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To whom it may concern

Andrew Carr Reference

I write to confirm Mr Andrew Carr of Prinzregentenstr 7, 10717 Berlin, worked for Heery International/ Balfour Beatty GmbH from April 1993 to October 1997 as Commercial and Claims Manager responsible for Germany operations. Works totalling approximately 47 million Euro

From 1994 to 1997 Mr Carr worked with myself on various live and pre tender costing projects within the Germany Branch of Balfour Beatty Construction / Heery International, (BB). Andrew thereafter wished to pursue new opportunities away from BB .

Following the initial successful years together with the BB business, thereafter and to date I have worked on further projects with Andrew. Main duties included administering "just in time" contractors packages for various sites, controlling and releasing finance payments and conducting claims management through to their final negotiation

During all this time I / we found Andrew to be a committed employee and throughout his period of employment his commercial awareness, honesty, integrity, conduct, time keeping and attendance were exemplary.

I am pleased to provide this reference on behalf on Andrew and sincerely wish him every success for the future.

Yours sincerely,

A handwritten signature in blue ink that reads "S. Woodall". The signature is fluid and cursive, with a long horizontal stroke at the end.

S. Woodall
Project Manager
Property Department