

Welcome



I am very proud to welcome you all to this second edition of HETComms. It is fantastic to now have the entire team responsible for the design, build, and implementation of the new terminal together in this building. It is very important that we, BAA-HETCo-ECH-Siemens, work together as a team and have the same goals to make this project a success. I have no doubt that if we work together as a team and in accordance with our values, we will all be successful and proud to be a part of such an exciting project.

Duncan Pickard
BAA T2A Project Director

Project Update

The **one million man hours** worked without a reportable accident was achieved just prior to the Christmas break. Notwithstanding this, the New Year 'back to work' briefing put special emphasis on the extra need for all personnel to keep pressure on to ensure this level of safety continues throughout 2011 (and the project as a whole).

Reaching one million hours is obviously a major milestone, achieved by the hard work of the BAA/HETCo/Suppliers teams. It was celebrated by the issuing of jackets, suitably logo-ed, to all T2A staff (details and modelled jackets overleaf!).

The exceptional **weather conditions** in December not only shut Heathrow but also forced construction to shut down early due to the difficulty in maintaining safe working conditions in the snow and ice. However, all key operations commenced on 4th January 2011 to regain some of this lost time.

Key Date 74, Commence of roof installation was achieved on 12/12/10. Congratulations to everybody for making this happen!

Programme D changes have now been agreed and the final Deed of Variation is ready to be signed.

The **Cooling Station** structural steel and mechanical equipment installation are making impressive strides whilst pits & ducts for the Stands and initial works for the FLANs are gaining momentum.

Finally, we played our part in offering a **helping hand** to snowed in Heathrow, to stranded passengers in particular by converting Voyager House into a Voyager Hotel!



Looking Ahead

The T2A 2011 targets for HETCO and our Suppliers were put forward for finalisation. These targets consist of **milestone dates** which are coordinated across the Civils, Building, M&E and Cooling Station works and will be published, presented to T2A staff and endorsed and committed to by all parties in a 2011 Charter.

The key message is that we intend to regain any time lost and develop a 'time buffer' by targeting the **Weathertight Key Date** for 23rd December 2011. The main, initial recovery action will be undertaken by Watson by establishing a site working night shift for a 4 to 6 week period commencing in February. We will also be concentrating, during the next couple of months, on the setting up of the **Fit Out team, Commissioning team and Completions team** which will then coordinate the ongoing planning and overall strategy to ensure meeting the 2012/13 Key Dates and Sectional Completions, including the final 'putting to work' and handover of a fully functioning T2A terminal building.

Dates for the Diary

Commence M&E horizontal modules:	07.03.11
Start of façade (Fixing Brackets):	28.03.11
Completion of T2A Substructure (KD 43):	31.03.11

Our new Facilities Management contract has now started and we have an interim Facilities Manager, Agnes Villars. She will stay with us until the permanent Manager starts next month, at which point there will be an announcement with contact details. In the meantime the Logistics Team on the 4th floor will continue to take any issues on board.

Too hot or too cold; that is the question!

Many of you have had concerns about the air-conditioning system. An engineer looked at it some time ago to ensure that all units were operating correctly. All but three were in good working order and re-set at 21 degrees. Having consulted the system designers, they have advised that for the system to work it has to be left with all units operating for a prolonged period to allow acclimatisation. If units are turned off, other units will emit colder or hotter air to compensate, thus causing some people discomfort. To date, the system has not been able to operate as units are regularly turned off as such steps are being taken to prevent this. Air conditioning is always a VERY subjective matter and we will need to monitor going forward. We look for your patience and understanding.

Issues regarding quality and pricing in the canteen have been discussed with BAA and Eurest the operators and things are already improving. There are healthier choices available and good quality food. Please continue to complete the comment cards – there is only a handful being submitted – these need to be specific so that any problems can be raised with the caterer. Vending machines will be installed in the coming weeks. These will help when there are queues at canteen tills and when the canteen is closed. They will be located in the ground and 1st floor canteen areas serving chocolate, crisps, soft drinks and water.

