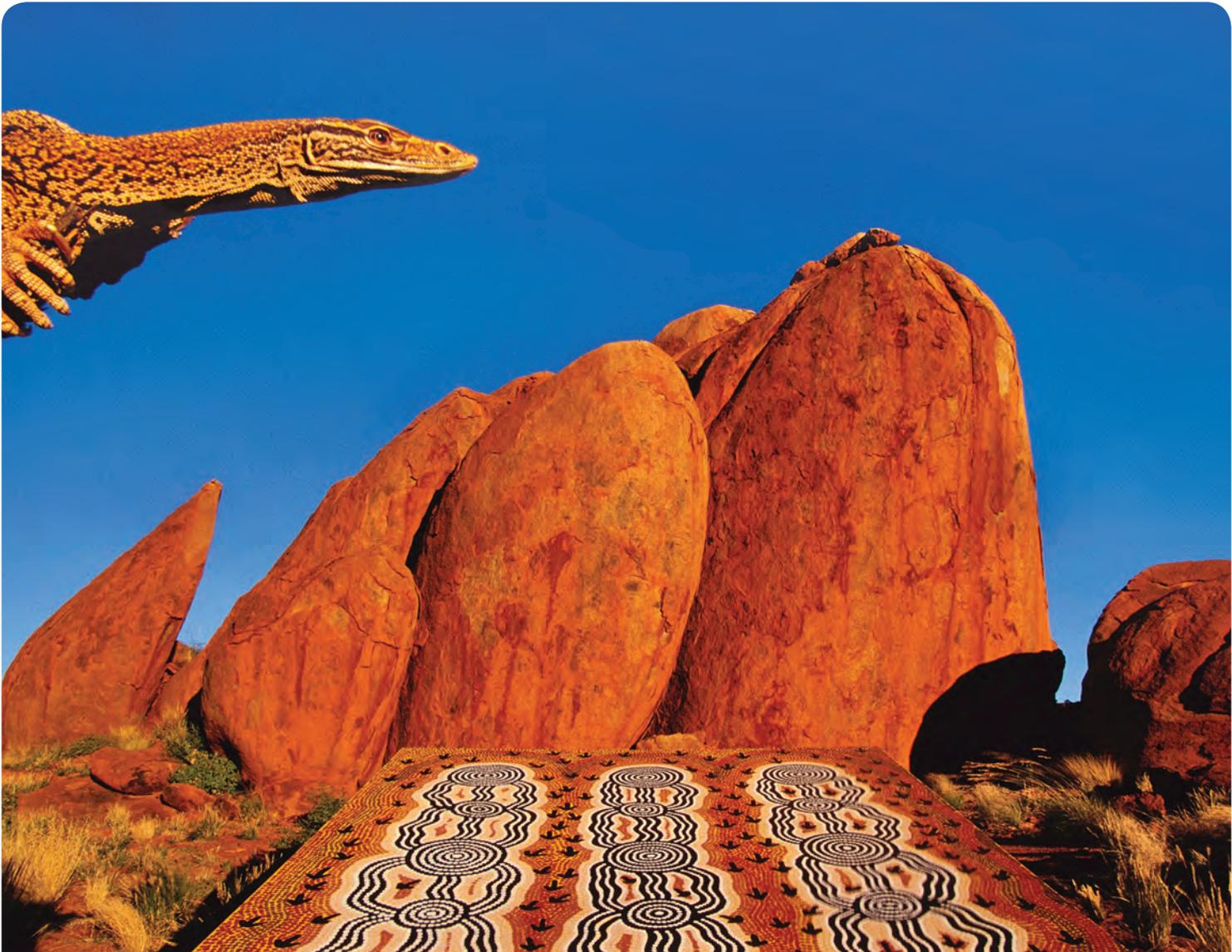


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RPS GROUP PLC NEWSLETTER

NOVEMBER 2015



PLANNING & DEVELOPMENT



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URBAN STRUCTURE



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Goanna Lizard near Aboriginal rock art in Central Australia



North Houston Skatepark



Contact: Katherine Ostroff (Houston)
Email: Katherine.Ostroff@rpsgroup.com

AWARDS FOR NORTH HOUSTON SKATEPARK

Awards and praise greeted RPS Klotz Associates for the innovative design of North America's largest skate park. The 10-acre development combines a world class skateboarding area of 78,000 sq ft with a special needs 'park without limits', and has won four awards since opening in August 2014. North Houston Skatepark is in Greenspoint where minorities make up 87 per cent of the population and incomes are modest to low. It meets an overwhelming desire for skateboarding among local teenagers. Their exacting requirements alongside the environmental limitations of the site called for innovation from RPS Klotz Associates. Greenspoint Redevelopment Authority Executive Director Sally Bradford said: "A lot of the kids in this area don't have the funds to play tennis or golf or enrol in Little League. They can go to a skatepark with a skateboard and a helmet, and they're set. They have a safe environment to skate in instead of ravines or empty shopping centres."

- Awards made to North Houston Skatepark:
- 2015 ACEC Texas Engineering Excellence, Gold Medal Award in Special Projects
 - 2015 ACEC Engineering Excellence Awards, Honour Award
 - 2015 North Houston Association, Environmental Impact Award
 - 2015 American Public Works Association Texas Chapter, Public Works Project of the Year, Structures from US\$5-25 Million

Aboriginal Welcome to Darwin

A 'Welcome to Country' and cleansing ceremony was held on the first day in the new RPS Point Project Management office in Darwin to show our respect for the traditional owners of the land, past and present. Darwin is situated beside the Timor Sea and is the capital city of Australia's Northern Territory. The city's proximity to South East Asia has established it as a prominent business and trade point dating back to the region's earliest traditional custodianship by the Larrakia Aboriginal people. Point Project Management became part of the RPS Group in September 2014.

5th Consecutive UK Safety Award

RPS Planning & Development in the UK has been awarded the Royal Society for the Prevention of Accidents (RoSPA) Gold medal celebrating five consecutive annual Gold standard awards from the society. RoSPA's award scheme is open to all businesses internationally and recognises the highest levels of Health and Safety good practice being consistently surpassed across management systems both in client engagement and the workplace environment.

Dutch National Flood Risk Analysis

National and provincial water authorities in the Netherlands worked alongside the RPS Delft office and other consultancies to produce a national flood risk analysis.

The report will help policy makers prioritise and design levee re-enforcements and the methods and insights provide important input for updating the statutory flood risk assessment tools.

Development on the Sunshine Coast

Work on a new development for 16,000 people on Australia's Sunshine Coast is due to start next year. RPS has congratulated all parties involved after finalising an Infrastructure Agreement allowing Investa to establish their 5,000 dwelling master planned community. RPS has provided strategic advice to Investa from structure planning and policy preparation through to the detailed design development of roadways, open spaces, activity centres, and a diverse range of living options.

Ireland Intertidal Oyster Farms

A peer-review research paper authored by RPS Marine Ecologist Dr James Forde has been published in Marine Pollution Bulletin (Forde, et al., 2015. Impact of intertidal oyster trestle cultivation on the ecological status of benthic habitats (Marine Pollution Bulletin 95, p223-233). James, who is based at RPS' Galway office in Ireland, wrote the paper as part of a project undertaken on behalf of Ireland's Marine Institute. The project's focus included extensive benthic surveys and research on the impact of aquaculture activities within Natura 2000 sites in support of national efforts on Appropriate Assessment as required under Article 6(3) of the Habitats Directive.

VICTORIA RAIL LINK

RPS was part of a series of partnerships that helped deliver one of Australia's biggest public transport projects.

The 52km, AU\$4.8 billion Regional Rail Link, first announced in 2008, is designed to relieve bottlenecks in Victoria by separating regional and metropolitan lines in the west of Melbourne. It stretches from west of Werribee to Southern Cross Station via Tarneit and Sunshine using a mix of existing and new tracks and involved new platforms, stations, bridges, station refurbishment and the removal of level crossings as well as road alterations. These changes allow an additional 23 metropolitan and 10 regional services to move an extra 54,000 passengers a day.

Mary Vanselow, Senior Manager (Environment), RPS Melbourne, said: "RPS worked in close partnership with UGL, VLine and RRLA for over three years to deliver a highly complex, technology-driven scope of works in the midst of a multi-work package super project. It is a testament to the

flexibility, enthusiasm and resilience of RPS staff that there was never an 'us and them' mentality, we were all in it together (commercially and professionally) and that helped us meet the challenges every day."

