 itself, our responsibilities include:

- 220km key arterial link-roads between the central London boundaries, including: M1, M11, M2, M20, M23, M26,M3, M4, M40, A1, A13, A2, A20, A3, A30, A40
- five tunnels including Hatfield, Holmesdale, Bell Common and Dartford
- 1800 structures including 750 bridge structures and the QEII Bridge.

“The widening schemes, combined with the maintenance and operation of the M25 network for the next 30 years, will reduce congestion, improve journey time reliability and safety and bring benefits to road users.”

TWO YEARS ON



“In Summer 2012, the eyes of the world will be on London. Connect Plus is responsible for ensuring that the M25 network is ready for the challenge.”

It's almost two years since the Highways Agency awarded Connect Plus the UK's biggest-ever motorway Design, Build, Finance, Operate (DBFO) contract to manage the M25 and its key arterial link roads, totalling 440km.

Since that time, we have undertaken major construction projects costing over £1 million per day, including widening 62km of carriageway from three to four lanes in both directions and the total refurbishment of the A1(M) Hatfield Tunnel. I'm delighted to report that the latter is now complete and, in addition to exceeding our network availability targets, all work to date has been completed on budget and on - or ahead of - schedule.

Our contract also includes the ongoing operation and maintenance of the entire M25 network until 2039 and, since commencing operations in September 2009, we have been working hard to reduce congestion and improve journey time reliability. Our achievements so far include setting up our Network Operations Centre at South Mimms, purchasing new incident support and winter maintenance fleets, introducing our new Travel Time Monitoring System, resurfacing the Dartford Tunnel and removing the M4 bus lane four weeks ahead of schedule. We have also managed to keep the inevitable disruption caused by some of the most severe winter weather on record to a minimum.

Yet there is no room for complacency. The M25 network is now used by 200,000 vehicles per day - more than double the volume originally anticipated. Safety and sustainability continue to be of paramount importance, and we face unmissable deadlines in preparing for the London 2012 Games. Our performance is measured against no less than 160 performance indicators by the Highways Agency.

This review provides an overview of our progress to date and sets out our aspirations for the future.

Should you have any questions, please do not hesitate to contact us at the address on the back cover.

Tim Jones
Chief Executive
April 2011

Network Availability	Target	Year 1	Year 2
% Area Network available for use by road users during peak hours	99%	99.86%	99.84%
% Area Network available for use by road users during off-peak hours	99%	99.87%	99.87%
% Area Network available for use by road users during night hours	97%	98.77%	98.46%

MAJOR WORKS

Increasing capacity

The M25 is one of the busiest motorways in Europe, carrying more than 200,000 vehicles per day on some sections. Journeys can be delayed by high levels of traffic, particularly from Junctions 16 - 23 and 27 - 30. Widening these sections from three lanes to four in both directions will improve journey time reliability, reduce congestion, improve motorway safety and improve driver information.

While some disruption during the construction is unavoidable, we are working hard to minimise the impact of the works on local communities, keep delays to a minimum and protect the environment, while prioritising the safety of our workforce and the public. To date, all elements have been developed on or ahead of schedule.

The work is being phased to keep as many lanes open as possible through the use of contraflows and average 50mph speed limits for the safety of our road users and our workforce.

Tragically, despite these precautions, a member of our construction team was fatally injured in October 2010. This clearly had a major impact not only on his family, friends and immediate colleagues, but also on our wider team, redoubling our commitment to our Zero Harm agenda.



Lifecycle management

In addition to the widening work, Connect Plus is responsible for investing around £1.5bn in the M25 and strategic road links over the course of the next 30 years. The scope of this investment - known as 'Lifecycle' or 'Renewals' - includes work to pavements, joints, earthworks and structures, some of which are already over 50 years old, as well as landscaping, communication, lighting and other specialist elements.

We are working closely with our supply chain as we increase our investment from around £24m in 2010/11 to over £38m in 2011/12.



M25 WIDENING

Work started from Junction 16 - 23 in May 2009 and Junction 27 - 30 in July 2009. Both sections are due to be completed on or ahead of schedule, well in time for the London 2012 Games.

