Landmark for Antwerp

Port House has now been officially opened in the Port of Antwerp. The complex – designed by Dame Zaha Hadid, who sadly passed away earlier this year – was completed by Interbuild in early September and has since seen the arrival of five hundred employees of Antwerp Port Authority. Jo Verstraelen, project director at Interbuild, said the commissioning marked the conclusion of a very intense four-year construction period: ‘A building this special comes along only once in a lifetime.’ Handover hasn’t been the end of BAM’s involvement with Port House: BAM FM has been awarded a twenty-year maintenance contract.

Asphalt re-use: yes, we can

A steel bridge filled with studios

BIM concept for Swiss hospital wins bSI Award 2016
Magherafelt bypass opens early

First shipment at Jebel Ali

Additional variations on PPP projects bring additional capital to BAM

Close to completion

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Digging deep in Amsterdam

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Additional variations on PPP projects bring additional capital to BAM

Close to completion

This year’s Safety Day saw a very different approach from that of previous years, engaging not only BAM employees, but also those of subcontractors. ‘Our focus was on employee engagement to create a safer BAM,’ explained Geert van der Linde, BAM’s corporate safety officer. ‘Why involve subcontractor employees? On average, 75 per cent of all personnel on BAM sites are employed by hired parties for specific works. Acting as ‘One Team’ is therefore a logical step: we need to combine forces with our subcontractors to defeat the ‘Serious Hazards’.’

With those words he was referring to the specially developed game called The Ultimate Match, a board game for three to fifteen players whose aim is to remove the main risks in projects. Over 1,500 board games were ordered by the operating companies, enabling dialogue between BAM employees and subcontractor employees. ‘Group-wide, many gaming sessions took place and the overall impression was that they were very well attended and received by the participants. Through serious gaming, BAM and subcontractor employees created an environment in which they could give constructive and honest feedback and – equally important – which left room for follow-ups on issues and ideas.’ The second activity, the Most Valuable Players competition, ended on 1 November. Winners will be revealed in a one-off video production, which will be launched at www.bam safety.eu in the first months of 2017.

Amsterdam’s new sea lock

The Dutch Minister of Infrastructure and the Environment, Melanie Schultz van Haegen, has performed the official opening ceremony of the construction of a new sea lock in IJmuiden, near Amsterdam. She called it ‘a fine example of inventive design in a very small area in between existing locks – which will see busy traffic throughout the project. The new sea lock will enhance accessibility of the port of Amsterdam and improve its competitive position within Europe.’

Fun and games at Worldwide BAM Safety Day 2016

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‘From development to results’

‘Do things better’ and ‘do better things’ – two of the three pillars of our new Group strategy. With regard to ‘doing things better’ the focus is on our order portfolio, where we have successfully introduced the Tenderdesk and the stage gate process. We are more selective in choosing our projects, preferring profit to turnover. All operating companies have embraced this principle and we’re seeing the quality of the order book improve. An important part of the stage gate process is the so-called peer review: a fresh look at a tender’s risks and opportunities by colleagues from sister companies. After the first positive experiences, tender teams are now proactively requesting peer reviews. In the case of high-risk projects, we are taking this a step further, with thorough reviews of proposals shortly before the submission date: what are the risks and how can they be mitigated?

Meanwhile, we have made major improvements to our management information systems, which brings me to the second pillar: ‘do better things’. The new customer relationship management system (CRM) enables operating companies to analyse tenders and operational projects. This helps us make the right choices and focus on those market segments that offer the best chances of success. But much more important than systems and processes are the people of BAM. In the Olympus project, for instance, we are focusing on the qualities of our project managers. BAM has a wonderful corporate culture, in which sharing knowledge and continuous learning are key factors. In order to assemble an effective project team, it helps to understand the behaviour of the individuals.

In November, project managers will get together for a second seminar, which will focus specifically on leadership and behaviour. The operating companies have now laid out their goals for the coming year in their operational plans. After a period of evaluation, planning and organisational strengthening, 2017 should be the year of achieving success.

Last but not least, the third strategy pillar: ‘do new things’. Suffice it to say that we are seeing interesting developments here, as well. More about these elsewhere on this and other pages of this issue of BAM World.