Contact: Mary Vanselow (Melbourne)
Email: Mary.Vanselow@rpsgroup.com.au

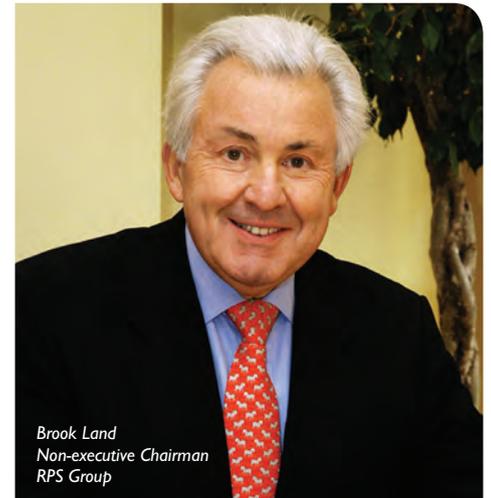


£80M UK WEST MIDLANDS SAFARI PARK EXTENSION

RPS has helped secure permission for an exciting £80 million extension to West Midland Safari Park. The expansion which includes an indoor water park, a 250-bedroom hotel and a 1,000 delegate conference centre, was first announced in November 2011 and a planning application submitted in August 2014. It received resolution to grant in September this year and the Secretary of State subsequently decided not to call in the application for his determination. As well as the conference centre which can accommodate company conference networking and team-building events, the hotel plan also includes a spa and is expected to assist business investment into the area. The waterpark, which will operate independently from the hotel, is designed with seven waterslides, a splash area, wave pool,

external river rapids and a 200-seat restaurant. RPS' transport consultants worked closely with Worcestershire County Council in resolving traffic issues. The planners at RPS' Oxford office have advised West Midland Safari Park on a number of projects over the last 10 years, and secured a number of planning permissions for the park. RPS has also helped deliver successful hotel and holiday park expansions at other key UK tourist attractions including Lightwater Valley Resort in North Yorkshire, Great Yarmouth Pleasure Beach hotel/casino development and accommodation at Crealy's Cornwall and Devon Adventure Parks.

Contact: Nick Laister (Oxford)
Email: LaisterN@rpsgroup.com



Brook Land
Non-executive Chairman
RPS Group

RPS is a diverse company; we operate across a broad client base in a wide range of geographies and sectors. These characteristics have protected our trading and balance sheet despite the significant downturn in expenditure by our oil & gas sector clients during 2015. Our BNE business in Europe performed particularly well. The rebalancing of our business in Australia Asia Pacific (AAP) towards the infrastructure and development sectors is gaining momentum.

Our acquisition strategy has successfully supported our expansion into growth markets. The integration of Klotz, the water and transportation consultancy acquired in February 2015, has progressed well. The process of integrating Metier, the Norwegian project management consultancy acquired in April 2015, with OEC has also begun successfully. Further acquisition opportunities are being evaluated.

Contact: Brook Land
Email: rpsab@rpsgroup.com



RPS Group
IT Director
Andy Parrott

NEW IT SECURITY ADVICE

RPS has revised its Computer Use Guide to take account of the latest security advice and to minimise risks. With more use of technology and increasing numbers of devices, security has to be constantly reviewed so we stay up to date. The document is the first port of call for staff to find information about IT systems and the guidelines around the use of computers, network, email, internet and mobile devices such as smart phones. IT Director Andy Parrott said: "Security threats to company and personal data and systems continue to increase as cyber criminals find new ways to make life difficult for us all."

Contact: Andy Parrott (Oxford)
Email: ParrottA@rpsgroup.com

NEW BRIDGE FOR DUBLIN'S RIVER LIFFEY

In a joint venture with Flint & Neill UK, RPS has been appointed by Dublin City Council to deliver a new bridge over the River Liffey for pedestrians and cyclists. The RPS Flint & Neill team is responsible for the options study, planning, detailed design and construction stages of the proposed bridge, which will be located between the East Link Bridge and the

Samuel Beckett Bridge. The team will design an 'opening' bridge to facilitate demand-led openings and maintain access for sea going vessels and the increasing water based activity and events in this thriving location. Work on the bridge, which will be over 130m long, is programmed to commence in 2017. The new bridge is required as part of the North Lotts

& Grand Canal Dock Strategic Development Zone (the planning scheme for Dublin Docklands), which proposes 20,000 new jobs for the area.

Contact: Tony Magee (Dublin)
Email: Tony.Magee@rpsgroup.com





Drill ship and semi-submersible drilling rig docked at Las Palmas Port on Gran Canaria



Seismic vibrator vehicles used in oil and gas exploration in Mali



Oil exploration drilling in Iraqi Kurdistan

ARE WE AT AN ENERGY CROSSROADS?

The global energy mix may be changing. For decades energy markets have been dominated by oil as a readily accessible and transportable energy source. More recently we have seen the rise in importance of gas as a 'cleaner' power source and also various forms of renewables, all of which helps with reducing carbon emissions. Whilst renewables tend to have regional applicability, the emergence of gas has been made possible by transcontinental pipeline delivery systems and in particular by LNG technology which has enabled previously stranded gas to be produced and shipped to demand centres around the world.

The recent drop in oil price is a direct consequence of the basic economics of supply and demand. OPEC has decided to maintain/increase production levels in order to protect its global market share. This is in the face of a rapid increase in US onshore shale oil production. OPEC's strategy is to attempt to set the global oil price at a level which is uneconomic for some of this US production and hence force the producers to curtail production and limit global supply.

There is also considerable spread on global gas prices with LNG shipped from Australia to Asia being amongst the most expensive. Europe still obtains much of its gas by pipeline from North Africa and Russia but the emerging US/Canada LNG market may provide an additional supply route, albeit pricing is likely to be similar to current sources.

RPS' presence on projects in all the above regions and expertise in each of the markets helps to ensure that we are well positioned to gain from such developments as they evolve.

In summary, the global oil and gas market continues to be unpredictable and heavily influenced by conflicts and geopolitics. The one thing that we can be sure of is that the future is unsure! In RPS we manage this uncertainty by having a market-leading position and a broad spread of services that are needed by clients at all stages of the project life cycle.

**Contact: Dr Phil Williams,
RPS Group Plc,
Executive Director
Email: WilliamsJP@rpsgroup.com**

RPS IN AUSTRALIA ASIA PACIFIC - A CHANGING PROFILE

RPS' business in Australia Asia Pacific (AAP) continues to thrive despite external economic pressures impacting upon its historically strong markets of energy and mineral resources. The present and expected forecasts for the energy and iron-ore/coal markets indicate a more challenging time for these businesses in the foreseeable future, however, to the end of H1/2015 RPS' AAP business as a whole has shown improved profits year on year and better margins. This has been the result of an opportunity to expand our presence in the growing infrastructure markets on the eastern seaboard of Australia and also through necessary changes within the business where markets have declined. Furthermore, the historic urban and land development components of the business are climbing steadily in the market upturn as activity regathers a more confident momentum.

Planned infrastructure programmes experienced some progress delay between late 2014 and mid 2015 during New South Wales' (NSW), Victoria's and Queensland's State elections. However with elections now completed, the planned infrastructure developments in NSW alone over the next four to five years total in the order of AU\$29 billion with similar significant projects

planned in Victoria and Queensland in the same period. Large federal government projects related to airports and rail infrastructure are now also gaining momentum and there is ongoing expenditure at a federal level for infrastructure development within defence, health and other federal portfolios.

Significant commissions have already been awarded to RPS on several of these projects and the business is well placed to provide strategic advisory, communications and environmental services in projects' initial phases with ongoing support through project life in stakeholder relations, survey, planning and environment services then providing extensive project management services in the delivery phase of the projects.

We are delighted to welcome to RPS the Everything Infrastructure Group (EIG) based in Sydney, Melbourne and Brisbane. Our new colleagues joined us at the end of October. The expected growth in the urban development and infrastructure sectors will also no doubt contribute to the changing profile of our AAP business over the next few years.



RPS Group
Australia Asia Pacific
Chief Executive
John Tompson

**Contact: John Tompson (Sydney)
Email: John.Tompson@rpsgroup.com.au**

NEW LANDSCAPE FOR ONSHORE WIND FARMS

The UK onshore wind farm industry has grown significantly over the last 20 years but now opportunities for new sites are limited.

Onshore wind farms now provide 8,258 MW of onshore capacity (source Renewable UK), contributing to the UK's total electricity needs and to the diversification of the energy industry.

