At Twynersh Fishing Complex in Surrey, Keltbray constructed a new island using recovered soils from construction projects to promote biodiversity and enhance fishing conditions.
Keltbray

As the UK’s leading specialist construction, decommissioning, demolition, rail engineering and environmental services business, Keltbray Group provides fully integrated services to meet the needs of diverse and complex projects throughout the country.

These services are key to maintaining and developing Britain’s infrastructure and built environment.

We are committed to engineering innovation and industry leadership in Health, Safety, Quality and the Environment across all of our business streams, and undertake work to award winning standards and are accredited to national and international standards.

Keltbray was formed in 1976 and today employs around 800 people directly and many more indirectly via its supply chain, and we take pride in our in-house capability, from engineering design to delivery and training. This enables us to focus on excellence and providing value to our clients by fostering long lasting partnerships, using a sustainably-focused approach.

2013 highlights at a glance

- Turnover increased by 15%
- At 0.2 Keltbray’s RIDDOR Frequency Rate was 68% better than the industry average for construction
- Turnover of staff was 5% less than the national construction average
- Employed 4% more Black, Asian and Minority Ethnic workers than the industry average
- Provided one apprenticeship, internship, undergraduate or graduate traineeship for every 20 employees
- Had more than 14% of the workforce in vocational training
- Launched an employee volunteer scheme with 100 days for charity
- Lorries’ changeover to Euro 5 standard reduced nitrogen oxides (NOₓ) emissions by 40%
- Fleet miles per gallon improved by 4%

Keltbray employed 3% more female workers than the national construction average

Delivered more than 45 hours’ of training per employee

Each new lorry reduced CO₂ by 32%
Welcome

As Britain emerges from the recession and the recovery in construction gathers pace, Keltbray is seeing strong growth across all of its business sectors.

For the demolition and civils business, this success has come on the back of securing major and long-term projects, such as demolition at the Heygate Estate in London and nuclear decommissioning work at Trawsfynydd Nuclear Power Station in North Wales. For our Rail business, this is also evidenced by our recent successes in Network Rail’s seven year electrification framework agreements.

After working through several of the worst years our industry has ever known, we have fortunately come out on top with some lessons learnt and feel optimistic about the future.

I am confident we have achieved this continued growth and stability based on the high standards of our people, and the pride we all take in giving our clients the best possible value. This means we provide a service that is delivered safely and with care for the environment by our own, innovative and expert people.

Keltbray has helped raise the standards of our industry in many areas. Our steady growth and many awards are proof of this. We aim to continue our focus on raising the standards of our corporate social responsibility commitment, and I am pleased to present to you Keltbray’s first report, which provides a summary of our key achievements in this area during 2013.

We are committed to ensuring we balance the economic, social and environmental aspects of our business to make a positive impact on the world that we live and work in.

While we are making excellent progress, we need to become even better, and demonstrate this in a systematic and integrated way in order to better monitor our progress over time against performance targets.

Our goal is to be the best in our sector at everything we do. I am proud of what we have achieved so far, but this is a journey which continues, and which will require us to keep developing.

Brendan Kerr
Owner and Chief Executive Officer
Best in class

Keltbray’s goal is to make a positive contribution to the world that we live and work in and be the best in our sector at everything we do.

This means our stakeholders can trust in Keltbray and be certain that we deliver our projects safely, efficiently, to high standard, on time and budget. We also deliver our projects with care for the environment, to the benefit of our customers, employees and the communities we serve based on the following core values:

Health, safety, quality and environment
Everybody has the right to return home safely after each working day. Health and safety is therefore a priority across every aspect of the business. We plan, design and manage all we do safely, with commitment to quality, the environment and to embedding this culture through our delivery teams and supply chain.

Expertise and experience
Keltbray draws on vast experience and expertise in the design, delivery and management of sustainable projects. This expertise resides within the company and has been developed through the delivery of successful projects and investment in equipment, training and knowledge.

