New NATO headquarters: enormous(ly) complex!

The eight slightly arch-shaped sloping office wings of the new NATO headquarters meet like interlaced fingers. They stretch out either side of the central corridor, known as the agora – Greek for 'gathering place'. It is undoubtedly the largest building complex currently under construction in Belgium, and maybe even Europe. BAM Alliance – the joint venture of BAM companies – is building the complex on the north-east side of Brussels. It will have a gross office floor area of 250,000 m², for 4,600 employees. The first milestone will be the completion of the four outer wings by 1 January 2016. This will be followed by the remaining wings, a conference centre, outdoor areas including parking spaces, a press centre, and restaurants. The relocation operation will start after the building has been delivered to the Belgian State on 30 June 2016, and transferred to NATO on 31 July 2016.

In Scotland, BAM Construction has started building the V&A Museum of Design Dundee. The contract is valued at more than €109 million. The museum, designed by the Japanese Kengo Kuma & Associates firm of architects, forms part of a large-scale redevelopment of Dundee waterfront. The building will be located partly in the River Tay. ‘It is a once in a lifetime project’, says Doug Keillor, regional director of BAM Construction in Scotland. Completion is expected in late 2017. Pictured from left: Philip Long, director V&A Dundee; Ken Guild, leader of the administration Dundee City Council; Fiona Hyslop, Cabinet Secretary for Culture and External Affairs Scottish Government; Doug Keillor and architect Kengo Kuma.

Futuristic museum in Dundee

Collaboration is key to our future

Dear colleagues,

‘The Back in shape-programme is a logical continuation of how BAM has developed in recent years. We think it is important that you know the whole story and that you understand why we are now implementing this programme. I would like to ask you to take time to look at Vimeo, https://vimeo.com/123323212.

We all have much to contribute to our future by doing our best in our particular disciplines and responsibilities, but also by working together collaboratively. If we all take that step, together we take 23,000 steps and we will have a huge impact as an outstanding company with a bright future. Let’s go for it!’

Rob van Wingerden
CEO

Floating bridge

The section of bridge that was recently placed over Bahnhofsstraße in Leverkusen, Germany, weighs 42 tons. It forms part of a 116-metre long pedestrian and cycle bridge providing access to the platforms, that Wayss & Freytag Ingenieurbau is building near Opladen station.
BAM has made progress on improving safety standards and performance over the last few years. ‘However, we have further challenges and improvements ahead of us. Sharing ideas, initiatives, standards, procedures and processes to achieve consistent standards and improvement plans will globally benefit all BAM employees,’ says Geert van der Linden, Group safety officer.

During a recent two-day international BAM Safety Officers Meeting (SOM), the participants developed a roadmap for safety. They were split in three working groups: 1. Leadership, culture and behaviour, 2. Knowledge sharing/learning, 3. Managing sub-contractors. Rob van Wijgerden and Erik Bas participated in the SOM representing the Executive Board. Rob van Wijgerden spoke about the back in shape-programme. Erik Bas presented on the subject of ‘Mindset; Engage people and increase ownership’.

The meeting ended with a visit to the Harbours House in Antwerp, an impressive project of Interbuild. ‘It was a successful meeting’, said Van der Linden.

**The Netherlands**

**Roadmap for safety**

**Up and down**

The construction pit of the new Hoog Catharijne in Utrecht is a hive of activity. Some of the work for the five-storey car park is being carried out two floors below ground. For building upwards and downwards at the same time, BAM Bosse on Technology and BAM Infra are considerably reducing the time needed on the project.

While mini-dumpers are busy removing the soil – 30,000 m³ of sand has to be dug for each story – the preparation work for the concrete floor for the third storey below ground is underway on the ground floor minus two. ‘After the ground has been levelled out, we will place the concrete slab floors on the sand bed, and the steel floor can start to reinforce it. Once the floor is poured, it will immediately serve as a prop for the excavation pit. The whole process will take three months. Then comes the minus four floor, and minus five will be ready at the end of the year’, says Paul Belpaeme, underground project manager.