Finally, it has been noted that some coat stands are failing at the base – this is currently with the manufacturers for resolution.

Chris Duffy, T2A Project Logistics Leader



Gavin Maxwell-Hart, Duncan Pickard and Pablo Riesco at the unveiling of our new home on 9th December 2010

Our Voyager House

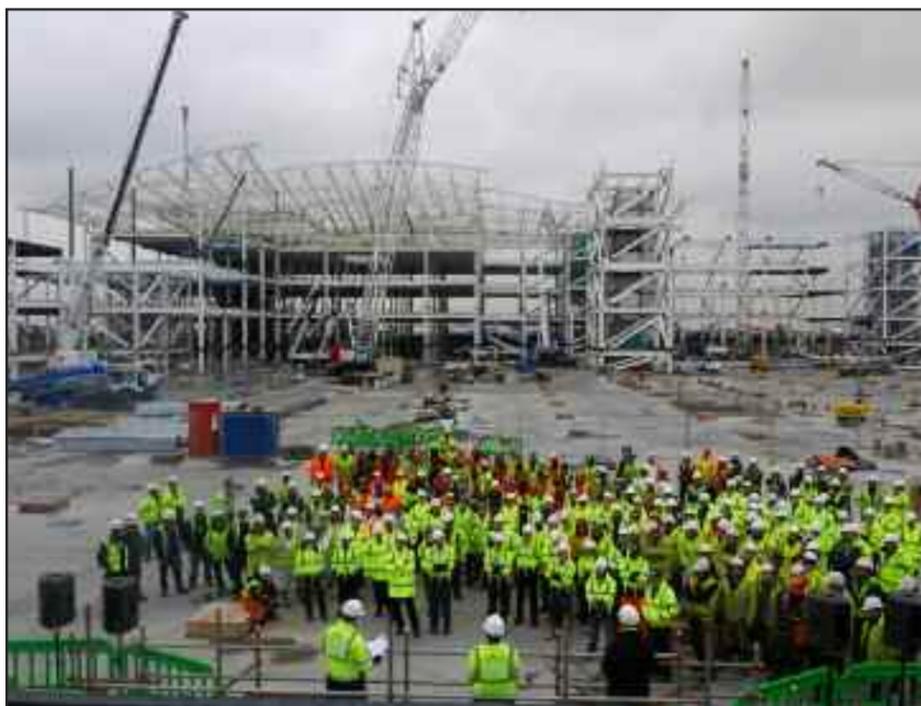
We have now settled into our new home and the Old Control Tower is a distant memory. There are a few issues that are being resolved, but in general the building is providing a good environment to work in. The open plan nature is encouraging good communication and the view is great!

introduction project update key dates values

One Million Man Hours Without Accident



Lorna Byrne, HS&E Advisor



Jim Farquharson, HS&E Leader

Last month, a celebration took place to mark the first million hours worked at HETCo with no reportable accident.

The event was presided over by Duncan Pickard (T2A BAA Leader) and by Pablo Riesco (HETCo Director). It was divided into two parts. The first took place on site with all workers present. Everyone was thanked for their efforts in maintaining the highest levels of health and safety and a commemorative jacket was given to every single person working on the project. The monthly Health and Safety awards were also presented. Afterwards, the second part of the event took place at Voyager House in our first floor canteen with all staff from the companies involved in the project taking part.

Special awards were given to John Kiely, General Civils Foreman, and

Susana Rodríguez, Demolitions and SRC Project Leader, who both received a special mention and prize for their incredible commitment to Health and Safety on site and their hard work put into ensuring we could reach a milestone such as these million hours without accident.

Over the course of last year, all programmed targets were reached. In June, the first structural concrete was poured, in August erection of the metal framework began and the prefabricated installation modules were put in position. The envelope was started in December. The works are currently progressing at a good pace and excavation works have been completed, foundations are 95% complete and the metal structure is 25% complete.

