

**Developing your vision,
delivering your promise**





Business overview

D2 are an independent and growing, professional services business. Over the past decade we have developed a comprehensive suite of program management capabilities. We combine our industry expertise, with innovative thinking and digital products, to develop close relationships with those that we work with.

Through our talented project specialists, we have built a sound reputation for delivering our commitments, including several of the largest infrastructure projects across the UK and in Canada.



Fast Facts

Founded:

2011

Offices:



Manchester, UK
HQ



Toronto, CA

Company Size:

Small-Medium Enterprise

Where we operate:

- **Funding providers**
- **Asset Owners and operators**
- **Contractors**
- **Professional service providers**



Our story

Since our formation in 2011 and under the guidance of founding Directors David Diesbergen and Simon Blair, D2 has strived to add value to our clients by providing construction know how to de-risk delivery of projects. The intention at the outset was to leave a legacy on the UK construction industry through a combination of sound technical delivery together with an unconstrained view of processes and technology.

Over the past decade we have developed a comprehensive suite of program management capabilities, ranging from traditional project management to planning and controls, through to information management, digital technology, and engineering. These services are today captured in our Program Management Service Model and supported by our growing team of project professionals with shared values and commitment to delivery.

We have built a sound reputation for:

Delivering our commitments

Thinking “outside the box”

Successful delivery of projects running into the \$billion

Developing talented project delivery specialist.



Our values

Our values underpin all our behaviours.



People

We encourage diversity whilst investing in, and developing, the very best talent.

- We care, and we look out for each other.
- Our people are proactive and resourceful.
- We empower our teams to act decisively.



Innovation

We are driven to inspire others with fresh creative ideas based on continuously learning.

- We challenge norms, and ask, "why?"
- We are forward-thinking.
- We are not afraid of failure.



Integrity

Our reputation, passion, and commitment inspire trust and integrity.

- We are open and honest.
- We do what we say we will do.
- We are influencing a more sustainable tomorrow.



Community

We are a collaborative community, understanding challenges from every angle, exploring innovative solutions based on our expert knowledge.

- We respect others' opinions.
- We ask questions and we listen.
- Our partners commitments are our commitments.



Our mission

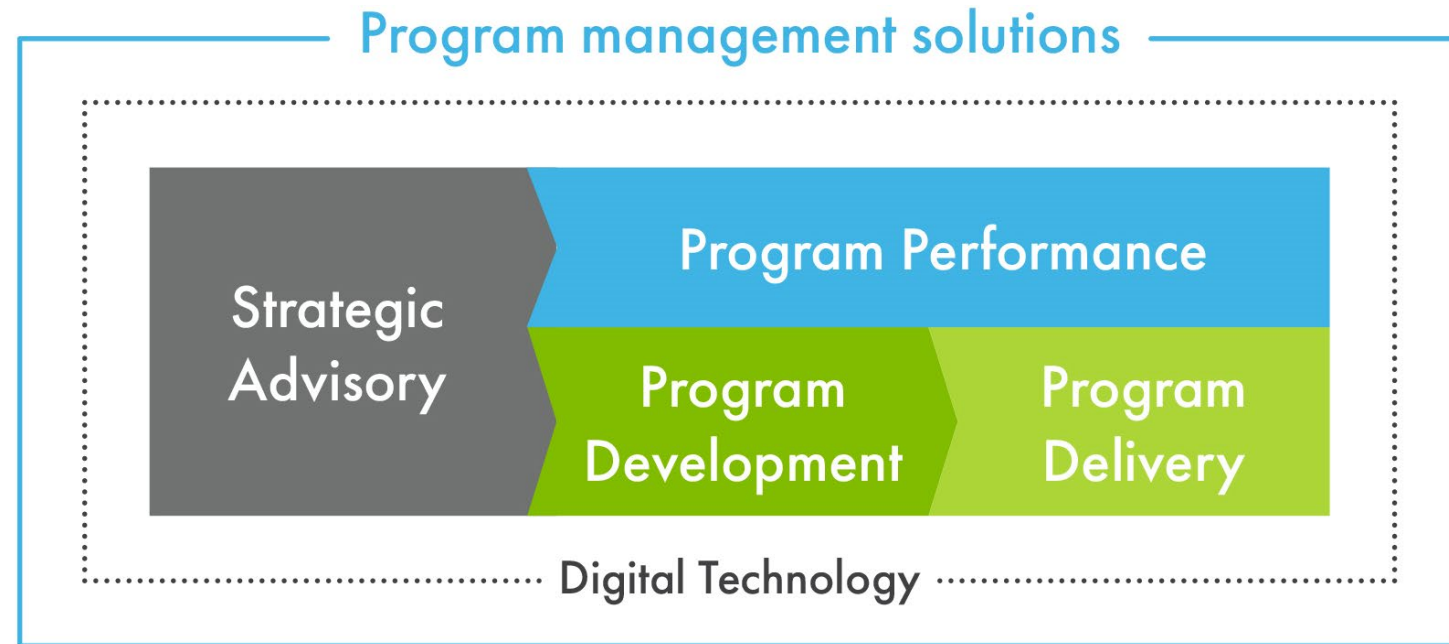
Our reputation serves as evidence of our passion to deliver our mission:
“Working together to develop intelligent program management solutions, helping to deliver a more sustainable world”