**Germany**

**Campus taking shape**

The University of Bremen has great plans for the Poppeldorfer campus on the south side of the city. In the next few years, numerous faculty buildings are set to go up on a 26-hectare site in parklike surroundings. BAM Deutschland has been commissioned for the first phase. ‘It involves three buildings, all with four stories. The building for the IT faculty will house mostly classrooms; meanwhile, laboratories are planned for the food technology building. The third building will only have lecture-hall spaces, so will be created underneath it for 550 lockers’, says project manager Steffen Böhrns. BAM Deutschland expects to complete the project, which has a value of over €36 million, this year.

**United kingdom**

**Massive ethane tank**

BAM Nutall in Scotland is new well into construction of Europe’s largest ethane storage facility for petrochemical group Ineos in Grangemouth. The tank has a capacity in excess of 90,000 m³. Working to main contractor TGE Gas and Engineering, BAM is constructing the tank foundations and the reinforced concrete superstructure for this unique facility. ‘First the tank is founded on a base of 388 steel piles, 720 millimetres in diameter and each 60 metre in length’, says site agent John Slaven. ‘Then we poured continuously round the clock in 35 metre high concrete until the tank was complete.’

**Worldwide**

**An international award**

BAM International has been awarded a contract for the rehabilitation and extension of Kilimanjaro International Airport (KIA) in northern Tanzania. The scope of work comprises the rehabilitation of the terminal building (built in 1971), the construction of a new parallel runway, the extension of the existing apron and taxiways, including repairs on the runway, as well as the drainage and sewage works. For this project BAM will install new airfield ground lighting and floodlights along the apron. The €17 million design and construct contract will be completed in 2017.

**People**

Congratulations to BAM Netherlands’ chief executive Steve Fox, who co-ordinated the Order of Chivalry CBE for services to civil engineering and construction at a ceremony held at Windsor Castle. Steve Fox has long been an advocate of elevating the status of the apprentice within the civil engineering industry giving it equivalent status to that of a graduate.

**Airport extension**

During the ‘Infrastructure Opportunities in the United Kingdom’ seminar, Nicholas McCormick, business development manager of BAM Nutall, described to Dutch BAM the various contract forms that are used in the British infrastructure industry. McCormick was speaking at the invitation of the Dutch Ministry of Foreign Affairs, who organised the seminar in The Hague together with the Dutch embassy in London and the Netherlands Business Support Office in Manchester.

**British contract forms**

**Applause for app**

Irish Minister for Jobs, Enterprise and Innovation, Richard Bruton TD recently visited Dublin Institute of Technology (DIT) Grangegorman, to see the new research and innovation building currently being constructed by BAM Contractors. Following a tour of the building, the Minister laid the ceremonial final brick to signify completion of the structure. Fit-out work will now commence and the building will open in January 2016. The new building will provide a range of research laboratories and facilities for the Environmental Sustainability and Health Institute (E3I).

The DIT DIT Dublin Incubator and knowledge transfer activities will also be located in the building.

**Octopus in a lock**

At least 40,000 people recently poured the Dornbrahimlocks proper at the lock in Antwerp. It was the last time that the building joint venture – involving Brinon, CEI-D.Meyer, and others – was able to admit visitors to the chamber walls. Graffiti artist Cazn and his colleague had sprayed fantastic, one-meter-high images over a length of 320 meters. From the spring of 2016, the world’s largest lock will allow access to the Waalsdijkhaven.

**Graphene Institute opened**

The Chancellor of the UK, David Cameron, the Rt Hon George Osborne, visited the Graphene Institute, recently completed by BAM-Construction, and toured its state-of-the-art classrooms and laboratories with Nobel Laureate Professor Sir Kostya Novoselov. The Institute is the national centre for graphene research and will enable academics and industry to work side-by-side on the graphene applications of the future.

**Ireland**

**Topping out at Grangegorman**

BAM was one of the first companies in the Netherlands to make its annual report available as an app. Now, this popular app has been completely updated, for the integrated Dutch and English annual report. The BAM Report app – available for iPad and Android tablets – offers fast access to the 2014 world-class research hub. The Institute’s 1,500 m³ of clean room space is the largest academic space of its kind in the world for dedicated graphene research. One-atom thick graphene was first isolated and explored in 2004 at the University of Manchester. Its potential uses are vast but one of the first areas in which products are likely to be seen in electronics.