Reliability and delivery
Keltbray has a proven track record for successfully delivering projects. Our reliability is the result of the careful planning applied to all projects, combined with our substantial internal resources that ensure efficient delivery.

Can do attitude with intention to deliver
We recognise that our clients want solutions and are proud of our peoples’ determination to facilitate these through their ‘can do attitude’ and resolve to understand and overcome project challenges.

Relationships
Projects are a human undertaking that require open, honest communication and trust between all parties. At Keltbray we work hard to establish, build and maintain relationships with all members of a project team, to encourage a positive and collaborative environment.

Quality of service
Keltbray strives to provide the highest quality of service, by recruiting the best people and ensuring they are developed to their full potential. We have the best equipment, accredited management systems and engage actively with clients to meet and exceed expectations.

Innovation
Keltbray is a progressive company focused on continuous improvement and employs people who are able to use our body of knowledge to analyse projects and learn lessons which help us to develop solutions drive innovation and make it best practice.

Professionalism
We employ highly experienced and qualified people from a range of disciplines, and encourage them to continue their development through training and professional memberships to ensure they stay abreast and ahead in terms of innovation and knowledge.
Our governance

Keltbray was formed as a groundwork civil engineering contractor company in 1976.

It has since expanded from operating mainly in the London commercial market, to becoming a UK-wide specialist engineering, construction, decommissioning and environmental services business.

The company is owned by Chief Executive Officer, Brendan Kerr, who joined Keltbray in 1989 and became the sole shareholder in 2003. Under Brendan’s stewardship, the company has developed three main business streams, including Demolition and Civil Engineering, Rail and Environmental Materials Management. These provide fully integrated services to meet the needs of diverse and complex projects.

The result is a successful company, which has been less exposed to recent market vulnerability thanks to a proactive acquisition, organic strength and diversification strategy.

Keltbray Group is governed by a Board that includes the Chief Executive Officer, an Executive Chairman, a Non-Executive Director and five further Directors.

Chief Executive Officer, Brendan Kerr, and Group Managing Director, John Price, have ultimate responsibility for the company’s overall performance, including corporate social responsibility and sustainable development. Keltbray’s Executive Chairman, Keith Elliott, was recently appointed to support the development of Keltbray’s strategic partnerships and provide leadership of the Board.

The company is independently audited to ensure governance and compliance against internal and ISO standards, and the Fleet Operators Recognition Scheme.

The Keltbray companies and divisions work within the principles and policy framework of Keltbray Group. The managing directors of the operating companies are responsible for communicating and implementing Group policy within their operations. They are also responsible for legal and ethical compliance.

Each operating company and division is supported by a centralised Health & Safety, Quality and Environment function, which operates across the Group and reports directly to the Group Managing Director who reports on this performance to the Board.

This governance structure ensures that in addition to a sound financial performance, Keltbray operates safely, ethically, sustainably and responsibly, with qualified professionals in all areas of the business.
Keltbray’s goal is to make a positive contribution to the world that we live and work in and be the best in its sector at everything the company does. This includes the sustainable performance of our business, to which Keltbray is fully committed.

Sustainability is a key consideration in the way Keltbray balances its work and economic achievements with its contribution to society and care for the environment.

In practical terms, this means growing the business responsibly, while complying with the law and operating ethically. It also means investing in assets and equipment to ensure this is safe, modern and efficient.

For Keltbray’s people, it involves the provision of a safe place to work, the promotion of safe practices, minimisation of risks, fair treatment and investment in training and development opportunities.

For communities, it means Keltbray takes care to minimise any impacts that the company’s work might have on them. Keltbray seeks sustainable solutions, by protecting the environment, minimising waste, reducing its carbon footprint and the use of finite resources.

