

mouchel 

Building great
relationships



THE SUNDAY TIMES
20 BEST BIG
COMPANIES
TO WORK
FOR
2009

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Who we are

Mouchel is a consulting and business services group that improves day-to-day life for millions of people by providing the many design, management and operational skills needed to transform essential public services and to sustain vital infrastructure.

We provide safer, more reliable roads and railways, better teaching and learning environments, more sustainable energy and waste solutions, cleaner drinking water and more accessible public services. We help our clients find better ways to run their own services and to reap the rewards of better investment in technology and systems.

We go the extra mile – and more – to do the right thing for our clients, lead the way in our markets, keep our promises to our people and offer a fair return to our investors.

This is Mouchel. This is the way we do business.

Some basic facts about the company

Date established: Parkman in 1888, Mouchel in 1897; both developed as multi-disciplinary consulting engineers with pre-eminent positions in water, public health, power, highways and structural engineering.

Flotation and merger: Parkman floated in 2001, Mouchel in 2002, merger in 2003.

Employees: over 11,000 in July 2008.

Office locations: 114 offices, predominantly in the UK.

Market sectors: highways, local government, utilities, rail, central government, health, education and international.

Highways

Mouchel's Highways business provides design and management services that keep traffic flowing on the streets in our towns and cities and on some of our busiest motorways. We provide a broad portfolio of services to support our clients at every stage in the process of planning, design, construction, operation, maintenance and renewal.

Government and Business Services

Our Government and Business Services (GBS) business is responsible for delivering a series of large-scale, multi-functional, long-term partnerships with local authorities up and down the country.

Each involves a different balance and range of services, but typically includes transformation, property, ICT, corporate services, highways, customer services and revenues and benefits.

Regulated Industries

The Regulated Industries business is focused on the water, waste, energy, and rail sectors. We work with every major water company in the UK.

Regulated Industries also incorporates Mouchel's international operations. These are primarily centred on the Gulf States in the Middle East and involve a mix of infrastructure planning, design and project and programme management.

Management Consulting

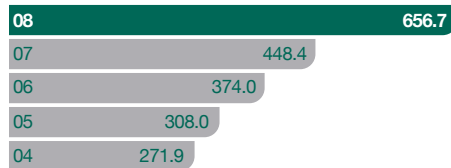
Our Management Consulting business works with clients across the public sector, regulated industries and commercial suppliers to the public sector, providing advisory support project and programme management across all our markets and services.

We help our clients to formulate strategies, create programmes of transformational change, introduce new processes and improve operational performance.

Financial year 2007/08

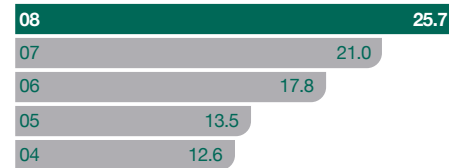
Revenue

(£m)



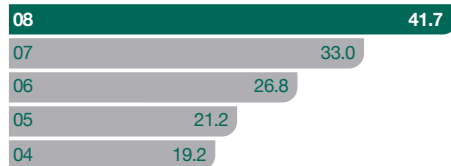
Adjusted earnings per share

(pence)



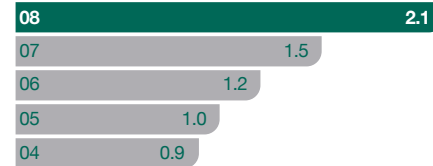
Underlying operating profit

(£m)



Forward order book

(£bn)



Mouchel operates as four businesses: Highways, Government Business Services (GBS), Management Consulting and Regulated Industries providing services in:

Highways

Network management
Technology
Capital projects

GBS

Property
Business Process Outsourcing (BPO)
Education

Regulated Industries

Water
Land & environment
Energy
Rail
International

Management Consulting

Strategy change and transformation
Contracts and procurement
Project and programme management
Systems engineering services
Technology services

