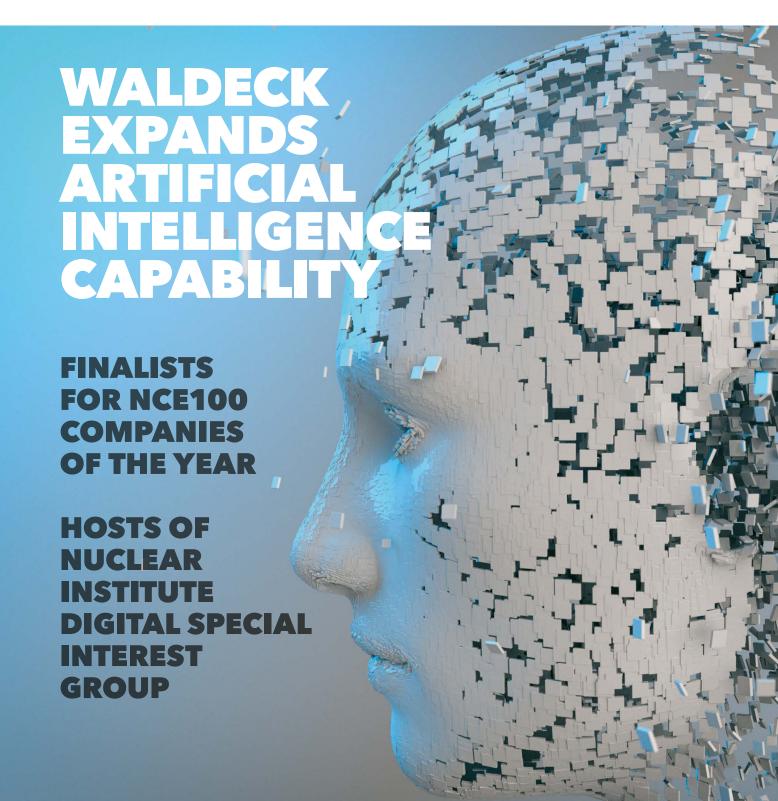
SPRING 2018

www.waldeckconsulting.com



INSIGHT



WALDECK CONTINUE TO EXPAND ARTIFICIAL INTELLIGENCE CAPABILITY

Artificial Intelligence (AI) is creating simulated intelligence in machines that have the ability to teach themselves.

These machines have been programmed to mimic human action and rational thought, which is transforming the way we go about our everyday life and even impacting how we do business across the globe.

We are starting to see a number of sectors that are ready for the disruption and transformation to create more efficiency, certainty, reduced cost, improved quality and time, in getting products to market or assets into operational performance.

In particular, a stand-out opportunity is the Construction and Property sector, ripe to be transformed by Al.

Thanks to UK Government support and our own Research & Development (R&D) funding, we have been making significant progress, recently trialling and launching a service line around automatic defect and non-conformance recognition for new build and existing built assets linked from Waldeck's sophisticated data capture offering.

This work paves the way for a client's ability to instigate efficient and timely data driven, predictive maintenance or intervention, long before a failure situation might occur which is beneficial for customers with business critical assets or those operating in highly regulated industries.

In a different R&D stream, Waldeck has applied machine learning successfully to a number of areas of mainstream engineering design, scheduling and quantification for structural and infrastructure projects. These developments are being integrated into Waldeck's Virtual Design & Construction (VDC) offering and gradually, tested and scaled.

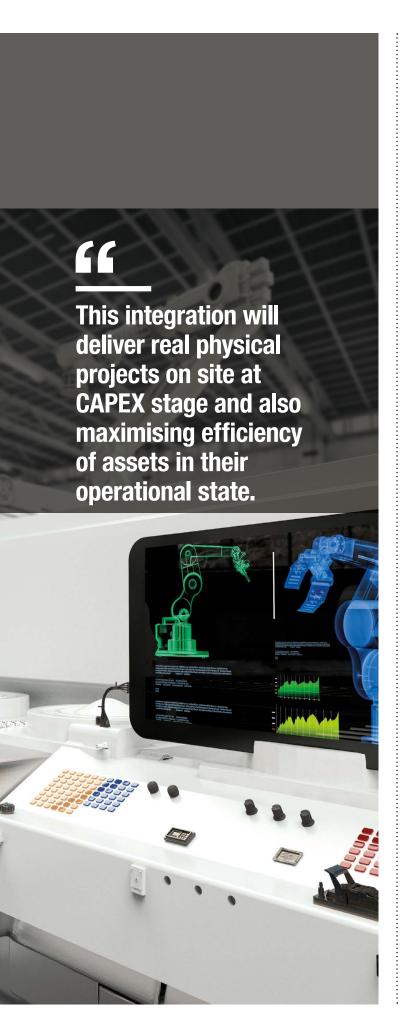
We explore with Paul Waldeck, Waldeck's CEO and Founder, the advantages and opportunities the firm's investments in developing a relevant blend of technological offerings for the company's markets.