**Belgium**

**Pouring the concrete for the terminal building**

The terminal building of the new terminal at Brussels’ Zaventem Airport (KIA) in northern Belgium was opened to the public for the first time on 21 December 2014. During a recent two-day international BAM Safety Officers Meeting (SOM), the participants developed a roadmap for safety. They
Five successes in a row

Five consecutive wins have been achieved in Ireland between 2013 and 2015 on government stimulus PPP projects involving schools and roads with a capital value of €650 million. Awards are awaited on two further projects in the education and justice sectors. BAM PPP and BAM Contractors have a highly collaborative approach — integrating and aligning bid teams and advisers, all working together on detailed winning strategies. The use of BIM has been a differentiating factor for BAM on these successful projects. The road projects include the construction of a landmark Extrados bridge and the funding solutions include the use of the European Investment Bank’s pioneering credit enhancement bond. Across all bids a whole-life approach has been top priority.

Winning partnerships in Belgium

The only infrastructure projects awarded in the Belgian PPP market in 2014 were awarded to BAM consortiums, Tram Stad and Mobiliège. Both were managed by BAM PPP and included the expertise of nine of our sister companies. The basis of these successes clearly lies in the positive synergy which is created by combining the competences of BAM PPP (tender management, financing and contract structuring) with its BAM consortium partners (technical qualitative design, competitive pricing and well thought-out maintenance methods). Through mutual trust of the parties to work transparently with each other, nurturing common interests BAM has a winning recipe for future work in the Belgian and Dutch marketplace.

OHSAS 18001

BAM PPP’s Safety Management System was developed and formally certified as ISO compliant last year following consultation with sister companies to learn from their experiences, and ensure our own systems would complement our BAM partners’ procedures already in place. DNV, the external Accrediting body confirmed our system was simple and robust – ‘with the best use of an intranet’ they had seen!

Recycling on Rijnstraat 8

Sustainability is a key feature on all of our projects. On the Rijkskantoor Rijnstraat, the former building of the Ministry of Public Housing, Spatial Planning, and the Environment on Rijnstraat 8 in The Hague, renovation works are currently underway by our consortium PoortCentral. Sustainable measures include separating the rubble into nineteen categories by waste processer Beelen in a special sorting installation. Consequently, 99.7 per cent of the waste can be recycled. The old glass from the conservatories, the roof windows and interior walls is being used in the production of new glass components for the building.

www.bamhouwtrijnstraat8.nl

Road infrastructure in Germany

A number of large-scale motorway projects are currently underway and planned in Germany. Ways & Freytag and BAM PPP have been involved in the so-called A-model programme since its inception and have together achieved a remarkable strike rate. Over the years the number of competitors have decreased whilst the level of competence and professionalism has grown. The bidding team is always looking for a competitive advantage. Before the Invitation to Tender (ITN) documents were received on the A94 project the bid team had already calculated construction and life-cycle costs for different superstructure options (concrete versus asphalt), and following receipt of the tender documents were able to update the calculations to choose the most advantageous structure relatively quickly. This saved valuable time which was subsequently used for further optimisations – hopefully a good basis for being shortlisted for the second stage of the procurement competition, the BaFO stage.

BAM PGGM JV strengthened

BAM and PGGM signed a revised joint venture agreement in Q1 2015, in which PGGM committed a further €140 million, bringing the total PGGM capital commitment to €480 million. This doubles their initial €240 million commitment. The total JV capital is now €600 million. The BAM/PGGM JV is PGGM’s largest infrastructure investment and both parties expect this successful partnership to grow further. The JV has now invested in 21 projects with another four currently at preferred bidder stage.

‘The successful internal collaboration between BAM PPP and its sister companies continued in 2014, together securing six major contract awards in the year that helped provide significant investment opportunities and around €2 billion of construction and maintenance work for the Group. Since its inception BAM PPP has secured 42 PPP projects generating equity investments of €450 million, €3.5 billion of construction work and €4 billion of maintenance and lifecycle work. Collaboration and partnership with our sister companies is fundamental to the PPP model and with a healthy pipeline of bidding opportunities anticipated for 2015/16 we look forward to achieving further success together.’