



ON TRACK FOR
A SUSTAINABLE FUTURE

COLAS RAIL

2022 REVIEW

CREATING SUSTAINABLE
MOBILITY SOLUTIONS



“

Season's greetings and thank you for your commitment throughout 2022. I wish you and your families a happy and healthy new year!

”

Jean-Pierre Bertrand,
CEO Colas Rail Ltd.



CARE



SHARE



DARE



A WORD FROM OUR CEO

For Colas Rail UK, 2022 has been an intense year of bidding, production, delivery and developing new processes and systems to enhance our daily activities. The pressure has been noticeable, however the commitment and dedication demonstrated by our teams is something we can be immensely proud of, and I am so grateful to you all.

As always, I must mention SAFETY, as it is our culture, our DNA and our permanent point of attention at the forefront of everything we do. I must pay tribute to everyone working over the festive season and into the new year and ask you to remain safety focused. We must comply with our lifesaving rules and assess risk to ensure everyone goes home safe. Remember, you are Free to be Safe, so don't be afraid to challenge or speak up!

AT GROUP LEVEL WE ARE GROWING

I want to share with you some highlights:

- Bouygues has acquired Equans.
- We have acquired a track company, Hasselmann Group in Germany
- Our presence throughout the world is growing with significant projects in 2 new countries; Panama and the Philippines
- Our Rail group order book is at a record level
- Our Group headcount is about 6,000
- We are now present in 24 countries

HOW DID WE DO IN 2022?

We made our budget for 2022 with the best possible assumptions we can identify in such a complex environment - making a tight balance between ambition and realism.

Under such circumstances, we must remain confident in our strengths, dare to reinvent ourselves and think out of the box. Driving in heavy weather requires composure and control in what we do.

And all of this is possible thanks to our organisation, thanks to our clear lines of accountability and thanks to the reliability of the information you and your team are providing - plus our managerial and operational excellence.



MEETING OUR 2022 OBJECTIVES

This year, we have launched many initiatives throughout the year and implemented some significant changes. We have started an ambitious but mandatory journey to a sustainable way of doing business, running our operations in line with the ACT project of the Group.

I want to emphasise how proud I am that these initiatives are all in compliance with our values Care/Share/Dare. These include important topics like mental and physical wellbeing, health and safety and of course equity, diversity and inclusion.

TO ACHIEVE OUR OBJECTIVES, WE MUST:

- MAKE OUR PEOPLE OUR PRIORITY
- LIVE BY OUR VALUES
- CONTINUE TO LEAD ON SAFETY
- DARE TO INNOVATE
- KEEP OUR PROMISES TO OUR CUSTOMERS

CLOSING REMARKS

"It is not our results that make us the best in class, it is our ambition and our commitment, both aligned with our values. Our results are just a consequence. Human imperative must be at the top of our priorities.

Thank you all for your efforts in 2022 and I wish you success, good health and happiness for 2023.."

Jean-Pierre Bertrand
CEO Colas Rail Ltd.

DIALOGUE

The Dialogue survey has been a unique opportunity for all of you to have your say.

Thank you for your participation and mobilisation. Because of this, we have been able to hear from you where we need to improve at every level. People have been fair and honest in voicing their opinion, and we appreciate the feedback which will aid action plans going forward. This is my commitment.

We also need to listen to YOU, to OUR people. To hear your aspirations and your expectations.

THANK YOU TO EVERYONE WHO TOOK PART!

SURVEY RESPONSE RATE

COLAS RAIL UK	75%
INFRASTRUCTURE	75%
HQ	92%
SERVICES	70%
URBAN	82%
LUNDY PROJECTS	85%



INFRASTRUCTURE

2022 saw a successful delivery across our regions as part of the South Rail Systems Alliance, (SRSA) even when faced with challenges such as industrial action.

As ever, safety is of paramount importance to us, and we have maintained a good performance.

Contractually, we have maintained an excellent return with a strong cash flow, allowing us to deliver within our targets.

