



KERR CONSULTING UK LIMITED



IERRT - Stage 2 Collaborative Workshop – Output Pack

January 2026 - Immingham



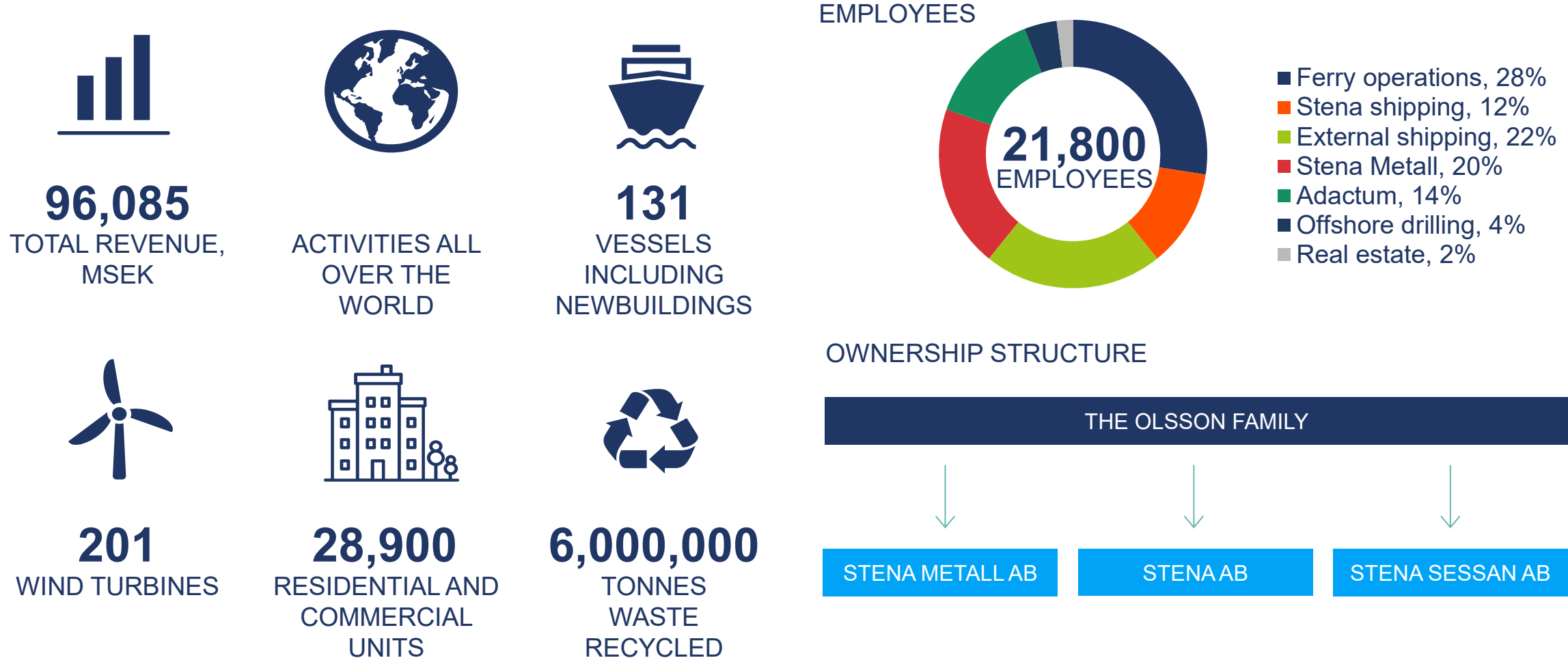
One IERRT Team



So, Who Are We.....