We believe our experience and reputation, along with the services we have developed, position D2 to support successful development and delivery of projects of all shapes and sizes in the global infrastructure market.



Our service model

Our Service Model is illustrated to the right. We operate across the full project lifecycle from inception through feasibility, optioneering, design, delivery and into handover, maintenance and operations. We can provide full Program Management solutions, or discrete services dependent on our client's needs.





Our capabilities

Our services are delivered through our 'Capability' teams.

The capabilities of the business have grown to ensure we continue to meet the needs of our client's.

 Project Controls	 Data Science	 Planning and Scheduling	 Carbon and Sustainability	 Engineering	 Capacity Planning
 Constructability	 Risk Management	 Digital Technology	 Project Management	 Information Management	 Utilities Management



Providing confidence in delivery – A sample of our work

GO Expansion Ontario, Canada

Context

- \$26bn USD
- Rail expansion program



Our scope

D2 are appointed within the Mace, Comtech and SYSTRA JV as integrated delivery partners with Metrolinx to manage a complex 10yr program of works, including new stations, electrification of existing lines, installing new rail lines, upgrading existing stations, signaling, and more.

How D2 made the difference

We support Metrolinx, as a single integrated team, to enable best for program decision-making by leveraging UK expertise and lessons learned to challenge the program baseline.

Our experienced professionals help mitigate inter-project risk through deployment of fit-for-purpose governance and knowledgeable design reviews, along with providing Systems Integration expertise across the complexity of multiple projects, interfaces, and systems. We also provide innovation and digital transformation as an enabler to visualising and de-conflicting the schedule and have deployed our Lean professionals to support elimination of non-value adding process activities.

Full range of services provided:

- Program and Project management
- Planning, scheduling and project controls
- Risk management
- Data science
- Buildability support
- Rail access process development and standards production
- Digital technology

Transpennine Route Upgrade (TRU) North England, UK

Context

- \$13bn USD
- Electrification
- Line and station enhancements



Our scope

D2 led the planning and project controls function through development and into delivery. We also provide business case leadership and D2 is now operating at Alliance and Program level with Network Rail.

How D2 made the difference

We have supported TRU since feasibility, providing leadership and core services. In addition to supporting the successful business case and Transport and Work Act Order (TWAO) process, we have used our experience and collaborative approach to develop and implement the Integrated Management System for the TRU West Alliance.

Working with our expert planning, controls and data science professionals, our integrated team have ensured that the critical project milestones were delivered on time using enhanced, dynamic reporting.