Key to our success has also been starting and maintaining good engagement with our client across our regional levels, as we successfully deliver their programme of works.

“ It has been a highly pressurised year, but I am always encouraged by how the teams have pulled together and succeeded.

Ondrej Roubicek | Deputy CEO

2022 IN REVIEW

Our teams have continued an excellent delivery record including:

- SRSA handed back **85%** of sites to clients within 8 weeks of core construction
- **100%** of planned Signalling commissioning successfully completed (**21 in total**)
- SRSA delivered lowest Strategic Business Plan Unit Rates in UK
- Signalling team successfully awarded **8 new projects in 2022**
- SRSA **bettered their target** for projected train delay minutes by **40%**
- Continued to support the client's organisational change



IN 2022 WE DELIVERED (at the time of writing)

- Over **113,000m** plain line track installed
- **95** S&C Units of track designed and renewed
- Over **8,000** worksites successfully taken
- **1,000,000** tons of ballast, sleepers and rail replaced
- **3,500m** of deep and surface drainage installed
- **30,000m** of overhead lines and structures installed or adjusted
- **300** test and commission stages completed, affecting over **3,000** separate signalling assets

WELL DONE TEAM!



OUR FOCUS FOR 2023

As we look to 2023, we will maintain our focus on safety and sustainability - not only as we continue on our existing frameworks, including our work with the SRSA and Signalling, but as we focus on bidding for new packages of work.

To help us deliver this, we will continue our commitment to grow and develop our people and offer opportunities for progression within Colas Rail UK.



URBAN

Our Urban division can look back on 2022 as a momentous year after making major changes to the business model, with a focus on safety culture and on-site risk reduction.

These continuous adjustments and advancements have also resulted in the Midland Metro Alliance's (MMA) achievements. To support safety improvements, the MMA focused on risk management improvements in both planned work, risk controls and personal on-site risk awareness from prior years.



The workload of the team in 2022 has been immense with challenging work streams. The commitment to keep pushing to always deliver for our customers is impressive.

*Iain Anderson
MD, Colas Rail Urban & Industries*

2022 IN REVIEW

Urban Division has seen significant growth in 2022 with 50% on 2021 as the major schemes of Wednesbury to Brierley Hill and Birmingham Eastside have ramped-up. We completed the commissioning of the Birmingham Westside extension, enabling passenger service in advance of the Commonwealth Games. Significant progress was made on the extension at Wolverhampton along with renewal of OLE & HV Power on the existing system. All this was achieved alongside a notable improvement in health & safety performance and an outstanding focus on reducing carbon and protecting the environment.



IN 2022 WE DELIVERED *(at the time of writing)*

- Wednesbury to Brierley Hill, undertook significant modifications to **12 bridge structures**
- We surpassed our carbon reduction targets, **saving 2000t of carbon**
- Wolverhampton made great progress with civil works, completing drainage, OHLE, traffic signals, highway, paving, urban realm, soft landscaping, and installation of track
- Birmingham Westside Metro Extension Scheme was highly commended for Project of the Year at this year's Global Light Rail Awards
- Successfully managed operations around the Commonwealth Games
- Target cost funding approved for Wednesbury to Brierley Hill Extension
- **1.35km** of Westside route opening to passengers
- **100%** of sites using HVO fuel, no more diesel
- First section of track laid in Digbeth High Street for Birmingham Eastside Extension



OUR FOCUS FOR 2023

Urban Division will continue to grow in 2023 and will build on the fantastic advancements made this year. In safety we will use Power BI to further enhance the reporting of Close Call and Safety Conversations.

We will continue to promote low carbon alternatives, and will work with key supply chain partners to embed a consistent culture that will ensure the safe and efficient delivery of all our schemes.

THANK YOU ALL!



RAIL SERVICES

Our Rail Services team can reflect on a successful period and shareholder backing to further their success for 2023.