We actively engage in employing local labour and suppliers, support many charities through the great efforts of our projects and people across our business. As a Group, we have for many years also supported the excellent work of The Prince’s Trust in helping young people gain work placement and job opportunities.
Strategic focus and management

Our sustainable development strategy is ahead of regulatory requirements and is focused on the following priorities:

**FINANCIAL**

*Maximising sustainable growth*
- Being professional and well managed
- Achieving the highest levels of safety performance

**SOCIAL**

*Being a good corporate citizen*
- Providing a good workplace where everyone is safe, respected and treated fairly
- Maintaining high standards of welfare and promoting training and development
- Engaging positively with the local community and other stakeholders

**ENVIRONMENTAL**

*Protecting and enhancing the environment*
- Minimising impact on neighbours and the public
- Minimising waste and reducing our carbon footprint

Our priorities are aligned with the Considerate Constructors Scheme and Local Authority Considerate Contractor Schemes codes of practices. This means they are closely monitored and subject to regular inspection from local authority officials. They have also been developed to help our customers achieve their required rating with BREEAM, Code for Sustainable Homes (csh) or low carbon SkA and Leadership in Energy and Environmental Design (LEED) rating.

In 2014 all of Keltbray’s business units will be certified to ISO 14001 to ensure we reduce our environmental impact while growing our business to achieve sustainable success. The Rail Division has a Network Rail Principal Contractor Licence to support management of the safety, quality and environmental aspect of the business.

Keltbray is one of just 22 companies to have achieved Gold Status in the Fleet Operators Recognition Scheme, where the company has to demonstrate continuous improvements and environmental savings.

We are a member of the Supply Chain Sustainability School to help address our environmental and social sustainability issues. In 2013 we also became a member of Heart of the City, a charity which is acting as catalyst for us to improve our Corporate Social Responsibility (CSR) performance through training, knowledge sharing and best practice.
Maximising sustainable growth

**Performance**
Construction output figures finally saw growth in 2013 after a period of negative performance. Despite the challenging economic climate, Keltbray has continued to grow its turnover, with a very positive and sustained increase over the past decade.

With turnover up 15% from 2012 to 2013, Keltbray showed consistent growth levels, and continued to reap the benefits of the diversification strategy the company embarked on five years ago. The key to this improvement was in particular increased ability to provide our clients with integrated services, to meet the needs of diverse and complex contracts.

Keltbray has been successful with opportunities in the infrastructure and the energy sectors. It has a strong order book, which includes a number of long-term contract wins. These include a five-year contract at London Bridge for Costain and Network Rail and a 10-year framework contract with Magnox for the de-planting, demolition and bulk asbestos removal at nuclear reactor sites across the UK. It also includes a three-year asbestos management framework contract for Royal Mail and two five to seven-year electrification frameworks as part of Network Rail’s regional framework agreements.

As Britain emerges from the recession, Keltbray sees strong growth opportunities across its business sectors.

While privately owned, Keltbray is independently audited by the British Standards Institute and BDO UK to ensure governance and compliance against internal and external standards.

In 2014 all of Keltbray’s business units will be certified to ISO 14001 for environmental management. Keltbray is also working to achieve Group-wide independent accreditation for collaborative working relationships (ISO 11000).

Keltbray Group employs around 800 people across the Group and has three reporting streams, including Demolition and Civil Engineering, Rail and Environmental Materials Management.

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**Targets**

1. Consolidate the information management system across the Group, and work towards full ISO 11000 accreditation by 2015
2. Achieve 10% reduction in accident frequency rates in 2014
3. The establishment of a wellbeing programme, which includes medical assessments for all employees in 2014
SAFER PRACTICES

Construction is a high risk industry, so managing the health, safety and welfare of our people and the communities within which we work is a continuous process, and it is important that we maintain and achieve our zero accidents target.

To help deliver this, we have a Serious on Safety programme in place. As part of this, our employees take part in ongoing behavioural safety and occupational training, and we are proud that 100% of our operational employees hold Construction Skills Certificate Scheme cards or approved equivalents relevant to their vocation.

In 2013, Keltbray instigated employee forums to improve health, safety and welfare conditions through engagement and dialogue across the workforce.

To complement the employee forums, we have also established quarterly forums with key suppliers to discuss health, safety, quality and environmental issues and performance, to share experiences and drive better performance.