"The term Artificial Intelligence seems to frighten people, especially in the professional services market because they assume this means that soon all humans will be replaced by computers or robots, this will not happen overnight, if at all.

"The 'best humans' will always be needed to 'teach' the machines, to watch the machines do the 'grunt' and then apply a real practical, experienced human sanity check on the options and possibilities arising out of the tasks set, in my view, certainly for the foreseeable future.

"For Waldeck, AI is not about taking the jobs away, indeed, it creates a pivot for building stronger, smarter business', and improving the human capability to deliver the best possible outcomes and we are implementing such technology to enhance and expand our existing engineering capabilities in an informed, analytical and data-centric way."





Paul explained: "We have already seen the use of technologies for computer-aided design (CAD), computer-aided manufacturing (CAM), digital prototyping and Building Information Modelling (BIM) embedded into various design and delivery processes, now it's all about the integration of digital design environments and the reality of the physical world.

"This integration will deliver real physical projects on site at CAPEX stage and also maximise the efficiency of assets in their operational state, thus, reducing down time, and improving safety and quality.

"Digital prototyping and digital twin capabilities will define the future to deliver such results for clients. We also see 'block chain' commercial models being integrated into contracts in the medium term.

"The clients are demanding more for less, irrespective of how the supply chain delivers and those in the supply chain that do not embrace technology or digital transformation will face some tough choices even within the next few years, with the pace of digitalisation across the sectors and ever-increasing competition, not only from familiar competitors but new emerging competitors, from other markets.

"The development and utilisation of Artificial Intelligence (AI) through Machine Learning techniques will be, by then, the next key enabler for what will be the next phase of business and market transformation."

Paul continued: "Waldeck's data capture specialists with academic and industry collaborative partners are already using AI to automate the creation of smarter CAPEX and OPEX workflows on sites across the UK for some of our blue-chip logistics, transport, property and infrastructure clients.

"These new technologies are fundamentals for 'Reality Computing' automating the Architecture-Engineering-Construction (AEC) and assurance process to solve problems and execute tasks with greater speed and accuracy, resulting in increased productivity, safety quality and scheduling.

"On the back of recent investments and government grants, Waldeck expect to accelerate the introduction of a number of key AI solutions during 2018 into the AEC new build asset and existing asset markets after what has been a considerable investment both in time and money developing, undertaking practical application and proof of concept tests during 2017.

"We are very grateful to Innovate UK for their support in an area of research and development which is a key part of the UK Government's Industrial Strategy.

"We are also grateful and privileged to work with many forward-thinking client organisations who are transforming their business models and from whom, we are learning a great deal and working collaboratively with them in developing solutions in our areas of expertise.

"Each market and each client have bespoke needs and our R&D team are highly experienced in creating 'blended' technologies and integration API's to build upon the platforms and capabilities that we have already established over a number of years.

"We are already working with some of the biggest clients in their respective sectors which will see technology-led engineering services push many traditional engineering ways of working, aside.

"The industry can expect some big announcements on Waldeck's AI and API solutions being utilised in major projects."



Waldeck and HKA have entered into an agreement with the UK's Environment Agency (EA) to provide strategic Building Information Modelling (BIM) assurance across its wide-ranging national Water and Environment Management (WEM) Framework.

The Environment Agency is collaborating with its WEM Framework suppliers to help drive the adoption and embedment of BIM across its very broad portfolio. Through these current initiatives, the Environment Agency will help its supply chain increase the level and consistency of BIM maturity aiming to become a leading industry client in this field.