While many good wind resource sites have been developed, available sites will be subject to more restrictive planning constraints that require sites to be designated in development plans and have community backing. And most recently the UK government's decision to bring forward the end of subsidies for new onshore wind farms from 1st April 2016 onwards – a year earlier than the previous coalition government.

Whilst there may be limited opportunities for new wind farm development, repowering of existing wind farms may provide an opportunity to increase MW capacity. Replacing older wind turbines with fewer, larger and more efficient machines enables wind farm developers and landowners to increase energy generation, enhance the value of their existing wind farm

assets and secure the long term operational viability of a wind farm site.

Wind farms have a limited life in terms of both the technical and planning limitations. Whilst a planning permission typically sets a lifetime of 20-25 years, manufacturing warranty periods for turbines can vary between eight and 20 years. Reliability reduces as the turbines age and maintaining machines can prove difficult due to the availability of spare parts.

Advantages of repowering

- The principle of wind farm development is established.
- Where a wind farm already exists local communities are more likely to be supportive towards wind energy.
- In terms of landscape impact, existing wind farm sites are already considered to be a wind farm landscape. Furthermore repowering also provides scope to improve the visual impact of a wind farm through the reduction in the number of turbines and improving the overall layout and design.

- New turbines run much quieter than their smaller early counterparts.
- Issues such as access and grid connection are often already met, although they may have to be widened and increased respectively to accommodate larger abnormal loads and the increase in MW capacity.
- Older turbines can be sold on to other countries.

Although the principle of wind farm development is established for repowering schemes, it would be wrong to assume securing planning permission is consequently more straightforward. Planning for a repowered wind farm project is essentially the same as a new wind farm site and there is a risk that it may fail to secure consent. Similar timescales for securing permission would apply. It would also be essential to engage with key stakeholders and local people to secure backing.

After seeing 20 years of growth, developers of onshore wind farms in the UK face a very different political landscape in the future.

Contact: Vanessa Clipstone (Oxford)
Email: ClipstoneV@rpsgroup.com

CRUCIAL STAGE FOR NORTH SEA WIND FARM IN HORNSEA ZONE

Offshore and onshore consultants from across RPS Group in the UK (including both RPS Energy and RPS Planning and Development) have worked closely together to submit the application for the second offshore wind farm project at the Hornsea Zone, known as Project Two, in January 2015. They are now working together to help steer this Nationally Significant Infrastructure Project (NSIP) through the examination period, which will conclude in December 2015.

The Hornsea Zone, off the coast of northeast England, is being developed in phases to ultimately provide up to 4 gigawatts (GW) of renewable wind energy. DONG Energy acquired the first phase of the Hornsea Zone, known as Project One, in February 2015 from SMart Wind Ltd. (a joint venture between Mainstream Renewable Power and Siemens Financial Services). RPS undertook the Environmental Impact Assessment (EIA) and helped to successfully secure the Development Consent Order for Project One, which will have a maximum capacity of 1.2 GW.

In August 2015, DONG Energy acquired the entire share capital of SMart Wind Limited, including Project Two, which will have a maximum capacity of 1.8 GW. Following the success of Project One, RPS has been retained by DONG Energy to provide lead EIA and technical support for both the offshore and onshore elements of Project Two for the remainder of the examination period.

RPS' expertise has supported both Project One and Project Two across the majority of the offshore and onshore topic disciplines, from consultation on preliminary environmental information through to the draft and final Environmental Statements (ESs), and finally during the examination phases of both of the projects. RPS' vast array

(From left to right) Associate Planner, Vanessa Clipstone
Director - Offshore Renewables, Alun Williams
Senior Director, Corinna Demmar



of technical specialists has meant that the majority of the assessments have been completed in house, with different offices (and different divisions) within RPS Group working together to successfully deliver a combined offshore and onshore service for the first two projects in the Hornsea Zone.

As well as its contribution to the UK's target of 15 per cent of all energy coming from renewable sources by 2020, Project One and Project Two contribute to the wider local benefits that UK offshore wind is providing. For instance the former Alexandra Docks at Hull, where Siemens has begun building a £160m turbine blade factory, will create over 1,000 renewable energy jobs and the development of the Green Port Hull area, which aims to become a world class centre for renewable energy including bio fuels, carbon capture and storage, waste to energy, solar, wave and tidal power generation.

Contact: Alun Williams (Woking)
Email: WilliamsAl@rpsgroup.com

NEW TECH GOES UNDERGROUND IN DALLAS

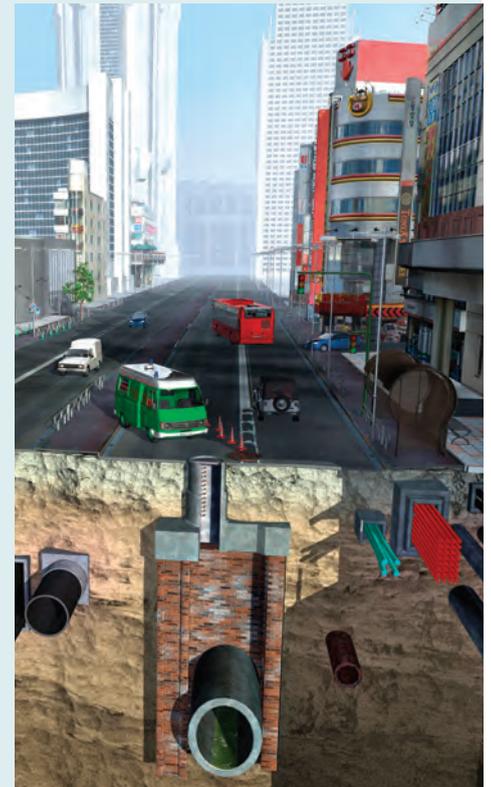
Lasers and probes are helping improve the accuracy of inspecting underground urban infrastructure, making utility management systems more sustainable and cost effective.

Traditional management of transport networks (including streets, kerb and gutters, and traffic signals), utility networks (which include water, wastewater, storm sewer pipelines and structures), and recreational networks (including trails and park facilities) has relied upon periodic assessment of the condition of each asset. But two of the more recent advances have greatly improved the maintenance of internal pipeline condition of both water and wastewater pipelines. Until recently, CCTV cameras were commonly used to assess the condition of a wastewater pipeline. These were floated or dragged down the pipe to allow for remote viewing of internal walls, a method which relied on visual interpretation of the inner surface of the pipe to draw conclusions on its integrity, often in poor light. A standardised scoring system helped reduce subjective variations of multiple reviewers.

Over the last five years however laser measurement has been introduced which

augments the internal viewing of the pipeline with physical measurements of the interior. This essentially quantifies abnormalities including any loss of pipe wall thickness, a key determinant for calculating the remaining useful life of a pipeline. Similarly, in pressurised water distribution systems, recently developed technologies allow a probe to be inserted through a water line valve which is then carried downstream measuring pipe characteristics and reporting this information remotely.

In both cases, the technological change from qualitative review of an asset to quantifiable review, allows the trained reviewer to be much more accurate in defining the condition of a pipeline and in turn assessing its remaining useful life. This increased accuracy in condition measurement means specific sections can be replaced rather than an entire pipeline, leaving more financial resources to address other critical assets. The improved understanding leads to more accurate risk management and therefore greater understanding of the potential impact to the level of service being provided by the asset enabling public works and utility managers to achieve optimal efficiency in the operation, maintenance, repair and replacement of their urban infrastructure.



Underground utilities cross section



Name: Wayne Hunter, Professional Engineer (PE)

Age: 59

Job title: Dallas - Fort Worth Branch Manager

Based at: Dallas, Texas (RPS Espey)

Previously: MWH and Trinity River Authority of Texas

Education / Qualifications: BSc in Civil Engineering (West Virginia University, Morgantown) and MECE in Civil Engineering, (University of Texas, Arlington)

Hobbies: Avid fisherman

Life in RPS: We match the challenges we get invited to address by our clients, but not quite always; in those instances where there are new problems to solve or new technology tools, our Dallas team is very adaptive at embracing new ways of doing things. It's always exciting to witness new capabilities developing.

Something interesting about yourself: I am a Dallas Cowboys fan and resident of Arlington, Texas, home of the Dallas Cowboys. For 31 years I have been managing the design of water and wastewater facilities: 14 in the public sector and 17 in the private sector.