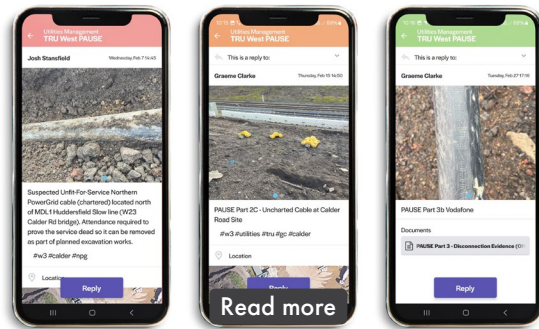
Full range of services provided:

- Planning and project controls
- Risk management
- Buildability support
- Rail access negotiations
- Capacity planning
- Digital technology
- Project & program management
- Utilities management
- Information management
- 3D and 4D visualisation

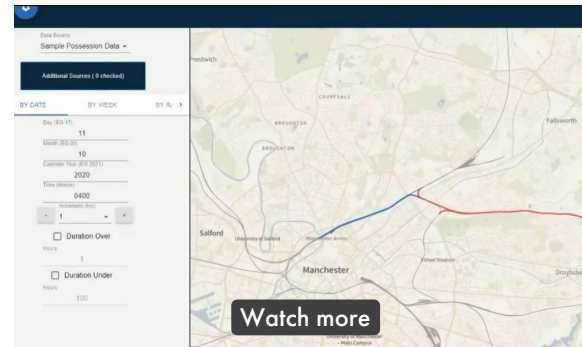


Our people collaborate to innovate with purpose

In 2013 we introduced games design, software development and digital technology capability to D2. The initial aim was to support visualization and communication of complex construction staging and schedules to stakeholders. Initial success in bringing schedules to life has provided the springboard to utilize these capabilities to support the wider team in solving problems in the construction industry.



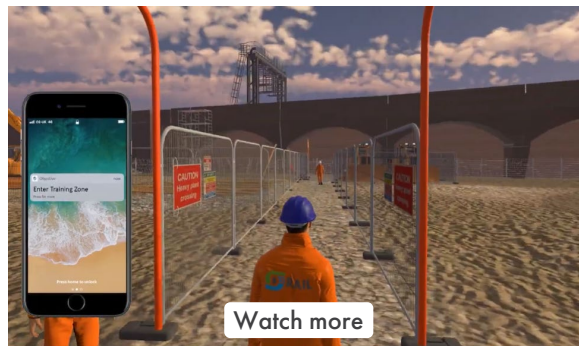
Applications: The PAUSE app helps reduce schedule impact, cost overruns and safety incidents related to discovering uncharted services in construction areas. It also reduces the need for site visits, enabling remote assessment and communication.



Swiftview: This bespoke system was meticulously designed by specialist system engineers, to quickly identify physical conflicts and develop workable scenarios to protect project delivery.



Software development: The technology used to support our various platforms can be repurposed for additional uses e.g. planning and prioritization of projects in live traffic environments such as light rail and work in the highway.



Site inductions: Application of “gaming” platform for interactive awareness of physical hazards.



Training: Use of “gaming” platform to implement a training simulator for critical resource to enable safety critical plant operation.



Visualization: Ability to communicate complex construction information and gain stakeholder buy-in.



A sample of our capability – North America



David Steele
Vice President –
Strategic Advisory

David has 30 years of UK and international infrastructure experience, working primarily in the rail sector, David has operated as the Head of Strategic Planning & Controls for the UK's Integrated Rail Plan for the North, HS2 Phase 2A & 2B, Northern Powerhouse Rail.

David has worked internationally on Canada's GO expansion portfolio. David joined D2 in 2023 after a strategic advisory and business development role in Toronto with Jacobs.

David has worked on delivery of mechanical and electrical turnkey projects in pharmaceutical with Avensis Pharma with Currie & Brown, providing quantity surveying services to client. Whilst at Ingersoll Rand, providing project management on delivery of air compressor installations within the defence industry at BAE Barrow and for Dupont in the manufacturing industry.

David leads our strategic advisory service offering globally, in addition to introducing D2's capability and experience to partners and clients across North America.



John Dorman
Vice President -
Operations

John has 15 years' experience in project controls, specializing in risk management strategy and quantitative risk analysis for major programs across the UK, Europe and Canada. John's experience relates to all stages of the construction process, with extensive experience of high value tunneling projects such as Thames Tideway and Eglinton Crosstown LRT.

John has held significant client-side roles in Canada, as Head of Risk Management for Metrolinx, Subways Program Director - Project Controls for Infrastructure Ontario (IO) and, more recently, as Senior Vice President - Project Controls at IO.

John's time at IO provided him with the opportunity to develop and implement IO's project controls strategy across a ~\$100BN portfolio, growing a team from 4 to 40 project control professionals and actively contributing to the provinces strategy to modernize public assets.