Waldeck and HKA will work closely with the WEM suppliers to initially benchmark current capability and then assist in the development of tailored route maps to lead each supplier to a higher level of maturity and in doing so bring the portfolio level benefits the Environment Agency is seeking to achieve.

Alan Proctor, on behalf of the Environment Agency, said; "The Environment Agency's principal aims are to protect and improve the environment, and to promote sustainable development. Suppliers play an integral role in supporting the Environment Agency's aims. In many areas, the Environment Agency is leading the way on environmental and technical developments, and assurance is a key part of ensuring the Environment Agency continues to deliver best value.

Mark Greatrix, Associate Director at Waldeck, said; "We are delighted to work with HKA and the Environment Agency on this pathfinder commission, utilising our specialist technical skills and experience in helping to assess the supply chain's current technical BIM maturity and look at what is possible for the next evolution of the WEM framework".

Dr. David-John Gibbs, HKA's Commission Lead and Head of BIM said: "This will be the most comprehensive Government led BIM review of the UK supply chain undertaken to date. We are looking forward to working closely with the Environment Agency to help realise the long-term value that a well-structured BIM strategy can bring."

Over the next 10 years, the Environment Agency will invest more than £2.5 billion to reduce risks from river and coastal flooding and to secure social and environmental improvements. The Environment Agency's professional relationships with its suppliers will be crucial to helping deliver this risk reduction agenda.

CONTRACTED AS LEAD DESIGNERS FOR NETWORK RAIL DONCASTER DELIVERY UNIT IMPROVEMENT PROGRAMME

Waldeck has been appointed as lead designers on the construction of a new three-storey office building and storage building at Network Rails existing Maintenance Delivery Unit (MDU) in Doncaster.

Appointed by Buckingham Group Contracting Limited, Waldeck is due to start the GRIP 5 (Government for Railway Investment Projects) design work for the project, which forms part of the sites improvement programme.

Scott Harrison, Project Lead based at our Newark office, said: "The new buildings are part of a consolidation project to join a number of dilapidated buildings into two sustainable and very well-designed buildings." As Lead Designers, Waldeck will provide the following design services:

- Industrial Architecture
- Civil and Structural Engineering
- Principal Designer

Scott continued: "As part of the initial investigation works, Waldeck will also procure a number of key surveys and services across the site, including; topographic survey, sub scan survey, structural surveys and also historic building surveys.

The project will involve a complex phasing and demolition strategy to avoid operational disruption to the main site.

"We will be collaborating closely with our client, Buckingham Group Contracting Limited and others across the supply chain, to see the project through to completion in winter 2019."

"

The buildings are part of a consolidation project to join a number of dilapidated buildings into two well-designed buildings.



NCE100 COMPANIES OF THE YEAR AWARDS 2018



I am particularly proud that we have been shortlisted for these prestigious awards gaining further industry recognition.

Waldeck has been shortlisted as a finalist in the 'Smart Operator' category of the 2018 NCE100 Companies of the Year Awards.

Before the awards, the finalists face a rigorous face-to-face interview with the NCE100 panel of expert judges, who represent the industry's leading clients, owner/operators and industry bodies.

Mark Greatrix who heads up Waldeck's Research and Development team, said: "The reason for the shortlist is the development of our Smart Digital Reality Capture solution, which delivers unique intelligent capture and categorisation of assets, compared to other traditional field-surveying approaches that can be used for an almost limitless variety of scenarios for Smart Asset Management.

"This solution is delivered in a virtual 3D environment, which enables our clients to understand their current assets and visualise them contextually."

Thrilled to hear of the shortlist, Paul Waldeck, Founder and CEO, commented: "I am particularly proud that we have been shortlisted for these prestigious awards and that our 'Digital Reality Capture' solution is gaining further industry recognition. We are now getting a lot of interest for asset management solutions that can optimise everything from annual inspections, asset performance and maintenance. The use of Internet of Things (IoT) and predictive scenario modelling is important here. We are working with our existing tested products and developing new API's and applying Artificial Intelligence techniques to create the most efficient and accurate solutions to enable factual, data driven decision making.