The work includes:

- widening the carriageway to four lanes in both directions, with hard shoulder
- upgrading the central reservation
- removing and rebuilding bridges as necessary
- providing new verge-side lighting
- installing new and replacement noise fences where necessary
- providing new gantries and variable message signs
- improving drainage, including new balancing ponds
- providing environmental enhancement measures.



Keeping traffic flowing

Three lanes are kept open in each direction during peak times, with essential lane closures implemented at times of reduced traffic flow. Advance notice is given of all lane and slip road closures, which are agreed with local motorway police.



A free vehicle recovery service is provided within the roadworks, and cameras are installed to enable our CCTV team to identify incidents promptly and notify our vehicle recovery teams to assist stranded motorists. Our average response time is nine minutes and 94.5% of all interventions are completed within 15 minutes. Due to the severity of some incidents, our average overall clean-up time is 24 minutes. Motorists are delivered to a safe and secure area at our compound from which they can make arrangements for continuing their journeys.

- 62km will be widened over 38 months
- Refurbishment of 2 x 1km bores at Hatfield
- £1m per day spend
- 700 office based staff and designers
- 700 site staff

JUNCTIONS 16-23 AND J27-30

Junction 16 to 23

This work covers 36km of the north-west quadrant of the M25 between the M40 and the A1(M).

In addition to the widening works, the project has involved:

- constructing additional columns necessary to support carriageway widening at Berry Lane Viaduct, just south of Junction 18 (Chorleywood)
- demolition and reconstruction of footbridge, between Berry Lane Viaduct and Junction 18.

Work on these bridges has now been completed together with the first two sections of the work, up to Junction 21a. Much of this was delivered ahead of programme - the first 3km north of Junction 16 opened nearly four months early, the next stretch (up to Junction 17) two months early, and the remaining section (to Junction 19) was six months early. These time savings have provided substantial early congestion relief over the whole length of motorway being widened.



Junction 27 to 30

This work covers 26km of the north-east quadrant of the M25 between the M11 and Thurrock.

The first two sections of the work – from Junction 27 - 29 are now complete. Despite having to deal with heavy clay conditions in that part of the route and a second winter of snow and inclement conditions, our team succeeded in hitting key programme milestones at the end of March 2011.

We also expect to complete the final section of this project by July 2012 by which time the widened road will be open and fully operational.

Keeping the noise down

We aim to prevent any increase in traffic noise wherever possible by:

- using low-noise surfacing
- erecting new environmental barriers in some areas, repairing existing environmental barriers in other areas and creating new environmental bunds
- always replacing any environmental barrier removed during construction.



HATFIELD TUNNEL

A1(M) Hatfield Tunnel refurbishment

Located between Junctions 3 and 4 on the A1(M), the refurbishment of the Hatfield Tunnel will be the first of Connect Plus' major construction tasks to be completed.

Originally constructed in 1985, the mechanical and electrical systems within the 1,147m tunnel had reached the end of their design life, and refurbishment was necessary to improve safety, minimise future maintenance costs and upgrade the structure to comply with new European standards. New monitoring equipment has been installed and linked to the new control systems in the Highways Agency's Regional Control Centre.

Due to complete on time and on budget, major works on the tunnel have included:

- upgrading and fully refurbishing the tunnel equipment in line with latest standards and legislation
- additional operational safety measures and introduction of passive fire protection.

The work required the closure of each bore of the tunnel for a 40-week period, during which time a contraflow system and a reduced speed limit operated in the open bore.

As always, safety of our personnel and road users is a top priority. We are very proud to report that this project achieved 750,000 hours – the equivalent of 85 years – without a single reportable accident. This achievement resulted in our being nominated for the 2011 RoSPA Gold Award for Occupational Health and Safety and the Balfour Beatty 2010 Civil Engineering Award.

“Congratulations to the team at Hatfield for picking up the 2010 Balfour Beatty Civil Engineering Award. It is a great achievement and the whole team needs to be very proud. I have always been impressed with the drive and enthusiasm for safety management and your attention to making safety work for all workers on site.”

Tim Jones, Chief Executive, Connect Plus

Showcasing our achievements

Connect Plus and the Hatfield SBBJV were delighted to host the Annual UK Road Tunnel Operators Forum last Autumn. Held at the historic Hatfield House, the two-day event enabled construction specialists to network and share innovation, methodology and best practice.