John joins D2, taking operational leadership of our North American activities in addition to responsibility for the quality of our service offering and providing program risk management leadership to our partners and clients.



Rami Daniel
Program Performance
Associate

Rami has 15 years' experience in corporate, program and project controls in the construction industry focused on large scale capital investment and infrastructure projects across the Middle East and Canada.

Rami's experience of project delivery in Canada include the Union Station Re-Signaling Project and Eglinton Crosstown West Extension in Toronto. Experience on these major projects have shaped Rami's approach to program performance, placing priority on the implementation of robust project controls and scheduling processes early in the project life cycle.

In addition to his project experience, Rami has also held a corporate role with a large multi-national contractor focused on standardizing automated data gathering, reporting and presenting project data on live dashboards on a wide array of project types includes energy, transport, residential and infrastructure across multiple regions in the Middle East and Africa.

Rami's role with D2 is lead implementation of our Program Performance service offering for North American clients.



A sample of our capability – North America



Francine Farnill
Principle
Project Manager

Francine has 32 years' experience successfully delivering high-profile programs within the rail environment. Francine excels in complex multi-disciplinary major projects, working collaboratively with professional and technical service providers. Francine's combination of project delivery and safety leadership experience, working throughout the supply chain, provides active contractor worksites with the opportunity to innovate delivery in a safe manner.

Francine is also experienced in working with Train and Freight Operating companies (TOC's and FOC) building a collaborative working environment to plan successful and safe delivery in addition to mitigating potential operational impacts of complex project interdependencies.

Francine recently led development, delivery and rollout of a value engineering, bench marking and cost reduction initiative across a major rail programme in the UK, securing circa £1.5bn/ 15% of budget efficiencies, and has joined our team in Canada to lead D2's Program Management capability.



Mike Ciesielski
Senior Project
Manager – Corridor
Delivery

Mike has 11 years' experience in complex multi-disciplinary programs and transformational initiatives. A person who embraces new challenges and always seeks to surpass client expectations.

Prior to his international consultancy engagements, Mike has worked in the project management function within the UK-based client and construction contractor organizations, delivering both capital and framework renewal projects.

Mike is highly effective at building strong working relationships with stakeholders and creating a collaborative culture with a focus on excellence and innovation and is skilled in root cause analysis and process improvement using methodologies such as lean six sigma to drive efficiency and productivity.

Mike's experience in Canada has started with leading a program to increase utilization of rail access to unprecedented levels to cope with the scale and complexity of infrastructure investment in the Toronto and Greater Toronto area. This has led to his new appointment delivering the infrastructure work on the Northern Barrie Corridor as part of the GO Expansion program.



Colin Bowden
Lead - Railway
Strategic and Access
planning

Colin has over 30 years experience in delivering and integrating highly complex multi disciplinary rail programs. Colin is a highly detail-orientated person allowing his strategic advice and planning to be developed and articulated to a wide range of stakeholders, be that clients and sponsors making reputational decisions or site teams preparing for construction.

Prior to moving into international consultancy, Colin has worked on a multitude of major programs such as Northern Hub & North-West Electrification and Trans-Pennine Route Upgrade.

Colin's experience in Canada has been developing the long-, medium- and short-term access strategy for the \$36bn USD GO Expansion program for the Toronto and Greater Toronto Area. Colin has brought his wealth of experience to develop strategies for access from 10 years out to eight weeks prior to construction, mitigating risks and constructability conflicts to assure delivery for all projects within the program. The reputational benefits of this assurance provides confidence in delivery for client organizations and funding providers.



A sample of our capability - Global



Simon Blair
Chief Operating
Officer

Simon is one of the founding Directors of D2, having established the company following a successful career with Balfour Beatty and WSP both in the UK and overseas. Simon is an engineer by trade and uses his understanding of engineering requirements as the basis for the principles he follows in developing and delivering integrated program controls solutions that provide confidence in delivery.

Simon has successfully followed these principles leading integrated program controls teams across two Alliance configurations for Network Rail. These integrated teams combined project information from 5 industry partners and held risk management as a central function in developing deliverable program baselines to successfully achieve funding. Simon has used his experience to recently establish D2 in North America, supporting another Alliance arrangement in delivery of a major program.