"The NCE100 power list recognises the most forward-thinking, innovative firms operating in civil engineering today. These are the firms that are doing the right things, in the right way, to deliver the outcomes that benefit society. It's fantastic to be a part of that "



PLACE SECURED ON 'PLACES FOR PEOPLE' FRAMEWORK

Waldeck has secured a place on a national framework for one of the largest property management, development and regeneration companies in the UK, Places for People.

As part of the Regional Consultancy DPS
Framework, Waldeck was successful in securing places
on two lots:

• Lot 4 Construction and Technical Construction Quantity surveying, employers agent project management and building surveying services.

• Lot 6 Engineering

Civil engineering, structural engineering, mechanical engineering, electrical engineering and buildings services design.

The framework as a whole offers six lots and covers a range of construction related consultancy services, including, the above and; Master Planning, Landscape Architecture, Sustainability Consultancy and Sales, Marketing and Lettings.

Graham Wright, Commercial Director and Framework Lead, said: "This award recognises our niche experience and growing public sector client base and we look forward to working with Places for People, other Local Authorities and Housing Associations.

"We are proud to be part of their mission to 'ensure successful places and enable people to reach their potential.' As a not-for-dividend organisation, any profit they make is re-invested back into the business and our communities."

Places for People Group were one of the pioneers of offering procurement frameworks to help drive economies of scale for us and our partners. They presently operate a number of successful frameworks that are already helping the public sector save money on its essential procurement in an EU compliant way.

PROJECT TEAM FOR INDUSTRY FOUNDATION CLASSES (IFC) HARBOUR PROJECT ANNOUNCED AT PARIS SUMMIT

Waldeck has been announced as part of the project team for the Industry Foundation Classes – Harbour project at an International Summit in Paris.

Organised by BuildingSMART International, the summit took place from 26 – 29 March and part of the agenda focused on presenting the IFC team, the initial Work Plan and looked to recruit specialists to join the projects Expert Panel.

Appointed onto the project last year, Waldeck will continue to work in collaboration with Cardiff University and China Communications Construction Company to develop the standards for harbour, ports and waterway infrastructure.

As expert panel members, Waldeck will be reviewing, commenting, discussing and advising the rest of the team on the development of the IFC standards and final deliverables, in accordance with the buildingSMART International Standards Process

Veronica Ruby, Associate Director and Lead BIM Consultant, said: "We have established a suitable team of experts, who will be involved in the testing and development of IFC over the two year project."

This project will respond to the demand to extend the family of digital requirement exchange models to support maritime facilities and infrastructure which form a substantial part of the global economy.

Veronica added: "Being involved with the development of open IFC for ports and harbour data structure, we are further demonstrating Waldeck's commitment to open BIM, collaboration and our drive for industry-wide improvement through research and development.

"Working on open BIM standards, not only supports our digital aspirations, but also facilitates collaborative improvements across the industry and benefits our many clients across this sector."



FINALIST IN THE NATIONAL TECHNOLOGY AWARDS

Waldeck is delighted to announce that we have been shortlisted for the National Technology Awards, under the Tech Investment category.

The shortlist follows Waldeck's recent £120k investment through Innovate UK. This investment will be used to further develop our digital surveying and digital reality capture solutions, working in partnership with the University of Huddersfield.

Amy Cheeseman, one of Waldeck's lead developers in this area said: "For many years now, we have been investing in technology and how this can enhance our way of working and



the creation of smarter solutions for our clients' problems.

"The funding through Innovate UK not only supports investment in technology, but also supports the employment of a Knowledge Transfer Partnership (KTP) Associate, who has recently joined the team to support and undertake research, developing and enhancing our Artificial Intelligence API's associated with some of our digital reality capture solutions."

Waldeck is unusual in the mix of shortlist finalists because there are no other firms from the property and construction industry, and indeed, there are some global tech giants as one would expect.



SHORTLISTED FOR THE MADE IN THE MIDLANDS AWARDS

Waldeck has been shortlisted for Insider's "Made in the Midlands Awards" in the Digital Engineering/Technology category.

The shortlist follows the development of our Digital Reality Capture solution, which enables the live digital comparison of an asset during construction against the 3D design model, utilising specialist hardware, software and Waldeck's own API's.