Funds raised at a medieval banquet held during the Forum provided The Willow Foundation with sufficient funding for two 'Special Days' (see page 15 for more information).



OPERATIONS & MAINTENANCE



control centre and depot depot

In addition to undertaking major improvement and lifecycle works, Connect Plus is responsible for the operation and routine maintenance of the M25 and key spur roads shown above.

From control centres at South Mimms and the Dartford Crossing, and our network of seven depots, our 700 employees interface closely with the Highways Agency, managing a network of 440 km, including five tunnels and the QEII bridge.

- 440km network
- 5 tunnels and QEII bridge
- 2 Connect Plus Services Control Centres interfacing with Highways Agency Regional Control Centres
- 7 depots including Dartford Crossing
- 700 employees

Keeping the traffic flowing

Congestion is not only detrimental for UK plc, it also has a direct impact on our business. Based at South Mimms, our main Network Operations Centre (NOC) is critical to helping us manage traffic flow, enabling us to maximise our efficiency and continually improve, while focusing on public safety and journey time reliability.

Round-the-clock monitoring captures all aspects of the network's performance, and the recent implementation of our Travel Time Monitoring System is helping us to improve it further by giving us the information we need to identify improvement initiatives and proactively anticipate and deploy our resources in our fight against congestion.

In 2010, new Masternaut technology was introduced, tracking the exact position of our 16 incident support vehicles (ISUs) and enabling them to reach and resolve incidents more quickly. As a result of these and other initiatives, our incident response performance increased from 72% to 89% in the year to March 2011, rising to 95% in the last three months.

Dear Colleagues

The Prime Minister has just telephoned me to thank all of you for the effort and dedication that you are making to keep the motorway and trunk road network operating so well. These are extreme weather conditions, which he recognises are testing us to the limit and he is very grateful for everything you are doing to keep people and business moving.

Would you please pass on his thanks and mine to your colleagues and to our suppliers who are helping make this happen.

Graham Dalton, Chief Executive
Highways Agency
7 January 2010

Whatever the weather

Keeping our roads operational during periods of extreme weather is an important aspect of our operation and maintenance role, and since our contract began we have had to contend with some of the UK's harshest winter conditions for 45 years.



Operating from eight dedicated winter service depots, our team of 700 employees is responsible

for treating and keeping 2,768km of carriageway open, helped in their task by a combination of forward planning and our recent investment in our fleet of 27 new spreaders and snowploughs. Introduced in winter 2010-2011, these state-of-the-art vehicles benefit from highly accurate satellite-based tracking systems, linked to onboard computers that control the spreading mechanism.

Other precautions include:

- 20,000 tonnes of salt stored at seven salt barns located at South Mimms, Swanley, Leatherhead, Scratchwood, Denham, Sunbury and Blunts Farm
- 38 gritting vehicles, with a further eight in reserve
- our unique Unimog vehicle at Dartford, together with 48,000 litres of potassium acetate. (One run over the Bridge and Plaza uses about 3,000 litres.)

These measures, combined with the hard work and dedication of our people, have succeeded in keeping the motorway running throughout two challenging winters.

Incident response times

Measure	Target	Year 1	Year 2
Proactive deployments (intervention triggered by our ISUs)	25%	13%	22%
Reactive call outs made within 20 minutes during peak time	90%	71%	87%
Reactive call outs made within 40 minutes during peak time	80%	89%	99%

Measure	Target (mins)	Year 1	Year 2
Average response time (peak hours)	20 mins	17 mins	9 mins
Average response time (off-peak hours)	40 mins	32 mins	10 mins

Renovation and renewals

Issued in January 2011, our Asset Management Forward Plan outlines our ongoing management and maintenance programme with the goal of avoiding reactive work as far as possible. We have initiated the PAS 55 accreditation process for Optimised Asset Management and expect to be assessed in Spring 2012.

Managing defects

An inevitable consequence of bad weather is an unusually large number of potholes. As well as investing in new road surfacing prior to the winter, the introduction of improved reporting systems has enabled us to improve our performance significantly in repairing these potholes over the last 12 months.