Chairman

Bo Lerenius

Chief Executive

Richard Cuthbert

Finance Director

Kevin Young

Non-Executive Directors

Lynton Barker

Debbie Hewitt

Ian Knight

Sir Michael Lyons

Rodney Westhead

Managing Directors

Keith Jackson Highways

Steve Morriss Government and Business Services

Mark Campbell Management Consulting

Piers Clark Regulated Industries

Group Functions

Martin Proudlove IT Director

Ruth Mundy Human Resources Director

Amanda Massie Company Secretary

Ian Parker Marketing, Communications and Safety Director

*Group Management Board:
From left: Piers Clark, Richard
Cuthbert, Ruth Mundy, Kevin
Young, Amanda Massie, Mark
Keith Jackson, Mark
Campbell, Steve
Morris.*



Pride is very much in evidence throughout Mouchel. We're a company with a sense of fun, a spirit of adventure and a passion for success. We provide challenging careers for the ambitious, security and stability for those who seek it, and a great place to work for everyone.

We know that people are our most important asset and go out of our way to attract lively, free-thinking professionals, place them in a stimulating environment, and nurture their particular talents to help them grow as individuals and as part of the Mouchel team.

All shapes and sizes

We're building great relationships through the range of people we employ, celebrating our diversity and focussing on our differences. Women account for 26% of our workforce and 11% of employees are from minority ethnic groups. Our diversity policy doesn't create quotas; it builds awareness, provides choice and we strive for respect for everyone.

We recognise that for many, mobility and the chance to work in many different environments is attractive, and we accept a level of voluntary staff turnover that reflects this prevailing attitude. At less than 11%, voluntary turnover compares well to our industry norm and is declining, but in order to retain those we most value our aim is to provide the choices and opportunities to which an individual may aspire at every stage in their career.

Raising the bar

Great talent is not in short supply at Mouchel, the number of people working for us has increased at a great rate in recent years and the people we employ have an extremely broad range of backgrounds and skills.

Our training programmes provide core learning and development for all employees in general business skills and project management. We also support a performance management structure and process which ensures a continuous focus on the quality of our performance both as a company and as individuals.

As line managers, project managers and technical experts, our people are commonly called upon to take the lead. Leadership skills abound in the company, fostered by a programme of progressive training beginning at junior management level and extending to an executive coaching programme for our most senior people. Equipping our people to become effective, confident leaders at a variety of levels is essential to our continuing success and another way in which we support the ongoing development of our business; leadership and direction is part of the service we offer.

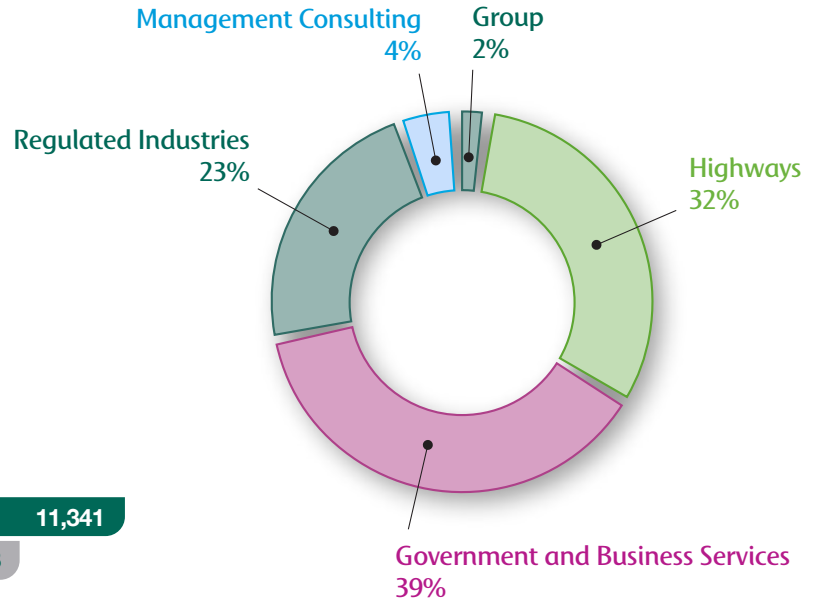
A great way of life

Making the grade as one of the UK's top 20 larger employers in the Sunday Times 'Best Big Companies to Work For' league table in 2008 and again in 2009, ranks us amongst the country's elite in terms of our ability to provide fulfilling, worthwhile careers for our people.