Paul Waldeck, CEO and Founder of Waldeck, said: "I am delighted that we have been shortlisted for these awards. We



started out in 1995 as a traditional engineering consultancy founded in the East Midlands of England and we have since evolved considerably, now an international remit and a repositioning of the business to showcase our niche and gaining recognition for possessing innovative and world class digital capabilities."

The awards are hosted by leading regional business publication, Midlands Business Insider, and aim to celebrate all that's great about the region.

Winners will be announced at a black tie awards night on Thursday 10th May at the Macdonald Burlington Hotel.

WALDECK MAKES THE SHORTLIST FOR PEOPLE DEVELOPMENT AWARD

Waldeck has been shortlisted for the East Midlands Celebrating Construction awards under the People Development category.

The shortlist is recognition for our investment in people, through CPD, Graduate Training Scheme and internal training programmes.

Debs Newbery, Head of HR and Resourcing, said: "A significant part of Waldeck's HR Strategy focusses heavily on the professional development of our staff. We are developing necessary skills across all levels, identify training needs and skills gap across the business. Our development programme is heavily digitally focussed and is focussed on accelerated outcomes in terms of capability for cohort members.

"Identification of certain skills gaps, kick-started the development of the Waldeck Graduate Training Scheme initiative in order to bridge the gap. We have seen the scheme grow over the last few years, as we start the recruitment process for our 2018/19 cohort."

Each year, 300 construction professionals gather at the prestigious award ceremony to celebrate the great, the good and the simply outstanding. With over 100 outstanding submissions received annually, the East Midlands Celebrating Construction Awards judges have an onerous job of selecting the winners.

The winners will be announced on 11th May 2018 at the Nottingham Belfry.





WALDECK HOST NUCLEAR INSTITUTE DIGITAL SPECIAL INTEREST GROUP

Waldeck's Bristol office hosted digital leaders from across the nuclear industry this week, for the first Nuclear Institute Digital Specialist Interest Group (Dig SIG) meeting of 2018.

Paul Waldeck, CEO and Founder of Waldeck opened proceedings, welcoming guests from nuclear new build, national waste repository, decommissioning and digital experts in the industry, to Waldeck's Bristol office.

The group also heard from Philip Isgar, who presented an update on the journey of BIM in Nuclear, touching upon how nobody is using the term 'BIM' anymore, it's known more widely as 'digital' or 'Information Management'.

Representatives from EDF, Horizon and Sellafield all gave updates on their projects and the future of technology in their field.

Paul Waldeck, CEO and Founder, said: "We saw conversations sparking around emerging technology and with nuclear projects having such long life spans, the need to address which of these technologies will matter now and in the future.

"There was a huge focus on asset management, validation and verification, and the use of 'futuristic' tools, such as; Machine Learning and Artificial Intelligence."

Paul continued: "The group is a great opportunity to have leading specialists in the industry together in one room, and a chance to share knowledge, driving forward a positive change to the industry."

The Nuclear Digital Specialist Interest Group was launched by the National Nuclear Laboratory, on behalf of the nuclear industry, to help develop a best practice Digital community in the industry.

Official Newsletter of Waldeck Consulting INSIGHT

OUR PETERBOROUGH OFFICE SEES NEW BUSINESS UNIT DIRECTOR

Waldeck has recently appointed a new Business Unit Director, to head up their office in Peterborough.

Waldeck, based in Cross Street Court, promoted, previous Associate Director, Phil Walker, to Business Unit Director. Phil, who has been with the company for over two years, will lead a team of multi-disciplinary engineers, working on major infrastructure projects and assisting to shape the company's growth plans.

Phil Walker, Peterborough Business Unit Director, said: "I am delighted to be heading up the team in Peterborough, the expertise I will continue to bring to the team cover; planning, design, contract administration and construction in highways, infrastructure, drainage, flood studies, urban regeneration, and traffic and transportation projects."

Steve Hall, Operations Director at Waldeck, said: "As a company, we take pride in nurturing the staff we have and providing significant progression across all levels of the business.

"Phil's expertise across civil engineering and highway design make him a perfect fit for the role in Peterborough, and I am confident he will continue to lead the team to further success."