Measure	Target	Year 1	Year 2
Repairs required within 28 days repaired on time	91%	47%	93%
Temporary repairs made in 24 hours	91%	19.4%	99.5%

Street lighting

This was another area that was targeted for improvement over the last 12 months, following a problem with faulty cables in year 1. We are responsible for a total of 21,828 lighting columns.

Measure	Target	Year 1	Year 2
Lamp outages as % of network total	5%	6.1%	4.87%
Lamp outages fixed within target time	85%	84%	95.83%



The removal of the M4 bus lane in September 2010 was completed in just four weeks - half the time scheduled for the task.

“May I say thank you on behalf of Derek, Graham and Ministers for delivering this scheme more quickly... Your commitment and support ...has been exemplary and a credit to the Highways Agency.”

Jon Griffiths, Divisional Director,
Highways Agency

The Dartford-Thurrock River Crossing

Our contract includes the day-to-day operation of the Dartford-Thurrock Crossing, one of Europe's most heavily used crossings and complex traffic management systems. Spanning the Thames, the crossing forms a vital link in the M25, and comprises two dual-lane tunnels carrying traffic to the north and a four-lane cable-stayed bridge carrying traffic to the south.

While we are not responsible for setting the tariffs, our role includes managing the 27-lane toll plaza and collecting payment on behalf of the Secretary of State. Our average transaction time is 12.23 seconds, against our 15-second target.

A highlight of 2010 was the successful completion of major resurfacing work in the crossing's 1,400m western tunnel. Used by over 150,000 vehicles a day, closures in either of the northbound tunnels have the potential to cause massive delays, so this major operation was undertaken only at weekends between the hours of 8pm and 10am the following day. The work was completed in a total of 14 shifts covering approximately 100m each.

- 126,850 transactions per day (ave)
- £196,400 collected per day (ave)
- Over 1.3 million notes and 3 million coins collected monthly
- 119,000 electronic Dart-Tag accounts (32.9% of all transactions)
- 27 toll lanes
- Approx 90 toll collectors

SERVING THE COMMUNITY

Caring for our neighbours

As members of the Considerate Constructors Scheme, we work hard to be a good neighbour and to minimise our impact on road users and the communities in which we operate. We were delighted when this effort was recognised by two Performance Beyond Compliance certificates awarded to our construction projects at Section 6 and Section 1 in January 2011.

Communication is key, and each of our projects has a dedicated Community Relations Manager, who works with local councils, communities, schools, clubs and community forums to keep our stakeholders up-to-date about forthcoming construction, progress and traffic management activities.

Their responsibilities include managing road user and stakeholder surveys, responding to queries and complaints, issuing advance notices to affected properties, publication of community newsletters, holding exhibitions and presentations and liaising with local media.

The following measures help to minimise disruption caused by construction work:

- using modern plant and machinery, that complies with permissible noise levels
- using the quietest possible plant and construction methods
- controlling dust by covering vehicles carrying dry, dusty materials and mechanically sweeping hard surfaces and exits onto public roads
- using low noise surfacing
- noise and visual protection through the provision of earth mounding, bunds, environmental screen fencing and screen planting.

Caring for the local environment

We are committed to working in the most environmentally friendly way possible, and before starting work, we carry out a full environmental impact assessment including ecological and archaeological surveys.

Following our environmental management plan, this takes into account the following factors:

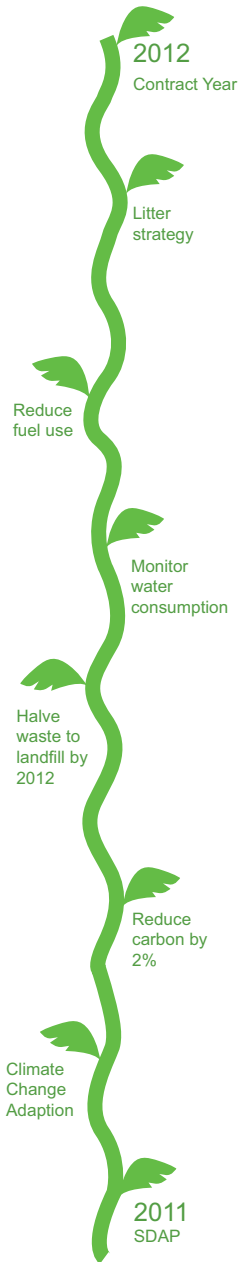
- ecological works to protect plants and wildlife
- consultation with regulatory and advisory bodies
- moving species and habitats that might be adversely impacted
- site surveys
- assessment of ecological information to inform the detailed design of the work.