Boasting a fleet of Tampers, Freight Locomotives, Rolling Stock, Ballast Regulators, Kirow Cranes, Milling Machines and Rail Grinders, our Rail Services team have been involved in a diverse range of works.

We are continuing our commitments to safety by improving engagement with our drivers to minimise our SPAD incidents. This is being achieved by implementing non-technical skills training and positive wellbeing seminars.

With the launch of the Network Rail Fatigue Standard, we would like to say a huge thank you to our planning, rostering and fatigue teams who ensure that we are compliant and leading in best practice.

“ Seeing the recognition our teams have received shows that we’ve met and maintained our high standards for delivery.

Ondrej Roubicek | Deputy CEO

PLANT IN 2022 WE DELIVERED (at the time of writing)

Our teams have continued an excellent delivery record including:

- Our Tamping fleet was recognised as the best performing On Track Machine Supplier (again!) with **KPIs above 99%** so far utilising our fleet of **28 Tampers**
- Our Rail Grinding team delivered over **1,200 shifts** in 2022, **equalling roughly 17 million yards!**
- Our Milling Machine team have received high praise from our client after experiencing some issues, with the team recovering, they have taken on **26 shifts** using the Milling Machines in duplex mode
- Our Kirow Cranes have delivered **89 shifts so far in 2022**, which we owe to establishing great relationships across the SRSA regions as a trusted supplier of choice
- For the first time in 17 years we have recorded **0 SPAD incidents** within plant

PLANT'S FOCUS FOR 2023

- A new Ballast Regulator is due to arrive in the UK before the end of the year, with the team aiming to have the OTM ready for service come April 2023
- Further investment in two new Tampers delivered to the Western region, to come into service by Dec 2023 and Jan 2024 respectively
- But it's not just about bringing in new fleet. We're currently optimising our current and older OTMs to keep them at peak performance, most notably with our Kirow fleet to ensure it's reliable and competitive

FUTURE IS FREIGHT

Another excellent year for our Freight team. We operated the first locomotive-hauled Timber service over the scenic Cambrian route in 25 years, a direct modal shift from road to rail, **saving circa 250Kg of CO2 per train service.**

Each Freight Train takes up to **76** lorries off the roads, saving approx. **400Kg of Co2** in comparison. We operated over **6,000** trains in 2022, the equivalent to **circa 2,500 tonnes of Co2 saving.**

FREIGHT IN 2022 WE DELIVERED (at the time of writing)

- **Won the Network Rail Infrastructure Monitoring contract** for further 5 years
- **Won a major Petrochemicals haulage contract** out of Lindsey Oil Refinery for Prax Group for 5 years
- For the second consecutive year, we had **zero lost time injuries**
- Delivered over **1,800 trains**, moving various commodities nationwide
- Moved over **500,000 miles** of Commercial Freight traffic
- For the second consecutive year, we had **zero lost time injuries**
- Delivered over **4,500 trains** for Network Rail, supporting Supply Chain Operation services
- The only operator to achieve **100% delivery** for the safety critical Rail Head Treatment Train contract
- Recorded over **280,000 miles** of track nationwide with our Infrastructure Monitoring trains

FREIGHT'S FOCUS FOR 2023

Our Freight team are continuing their momentum to deliver the additional Network Rail and Commercial Freight contracts. Our main asset, our people, and their welfare will remain as the main focus in 2023, as we will continue our recruitment, Trainee Driver and Ground Staff schemes.

WELL DONE TEAM!





LUNDY

Although there have been challenges owing to various external circumstances, further development of the safety culture in keeping with Colas Rail's ideals has resulted in better safety performance, and audit successes particularly in terms of RISQS, ISO and SCCS, plus our Road and Highway audits at Lundy Projects.

“ A very challenging year but one where we have continued to deliver across all aspects of the business, improving client satisfaction and laying the foundations for future growth.