New water pipeline being laid in Dallas, Texas

Two projects undertaken by RPS for the City of Dallas demonstrate the effectiveness of these two technologies:

The Horseshoe Wastewater Interceptors Project utilised a laser measurement of a 90-inch diameter reinforced concrete pipeline, built in 1947, a portion of which lies beneath the confluence of two interstate highways which merge just west of the downtown area: With the measurement of concrete loss, risk analysis of the entire pipeline was considered with it divided into more than 20 segments. This allowed for three segments to be rehabilitated and six to be replaced. The remainder were considered in good enough condition to be monitored rather than replaced, thus delaying the capital cost of further work.

The Munger Water Project was undertaken to evaluate century old cast iron water distribution pipelines within the historical Munger Place neighbourhood of Dallas after red water was found throughout the neighbourhood. By inserting specialised probes into the pipelines

via valve openings, the interior condition of the pipeline was defined to consider which to replace and of those, which to consider for trenchless rehabilitation as a way to reduce surface disruption. A final programme was developed to address pipelines showing the greatest water system corrosion. Of those segments 70 per cent were identified that could be reconstructed through two types of trenchless water pipeline construction, ie pipe bursting and sliplining.

Wayne Hunter said: "These projects have placed our team in the position of being a "trusted advisor", only possible with the City of Dallas' acceptance of the professionalism and integrity of our staff. Projects of this type carry risks that are politically sensitive and while we feel fortunate that the City uses our team in this regard, we are very aware of the risks with the judgment we apply when advising the City."

Contact: Wayne Hunter (Dallas)

Email: Wayne.Hunter@rpsgroup.com

BELFAST RPS TEAM KEEPS OPEN CHAMPIONSHIP ON COURSE

As sea levels rise, RPS is seeing increasing demand for projects to combat coastal erosion. In Ireland, 20 per cent of the coastline is continuously eroding, a problem increased by storms and flooding in recent years.

Coastal erosion can be loosely defined as the progressive removal of material from the coast by a combination of natural and anthropogenic processes which typically results in a landward retreat of the shoreline. It has been estimated that approximately 70 per cent of the world's sandy beaches are considered to be in a state of continuous retreat. It is therefore of no surprise that coastal erosion coupled with the global rise in sea levels is among one of the most important and challenging issues presented to international policymakers by the Intergovernmental Panel on Climate Change (IPCC).

Kris Calder, is an award-winning graduate scientist who works within a team of coastal experts at RPS Belfast which focuses on the study of complex coastal processes, including that of

coastal erosion. The team has undertaken many detailed studies of the evolution of the shoreline in response to anticipated future climate change, both in Ireland and the United Kingdom. Recently, the team received a two year extension to supply the Republic of Ireland's Office of Public Works with storm surge forecasting data for Ireland's coastline.

The RPS Belfast team also secured an 18 month contract to supply real-time wave climate data to the Dundalk area and has reported a rising trend in the number of projects relating to coastal erosion attributing this trend partly to the effect of climate change. Kris says people living near eroding coasts would often like large scale engineering projects to tackle the problem yet that kind of scheme rarely offers a lasting solution and can cause knock-on effects nearby. Often the only solution, he explains, is 'managed retreat'. Working with nature rather than trying to combat it. "You can't really stop it. All you can do is mitigate it," he said.

Kris points to one study where the RPS Belfast team assessed the evolution of the coastline at Royal Portrush Golf Club, considered to be home to one of the best and most challenging links golf courses in the world. The club is the only one in Ireland to have hosted the Open Championship and it has recently been confirmed that the club will host this prestigious tournament for the second time in 2019.

As a result of RPS' study and recommendations made by the coastal team, Royal Portrush Golf Club is now seeking to extend an existing coastal defence structure which currently affords partial protection to one tee which is under threat. Once implemented, these recommendations will mitigate the negative effects associated with coastal erosion and is expected to boost the local economy by up to £70 million as a direct result of the Open Championship going ahead at Portrush.



Signs of coastal erosion at Portrane Beach, County Dublin

Kristopher Calder's paper on the possible impact of coastal erosion at Portrane, County Dublin, was recognised in the 2015 Chartered Institute of Water and Environmental Management (CIWEM) competition under the theme of Working to Protect the Environment – Making Difficult Decisions to Protect the Environment. It focussed on the threat of erosion to homes in Portrane, Co Dublin. Where a number of home owners were concerned for their properties, 10 of which were at risk.

A set of hard and soft engineering solutions were designed to protect the vulnerable properties. However, the site was heavily protected by the EU Habitats Directive as both a Special Area of Conservation and a Special Protection Area which ruled out hard engineering.

Kris said: "In this instance, houses are at risk from coastal erosion, but the surrounding habitats

would be put at risk if a hard engineering solution was adopted. As such, the householders are going to lose out as they can't protect their houses because of the protected habitats. It's quite hard to justify this to the householders. Some have even made their own defences using sandbags.

"Interestingly this legislation is being reviewed. The EU are planning to undertake a strategic review of the legislation and how it was implemented."

Kris added: "Different stakeholders have different interests. The challenge is to get a solution that suits everybody."

He recommended a soft dune management strategy in the shorter term.

Contact: Kristopher Calder (Belfast)
Email: Kristopher.Calder@rpsgroup.com



Name: Kristopher Calder

Age: 24

Job title: Graduate Scientist

Based at: RPS Belfast

Previously: Student

Education / Qualifications: BSc in Marine Biology (Queen's University, Belfast), MSc in Physical Oceanography, Distinction (Bangor University, Wales)

Hobbies: Scuba diving, football and playing in RPS Belfast's Tag Rugby team; Old Kirkonians.

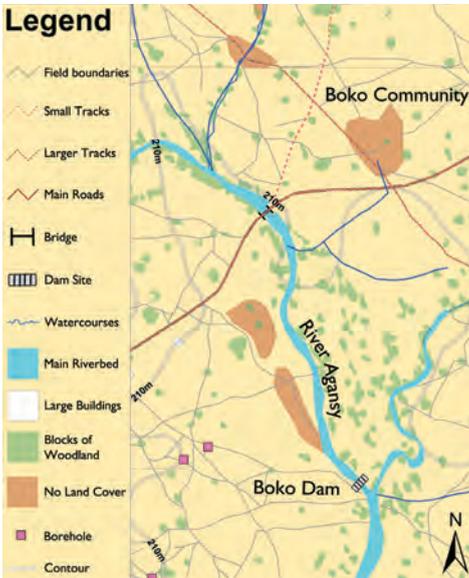
Life in RPS: It's good to be part of such a highly skilled and motivated professional team. Good leadership and sound advice are never in short supply but you are encouraged to take responsibility and use your own initiative at an early stage. I'm still learning in the job but I am always made to feel a valued member of the team. I find this empowering and energising.

Something interesting about yourself: Whilst working for the Co-op I sold the most Creme Eggs of any employee in North Wales over the Easter period despite only working four hours a week! I also once accidentally electrocuted a colleague whilst electro-fishing on a Salmon Station. She was a bit shocked by this unintended frisson but we still remain friends.



RAINWATER HARVESTING IN BONGO

Boko dam during foundation excavation, April 2015



RPS professionals from across the Group have provided technical guidance to help TREE AID to deliver the most appropriate solutions for water-starved communities in Bongo District, Upper East Ghana.

In the absence of any detailed mapping of Bongo District, Matthew Snape of RPS Oxford created detailed field maps of the 72 square kilometres project zone using remote sensing, GIS applications and ground truthing in the field by TREE AID and RPS personnel.