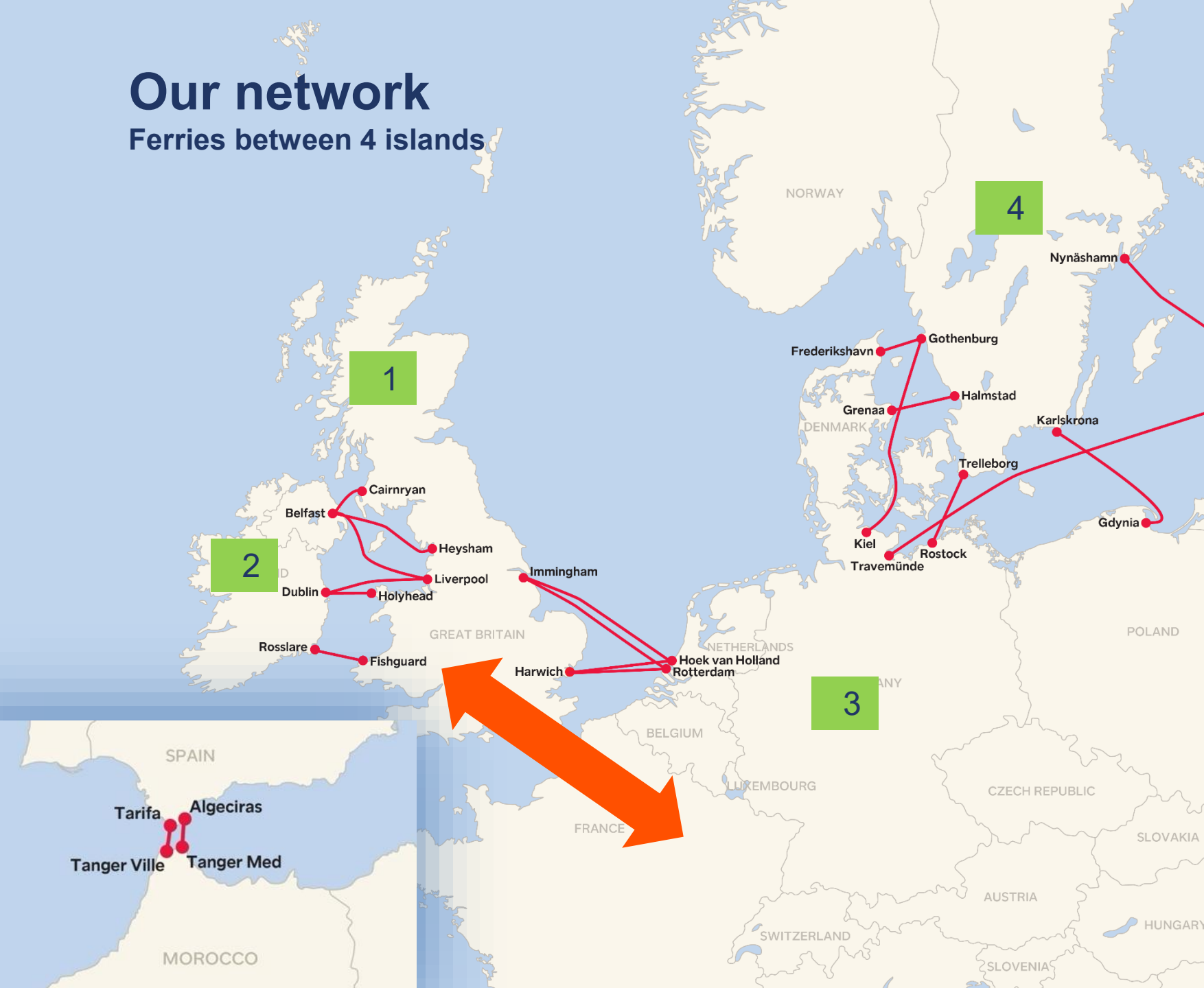


One sphere – three independent companies

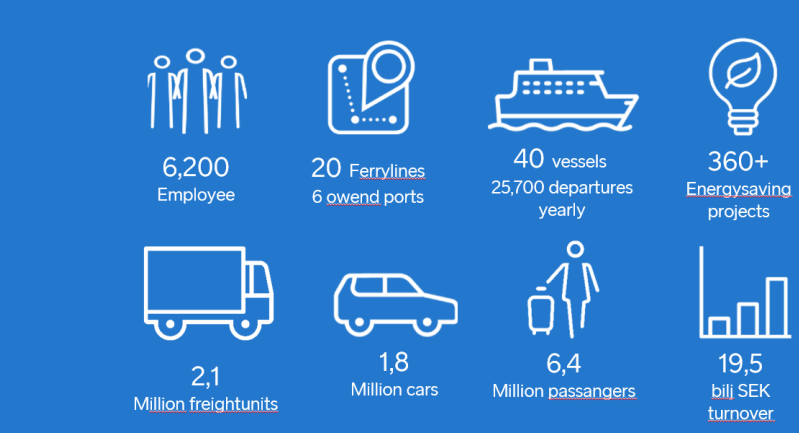


Our network

Ferries between 4 islands



Stena Line i siffror



Top 10 Countries by Nominal GDP as of 2025

Country	Nominal GDP (in trillions)	PPP Adjusted GDP (in trillions)	Annual Growth (%)	GDP Per Capita
United States	\$30.62	\$30.62	2.0	\$89,600
China	\$19.40	\$41.02	4.8	\$37,830
Germany	\$5.01	\$6.15	0.2	\$59,930
Japan	\$4.28	\$6.76	1.1	\$34,710
India	\$4.13	\$17.71	6.6	\$2,820
United Kingdom	\$3.96	\$4.45	1.3	\$56,660
France	\$3.36	\$4.53	0.7	\$48,980
Italy	\$2.54	\$3.72	0.5	\$43,160
Russia	\$2.54	\$7.14	0.6	\$17,450
Canada	\$2.28	\$2.72	1.2	\$54,930

Who are ABP?