Environmental Amenity Index

Our performance is measured against 15 Area Performance Indicators (APIs) set by the Highways Agency, including the Environmental Amenity Index. Every month, the appearance of a random 5km stretch of road is checked and evaluated against criteria such as litter, graffiti, grass cutting and weeds.

Indicator	Target	Year 1	Year 2
Environmental Amenity Index	90%	90%	83%



Sustainable development



“Being sustainable is no longer a ‘nice to have’. It’s crucial to our reputation, competitive advantage and continued business success.”

Nigel Russell, Managing Director,
Connect Plus Services

Sustainability is about more than protecting the environment. It’s about weighing up options, integrating the economic, social and environmental aspects of everything we do and taking steps to achieve the best outcome overall. All our employees have a role to play in helping us achieve this, and our regular sustainability forum, newsletters and dedicated portal are all designed to encourage them to play their part in embedding sustainability across our operations.

Sustainability is a key objective in our research and development programme, which seeks to embrace new technology to develop innovative solutions that deliver long term benefit.

Energy consumption accounts for 47% of our carbon footprint and is a key area of focus. In our first year of operation, consumption totalled 41.8m KwH - of which the network’s 21,000 street lights accounted for 60%, and our tunnels 35%. As part of our energy reduction programme, we are evaluating the use of LED lighting and trialling the use of photovoltaic panels.

To help benchmark our performance, in February 2011 we became the first operations and maintenance contract to enter the CEEQUAL* quality and environmental awards and achieved excellent scores for our works.

*Civil Engineering Environmental Quality Assessment and Award Scheme

Other developments since our launch include the roll-out of our sustainability scorecard, the implementation of our energy strategy and the agreement of management plans covering air quality, cultural heritage, landscape and environmental management, in line with our contractual agreements.



Over 12,000 sacks of litter have been collected in the last six months. We are developing a long-term strategy to address this issue and continue to support the Highways Agency’s litter campaign - last year’s publicity included coverage across 13 radio stations and five newspapers.

Minimising waste

We aim to reuse and recycle wherever possible and to keep the volume of waste we send to landfill to a minimum. During our first year, we introduced systems to enable more accurate data capture and reporting. The year ended March 2011 saw a real improvement to our recycling rate.

	Waste to landfill	Waste recycled
Construction (March 09 - March 10)	948 tonnes	72% recycled
Operations (March 09 - March 10)	1316 tonnes	82% recycled

Playing our part

Giving for Living: The Willow Foundation

Our nominated charity is The Willow Foundation, based in Hatfield, Hertfordshire.

The only charity of its kind in the UK, the foundation provides special days for 16 to 40 year olds, giving young adults living with life-threatening conditions a chance to escape the pressures of their daily routine and share quality time with family and/or friends. To date the foundation has funded more than 6,500 special days - visit www.willowfoundation.org.uk for more information.

Careers guidance

In these times of high unemployment, we do all we can to provide guidance to young people interested in the construction sector. In addition to offering a number of work experience placements last year, Connect Plus employees attended a careers fair at the Newstead Wood School for Girls in Orpington, Kent, where they gave students an excellent insight into our work, including the important role that women play in our business. We will be attending a similar event in a boys' school later this year.

Our performance to date – since project commencement

	Target	Year 1	Year 2
RIDDOR Frequency Rate*	0.2	0.21	0.28
Area Accident Frequency Rate *	2.0	3.27	2.41

*Per 100.000 hours worked

ZERO HARM means:

- **Zero** fatalities
- **Zero** permanently disabling injuries
- **Zero** injuries to members of the public
- **Zero** long term harm to health
- AFR <0.1, while aiming for **Zero**

ZERO HARM

PUTTING SAFETY FIRST

“The tragic death of Mihai Hondru, our colleague and a member of our construction team on the M25 last October served as a stark reminder that nothing is more important than the safety of our colleagues and fellow road users. My overarching mission is to ensure that the M25 network is, and remains, the safest in the UK for the duration of the contract, for road workers and road users alike.”