Finished Amanga dam in September 2015



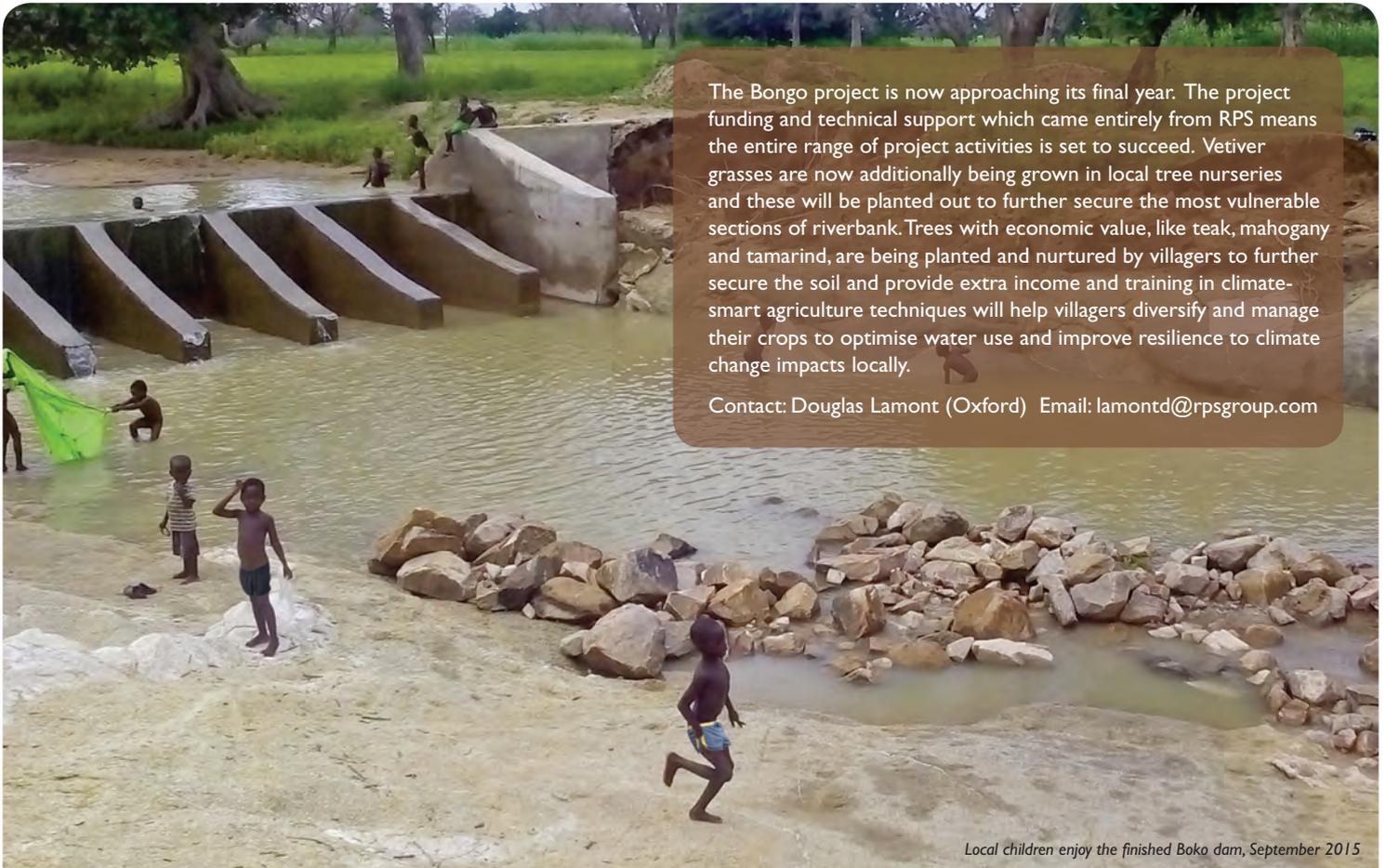
Lars Suchy from RPS Leerdam land surveying, November 2013



Boko dam under construction April 2015



Daniel Collins with Ishmael Salifu his co-worker and driver, May 2015



The Bongo project is now approaching its final year. The project funding and technical support which came entirely from RPS means the entire range of project activities is set to succeed. Vetiver grasses are now additionally being grown in local tree nurseries and these will be planted out to further secure the most vulnerable sections of riverbank. Trees with economic value, like teak, mahogany and tamarind, are being planted and nurtured by villagers to further secure the soil and provide extra income and training in climate-smart agriculture techniques will help villagers diversify and manage their crops to optimise water use and improve resilience to climate change impacts locally.

Contact: Douglas Lamont (Oxford) Email: lamontd@rpsgroup.com

Local children enjoy the finished Boko dam, September 2015

RPS' topographical surveys in November 2013 and hydrological modelling in spring 2014 identified up to eight optimal rainwater harvesting dam sites. In November 2014, RPS Netherlands staff conducted follow-up site surveys and devised costed construction plans for up to four dams to be located at Ayopea, Amanga, Boko and Atampisi (just west of Bongo the main town).

Planning permission for four dams was granted in February 2015 and RPS Engineers Michel de Vré (Leerdam office, Netherlands) and Daniel Collins (Galway office, Ireland) worked with TREE AID in Ghana through April and May respectively to provide two months of hands-on construction supervision for the build of the initial three dams located at Ayopea, Amanga and Boko.

Given the resources available, the challenging construction process was mostly manual, although the 40°C heat did ensure the

hand-made bricks dried in the sun! Excavating the considerable foundations for the dams was particularly dusty work. Although begun, partially using a mechanical digger, this stage also had to be substantially completed by hand. Thousands of reinforcing steel rods were cut to size using hacksaws, and (mostly female) volunteers conveyed small rocks and mixed concrete around the site on foot using metal basins balanced on their heads. Everyone worked from dawn till dusk to get the dams built before the rains could strike.

The immense task of completing the three dams and associated erosion protection works was realised only just in time before the rainy season broke. The dams filled to overflowing virtually overnight. The La Niña weather system in 2015 resulted in unusually heavy rainfall in the region: displacing thousands from their homes in neighbouring Burkina Faso due to localised flooding. Yet the hand built dams

downstream in Ghana held strong with only minimal apron damage caused by current flow. Construction materials and design are gifted to the communities by RPS and their ongoing maintenance is to pass to the Ghana Water Resources Commission.

Support for the Bongo River Trees Restoration project is high, not least from the Paramount Chief of Bongo. He said: "Thanks to the collaboration between RPS, TREE AID and local communities the future is looking more resilient."

TREE AID's Ghana Country Manager Andrew Dokurugu said: "The support from RPS is proving transformational for the landscape and the communities here. Everyone is so proud of all they have achieved, and seeing so much water retained in the dams means these extremely poor families can feel more secure about the future for their children."



Michel de Vré talking with artisan builder Tahiru Abu during the construction of the Ayopea, Amanga and Boko dams, April 2015



Finished Ayopea dam in September 2015

PLANNING FOR A SUCCESSFUL CAREER

More than 30 years of change and growth has kept RPS Planning and Environment Managing Director, UK, David Cowan's job continually evolving.

David joined RPS in 1984 as a new graduate looking for a stopgap role while he found something more permanent. His task was little more than to operate a dieline printer which could produce A0-sized copies of plans for a major road scheme project RPS was working on at the time. But RPS, then a practice employing around 20 people above the Jobcentre in Didcot, Oxfordshire had a better use for his recent degree in Agricultural Botany.

David said: "I was there to do this printing but I overheard Alan Heame saying they needed help producing agricultural impact reports. I said I could do those, then I was off producing farm impact reports to support a big public inquiry for the M1/A1 link road, now known as the A14. This was an entirely new road and I had to interview farmers along that route and produce a report for the public inquiry on behalf of the Department for Transport."

From the range of work being done by RPS at the time he soon identified the Planner as a role at the centre of things and so he signed up for a Masters Degree in Town Planning. He became a Chartered Planner at a time when major residential schemes and big infrastructure projects including the redevelopment of Stansted Airport and Terminal Five at Heathrow, were emerging and when regulation - particularly around the environment - was on the increase.

David said: "In 1988 Environmental Impact Assessments became mandatory. This area was growing massively and I saw a role for planners. It was an incredibly exciting and challenging period with these new areas coming into planning. We were at the forefront of implementing this and actually telling our clients what it all meant and sorting it out for them."

Ironically a further driver of work has been successive attempts by UK governments to reduce the complexity of the planning process, which he says have generally only succeeded in making it more complex. By taking on and delivering on, complex schemes, RPS has developed deep-founded trust among clients. Today's wider range of specialist skills, assembled through acquisition and recruitment, means RPS has stayed at the top of its profession even though the market has become more competitive.

David said: "We work very hard so that we can deliver a good product that still gives value for money. RPS has changed over the years and through that growth the range of services we provide is wider. We now provide virtually all the specialist disciplines. To do high value work you need to have specialist skills.

"Like any professional service the most important thing is that the client trusts you to deliver what they need while still giving value for money and



Managing Director,
RPS Planning and Environment UK,
David Cowan in 2015

not creating problems while you deliver it. You have to make your clients' lives as easy as possible in terms of delivering work. The key thing is they've got to like working with you and hopefully you'll have some fun along the way."

The broad nature of RPS, he believes, acts as a valuable support to longstanding client connections. He said: "In our individual offices, people are still very much focused on what works for them and delivering their own client relationships. Trust with clients, comes through individuals, helped by the fact that they are backed up by big company resources and systems that ensure consistency and reliability." That, he expects will develop further amid optimism for the future which is fuelled by demand for major road, rail and energy infrastructure schemes along with housing demand and improving confidence in the economy.