ABP is the **UK's largest port operator** with 21 ports

Twin Missions: **Keeping Britain Trading** and
Enabling the Energy Transition

Owned by 5 global blue-chip companies, providing **significant investment capacity**

- **£1bn invested** over last 5 years

Our ports contribute **£15 billion+** to the UK economy and support **200,000+ jobs**

Handles **25%+ of UK port traffic**, worth £150bn+

A **vital enabler of the UK's net zero transformation**, providing the bases for offshore green energy projects, industrial decarbonisation and own generation

ABP has an ambitious, broadly based **Ready for Tomorrow sustainability strategy** backed by £2bn of investment

c. 4,875 hectares of freehold land, including c. 960 hectares of **strategic development land**



CPP Investments

OMERS

GIC

WrenHouse

Federated
Hermes
Private Markets

Our Twin Missions

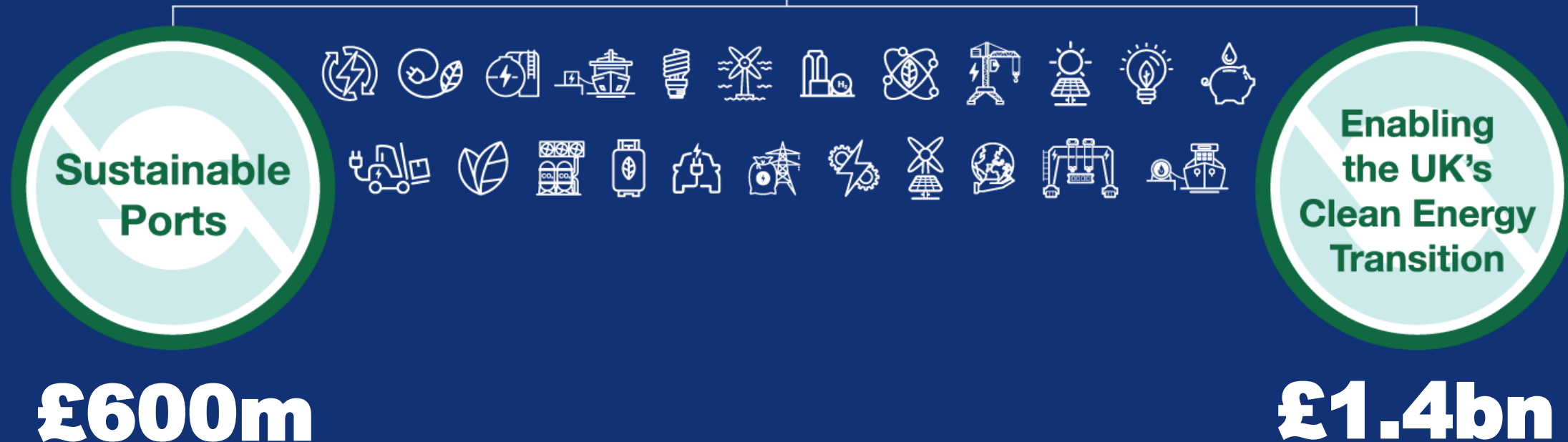


**KEEPING
BRITAIN
TRADING**



**ENABLING
THE ENERGY
TRANSITION**

Ready for Tomorrow





ABP's Humber Ports

Who **We** Are

DRAGADOS



The **ACS Group** is a global benchmark in construction activities and services, made up of leading companies in an increasingly competitive, demanding and global sector.