SHEFFIELD ENGINEER ANNOUNCED AS CHAIR FOR YORKSHIRE'S YOUNG ENGINEERS NETWORK

Luke Mitchell, Senior Mechanical Engineer and BIM Manager based in our Sheffield office has recently stepped into the new role as Chair for Yorkshire's Young Engineers Network (YEN).

Run by the Chartered Institute of Building Services Engineers (CIBSE), the YEN is a network of regional centres that aim to provide a forum and support network for young engineers within CIBSE.

Luke, who has been involved with CIBSE YEN since 2016, said: "With 2018 being the Year of Engineering, I feel extremely honoured to take on the role of Chair for the Young Engineers Network and to be given the opportunity to promote building services engineering technology, and digital ways of working to schools and universities.

"Recently, Leeds has predominately been a building services hub within the Yorkshire region, particularly with CIBSE YEN, and with a skills shortage industry-wide, I'd like to help drive Sheffield's YEN network to becoming an even more appealing region for building services engineers."

Further to Luke's role as Chair, he is also part of the CIBSE Inclusivity Panel, which aims to include more diversity in the profession.

The next Yorkshire Young Engineers Network meeting will take place on Thursday 17th May 2018 and the topic will be: The Performance Gap – designing for performance.

"

Presenting our digital offering to the engineers of tomorrow simply reinforces the reality of where the industry is going.

DELIVERED CONSTRUCTION TECHNOLOGIES TALK TO LINCOLN COLLEGE STUDENTS

Waldeck's Unmanned Aerial Vehicle (UAV) and Digital Capture Lead, Amy Cheeseman delivered a talk on emerging technologies in the construction industry to students at Lincoln College recently.

Students studying the HNC Civil Engineering and Construction courses, heard about how Waldeck is embracing the latest technology to continuously better our ways of working.

The presentation covered:

- Point Clouds
- Unmanned Aerial Vehicles (Drones)
- Global Positioning System (GPS)
- Laser Scanning
- Virtual Tours
- Software

Amy Cheeseman, UAV and Digital Capture Lead, said: "It's been a great opportunity to share our forward-thinking ways with students at Lincoln College, who will be the engineers of tomorrow.





MEET OUR ENGINEER: NICOL GEORGOPOULOU

As our 2018 graduate assessment days are soon upon us, we caught up with one of our female graduate engineers, who joined us through our Graduate Training Scheme in 2016.

EDUCATION AND QUALIFICATIONS:

Masters in Engineering

JOB TITLE:

Graduate Enginee

LENGTH IN JOB:

Coming up to 2 years

Please provide a brief outline of your career so far:

I graduated from the Technical University of Athens, where I studied for a Master's in Engineering, specialising in Geotechnical during my final two years.

I then went on to join Waldeck, where I took part in their Graduate Training Scheme, working as a Graduate Civil Engineer in the company's Newark office.

During this time, I was given the invaluable opportunity of working as a Digital Drawing Engineer in the Site Engineering Department on-site at Hinkley Point C, the first nuclear power plant to be built in the UK for decades, before I re-joined Waldeck's in-house team in Bristol late 2017.

What first interested you in engineering?

My intellectual curiosity drove me into engineering. The idea of creating the reality, shaping the world we live in and taking part in the decision making of complex large scaled projects motivated me to study this topic.

The vision of being able to work in any country in the world; gaining experience, exploring new cultures and

lifestyles and the prospect of having a fruitful career contributed hugely to my decision.

There are many different routes into engineering. Which one did you take and why?

After gaining my Master's degree in engineering, I wanted to carry on learning, so I decided to apply for the Graduate Training Scheme with Waldeck. This scheme has been such a valuable part of my career to date, and has allowed me to carry on learning, whilst also bridging the gap between my studies and the industry.

There are fewer women working in engineering than men. What would you say to young women who think they might be interested in a career in engineering?

Even nowadays, women are lacking in engineering fields. Unfortunately, women are being held back by gender stereotypes and more needs to be done to encourage females into industry. It is a challenge being a woman in engineering, especially whilst working on construction sites, as historically engineering has been a male dominated industry.