He sees further positives within the industry itself with it now attracting people from a wider range of backgrounds and with more diverse qualifications. David's still a believer in the planning system which he thinks has still allowed the UK to develop while protecting landscape and habitats.

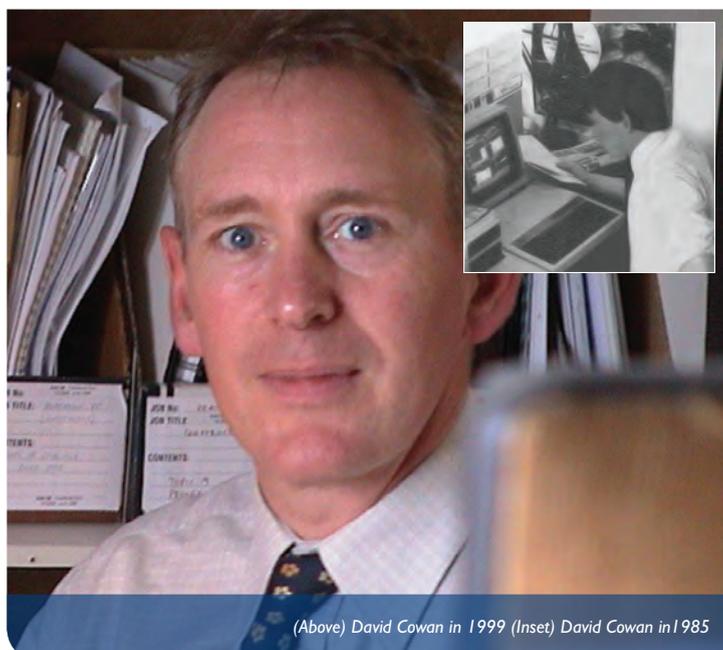
He said: "The planning system is there to balance the complex demands on our limited land area. Getting that balance right has become increasingly difficult as the population continues to grow. That's the planning system's value and importance - it's not the planning system's fault."

David says he may have had the same employer for 30 years but neither the company nor the job has ever stood still.

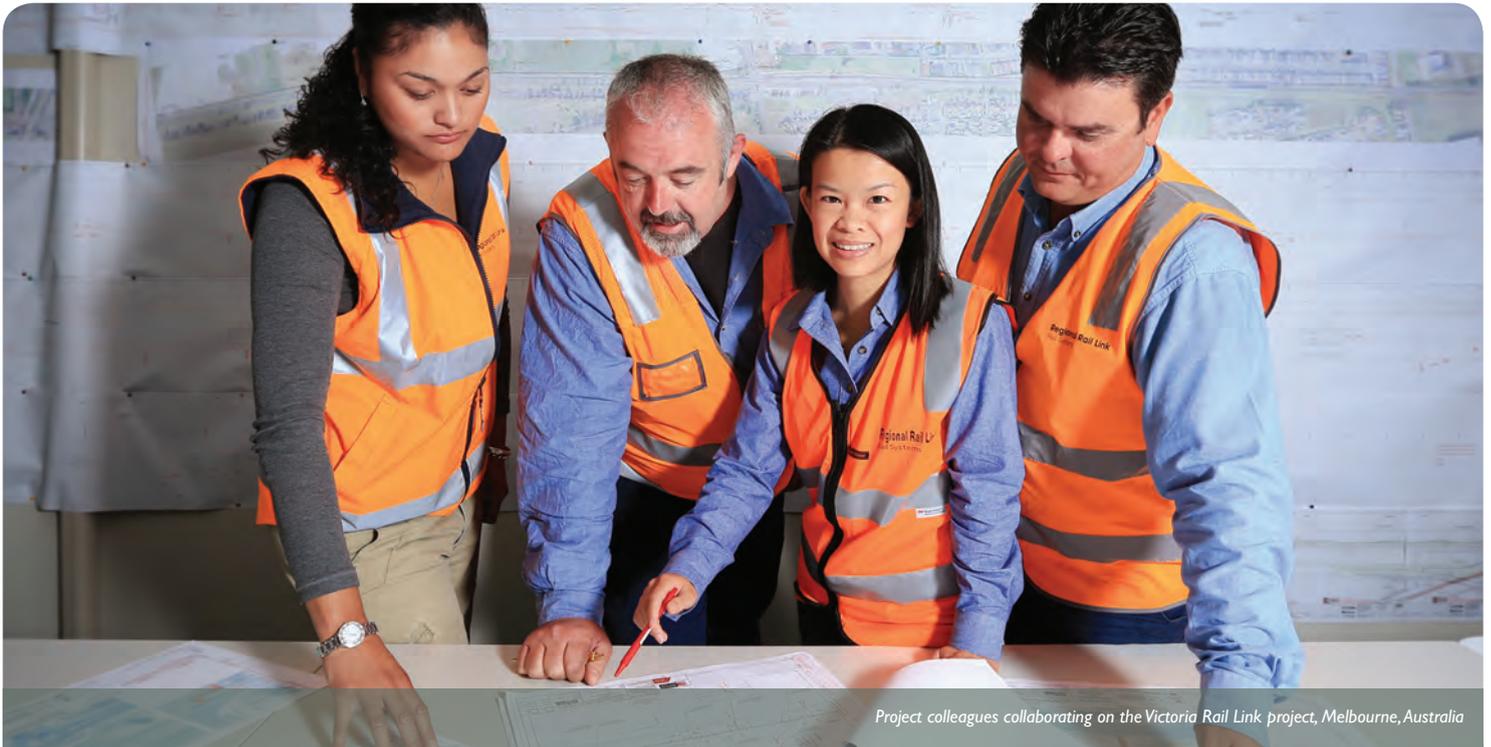
He added: "People sometimes ask me how I managed to stay in the same company for 30 years. The reality is firstly, it's changed so much so rapidly there is always something new to do. And secondly, most of the time most of what we are doing is working with clients and they change so you are working with different people all the time.

"For people looking for a challenging and varied career - there are still great opportunities here."

Contact: David Cowan (Oxford)
Email: CowanD@rpsgroup.com



(Above) David Cowan in 1999 (Inset) David Cowan in 1985



Project colleagues collaborating on the Victoria Rail Link project, Melbourne, Australia

CREATIVE THINKING AT THE HEART OF RECRUITMENT

Agencies delivering major infrastructure projects now expect more of their consultants than just a competitive price and high quality results, says Meegan Sullivan, RPS Australia Asia Pacific Managing Director – Infrastructure Solutions. RPS' Infrastructure Solutions staff provide services that integrate project development, communications, creative and bid services, environment, sustainability and climate change on Australia's east coast, delivering projects in the transport, water, property, energy and aviation sectors.

"Our clients are often planning and delivering large scale, complex and city shaping infrastructure projects under intense public scrutiny", said Meegan, "This calls for innovative solutions and creative thinking. In most cases a 'business as usual' approach won't meet the evolving and increasingly demanding requirements. Most of our clients are looking for rapid thinking, creative problem solving, political savviness and exceptional communication skills to help deliver significant city changing projects."

Economic constraints and increasing public scrutiny is driving innovative design and construction methodologies that minimise social, environmental and financial impacts. Meegan added: "At the same time, our clients need to meet rising community and stakeholder expectations – increasingly connected and informed communities are keen to help shape the infrastructure that is being built in their cities."

To help its established team of consultants meet these demands, RPS must look way beyond the technical competence or

education of potential recruits, Meegan said: "Relevant experience on a CV is just one factor we consider. Rather than looking at what applicants have done, we're more interested in how they did it and the smart thinking and approaches they've brought to previous roles. We look for people with a strong history of working collaboratively with clients and within multidisciplinary project teams. Our people are typically passionate about creative problem solving and thrive on working on the most challenging projects that make a positive difference to quality of life and productivity.

"In our market sector, we look for people who understand the dynamics and machinery of government and associate teamwork with achieving successful outcomes. The biggest and most challenging infrastructure projects have the ability to transform cities and creative thinkers revel in the challenge of helping deliver an iconic project. It is this challenge that helps us retain a talented and experienced team, and attract new team members.

"RPS' people appreciate how the balance between big and small company cultures offers them the opportunity to stretch themselves. Locally, we work on some of Australia's most challenging infrastructure projects, with the added benefit that our size and international reach brings exposure to interesting and innovative projects around the world. The RPS people that I work with relish challenging projects that require innovative thinking. Life would be very boring and demotivating if the work environment didn't present such interesting projects. And our clients acknowledge the way we look after our people."