Tim Jones, Chief Executive, Connect Plus

Ensuring an effective safety infrastructure and culture continues to be our top priority. Following the loss of our colleague, there has been a continuous and welcome downward trend in our All Accident Frequency Rate, and this will continue to be addressed in the coming year.

Key milestones since the commencement of operations include:

- establishing our Safety System and conducting inductions, training and supervision
- completion of Supply Chain Safety Workshops
- Zero Harm ‘deep-dive’ visits by one of the major shareholders to four of our locations. Actions arising from these are in hand with the active involvement of the Chief Executive
- Tim Jones’ personal safety message reflects his ongoing commitment to achieving health and safety excellence and adopting best practice in health and safety management. His commitments include: embracing and championing Zero Harm, to ensure that safety is personal to everyone who works directly or indirectly with us, and that serious accidents and fatalities are eliminated. This includes communicating the Connect Plus Zero Harm Journey Plan and managing the Zero Harm M25 bi-annual conference
- auditing the safety competence of all senior

management and ensuring that all executives, senior and line managers are fully trained and qualified to manage and deliver the contract safety objectives

- maintaining the drive to reduce our RIDDOR* Frequency Rate to 0.2 and the Accident Frequency Rate to below 2.0 – these targets will be reviewed and reduced annually
- developing and promoting best practice and making Connect Plus a vehicle for change
- chairing a Strategic Safety Forum with key representatives from the safety environment to drive through change
- establishing and influencing the right organisation structure to deliver the safety mission.



We are very proud to report that our work on the Hatfield Tunnel was RIDDOR*-free for a period of 750,000

hours - the equivalent of 85 years. This achievement resulted in our being awarded the 2011 RoSPA Gold Award for Occupational Health and Safety.

In the long term, we all have to do something different. We must challenge our current working practices, our ownership of health and safety and how each of us can contribute towards making what we do safer.

*Reporting of Injuries, Diseases and Dangerous Occurrence Regulations

IMPROVING PERFORMANCE

Independent Certification by BSI for the treble certification within PAS99 of ISO 9001, ISO 14001 and OHSAS 18001 was achieved in December 2009, and we have also recently achieved a silver Investors in People accreditation.

We recognise the importance of continuous improvement and seek constantly to enhance our performance, both in terms of the service we provide to the public and the ability to meet contractual obligations laid down by our client, the Highways Agency.

We are planning an annual road user survey to provide insight into how we can serve the public better, and have recently improved our call-monitoring system in order to capture feedback more effectively. In the 12 months to March 2011, 92% of complaints and enquiries received by Connect Plus were resolved within 10 days.

On a day-to-day basis, our success depends on our ability to deliver in the following five key areas, and the introduction of daily performance dashboards enables us to monitor these closely:

- lane availability
- road condition
- route performance (travel time)
- safety performance
- response to unplanned events.

Launched in April 2011, our new Travel Time Monitoring System will help this process further. By enabling us to monitor journey times precisely in real time, it enables us to anticipate problems and keep road users informed of conditions ahead.

The last 12 months has also seen the development of a strong Research and Development programme, designed to drive innovation and improvement across our business. As part of this, we are committed to identifying, trialling and, where appropriate, introducing

products, materials, equipment, techniques and services that will help improve safety and sustainability, reduce costs and risk. Areas of particular focus include long-life materials, maintenance and operational efficiency, and energy saving.

Central to our integrated management process is OnePlace, which provides a dedicated repository for storing all information and records relevant to each of the processes and procedures specified in our contract. The Secretary of State, the Highways Agency and their advisors have been able to access OnePlace since its launch in May 2009.