Health and Safety Awards

The three winners of the draw for £100 Near Miss/Hazard Award presented by Duncan Pickard, BAA Programme Leader and Pablo Riesco, HETCo Project Director were: **Karim Djerji**, HETCo Logistics;

Chris Yarnell, Watsons; **Sheraz Irfan**, Expanded.

Winners of the £25 gift vouchers for Good Safety

Behaviour were: **Ian Watson** from Watsons for

working safely and to a high standard, al-

ways maintaining his area. **Daniel Akililu**

from Munnellys for his enthusiasm and

commitment to maintaining pedestrian free

vehicle routes.

Antonio Fernandez from Ferrovia Agroman

UK for working safely around services and always adhering to HETCo procedures. **Yiber Hoxha** from Expanded for making sure the works

area is consistently well organised and for always being PPE

compliant. **Paul Kozousek** from Harsco for carrying

out high risk operations safely and with extreme

diligence. **Bartley Coyne** for his excellent

PPE compliance and for adopting a tidy as

you go policy. **Rob Seals**, from SMD, for

his consideration other contractors and for

being so proactive in Hazard/Near Miss

reporting.

"The HETCo team continue to strive to deliver high performance Health and Safety on the project and have worked over 1,200,000 hours without a reportable accident. Our thanks therefore go to our contractors and their workforce for their commitment that is key to achieving and continuing to achieve this level of performance".

Jim Farquharson, HS&E Leader

Our HETCo Vision and Guiding Principles

To work as ONE TEAM with BAA, their consultants, other delivery partners and all stakeholders; building strong collaborative and trusting relationships to lead the integration and completion of Terminal 2A (Phase 1) safely, on time, within budget and to a World Class standard. In doing so, promote HETCo to become BAA's 'Partner of First Choice' for future works.

- Make health and safety personal so we send everyone home safely, every day
- Actively listen to and communicate with all stakeholders
- Provide visible leadership that also treats individuals with honesty, respect and integrity
- Deliver a quality end product
- Deliver a sustainable solution minimizing environmental impact
- Be proactive always taking the initiative, finding a better way and driving out waste
- Instill a high performance culture throughout the team, rewarding excellence and actively resolving poor performance
- Be positive, passionate and proud about our project AND our achievements.

ONE TEAM – ONE CULTURE – ONE AIM

Ian Dewar Head of Procurement

What made you interested in procurement?

My father was obviously very concerned at the prospect of me enjoying myself too much in the year between finishing my 'A' Levels and going to Polytechnic, so he found me a job as an Engineering Bought Ledger Clerk in the NHS. Counting nuts and bolts wasn't particularly inspiring but the job did open up opportunities to work in the procurement team.

The procurement team worked very closely with all aspects of hospital daily life which gave me a great range of experiences, many of which I still dine out on today.

On the day I finished my final exams, my old boss from the NHS contacted me and invited me back with the offer of a full time job and sponsorship for more Further Education.



How did you get started in the construction business?

Mercenary reasons really. I'd finished my post grad and become professionally qualified when I was offered a job in Construction which paid a 30% higher salary and included a company car!

How do you see the future of HETCo and T2A?

We have a fantastic opportunity to deliver a world class, iconic project that will enhance the status of both JV Partners on the World stage and define the careers of all involved.

When you look out the window of your new office, how do you feel?

I generally have mixed emotions. Excitement at the prospect of being involved in such a monumental project tempered with the enormity of the task ahead.

When you look around at HETCo, what do you feel most proud of?

The diversity of the people working together to deliver a successful project.

What are the Procurement team's principal milestones achieved?

The successful procurement of over 45% of the overall package spend by the end of December 2010 has been a fantastic achievement and is testament to a real team effort.

Contributing to the success of gaining the Award Fee for Assessment Period 1 (May to Oct 10), SEP Framework Score for Supply Chain of 4 (Above Expected) in June 2010.