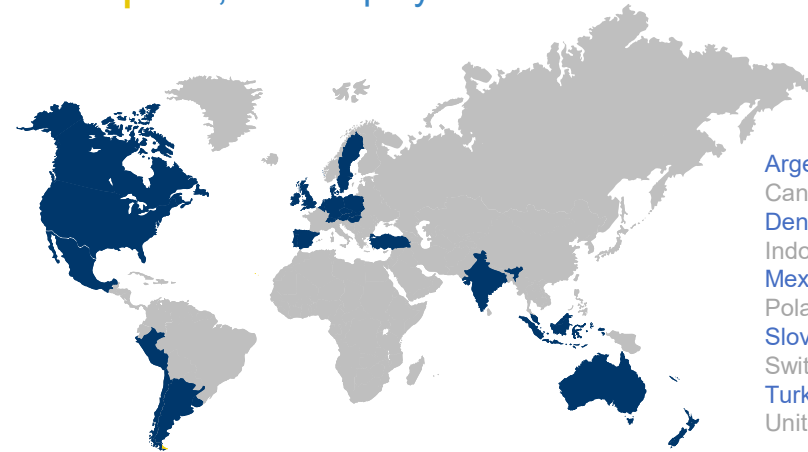
ACS has been ranked by "Engineering News-Record" (ENR) magazine as the 1st -2nd top International contractor since 2018.

DRAGADOS is one of the **leading construction brands** within the ACS Group.

DRAGADOS is the culmination of a strong entrepreneurial spirit, created over **80 years of activity** in which thousands of people have joined efforts to shape one of the largest and most influential companies in the construction industry worldwide.

International Experience

| 157,284 employees



Argentina, Australia, Austria, Canada, Chile, Czech Republic, Denmark, Germany, India, Indonesia, Ireland, Luxembourg, Mexico, New Zealand, Peru, Poland, Portugal, Singapore, Slovak Republic, Spain, Sweden, Switzerland, The Netherlands, Turkey, United Kingdom, United States, Uruguay