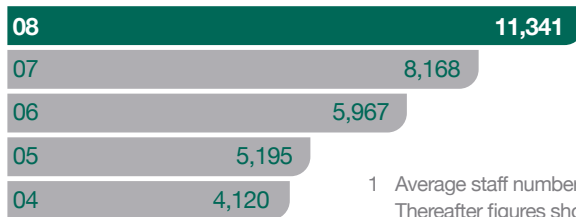
Working for Mouchel

- 83% of our employees say Mouchel is a great place to work
- 90% say team communications work well
- 26% of our people are women
- 10% of our people work part-time

Breakdown of staff by business stream



Staff numbers¹



¹ Average staff numbers are reported for 2004. Thereafter figures show actual staff numbers as at 31 July.

Our primary purpose

At Mouchel we improve day-to-day life for millions of people. We help to transform essential public services and sustain vital infrastructure.

This is our central purpose, it says why we exist and it determines the road on which we will travel.

To our clients and their end-users, it is our promise; our pledge to partnership and better service.

For our people it's what gets them out of bed each morning and why they love working for Mouchel.

To our shareholders, it is the foundation for a stable and sustainable business.

Our guiding principles

What motivates us all, as employees of Mouchel, is the knowledge that what we do has a direct and positive impact on the society in which we work. In 2003 we put this into words using six core values that described the standards we set ourselves.

Now we have gone further, embracing the values in three guiding principles that help us define how we will behave as an organisation.

At Mouchel above all else, we show a passion for success, a spirit of adventure, and have integrity at heart.

But what does this mean in practice?

Passion for Success

- Striving for excellence
- Taking responsibility for our actions
- Celebrating the achievements of our team

Spirit of Adventure

- Having a sense of excitement and fun
- Being inquisitive in nature, inventive in our approach
- Embracing change as an opportunity

Integrity at Heart

- Keeping our promises and doing the right thing
- Appreciating the diversity of our people
- Treating everyone with compassion and care



Mouchel Life

One of the key aims of our 'Mouchel Life' initiative is to promote health and wellbeing for our employees by providing practical support and advice as well as encouraging our people to get active and have fun through events like charity fun runs and the World Corporate Games. This helps to reinforce our strong culture of teamwork and also partnership in the local communities we serve.

Mouchel's Highways business provides design and management services that keep traffic flowing on the streets in our towns and cities and on some of our busiest motorways. We provide a broad portfolio of services to support our clients at every stage in the process of planning, design, construction, operation, maintenance and renewal.

We are number one in our field in Britain and acknowledged experts in the newer technologies that are increasingly employed to boost capacity and to control the way in which the public uses the road system. We work for clients who include Transport for London (TfL), Transport Scotland and the Roads Service in Northern Ireland.

Mouchel is responsible for managing the maintenance of around 43% of the Highways Agency's network in England and 42% of the trunk road network in Scotland. Local and regional roads are managed by local authorities and we have highways-led commissions in 26 English counties and boroughs, six Scottish local authorities and 12 local roads authorities in Ireland.

In the last year, we have seen a definite trend towards focussing government highways expenditure on maintenance and traffic management rather than the building of new road infrastructure. The move towards larger integrated contracts continues and our relationship with Enterprise, who acquired our previous partner in this area, Accord plc, has been very successful in addressing this market development.