What are the challenges that lie ahead for the procurement team?

We are now moving into the procurement of the fit out packages, which will be a very intensive and demanding time and will present many challenges for all of us.

What is the latest new skill you have learned at work?

Patience and diplomacy.

And outside of work?

Learning to be a calm and dispassionate spectator, when watching my daughters compete in their sporting activities. Who wants to embarrass their children?

What was your last personal challenge?

To improve my fitness and overall health.

What gets you up in the morning?

The need to get things done.

If you could wake up anywhere in the world tomorrow morning, where would you like to be and why?

The Alps. I haven't been skiing for many years and feel it's about time I got back on the piste.

Do you have a motto that you live by?

Try not to pre-judge or jump to conclusions.

Who would you invite to a fantasy dinner party?

I would invite Amelia Earhart, Mata Hari and Che Guevara so I could hear their stories first hand. I would also invite Eddie Izzard to come as he would surely supply the laughs.

Who has influenced you the most throughout your life?

My family and closest friends.

interview

Iron Distance Challengers



Philippe Maurice
Runner, Team HETCO 6

I have always wanted to run a Marathon and being in London, I thought it was the best place to do it. Unfortunately, it's actually quite challenging to enter the prestigious London Marathon – I've been trying to for the last 2 years! So when John Thompson said about the Iron Distance Challenge, I was very enthusiastic about taking part. It's an incredible distance but also I enjoy the Team effort involved. And the related peer pressure!

The furthest I have run is 20k, and this was some 20 years ago. Training is going well, but at the moment I am just running when I feel like it. I'm trying to "feel like it" at least 3 times a week.

I'll be starting John's training programme in April - if it isn't too demanding! Fortunately this winter hasn't been as tough as last year so I've managed to keep running throughout November and December and to ramp-up slowly from the beginning of January. On 6th March there's a half marathon in Bath which I'd like to compete in. It's a good target to work towards before the Iron Distance in September. This will also, of course, depend on my ability to increase the running load and distance within the next 3 weeks, to a suitable level.



Graham Harrison
Cyclist, Team HETCO 5

I'm really excited about the Iron Distance Challenge because any chance to beat John at anything is worth having a go. He is probably the most competitive person I know! I enjoy any sort of challenge and so this competition certainly fits the bill. I have competed in many 10k races over the last few years and a couple of sprint triathlons. Both myself and John did the Reading half marathon last year and we are about to tackle it again on 20th March. In preparation for the Iron Man we are all enjoying the training and meet up on Saturdays regularly to see if we have any chance at all of keeping up with the training programme! John has instigated, we invariably we fail at the first hill!

The biggest hurdle so far has simply been fitting in training for both the 1/2 Marathon and the cycle with our busy work and family lives. At present, the training is pretty low key as we have a long time to go but it will start increasing soon. With summer on its way and as evenings get longer fitting it all in becomes a lot easier. Competing in an event such as this can only be a positive experience. There is already a healthy level of competition between everyone who is taking part which I'm sure will only increase as the event gets closer.

fundraising

Who's who: HETCo Procurement Team



I have over twenty years experience working in Procurement and have spent the last two of those here, at HETCo. Previously I have headed up the Procurement function on projects as diverse as the refurbishment of the Houses of Parliament to a new high security wing at Wormwood Scrubs Prison. I'm married and my free time is spent being a father, taxi driver, swimming coach and part time peacekeeper to my two children. I am a keen, if not particularly adept, golfer and can be seen most weekends picking errant golf balls out of assorted flora around North Hertfordshire. Otherwise I like to keep fit by taking the stairs and having only one doughnut with my cup of tea. I like to travel and, thanks to HETCo, I've become practically fluent in Spanish, although evidently not in a dialect familiar to the rest of you!!