Simon now works across the 2 territories ensuring consistency and competency in D2 approach, sharing his experience with our community of clients.



Peter Rogers
Infrastructure Director

Peter has almost 25 years' experience in program controls, having worked on major programs in the defence, energy, transport, utilities, petrochemical and government sectors across the UK, Europe and KSA. Peter's approach to program controls is shaped around strategies to control risk, assuring program performance is achieved and monitored.

Peter joined D2 in 2023 having enjoyed successful leadership positions with Turner & Townsend and more recently AtkinsRealis, where he supported program controls capability development, work winning and operational leadership in addition to working with clients to help shape critical infrastructure projects such as Sizewell C nuclear new build. Peter has also spent time working with the NDA, overseeing Magnox decommissioning program.

Peter's role in the D2 journey is to leverage the capability and experience within the business to support program performance outside the rail industry in the world of critical infrastructure.



Mike Heywood
Transport Director

Mike is a Chartered Engineer and highly motivated and committed senior leader with over 30 years' experience in rail, most of which have been directly involved with the development and delivery of complex multi discipline high value infrastructure projects. Mike has a proven track record in leading large project teams in the safe, efficient, and timely delivery of these projects.

Mike is an industry expert in Alliancing, having spent 10 years directly involved in procuring, forming, and leading alliance teams. When working for Network Rail (NR) he has undertaken the role of Alliance Director on both the £350m Northern Hub Alliance (which successfully delivered the Ordsall Chord project) and on the c£3bn Transpennine Route Upgrade (TRU) West Alliance.

Mike's earlier career successes include, leading the delivery teams responsible for the national roll-out of the Fixed Telecom and GSM-R Radio networks, and installation of the Train Protection Warning System across the North-West of England.



A sample of our capability - Global



Graham Nicol
Program Performance
Director

Graham has almost 20 years' experience in program controls and is recognised as one of the leading risk management experts in the UK. This recognition is validated by his status as a Certified Fellow of the Institute of Risk Management, recognising his experience as a leader in enterprise and program/project risk.

Graham has held significant positions on major programs, including his time as Head of Risk for HS2 where he oversaw the development and iteration of risk scenarios to establish a deliverable estimate range for the entire program.

Graham recently supported DfT and HM Treasury with development and assurance of the current program baseline for HS2, providing expert review and recommendation into Treasury investment decisions.

Graham leads our Program Performance service, working with our talented team to seamlessly integrate project controls, planning, risk and data science to provide data led insights, inform decision making and drive programme delivery.



Adriana Ulinici
Program Performance
Associate

With 10 years' experience in program controls experience across the rail, utilities, nuclear, and oil and gas sectors, Adriana has a keen eye for driving program performance through effective planning and control providing data insights.

Adriana recently worked with the Sizewell C MEH (Mechanical, Electrical and HVAC) Alliance to build an effective cost model to support Financial Investment Decision for delivery of the first UK Gigawatt scale nuclear build for a generation. The Alliance team now benefits from a cost model that efficiently manages over 1 million lines of data, providing functionality to perform efficient what-if scenario analysis. In addition to supporting development of the cost modelling tool, Adriana led the build of a digital incentivisation model across all Sizewell C programs to improve transparency of the profit information which informs partners and the client and supports decision-making.

Adriana's role with D2 is to support Graham in developing our Program Performance service, blending technology with sound program controls principles to drive efficiencies in major program delivery.



John Taylor
Senior Construction
Planner

John's 22-year career includes almost a decade leading construction & strategic planning for multi-disciplinary major infrastructure projects. John's approach to construction planning is based on his engineering experience, gained on flagship civil engineering projects both in the UK and South America.

With a methodical approach to planning, John enjoys technical and problem-solving challenges. He also has a passion for teamwork and uses his extensive experience in 3D and 4D modelling enable him to communicate ideas and concepts to a wide audience.

John's experience of developing deliverable schedules with consideration to logistical constraints and critical resource requirements to present credible baselines is second to none. This experience has supported successful TWAO applications in addition to achieving successful business case submissions to Department for Transport and HM Government for significant major programs.



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