RPS' Infrastructure Solutions people have frequently gone above and beyond in recent times in applying creative thinking and approaching problems from unexpected and new angles. This has delivered results for our clients. Examples include:

- Melbourne's Regional Rail Link (more details on page 2).
- Sydney's AU\$700m Priority Sewage Programme where RPS pioneered environmentally-sensitive area plans and customer home plans since incorporated as routine components of the city's capital projects.
- The 16,000 capacity Googong Township project required concept development, approvals and delivery oversight for the integrated water cycle and dedicated water recycling plant.
- Network Investment Governance Framework for Ausgrid (which supplies power to over 1.6m Australian homes) covering an AU\$4.5bn forward work programme that could apply across imminent changes in management and ownership structure if required.

Contact: Meegan Sullivan
Email: Meegan.Sullivan@rpsgroup.com.au



Meegan Sullivan, RPS Australia Asia Pacific Managing Director, Infrastructure Solutions

WHEN COLLABORATION IS KEY

No matter how much professional expertise we have in engineering, the ability to partner well has grown to be central to success. Skills and qualifications are taken for granted nowadays but increasing pressure to deliver complex projects to tight timescales and budgets requires strong partnering skills and positive public engagement.

Our clients know the skill set offered is wide-ranging and global. RPS in Ireland is increasingly partnering with UK, Spanish, Danish and French clients but while the client/contractor relationship is more partnership-based, delivering on time and within budget remains essential.

Like their customers, a client will be seeking competitive advantage in a partnership - a consultant of choice, not necessarily at the cheapest price, but with the track record to buy into a successful and enduring relationship.

To ensure this we strive to prove ourselves beyond qualifications. An expert must still earn trust through action.

Collaborative partnering is a positive move for client and consultant: less adversarial and more efficient. ISO 1000 Collaborative Business Relationships is now as important to RPS as many of the standards assumed of a global consultancy, but it's not just among fellow professionals that RPS has extended its social skills: leading in public engagement by putting local people at the heart of major projects, including the Shell Corrib Gas Pipeline and Poolbeg Waste to Energy.

Public involvement is an essential part of any project. However necessary the infrastructure is, it may still be controversial, or sensitive and not everybody will agree with the proposal.

Whether it's a new motorway, waste management plant or gas facility, not all stakeholders will hold the same view.

Following the Aarhus Convention, local stakeholders must now be engaged from early feasibility stages of major infrastructure schemes. Public engagement from day one, involves people in the process, and brings in vital input from community-led viewpoints.

The process must be a partnership with stakeholders allowed to influence the final outcome, provided it remains fit for purpose giving them greater ownership and thereby assisting the roadmap to final approval and consents. There is often a better way to do something with input from stakeholders who know the local area. We've never yet been accused of over-consultation nor consulting too early!

Collaboration has usually saved money and helped further build on our good reputation and that of partners and clients. We are leaders in learning and listening. It's of critical importance to have the softer skills capable of human interface and collaboration. This delivers what clients need nowadays. We also have the ever-increasing opportunities of the digital economy to aid us.

We have to be honest when something proves more complex than a client hoped or

when an infrastructure project has to be sited closer to local communities than preferred. It's often necessary to tell clients what they don't want to hear and I am proud that we are one of the consultants that has the profile and the courage to do that, backed by an exceptionally competitive track record. Even when a public inquiry is necessary, the collaborative approach still pays off. If you can go into an inquiry and say 'We went out there and met the local people before the very start, went to every local council, every local newspaper and read or listened to every local response', then the Inspector is likely to begin with "Well it needs to go somewhere."

So far we have not failed to deliver a necessary infrastructural project, no matter how challenging, and have generally done so with the support of most stakeholders.

Contact: PJ Rudden
Email: PJ.Rudden@rpsgroup.com



Business Development Director, RPS Group Ireland, PJ Rudden





RPS Group President, North America, Peter Fearn

GROWTH AT THE HEART OF OUR SUCCESS

RPS retains its fundamental strength of remaining a secure and stable investment in a fast-changing world, not by standing still, but by a growth strategy.

The business in North America illustrates how stability in the context of the modern world is about increasing services and geography in both the oil and gas sector and the built and natural environment (BNE), while remaining attractive to investors.

Peter Fearn, President and Chief Executive of RPS in North America says having the appropriate platform for growth is underpinned by broad experience in managing a complex, multidisciplinary consultancy alongside a track record of developing and operating businesses internationally.

He added: "It's also about maintaining a stable client base, high levels of repeat business and high quality, technically capable staff supported by a strong commitment from RPS to build a pool of management talent and institutional knowledge by promoting from within."

"Growth is fundamentally important for the three stakeholders in RPS: shareholders, staff and clients. We're building a business that can deliver attractive, long term growth opportunities and financial returns for investors,

and attractive careers and rewards for our staff."

With that growth comes diversity, both by function and geography. This confers great strength to the business by diluting the risks associated with working in a constrained or limited set of markets and territories.

The North American business characterises much of the way RPS has expanded around the world. Since its establishment in the US in 2003, RPS has made acquisitions almost every year. A staff of two and revenues of less than \$1 million have grown to a staff of 600 and annual revenues approaching US\$200m following 20 acquisitions over those 12 years.

Strong management and the full support of the RPS board on top of well-developed process, controls and organisational management structure, have, said Peter been key in facing wide-ranging challenges in diverse markets.

Peter said: "As an energy and environmental consulting business, we work in markets that are of fundamental importance to the development of the global economy. To this extent, our activity is underpinned by strong, long-term drivers which will ensure demand for our services."

And while RPS' oil and gas operations, centred in Texas in the US and Alberta in Canada, remain

slow in 2015, this is balanced by strong demand in the BNE sector. In response to this, the North American business earlier this year acquired Klotz, a Texas-based transportation consultancy, and, in October, Iris Environmental, a California-based consultancy providing environmental services particularly to technology companies in Silicon Valley.

While the BNE North America business has expanded significantly in 2015, Peter still sees plenty of growth potential. He said: "Our BNE business is now established in important markets across North America and the business footprint will continue to expand over time. Our vision – to establish a multidisciplinary business on a North America platform – remains real and achievable."

"In the short-medium term, oil price volatility means that energy markets are likely to remain uncertain. Conversely, market fundamentals in the BNE sector – particularly transportation and infrastructure development – remain very positive and will continue to drive near term growth in the fast expanding North America business."

Contact: Peter Fearn (Houston)
Email: Peter.Fearn@rpsgroup.com

RPS' LEADING ENVIRONMENTAL ROLE WITH NEW EU MEMBER STATES



Industry on the River Sava, Belgrade Serbia

Since the turn of the century, RPS has taken a leading role in the integration of new member states to the European Union.

From 2000 – 2003 RPS led a consortium which helped 10 candidate countries improve levels of transposition and compliance with EU environmental standards under the €6.5m Regional Environmental Accession Project (REAP). It applied to Bulgaria, Estonia, Czech Republic, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia and Slovenia.

For the next wave of accession from countries in South Eastern Europe, a new €5.2m project from 2010 – 2013, entitled Regional Environmental Network for Accession (RENA) was launched. It covered eight beneficiary countries in the Western Balkans, including Croatia, the former Yugoslav Republic of Macedonia, Albania, Bosnia and Herzegovina,

Montenegro, Serbia, Kosovo under UN Security Council Resolution 1244, and Turkey.

Major subjects were strategic planning and investments, climate change, cross-border cooperation, multi-lateral agreements, environmental compliance and enforcement. The project was carried out by a consortium led by Human Dynamics (Vienna) with Dr Ike van der Putte, RPS Group Director of International Environmental Affairs, The Netherlands.

In October 2013, the project was brought to a successful ending and a decision made to continue the programme under ECRAN (Environment and Climate Regional Accession Network (www.ecranetwork.org) which runs from 2013 – 2016.

Contact: Dr Ike van der Putte (Delft)
Email: Ike.van.der.Putte@rps.nl



RPS Group Director of International Environmental Affairs
The Netherlands, Dr Ike van der Putte



Latest RPS workplace air quality sampling canister in operation

NEW CANISTER SAMPLING METHOD LEADS THE WAY

"We need to make sure that we create a safe working environment both today and for the future." This is the demand of our customers in The Netherlands and elsewhere in the world too. Our clients are all increasingly aware of the possible impact of their activities on the environment, their employees and the general public. By developing our laboratory and sampling services we support our customers in achieving this goal.