| Some of the biggest companies at ACS Group

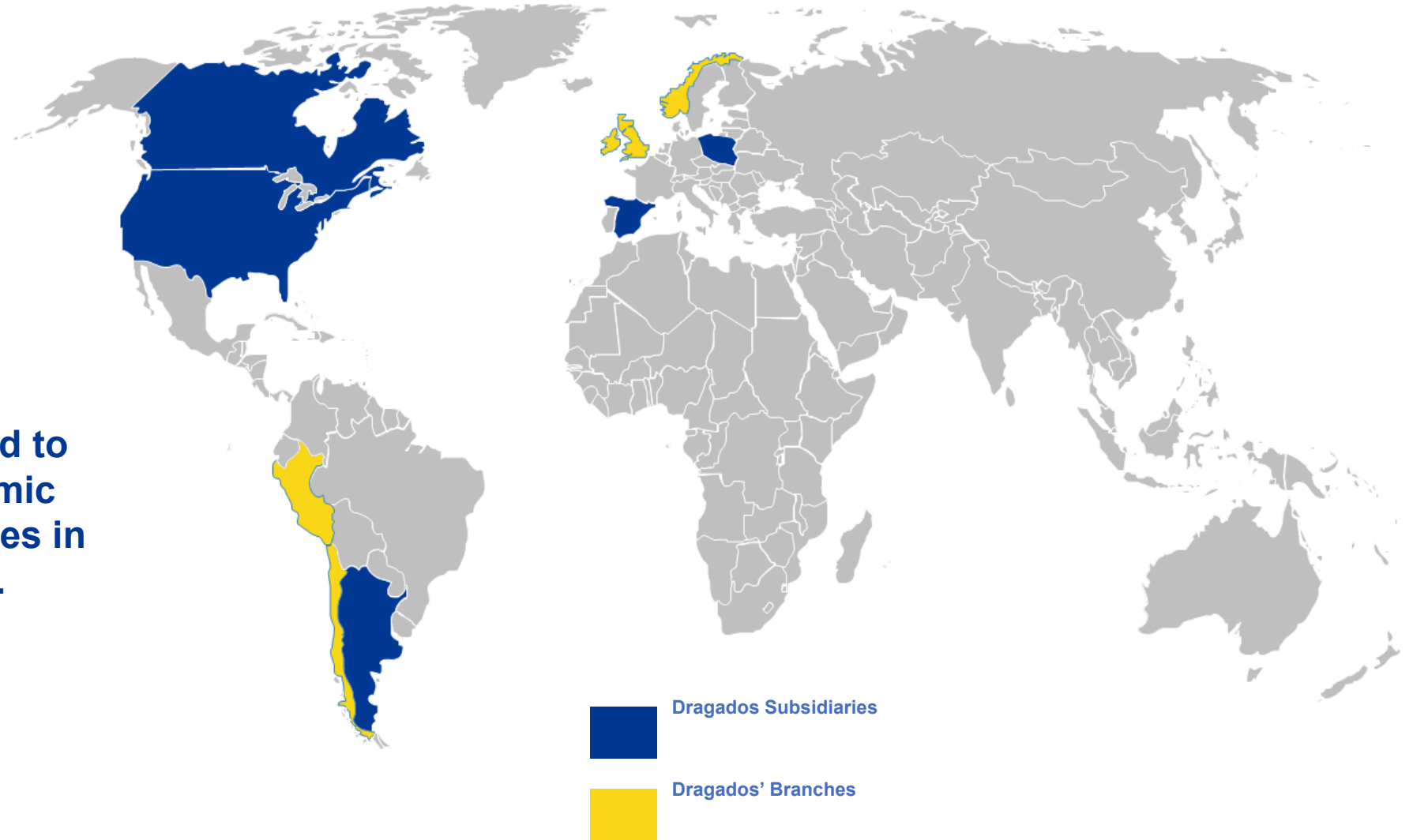


Dragados is a Global Company

DRAGADOS

We are a worldwide leader in construction. We have a strong presence in 12 countries.

**Dragados is committed to
the social and economic
progress of the countries in
which it is present.**



One Group Across Three Business Lines

DRAGADOS

One fully integrated group with leading local teams and brands.



65%

Integrated Solutions

Turner  CIMIC

High-value engineering-led services across industries

- High-tech and Digital, Energy Transition, Sustainable Mobility, Critical minerals, BHE² and Social Infrastructure

Comprehensive offering

- Engineering, project management, supply chain and procurement services



20%

Infrastructure

 abertis

 IRIDIUM

 HOCHTIEF
PPP SOLUTIONS

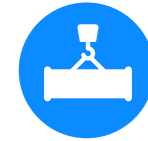
 PACIFIC
PARTNERSHIPS

Developer, investor, operator and maintainer of large infrastructure assets

Greenfield and brownfield projects

- Largest international toll road operator
- Diversified greenfield developer of core infra (e.g., toll and rail roads, social infra)
- Expanding towards next generation infrastructure

Long-term value and stable revenues



15%

Engineering & Construction

 Flatiron
Dragados

 HOCHTIEF
EUROPE

DRAGADOS

Civil construction for large projects, differentiated by our superior technical resources, skills, and know-how