Erik Bax, COO

Asphalt re-use: yes, we can

BAM Infra has successfully completed trials with asphalt road surfaces using 80 to 93 per cent recycled materials. Moreover, the innovative mixtures were produced at a relatively low temperature of 105˚C, resulting in energy savings and CO₂ reductions of thirty per cent.

‘In one trial area we used a surfacing layer containing more than eighty per cent of recycled materials, mostly stones reclaimed from single-layer porous asphalt. In a second area we used an asphalt mix in which also the mortar – the binding agent – consisted of mostly recycled materials. Here we achieved a recycling value of 93 per cent’, said Rien Huurman, manager Research & Development at BAM Infra Asfalt. The trials were the proof of the pudding for the European demonstration project LE2AP. Huurman: ‘The objectives of LE2AP included the realisation of an asphalt mixture with eighty per cent recycled materials and reducing noise emissions by 7dB.’
The first ship arrived early October and delivered gantry cranes for the new terminal.

Victory Boogie Woogie
On the site of Rotterdamsebaan, the future entry route to The Hague, alderman Boudewijn Revis has launched the digging of the jacking pit of the Victory Boogie Woogie Tunnel, named after the Mondrian painting. By the end of 2017 the pit will be ready to receive the tunnel drill, which will remain underground throughout 2018 until the completion of both tunnel tubes.

It pays to use sustainable wood!
Don’t take it from us, take it from FSC in the Netherlands, which recently published its Forest50. This ranks the country’s fifty main building companies in terms of their use of sustainable wood and their sustainability communication. The top two, BAM and Heijmans, both purchased almost all of their wood from sustainable sources: an impressive 98 per cent!

Peter Gijsen, CSR manager at BAM Bouw en Vastgoed, proudly shows the Forest50 certificate.

BAM International and BAM Ireland are well on their way to completing the new quay wall they have been building on an artificial island off the coast of the port of Jebel Ali in Dubai. ‘Our most recent deliveries include 1,200 metres of the 2,240-metre-long stretch of quay wall including a crane beam, a 440-metre-long access bridge and a 2.5-kilometre causeway’, said engineering manager Tom Rochford. ‘The new facilities will enable our commissioning client, DP World, to increase container handling capacity in Jebel Ali Port by 3.1 million to 22.1 million in 2018.’ The works were partly designed by BAM’s engineering company BAM Infraconsult.

The project team.

No repetition
The School’s building contains more than forty acoustically protected spaces for singing, music and dance practice as well as recording and television studios. ‘All of these spaces – with widely varying dimensions, and therefore virtually no repetition – were built as box-in-box constructions to meet the acoustic requirements.’

First shipment at Jebel Ali

Students entering the multifunctional New Adelphi Building at the University of Salford, Manchester, are engulfed in a sea of light in the atrium. ‘A large entrance hall is always a winner, but can be difficult to create. The V-shaped columns were poured in situ with the concrete stays in sight’, said Simon Atkinson, project manager at BAM Construct UK. The most striking feature of the arts centre – that teaches fashion, photography, visual arts, theatre, music, multimedia and graphic design – is a vast bridge construction across the university campus’ main pedestrian walkway. The free span measures up to 28 metres, which required a heavily dimensioned steel construction with a very low level of permissible deflection. Because of the enormous stresses, some of the steel beams (some up to 55 millimetres thick) had to be connected with welds instead of the usual bolt connections. ‘This project has taught me more about welding than I ever wanted to know’, joked Atkinson.
Progress at Ordsall Chord

In Manchester, a Skanska BAM Nuttall joint venture is working on a scheme that will provide a direct rail link between the city centre’s main train stations.

The 380-metre Ordsall Chord stretches between the Castlefield Viaduct in the south and the Middlewood Viaduct to the north. These two structures are being extended and extensively refurbished with a new eighty-metre landmark bridge spanning the river Irwell to link the two. Constructed using weathering steel, which eliminates the need for constant painting and reduces maintenance issues, the bridge features coffin-shaped box girders which morph into standard I-Beam sections at the bridge’s trademark ‘swoosh’ adjacent to the piers on the northern side of the river. These box girders are being fabricated on site before being lifted into position later this year. The Ordsall Chord project is part of Network Rail’s £1 billion rail upgrade plan for the north.