Sean Feehan, "Força Barça...see, told you!"

getting to know you and your announcements

I joined Ferrovial Agroman UK in October 2007 and have been working within the Procurement department at HETCo as Senior Procurement Manager since the spring of 2009. I have worked in the construction industry since leaving school and have had the opportunity to work across the length and breadth of the UK from Ilfracombe in the South West to the Orkney Islands off the Northern coast of Scotland, on a diverse range of projects from Nuclear Power Stations to Wind Farms.

I live in Uxbridge with my family: my wife Clare, son Jack and daughter Anna. Both Jack and Anna are currently studying at University (Durham and Bristol respectively) so we are enjoying getting to explore those parts of the UK in more detail from our frequent visits. I am a keen sports fan and lifelong supporter of Chelsea FC. I enjoy getting together with friends, walking, gardening and playing golf (or a game that resembles it at least).

Oh...and we have 3 chickens called Beyonce, Estelle and Leona who provide us with a constant supply of eggs in payment for their upkeep.

Alan Harris



I joined Ferrovial in 1992 for the 9-month practical training as part of a Master's in Construction Management that I was doing. I liked it so much that I am still here! I have performed different roles in the company throughout this period from Site Engineer to Technical Office, and finally I have been in procurement for the last fifteen years. I've been dealing with Civils and Building but because of my background in architecture, I have always been heavily involved in most of the high profile Ferrovial projects. From the Guggenheim Museum in Bilbao, or the Isios winery in La Rioja, to the Zaragoza railway station, the Asti Hospital in Italy and the Tunisian Olympic Stadium, and the Estoril Congress Palace. I have also been involved in many airport projects (Bilbao, Barcelona, Madrid, Tenerife, Zaragoza Fuerteventura).

When I was asked to move to the UK to open a new office I decided to accept the challenge.

I really value the new experience and have to say that I've learned a great deal from my colleagues in the procurement and commercial departments.

Probably because my training as an architect is still weighing on me somehow, I really enjoy wandering around the city, visiting houses, walking in the forest and gardens, travelling and spending time with my 9 year old son.

María Pilar Alonso Pérez

I joined Laing O'Rourke in 2007 and graduated last year from the Graduate Development Programme. I was working on the Manchester Schools Framework before I got transferred to HETCo in July last year.

I graduated with a degree in Business Law and Marketing and so to improve myself professionally, I am currently doing my CIOB Graduate Development Programme with the College of Estate Management/University of Reading and will hopefully graduate next year with a Postgraduate degree in Surveying.

When I have any spare time left, I try to make it to rugby trainings, watch sports, socialise or travel.

If you need anything, just ask Mark!

Pamela Egbochuku



My name is Mark Wootton and I have been working for Laing O'Rourke for the past 5 years at Heathrow. I work in the Procurement Department carrying out day to day requirements and contracts.

Outside of work I have many interests that include DIY around the house, gardening (my wife and I have proudly and successfully grown a vegetable patch!) and a keen interest in keeping fit. My wife and I attend a local gym twice a week where we are put through our paces in a gruelling circuit session. In addition to circuits I am a member of my local running club. I run 3 to 4 times a week covering anything from 5 miles to 9 miles. All this exercise is in an effort to keep up with my two daughters; the oldest being an aspiring International athlete and British Champion, and the younger daughter who works very hard as a retail manager with a major retailer.

Mark Wootton

announcements

Congratulations to **Murli Menon**, Systems Manager, and his wife, Shikha, on the birth of their baby daughter, **Prisha** (pictured right). She was born on 17th February at 7:45pm, weighing 2.8kg (6.2 lbs). Well done to all three of you and good luck with your little bundle!

We'd also like to announce that **Tracy Bull**, PA to leadership team, has recently become engaged! Her fiancé Matt Sarton got down on one knee over Christmas...they are currently planning their wedding which will be somewhere beautiful and warm.



**Many thanks to everyone for contributing to this issue.
Your next HETComms newsletter will be out in May.
Remember to get in touch with your news and comments!**