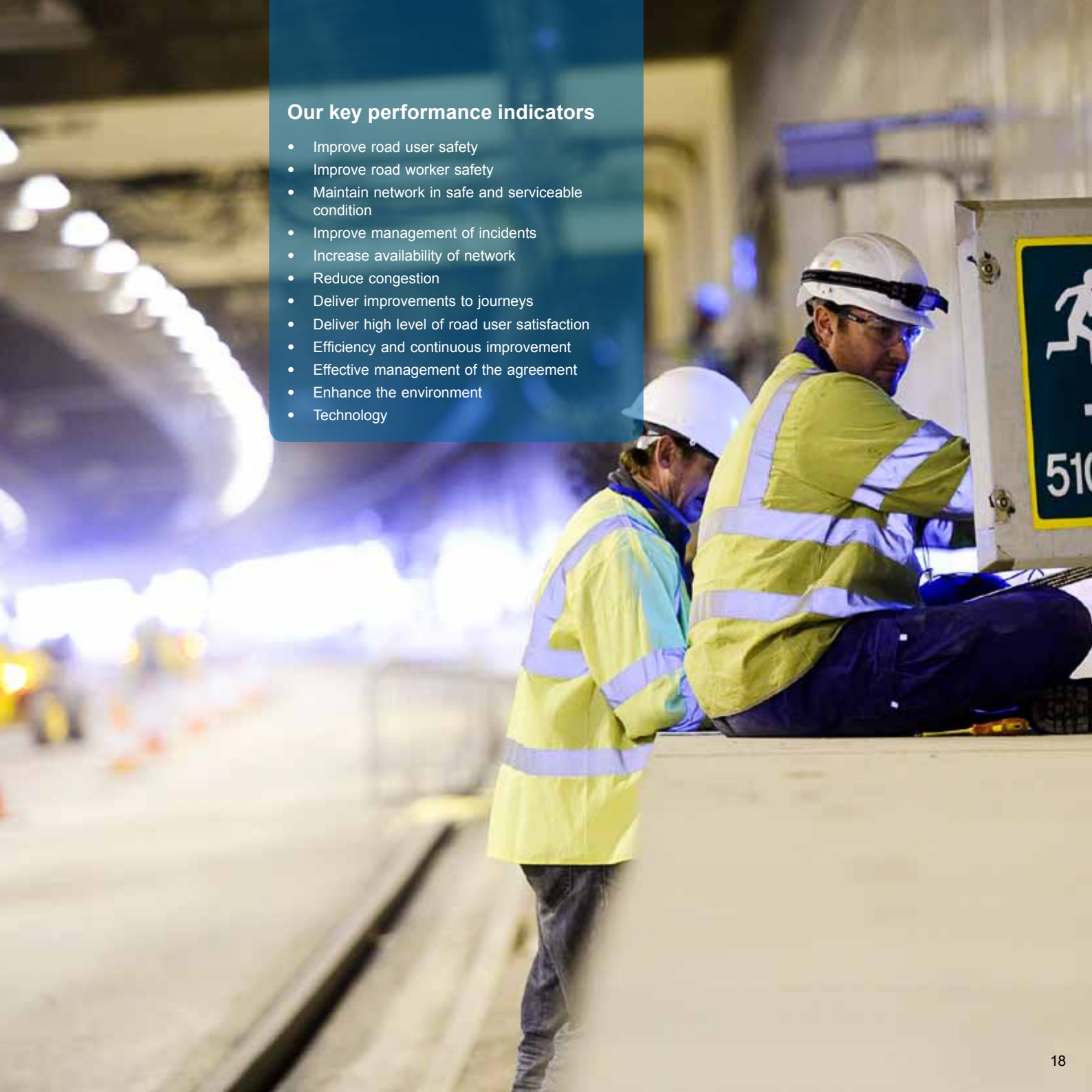
As we enter our third year, we are committed to a proactive performance management programme, enabling us to monitor our performance, learn from experience and build on success.

System Audits as of end March 2011

	Total	Connect Plus	SSBJV	CPS
Audits planned	192	63	51	78
Audits conducted	161	50	44	67

Our key performance indicators

- Improve road user safety
- Improve road worker safety
- Maintain network in safe and serviceable condition
- Improve management of incidents
- Increase availability of network
- Reduce congestion
- Deliver improvements to journeys
- Deliver high level of road user satisfaction
- Efficiency and continuous improvement
- Effective management of the agreement
- Enhance the environment
- Technology



Connect Plus

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Balfour Beatty

Balfour Beatty is a world-class engineering, construction, services and investment business. We create and care for essential assets: hospitals, schools, road, rail, utility systems and major structures.

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SKANSKA

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Egis Road Operation UK is the subsidiary of Egis, which develops BOT/PPP projects, operates transport infrastructures, through its subsidiary Egis Road Operation UK (formerly Transroute International), integrates operating systems and provides value-added services to road users. www.egis.fr