In Northern Ireland, west of Belfast, the A31 Magherafelt bypass, built by BAM Ireland in joint venture with FP McCann opened ahead of schedule.

The early opening of the six kilometre bypass is welcomed by the local community as it improves links in the Mid Ulster area to and from the M2 and significantly eases congestion in Magherafelt by up to 50,000 vehicles every week.

Fast turnaround at INEOS headquarters

BAM Construction in Scotland completed a £16 million building for INEOS in Grangemouth, in just under twelve months. INEOS is one of the world’s largest petrochemical companies and has extensive regeneration plans for its facilities in Scotland. BAM Construction has already won further work to create a ground floor gymnasium in the building.

Eco-friendly hospital operations

In Zaandam, near Amsterdam, BAM Bouw en Techniek has handed over Zaans Medisch Centrum (ZMC). After completing construction on time and on budget, BAM is now joining ZMC in the operational stage with a 25-year contract to provide services in technical management and maintenance, cleaning and energy efficiency. The architectural design was by Mecanoo and BAM’s Dutch hospital branch Vitaal Zorgvast was ZMC’s partner in the development.

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Additional variations on PPP projects bring additional capital to BAM

Since 2003, over 4,500 variations have taken place across 23 UK and Ireland PPP projects. Variations are an opportunity to increase value for the clients, sponsors, lenders and BAM.

Many of the Public Private Partnership (PPP) clients have adapted to their ever-changing requirements and notably chosen additional variations to existing PPP projects rather than developing additional facilities elsewhere. In response to the requirements of the clients, BAM PPP has developed best practice procedures for incorporating both small and high-value changes into existing projects.

Crucial to BAM PPP’s approach to variations is its Values:

- **Proactive ownership** by offering innovative solutions while also delivering value for money. For instance, in the Schools Bundle 3 project in Ard Scoil na Mara, Tramore in Ireland, BAM PPP provided a holistic view of risks to support the client’s decision-making on the large variation.

- **Open collaboration** by forming fully integrated teams with multiple stakeholders. In the Somerset BSF Programme, BAM PPP worked with the Local Education Partnership, the school and BAM sister companies to provide a swimming pool on school grounds that is open to both pupils and the local community.

- **Scalable learning** as BAM PPP is constantly challenging itself to deliver improvements for the clients. For instance, the installation of new LED lights at five Peacehaven PFI schools has resulted in massive energy and carbon footprint savings.

- **Predictable performance** with future flexibility built into designs and contracts. For instance, in the recently developed bespoke procurement model for large-scale variations in any school project for the Department of Education and Skills in Ireland.

- **Loyalty** in long-term partnerships, such as in the Crawley PFI Schools project, where BAM PPP helped West Sussex County Council secure additional funding and helped disengaged students return to school.

While meeting the requirements of its clients and adding value for sponsors and lenders, variations since 2003 have resulted in £51 million of additional capital value for the BAM companies involved.

BAM International is fast – and confidently – approaching the scheduled completion date of Unilever Indonesia’s new head office near Jakarta. ‘Earlier this year, we topped out ten days ahead of schedule thanks to excellent teamwork of all parties – the client, management consultant Royal HaskoningDHV and architect Aedas’, said project manager Benny Handoko. ‘That was only 42 weeks after breaking ground.’ The new head office, with a total floor space of 60,000 m², has meanwhile been awarded Gold Plus status in the BCA Green Mark environmental scheme.
New eco specification modular cabins

BAM Plant in the UK has developed a new eco specification for site cabins in collaboration with the design and construction teams. Manufactured in Austria, the flat-pack cabins arrive ready to install on sites. Adrian Padley, sector director and innovation ambassador, and Jason Reed, director – BAM Plant, met with colleagues from BAM Bouw en Vastgoed and BAM Materieel to demonstrate the easy to install, more energy efficient, lower in carbon and more aesthetically pleasing cabins – all available at a similar price to existing cabins. BAM Materieel is keen to implement eco cabins in the Netherlands and BAM Bouw en Vastgoed is developing a modular configurator tool as part of the Future Trends Innovation Forum, which can be piloted in the eco cabins.