Our Breda laboratory is the leading commercial provider of occupational hygiene services among the Benelux countries (The Netherlands, Belgium and Luxembourg). We have implemented innovative techniques to simplify sampling, improve data quality and reliability, lowering our detection limits and delivering faster results. Among our

latest innovations is a new canister sampling technique. This method is based on vacuumised stainless steel containers which can be sampled by simply opening one valve. The canister sampling method offers what our customers seek: high quality exposure data.

Based on customers' requirements, RPS Analyse has invested in sampling and analytical capacity. Large numbers of canisters of varying sizes can be supplied to clients by our equipment rental department and auto samplers in our laboratories guarantee fast throughput. Together with our customers we keep searching for smarter, better, easier methods that in themselves have a smaller impact on the environment.

Contact: Jan Kegelaer (Breda)
Email: Jan.Kegelaer@rps.nl

Denise Kennedy

After joining RPS Galway in May 2014 as Associate in Buildings & Structures (B&S), Denise Kennedy has been promoted to Technical Director and appointed Head of the B&S section there. Denise has worked largely in consultancy and credits her practical approach to solving engineering problems, to the site experience gained early in her career. Awarded an LLM in Construction Law, Arbitration and Adjudication last year, she is observing implementation of the Construction Contracts Act 2013 and how it will impact the industry, in particular the rights it gives consultants. Outside work she enjoys camping, time with her husband and son, cooking and crime fiction, but admits to less success in finding the time to keep fit!

Email: Denise.Kennedy@rpsgroup.com

**Joe Ellis**

Chartered Civil Engineer Joe Ellis has joined RPS as Operational Director, Transport. As a transport planning expert witness Joe has represented public and private sector clients on more than 30 projects and has extensive knowledge of transport planning guidance, traffic regulation orders and highways procedures. He has extensive experience of developing transport and engineering strategies for many forms of developments. He was previously with Steer Davis Gleave and WSP. Key projects of Joe's include transport planning and road design around Chelsea FC and he was Transport Advisor to the design team for the transport planning for a mixed use development at Paddington. Joe is based at London Cornhill office.

Email: Joe.Ellis@rpsgroup.com

**Aashild Baasen**

Aashild Baasen has become project manager at the OEC office in Oslo. Civil engineering graduate Aashild spent 31 years with Multiconsult, where she worked her way up from being an Acoustician to Head of

Acoustics and later Head of Region Buskerud, Vestfold and Telemark where she managed around 100 employees. She was responsible for integration and development tasks including the establishment of competence networks. She joined Høyer Finseth in 2011 as Chief Executive where she helped the two firms merge. A keen photographer, she likes gardening, sailing and mountain trips with her family in the summer and goes cross-country skiing in the winter.

Email: Aashild.Baasen@oec.no

Lorna Conway

Lorna Conway is now an Aquatic Ecologist with RPS and is located in our Galway office. Lorna previously ran her own ecological consultancy service for four years in the west of Ireland and has also worked for the

Marine Institute and private consultancies. Her survey and field work experience is extensive focusing on the aquatic environment for projects affecting water and water dependent habitats in the freshwater and marine environment. She lives in Athlone with her husband Brendan and is an active member of her local drama group and plays both hockey and Gaelic football.

Email: Lorna.Conway@rpsgroup.com

**Judith Cottrell**

Judith Cottrell has joined RPS as Europe Finance Director in Built & Natural Environment (BNE) at Oxford. Judith became a Chartered Accountant with KPMG and later joined AEA as Finance Director for the energy and environmental consultancy division before becoming AEA Group Finance Director. When AEA was acquired by Ricardo, Judith became Finance Director for three divisions of the new firm. At RPS she says she enjoys the fact the main emphasis is on growth and development of the business as it moves forward. Her spare time interests keep her on the move too. She has two horses and two very special - but very different - cars: a 1925 Model T Ford and a Porsche she describes as 'almost a race car'.

Email: Judith.Cottrell@rpsgroup.com

**Lisenka Rook**

Lisenka Rook has joined RPS Property in Delft in The Netherlands. Lisenka, 22, has begun a two-year traineeship, learning about fire safety, sustainability, building maintenance and asbestos. Under supervision she will be involved throughout the advice process and will write advice reports. Lisenka will then be widely deployable as an integral consultant. Before joining RPS, Lisenka, a Facilities Management graduate at The Rotterdam University of Applied Sciences, worked in the contract management department of cleaning giant Gom, (Facilicom Cleaning in the UK). In her spare time she plays korfbal (a game similar to netball), coaches a team of seven year olds and is chairwoman of the korfbal activities committee for children from 5-16 years.

Email: Lisenka.Rook@rps.nl

**Jack Brighthouse**

Jack Brighthouse has joined RPS's Marine UXO (Unexploded Ordnance) team in Dorchester. He processes, interprets and reports on data coming

back from vessels and hopes he can help run UXO operations in the future. Jack previously worked at Fugro EMU, a marine survey company, as a Geophysicist after completing his four-year Masters in Geology at the University of Southampton. At Fugro EMU he would often work alongside RPS. A keen surfer in his spare time, Jack says working in Dorchester is great for easy access to the coast. Email: Jack.Brighthouse@rpsgroup.com

Spencer Thames joined RPS on July 20 as an Environmental Technician in Irving, Texas. He will assist in completing Phase I Environmental Site Assessments, compliance reviews, environmental reviews and other due diligence related tasks. Email: Spencer.Thames@rpsgroup.com

Jennifer Arndt joined RPS on August 10 as a Senior Geologist in Chicago. She will be responsible for all aspects of Phase II projects, project management, sales/marketing and technical report writing. Email: Jennifer.Arndt@rpsgroup.com

Glenn Skawski joined RPS on August 17 as a Geologist in Atlanta. He will perform all facets of Phase II projects and routine project management functions. Email: Glenn.Skawski@rpsgroup.com

Sandy Ray joined RPS on August 17 as Credit/Collections Co-ordinator in Houston. She is responsible for collecting past due account receivables for our US offices. Email: Sandy.Ray@rpsgroup.com

Kristin Goddard joined RPS on August 25 as an Environmental Consultant in Irving, Texas. She will work closely with the compliance team to evaluate and resolve clients' regulatory compliance needs. Email: Kristin.Goddard@rpsgroup.com

Diana Finke joined RPS on August 31 as Controller for the Environmental division in Houston. She will handle full cycle accounting and reporting for Environmental business. Email: Diana.Finke@rpsgroup.com



RPS TAKES KLOTZ ASSOCIATES TO RECORD PERFORMANCE

RPS' acquisition of Texas based Klotz Associates Inc will provide a boost to our services in the water sector in the US.

The engineering, planning and environmental services consultancy which has headquarters in Houston and offices in Austin, San Antonio, Lufkin and Fort Worth, employs 116 staff and works primarily on projects associated with transport, water/wastewater and land development, largely to public sector clients in Texas. The firm, which has operated for

30 years, was named one of Houston's 2015 Best & Brightest Companies To Work For.

Now rebranded as RPS Klotz Associates, the business has retained its management staff headed by Wayne Klotz, PE, Bill Abbott, PE, Tom Ramsey, PE and all the staff.

Wayne Klotz, President - RPS Klotz Associates said: "The staff of Klotz Associates were happy to become a part of RPS. We have found a mutually beneficial

relationship based on shared values. Our association with RPS has allowed us to set record performance levels after 30 years as an independent firm. RPS Klotz Associates recently completed the multi-award winning North Houston Skatepark (see Page 2).

Contact: Wayne Klotz (Houston)
Email: Wayne.Klotz@rpsgroup.com



OUR METIER IN NORWAY

Less than two years after acquiring the OEC Group, RPS has bought another Norwegian project management consultancy, Oslo-based Metier Holdings.

Metier, launched in 1976, provides project management and professional training services, employs 160 staff working primarily on delivering public and private sector infrastructure projects and has developed an internet based project management training capability. It also has a client base which complements that of OEC. Combined,

OEC and Metier have the ability to lead the market.

OEC Managing Director Knut Hegge said: "Together OEC and Metier will provide the best and highest quality of project management services in Norway and Scandinavia.

"Metier has a leading position on project management training, focussing on the development of project management skills in organisations and risk analyses including the evaluation of ongoing projects.

OEC has expertise in project management at the execution phase in a wide range of markets. Everyone can see that this fits perfectly together."

Following the acquisitions of OEC and Metier the Norwegian presence has developed significant business in the city of Stavanger. About 30 employees are working within oil & gas and the project management of onshore construction management such as the new airport there.

Contact: Knut Hegge (Oslo)
Email: Knut.Hegge@oec.no