Large scale civil engineering

- Bridges
- Roads and tunnels
- Airports and ports
- Railways
- Dams

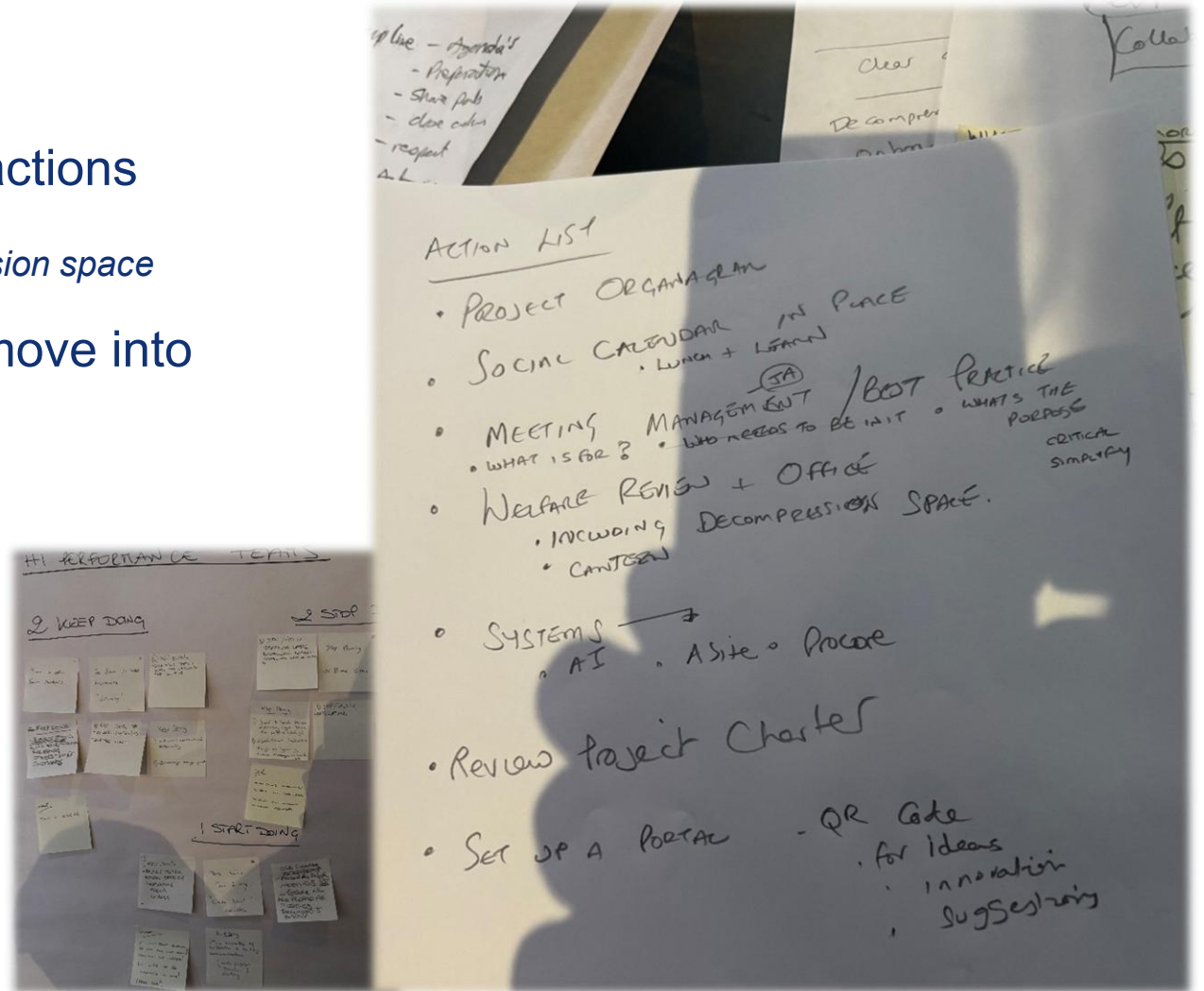
Network & Connection

- We default to face-to-face for anything that affects cost, time, quality, safety
- We build relationships across the partnership, not just within functions
- We keep communication direct, respectful, and human
- We make it safe for everyone to have a voice
- We protect the bigger picture when pressure rises



Where we will Improve

- Meeting discipline and decision flow
- Clear ownership and follow through on actions
- Co-location and welfare, *including decompression space*
- Togetherness and social rhythm as we move into construction
- Project Charter, publish and use



The three big moves

1. Meeting discipline and decision flow

Right meeting, right people, clear agenda, decisions closed, actions owned

2. One team culture through co-location and social rhythm

Co-location that works, shared norms, regular touchpoints, deliberate togetherness

3. Simple, aligned reporting and tools

One source of truth, report once, clarity on Procore, Asite, and cost reporting



Closing thoughts from Javier Escandon Ramirez & Sean Masterson

Thank you for attending and for leaning in throughout the day. It was genuinely great to have everyone in the room. Projects are delivered by people, not just by process, and the relationships we build now will shape our performance in construction.

We've agreed on the big moves. Now we take the next steps and turn them into the standards we hold ourselves to. That includes living our Project Charter, and being clear on how we meet, decide, and follow through.

*None of this is out of reach. It's all within our gift, and it's what will make IERRT a project we are proud to be part of. Let's keep it simple, do what we said we'd do, and **back each other to deliver!***

IERRT Collaborative Charter



Immingham Eastern Ro-Ro Terminal Project

Mission:

Together, we will successfully build the new Ro-Ro Terminal efficiently and sustainably, minimising the impact on our neighbours, building a thriving culture through collaborating with our partners, and delivering a lasting legacy at the Port of Immingham.

Values:

We want everyone in our team to feel safe and integrated into the Immingham Eastern Ro-Ro Terminal Project. These five values will ensure you perform at your best and unlock our collective potential.

Culture and Respect

- Promote a diverse and inclusive work environment.
- Recognise and appreciate individual contributions.
- Foster a positive work culture through mutual respect.

Collaboration

- Work together with partners and stakeholders.
- Encourage open communication and teamwork.
- Share knowledge and resources to achieve common goals.

Delivery

- Commit to achieve the Completion Date.
- Drive a positive safety culture focused on trust, fairness and wellbeing.
- Focus on delivering right first time.

Leadership

- Lead by example and inspire others.
- Encourage initiative and proactive problem-solving.
- Support continuous learning and development.

Integrity

- Maintain transparency in all operations.
- Uphold ethical standards and honesty.
- Take responsibility for actions and decisions.

Behaviours:

Set realistic 'SMART' goals and expectation



Be responsive and communicative



Be transparent and take ownership



Listen to the opinions of others and build on their ideas



Include and look after each other



Have fun while achieving our goals