Arnhem Central Station wins European Concrete Award

The public transport terminal at Arnhem Central Station in the Netherlands has won the European Concrete Award 2016! The international jury was pleased by its visual impact and impressed by the construction with unusual features such as the front, back twist, trumpet and flip. They were unanimous in their choice of a winner. The terminal was built in joint enterprise by BAM and Ballast Nedam (BCOVTA), together with a large number of subcontractors.

Appointments

- Nitesh Magdani has been appointed as director Sustainability for the Group. Magdani has been director of Sustainability with BAM Construct UK. In his new position, he will lead BAM’s Sustainability team, within the Strategy department.
- Menno de Jonge has been appointed as director Digital Construction. The appointment of De Jonge fits in with BAM’s strategy until 2020, which among other things focuses on creating the future portfolio by offering full services via a digital construction platform.
- Markus Koch has been appointed as managing director of BAM Deutschland. He has succeeded Alexander Naujoks, who has retired.
- Patrick Snippe has been appointed as director of BAM Deutschland. He has succeeded Michael Hager, who opted for early retirement. Previously Snippe was director of BAM PPP.
- Chris Williams has been appointed as finance director of BAM PPP to succeed Patrick Snippe. Williams was investments director of BAM PPP and a Board member of the BAM PPP JV with PGGM.
- Tim Chell has been appointed regional director – Western, BAM Construct UK. He succeeds Nick Goff who has retired.
**BIM Council to present its 2017-2018 plan**

BAM aims to be a frontrunner in the digitalisation of primary processes. It’s one of the focal points in our 2020 strategy. Soon our international BIM Council will present its digital construction business plan 2017-2018 to the Management Board.

‘We are translating the strategy into a series of concrete actions to be taken jointly or individually by the operating companies and the Group’, said Dirk van der Ploeg, BAM International’s manager BIM. He took part in the BIM Council’s recent two-day workshop, together with the IT business partners of the operating companies. The workshop was led by Kees Blom, director of BAM Advies & Engineering and also a member of the BIM Council.

‘Rather than leaving the operating companies to fend for themselves, we aim to combine strengths wherever possible. We’ve defined seven work packages around themes such as governance, IT training and marketing. In addition, we’re promoting uniform standards (contractor information requirements) that all BAM companies can add to their contracts with suppliers and subcontractors. We’re delighted to see that BIM engineers throughout the BAM Group are already seeking to tackle issues such as 4D planning together. Collaborative communities like these are the perfect beacons for BAM’s new course and a fine example of how strategy meets the work floor.’

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**The trumpets are raised**

BAM SPO has successfully poured three highly unusually shaped column bases for the cycle park at Utrecht Central Station. ‘In all my thirty years at BAM I’ve never seen a shape like this’, said site agent Lowie Hulleman.

Shaped like trumpets, the anthracite concrete columns will not be making any noise. Instead they will silently uphold the iconic air cushion roof of the Netherlands’ newest and largest cycle park. ‘After pouring the first column we decided to change our method, in consultation with Jan de Goede, our quality consultant. Also, we used additional reinforcement in the base to prevent shrinkage cracks. As we’re working with self-compacting concrete, the pour has to take place in one continuous flow. The process was a little too fast on the first column and we had to take short breaks. On the second column we chose not to pump the mix into the formwork straight from the mixer, but to use a smaller trailer pump and a thinner hose.’

The bespoke formwork for the trumpets was made by BAM Materieel, using techniques from yacht construction. The next phase will be to pour the six-metre columns that will go onto the bases. ‘This takes us back to more traditional pouring methods, as this part of the column tapers only from 1.40 to 1.20 metres’, said planning engineer Gert Malenstein.