Education through schools and other programmes can help girls to develop high-efficacy personalities and disregard these stereotypes. Being an engineer is such an exciting challenge and a reward not to be missed!

You worked on the Hinkley Point C project, can you tell us about the project and your involvement?

Hinkley Point C is a project consisting of two nuclear reactors, which will provide

low-carbon electricity for around 6 million homes.

When I heard about being given the opportunity to go and work on Hinkley Point C, I was nervous but totally excited, and I have embraced the opportunity that Waldeck has given me. The build and design of two new nuclear power stations is an extremely complex project with many different systems and components. Learning all the details can be challenging, but the fact that knowledgeable people are willing to share their expertise makes it good fun, my time on-site definitely enhanced my expertise and has enhanced my journey as I continue to develop grow into a successful engineer.

What is your favourite part of your job?

It feels really wonderful when you know that you are actually positively contributing something to the lives of individuals and society as a whole! When I look back to my small involvement so far, I beam with pride about my contribution in creating something new.

I feel that as an engineer I help the world to move towards a brighter future by solving problems with pollution; finding ways to harness new energy sources; and building new structures. Moreover, the ability to provide practical solutions to problems fills me with confidence out in the 'real-world' when I am faced with challenges. Definitely, last but not least, my favourite part of my role is working as a part of a team with people of different backgrounds and cultures, broadening my horizons and helping me to develop new, fresh ways of thinking.



March saw teams throughout the business working with local students during their placements in the company introducing them to the day to day business environment.

We take a look at what two of our work experience placements from St Georges Academy in Sleaford got up to.

Jessica, who has a keen interest in architecture from her love of art, joined our Research and Development and Digital Capture team.

Abby, who has a passion for technology and was looking for the chance to be creative, had the opportunity to join our Marketing team and put this passion into real life marketing campaigns.

What tasks have you carried out during your work experience?

JESSICA: "I first used Revit to create the structure of a medical centre, then I used some software called PTGui to stitch photos together to create panoramas, which were then used to create a virtual tour and finally I used Sketch Up to create a house, which I put into Lumion to furnish."

ABBY: "Firstly, I gained an insight into InDesign and updated some of Waldeck's current brochure templates, and I then had the opportunity to see how a website worked from the editing side.

"I also developed a recycling campaign and looked at different social media platforms and researched relevant industry hashtags."

What skills have you learnt or developed during your time at Waldeck?

JESSICA: "I have learnt how to use a variety of different software that I probably would never have known about if I had gone somewhere else."

ABBY: "From working with the marketing team, I have seen the importance of branding to maintain a company's image and other skills, such as team work, which I can use in the future."

What tasks did you enjoy the most and why?

JESSICA: "I enjoyed everything, but especially Lumion. It was easy to pick up and I had fun experimenting with what I could do."

ABBY: "Some of the highlights for me have been doing some important research for the offices, getting to create some presentations and working with the website. I enjoyed these parts because of being able to be creative."

Has work experience at Waldeck provided you with insight as to what working in the industry is like?

JESSICA: "It has definitely given me an insight into the industry and I would love to go more into it, mainly because the software was much more interesting than I thought it would be."

ABBY: "I have really enjoyed my work experience because of what I want to do in the future which is follow a technology route and I got to experience it. I would recommend this placement to anybody who has an interest in business and technology."

Becky Hicks, Senior Resourcing Officer and work experience lead, said: "Abby, Jessica and our other work experience students all showed a keen attitude to learn about our company and the areas they have been working in.

"Work experience is such a valuable part of growing up and we work with local schools to host students, who have a keen interest in our core areas of engineering, architecture and technology, but also across other areas of the business, such as marketing."

GENERAL ENQUIRIES

Contact: Charlotte Watson

enquiries@waldeckconsulting.com Telephone: 08450 990285

PROJECT ENQUIRIES

Contact: Paul Waldeck

paul.waldeck@waldeckconsulting.com Telephone: 08450 990285

PR & MEDIA

Contact: Hannah Wharton

hannah.wharton@waldeckconsulting.com Telephone: 01529 298055

Telephone: 01020 200000

CAREER OPPORTUNITIES

Contact: Debs Newbery

debs.newbery@waldeckconsulting.com Telephone: 08450 990285

www.waldeckconsulting.com