Andy Houghton | Managing Director

2022 IN REVIEW

- Enhanced performance and efficiency inside the business are the result of fabrication advancements - improving quality assurance, lowering rework costs, andw increasing client satisfaction
- Passed our RISQS audit with no observations
- Plant has consistently outperformed, which has been reflected in plant utilisation for external customers



IN 2022 WE DELIVERED (at the time of writing)

- Our West Coast Mainline (WCML) team were highly commended at this year's RailStaff Award while another team and three individuals were shortlisted
- Named Transpennine Route Upgrade's (TRU) Team of the Year, thanks to the delivery of Fabrication and OLE Foundations, better partnerships, and customer satisfaction throughout the project
- Awarded the WCML contract currently being delivered, fabricating and installing 8 out of 12 Signal Gantries by Christmas

All of this has been achieved and more with over 245,000-man hours, as well as using 1,838 tonnes of steel, fabricated at our workshop.



- **826** piles installed
- **3** bridges fabricated and fitted
- **621** structures created in our workshop

OUR FOCUS FOR 2023

Plans are underway to strengthen our safety culture, decrease carbon footprint by 250 teqCO2, and increase personnel reporting calls in the environmental and safety sectors.

Our structures team will continue to serve our clients with clear accountabilities, especially as we continue our high standard of delivery on TRU and WCML.

Last but not least, there will be more support for larger businesses like MMA and Colas Rail Infrastructure.

THANK YOU TEAM!

CARBON REDUCTION

2022 has been a very positive year in our quest to achieve our corporate target of 30% reduction in our carbon emissions by 2030.

We have seen some excellent progression in reducing our fossil fuel use in our UK business units, and have listed some highlights below. There is still so much more we can do as around 80% of our emissions sit within our supply chain.

SUCCESSES IN 2022



MMA SWITCHING TO HVO FUEL

1,368 tCO₂e saved so far in 2022

End of 2022 forecast 1,708 tCO₂e



BATTERY POWERED GENERATORS IN INFRASTRUCTURE

976 tCO₂e saved so far in 2022

End of 2022 forecast 1,172 tCO₂e



USE OF LOW CARBON MATERIALS IN MMA

595 tCO₂e saved so far in 2022

End of 2022 forecast 831 tCO₂e

LOOKING AHEAD TO 2023



HVO FUEL TRIAL OF A CLASS 56

One month trial

Expected CO₂e saving - 96 tCO₂e



USE OF THERMAL HEAT MATS AT LUNDY

Replacing high gas load from gas burners from Oct-Dec

Expected CO₂e saving - 54 tCO₂e



USE OF 'HYDROGEN' GENERATORS IN INFRASTRUCTURE

2 month trial, powering welfare and Electric vehicles with hydrogen

Expected CO₂e saving - 12.5 tCO₂e

SAFETY

This year's Safety Culture survey had another great response with 977 employees taking part.

A massive achievement, and a clear demonstration of how important Safety Culture is to our people, as well as an open forum to discuss improvements. This year we added some extra questions, relating to how much the business and our managers cared about us. The results were good (over 70%), and we aim to improve on that.

WHAT WE LEARNT:

- Over half of us stopped unsafe work and put it right – we 'do the right thing'
- We have the right equipment, training and procedures to get the work done safely
- Managers give high priority to safety and use this to make decisions

WHAT WE DID WITH THE SURVEY RESULTS:

- Held several Focus Groups around the business – in particular within Rail Services – to understand what was behind the scores
- Business unit teams listened to what was said and used it in developing their safety improvement plans

WHAT WE DID NEXT:

Our number of accidents are low but safety is not just about numbers. We are making sure that we continue to focus on the bigger risks we manage and how well we are managing these, starting with 'Target Risk' training for all managers.