BAM SPO, which is building the cycle park and the Stationsplein area, is a joint enterprise of two Dutch operating companies: BAM Infra and BAM Bouw en Techniek. www.cu2030.nl

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**BAM goes virtual!**

During the UK’s Digital Construction Week, BAM Construct UK shared a virtual tour of the massive King’s Cross (London) regeneration through virtual reality. Using oculus rift and HoloLens viewers, and specially created holograms, visitors gained an insight to work at the 64-acre site. In Utrecht, the Netherlands, BAM has carried out the first tests of the Microsoft HoloLens at a redevelopment site PingProperties’ Trappenburch. BAM had previously tested Google Glass on a construction site, but the HoloLens takes this technology a step further enabling users to see holograms within the existing environment and providing them with the right information at the right time. The introduction of BIM has changed the nature of construction. The use of wearables is helping to drive these changes.
BAM Deutschland and BAM Swiss have been awarded the 2016 buildingSMART International (bSI) Award in the ‘Operation and maintenance using open technology’ category for their BIM concept for the Felix Platter-Spital in Basel.

The BAM team received a favourable report from the international jury, whose judgement was based on three main criteria:

- **The use of open BIM technology**
  The main method to exchange models was the data model of IFC (Industry Foundation Classes). In order to communicate clashes effectively, project stakeholders and BIM co-ordinators used BCF (BIM Collaboration Format).
  In order to deliver a structured and well-managed BIM project, BIM manager Samir Alzeer created a BIM execution plan (BEP) which defined the BIM processes, methods, level of information (LoI) and the IDM (Information Delivery Manual). IDM is another open BIM and ISO certified product that defines the ‘which, where, from whom and when’ of communication about the different kinds of information.

- **Level of innovation**
  The construction information management system (CIMS) is bi-directionally connected with the CAFM system through open BIM standards like IFC. Such a bi-directional connection is considered an enormous innovation in the field of BIM-to-FM projects.

- **Level of collaboration**
  The BIM team and design co-ordination team, supervised by project director Jochen Dietmeier, have also been hugely successful in forging a single collaborative BIM environment from a large number of planners and project stakeholders, each using their own specific software.
Robots get to work at BAM FM in the UK

The UK’s facilities management division, BAM FM, has added five iRobots to its cleaning team at the BAM-built Hiscox Customer Experience Centre in York. Floor cleaning may never be the same again following the introduction of the iRobot ROOMBA-980 Advanced Vacuums.

They use many sensors and imaging to navigate every inch of accessible floor space, recharging as needed, until the job is done. Controlled via an app on a smart phone or tablet, the machines’ progress can be monitored remotely by the cleaning team. They automatically increase their power on carpets or rugs or where they identify hard-to-remove dirt. BAM FM is one of the first facilities management companies to introduce robots into its cleaning team – and at BAM FM Ireland, our colleagues are trialling similar devices in schools.

New icon on Rotterdam’s skyline

AM and its co-developer Amvest are adding a new highlight to the skyline of Rotterdam: De Zalmhaven, a residential complex comprising a 215-metre tower and two 70-metre-high interconnected buildings.

Regional director Wilco van den Ban: ‘The demand for apartments in Rotterdam is greater than the supply and the gap is still growing. De Zalmhaven will add 260 apartments with flexible floor plans in the tower (architectural design by Dam & Partners Architecten) and another 180 apartments and 35 family houses in the two lower buildings (designed by Kaan Architecten). A multi-storey car park with a roof garden will connect these two. The plan also leaves room for an additional 7,500 m² of office and commercial space.’

van den Ban expects construction to commence in 2018. ‘Within three years from then, Rotterdam will have another icon on its skyline.’
Digging deep in Amsterdam

BAM Woningbouw is wasting no time in constructing the B’mine@Overhoeks residential tower in Amsterdam North. After the relatively brief development period achieved by AM and its co-maker, asset management firm MN, the builders drove their first pile in June 2015 and topped out in September this year.

As of spring 2017, occupants of the penthouses on the 23rd floor will have phenomenal views of Amsterdam’s city centre and the river IJ. Looking west, they may see a sliver of North Sea blue and to the east lays the freshwater lake IJsselmeer.

With this project, AM is introducing its Friends concept in the Netherlands: 50 of the 147 rentals are two-bedroom apartments aimed at tenants sharing as flatmates. Each tenant has a full-size bedroom and together they share the living room, kitchen and bathroom. The turnkey handover has been scheduled for April 2017.