Our highways design team is involved in project managing what is currently the UK's largest new road scheme, the A5 Western Transport Corridor improvement in Northern Ireland.

The use of technology to control traffic, manage road space and regulate parking is now regarded by highway authorities as offering an effective, sustainable form of investment in many situations.

The acquisition of Traffic Support in November 2006 has helped strengthen our position as one of the UK's leaders in highway technology solutions. The decriminalisation of on-street parking offences places new responsibilities on local authorities for parking enforcement activities. Mouchel is emerging as one of a small number of companies able to provide a fully integrated service in this area.



Key clients

Advantage West Midlands
Birser
Carillion
Essex County Council
Hertfordshire County Council
Highways Agency
Lancashire County Council
Leeds City Council
London Borough of Bexley
London Borough of Ealing
London Borough of Harrow
London Borough of Hillingdon
London Borough of Southwark
Northern Ireland Roads Service
Shropshire County Council
Transport for London
Transport Scotland
Westminster City Council
Wiltshire County Council

“Technology is transforming the highways sector; making roads safer, keeping traffic on the move and improving travel choices.”

Keith Jackson,
Managing Director,
Highways

Government and Business Services (GBS)

GBS is responsible for delivering a series of large-scale, multi-functional, long-term partnerships with local authorities up and down the country. Each involves a different balance and range of services, but typically includes transformation, property, ICT, corporate services, highways, customer services and revenues and benefits.

Property and Business Process Outsourcing (BPO)

In public sector property, which includes housing, a portfolio of design and management services are provided to the authority for a period of time to deliver a specific programme of work.

Our BPO offer complements our property services offer and allows us to compete more effectively in the local authority market. The acquisition of HBS has allowed us to develop service streams in ICT, finance and administration, procurement, human resource management, pension administration, revenues and benefits management, and payroll services.

In related markets, the so-called 'blue-light' sector comprising police, fire and rescue, and ambulance services, offers similar opportunities, albeit on a different scale and with a somewhat different service mix. Our five-year commission to provide property services to the Metropolitan Police Authority, won in May 2008, represents an early success in this area. We have also recently secured payroll/pensions commissions for a number of English police authorities

Education

Investment in the UK's education infrastructure continues and Mouchel's proven ability to design, project manage, and commission modern education facilities gives us a solid position in this market. We are leaders in the City Academies sector, having been involved in the project management of more than 30 City Academies across the UK. We have been appointed preferred bidder for the Group's first Building Schools for the Future (BSF) commission – the Government's initiative to improve the infrastructure and IT facilities at every secondary school in Britain – and are well positioned to benefit from future opportunities.



Key clients

Bath & North East Somerset

Unitary Authority

Bedfordshire County Council

Cambridgeshire County Council

Kent County Council

Knowsley Metropolitan Borough Council

Lincolnshire County Council

Liverpool City Council

London Metropolitan Police

Middlesbrough Council

Milton Keynes Council

Oldham Metropolitan Borough Council

Oxfordshire County Council

Rochdale Metropolitan

Borough Council

Surrey County Council

“Local authorities are striving to achieve better services with limited resources. The combination of their challenges our passion for public service and our capability means our role will be greater than ever before.”

Steve Morriss, Managing
Director, Government
and Business Services

Water

We have grown our water business to be ranked in the NCE Consultants File as the second largest provider of water-related consultancy services in the UK and the largest provider in Scotland. We deliver a full range of services to our water utility clients from provision of strategic consultancy advice and professional engineering services right through to operational asset management activities, and currently we work for all the UK water companies, providing services through more than 40 framework contracts.

As well as providing services to the water industry, we also have comprehensive expertise in designing and managing strategic flood alleviation projects for local authorities, government agencies and developers. We have refocused our efforts in this area by combining our existing activities in this sector to give us a much more holistic approach, covering coastal as well as fluvial issues.