IN 2022 REVIEW

(at the time of writing)

- **28,000** close calls raised
- **34,000** safety conversations
- **71,000** vehicle inspections
- **57%** reduction in specified incidents and **50%** reduction in lost time incidents in 2022
- **74%** reduction in road incidents over last 5 years

NEW FOR 2023

28,000 close calls reported but our survey results tell us that not everything is being reported. Our revised **Fair Culture** approach is designed to improve our consistency and transparency in our decision-making and it will launch in 2023, as our next stage in creating an environment that is just and encourages everyone to speak up openly.

WELLBEING



One of our core values is Care, whether self-care or caring for each other - and with that, we embraced the theme of wellbeing throughout 2022.

We launched our own Wellbeing Charter (an industry first) and implemented 'Leaders Briefings' and mental health conversation guides across the business to encourage our whole workforce to make their general physical and mental health key priorities.



After the success of the 2021 Bristol East example of how to embrace wellbeing at work, we delivered over 14 health and wellbeing events this year. Some successes included:

- **GOLD STANDARD 10-MONTH PROGRAMME WITH STRATEGIC PLANT**
- **OTM STAND DOWN DAYS**
- **SIGNALLING**
- **RAIL SERVICES TEAM LEADER DAYS**
- **OOC AND HQ VICTORIA SAFETY WEEK**

In addition to this, around 400 people attended our SuperWellness webinars this year which is a great achievement and demonstrates the level of engagement.

Looking forward to 2023, we want to extend these activities to all areas and see how these impact on our overall health and wellbeing going forward.

RSSB wrote two case studies about how we are industry leaders in wellbeing, so we have much to be proud of and expect more for 2023!



DIVERSITY & INCLUSION

At Colas Rail, we believe that a diverse and inclusive culture enables the sharing of different perspectives, leads to innovation and sustainable performance, individual wellbeing, engagement and retention.



For existing staff, EDI is included in our management training. In 2022 we trained 150+ managers, helping explain and recognise unconscious bias, psychological safety, protected characteristics and 'banter' on site/the office. This training continues at all levels.

TO GET INVOLVED CONTACT THE TEAM VIA:
webycolasrail@colasrail.com

2022 REVIEW

Using diversity monitoring data to inform change and address underrepresentation helped us to identify that many people did not class mental health or long-term illness as a disability.

Our 2022 campaign encouraged people to disclose them and worked to remove barriers or stigma. Positive feedback increased sharing of personal data, revealing that disability was in reality 12% higher than recorded.

LOOKING AHEAD TO 2023

As we look forward to 2023, we want to continue to communicate and embed Equity, Diversity & Inclusion into our organisation. The 'We by Colas Rail' EDI network has invited EDI champions globally to champion protected characteristics and commit to developing our EDI strategy locally.

Overall, we aim to increase employment for individuals from underrepresented groups and ensure that we continue to shape our culture to sustain inclusion and provide a psychologically safe space for our employees through our EDI initiatives into 2023.



CREATING SUSTAINABLE MOBILITY SOLUTIONS

ABOUT US

100% rail focused, we are a leading rail infrastructure business with on track plant and freight capabilities. As a subsidiary of the Colas Group, we are part of over a hundred years of experience in delivering major innovations across our sector. Every day, thousands of trains run on tracks built or maintained by Colas Rail.

OUR MISSION

We responsibly design and implement transport solutions for a sustainable mobility. We deliver on the challenges set by a rapidly changing railway environment – constantly seeking to adapt our behaviour and culture to not only meet and exceed the expectations of our customers and stakeholders, but to develop and support our people.



COMPANY VISION

Leading with our core values, we aim to be the company of choice that creates sustainable mobility solutions for today and tomorrow. In everything we do, we prioritise safety, ethics, our people, and excellence.



ACT now for a sustainable future

Across 2022, our teams have been taking part in biodiversity initiatives as part of our CSR commitments, including volunteer days at schools, building bug hotels and planting trees and flowers.



PROMOTING INCLUSION

As part of our Equity, Diversity and Inclusion initiative we are asking people to join our network. To become a WE member scan the QR code!



ROLL ON 2023

LET'S LIVE BY OUR VALUES

GET IN TOUCH



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