BAM Woningbouw has had to literally go deep to get this project started. ‘The timber foundation piles of the adjacent building reach as deep as the second sand layer. In order to prevent their settlement and distortion, we have had to aim for the third sand layer at a depth of sixty metres’, said Jos Kemp, project manager at BAM Woningbouw.

‘This has been an absolute first.’ ‘In order to achieve a pile length of 63 metres we connected two piles end to end. Next, we ensured smooth and vibrationless passage of the second sand layer by having it loosened with an auger by BAM Infra Speciale Technieken. As they pulled the auger back up, they also injected a bentonite slurry, which acted as a lubricant when we drove the piles. All in all, it was a painstakingly slow operation to drive 135 of these elongated piles.’

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Follow us on

AXA has the X Factor

The X is everywhere: in the façade, the central hall, the restaurant ... it’s unmistakably the recurring theme in the head office of the Belgian branch of multinational insurer AXA. Currently under construction by Interbuild and CFE, the building has been awarded a BREEAM Excellent certificate.

The project comprises the construction and renovation of a three-building complex bordering on the grounds of Belgium’s Royal Palace of Brussels. Thierry Dalcq manages the project for Interbuild:

‘Regent 1, the middle building, will make room for a whole new construction, while the two outer buildings are undergoing major renovations. The building furthest away from the palace (Regent 2) has now been fully stripped down to its skeleton structure.’ The third building stands immediately at Troon Place. It dates from the 1920s and has listed status. Permission has been granted to replace the top level with two new storeys, which will be crowned with a glass dome spanning the atrium of the complex. The total above-ground surface area measures close to 33,000 m². The contract value is €42 million, of which Interbuild’s share is fifty per cent.

BREEAM Excellent

Triple glazing, extreme airtightness and insulation, solar panels on the roof ... just a few examples of the measures that make the complex almost completely energy neutral. Dalcq: ‘These buildings meet both the Belgian Passief 2015 standard for energy performance and the sustainability criteria for BREEAM Excellent certification. We will complete the complex by the end of March 2017.’

The University of Limerick, Ireland has awarded the contract for the Glucksman Library extension to BAM Building. The contract value is approximately €18 million. The project involves the design, construction and maintenance of 7,200 m² extension to the existing Glucksman Library and Information Services Building on the south campus of the University of Limerick, which will remain in operation during the construction phase. The new facility will open in September 2017.

BAM Nuttall has been awarded a £23 million contract for a major flood defence scheme in Hull. Working in joint venture with Mott MacDonald, BAM Nuttall will carry out vital work to design and build new defences at a number of locations along the River Hull, as well as upgrading the existing defences. Located within a 7.5 km stretch, 39 hard defences will also be repaired by BAM after extensive surveys showed some of the defences are now in need of repair or replacement. Work is planned to begin in spring 2017, with completion scheduled for autumn 2019.

Interbuild has won a contract to construct a multipurpose building in the station area of Bruges, Belgium. The client is Group Gl and the contract value is €27 million. The project includes the construction of 6,000 m² offices for end user Proximus (one of Belgium’s leading mobile telecommunications providers), a 111-room hotel, 48 apartments and private and public parking. Interbuild will complete the first phase of the multipurpose building in early 2018.

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Photography De Beeldredaktie, Sander Koning, MISTimages.be, Trevor Palin

Design Boulogne Jonkers Vormgeving, Zoetermeer

Printing MediaCenter Rotterdam

Available on the App Store

BAM makes the A List again

BAM is proud to be identified as a global leader for its actions and strategies in response to climate change and to be awarded a position on the Climate A List by CDP, the international not-for-profit that drives sustainable economies. Rob van Wingerden, CEO: ‘BAM delivers sustainable and innovative building solutions. And we continuously strive for further improvements together with our clients and supply chain partners. Our inclusion in CDP’s Climate A List is a recognition of our efforts to reduce emissions and to achieve a net positive impact. Current and future technological, especially digital, developments give us new scope to continue our successes.’

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