Land & environment

As one of the top providers of services to the environment industry we have continued to further enhance our growth in the sustainability market through being appointed to the London Development Agency (LDA) Environmental Sustainability Panel. Within this panel we will assist in delivering a diverse range of sustainable development consultancy services. LandAspects, Mouchel's land information management business, was appointed earlier this year to provide land referencing services to the Cross London Rail Link project and on a waterways estates project in the Irish Republic.

Energy

With changes in the cost and in the supply and demand of energy, Mouchel continues to develop new services for this increasingly important market. Although currently relatively small, our Energy business has been very successful, growing threefold over the last three years.

Rail

In rail, we provide consulting and technology services ranging from structures examination work to signalling upgrades and passenger information systems.

Our business covers a diverse range of services and operates with both Network Rail and London Underground, providing services to infrastructure owners and to other clients interfacing with the rail environment.

International

Mouchel has grown its international business to become one of the largest providers of infrastructure services in the Middle East. We will continue to focus our services in four main areas: infrastructure, programme and project management, managed services, and water.



Key clients

Water

We currently work for all the UK water companies

Land & environment

English Partnerships
Environment Agency
National Grid Properties
Natural England

Energy

AIG
Cunningham & Lindsey
OFWAT

Rail

Calderdale Metropolitan Borough Council
CBS Outdoor (Viacom)
Cross London Rail Links Limited
London Borough of Hammersmith & Fulham
London Underground Limited
Metronet Rail
Network Rail
Tubelines

International

Abu Dhabi Municipality
Abu Dhabi Ports Company
Al Maabar
ALDAR
Dubai Ports World
Dubai Waterfront Company
Kuwait Ministry of Public Works
Sama Dubai
Sorouh
Tatweer

“The search is well and truly on to find more sustainable ways of coping with society’s unrelenting demands for energy, water and waste disposal. This is largely uncharted territory and the prize for success is high.”

Piers Clark,
Managing Director,
Regulated
Industries

Today we are one of the leading independent consulting firms in the public sector market, operating across a number of markets: central government, local government, health, utilities, education, aerospace and transport.

Our services include business change and transformation consulting, systems engineering and technology services, procurement, and project/programme management.

We enable clients in a variety of sectors to deliver sustainable change and transformation to achieve real business benefits and deliver positive outcomes for their citizens. Mouchel has wide experience in the local government market providing efficiency savings for our clients. The broader consulting capability is already supporting our Mouchel Partnerships, such as Oldham Council and Lincolnshire County Council where transformation forms a core component.

Our contract and procurement service offering is well suited to public private partnerships, of which a recent example is the PFI re-development of both the St Helens and Whiston hospitals. This project will transform the delivery of healthcare in Merseyside.

Mouchel helps central government clients through the procurement and design of new services, involving complex support solutions.

We manage organisational change programmes and capital projects for a range of clients across all sectors. The provision of fully integrated support to clients is fully risk and value managed by our consulting teams. Mouchel also has wide experience delivering award winning consultancy services to a range of UK transport organisations and education and children's programmes.

Mouchel delivers systems engineering services within a range of complex technical environments and has a successful track record of working with aerospace and defence prime contractors during all stages of equipment and support lifecycles.

We provide a range of technology orientated consultancy services, facilitating the highest level of technology effectiveness by ensuring technology solutions underpin client's business strategy and enable effective change and transformation. Mouchel has implemented technology solutions for clients in a wide range of market sectors, including Aberdeen City Council, EDF Energy and the Qualifications and Curriculum Authority.



Key clients

CSC (Computer Sciences Corporation)

Department of Health

Department for Children Schools and Families (DCSF)

Electricite de France (EDF)

London Development Agency

National Policing Improvement Agency

“There’s a constant need for our clients to improve the way they buy goods and services, ensure the benefits of infrastructure investment are realised and improve operational effectiveness.”

Mark Campbell, Managing Director, Management Consulting

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