Last year, our combined initiatives and efforts in improving health and safety helped drive down Keltbray’s Accident Frequency rate from 1.72 to 1.50. This was 52% less than the construction industry average. At 0.20, Keltbray Group’s RIDDOR Frequency Rate was also considerably lower (68%) than the industry average for construction. However, it is crucial that we maintain this downward trend, and so we have a target to reduce this figure in 2014 by a further 10%.
I was surprised at the number of blind spots that still exist even with all the mirrors and digital screens in today’s lorries.

**Cycle Safety**

Keltbray has a long track record of supporting road safety initiatives. In 2008 we were one of the first to fit side proximity sensor cycle technology systems to the haulage fleet, and today there are a number of features to improve safety.

To promote safer cycling, Keltbray was one of the first companies to support Exchanging Places; an initiative run by Transport for London and the Metropolitan Police, which involves cyclists sitting in the cab of Keltbray’s heavy goods vehicles to better understand the driver’s view of the road.

Since 2010, Keltbray has supported more than 60 of these events with the involvement of more than 700 cyclists.

Constable Rideout from Metropolitan Police believes the Exchanging Places initiative has helped save lives: ‘These events give cyclists the tools to cycle more safely on London’s roads. Keltbray, along with other hauliers, have provided lorries to these events, and their contribution is invaluable. We couldn’t do these events without them.’

Cyclists agree, and are often not aware of how difficult it is for lorry drivers to see them: ‘I was surprised at the number of blind spots that still exist even with all the mirrors and digital screens in today's lorries, and so you still need to be wary as a cyclist,’ said cyclist Mark McBride after a demonstration in one of Keltbray’s lorries.
Being a good corporate citizen

Equality and Inclusion
Keltbray employs around 800 people directly and supports many more through subcontracting.

Our employees are selected based on their ability to do the job irrespective of gender, sexual orientation, marital status, age, race, ethnic origin, religion, disability or Trade Union membership.

We offer a range of career possibilities and aim to create and foster a safe and healthy environment where people thrive and can develop to their full potential.

The company is committed to investing in and developing the workforce; be it in traditional in-house classroom sessions, through formal academic study or by attaining chartered status. Continuous professional development is an integral part of people’s development and underpins the success of our business.

We aim to provide a great place to work by ensuring our employees are well informed about new developments through management briefings or our monthly magazine, Keltbray Connect. We also seek to facilitate two-way dialogue between directors and employees through annual road shows across the business and employee consultative committees.

In return we have committed employees and a turnover of staff, which at 7% is considerably lower than the 12% industry average. This helps to provide a stable workforce, where training and expertise is better retained over time.

In line with the industry-wide Construction Industry Leadership Forum for Fairness, Inclusion and Respect and the Diversity Works Mayor of London Programme, Keltbray accepts and supports the need to change current sector practices and sees major opportunity to widen the talent pool by tapping into greater diversity, and improve the gender and ethnic minority imbalance.

Just over 15% of Keltbray’s workforce is female, compared to the 12% national construction average and 9.6% of the workforce are Black, Asian and Minority Ethnic compared to the 5.6% industry average, it is crucial that we improve on these figures so they reflect more accurately the demographic of the areas we work in.
Britain started this year well by cementing its position as the fastest growing economy in Western Europe. Despite this good news, a recent survey conducted by The Royal Institution of Chartered Surveyors, shows that 40% of the surveyors polled think skills shortages in construction are hampering growth.

This highlights the need for Keltbray and other construction companies to take great care to grow our own talent; attracting and employing the right people, while continuously investing in them to retain them.

We see our people’s welfare and their training and development as key to providing the best value to our stakeholders, and so we have a dedicated Training Division which now delivers more than 36,500 hours per annum of training and assessments to our employees and clients within the rail, demolition and civil engineering and asbestos sectors.

Most of this training, which is Ofsted inspected and audited, is delivered in our state-of-the-art training centre in Basildon, Essex, and in Crewe, where we provide the rail electrification training, using the very latest equipment and technology.

We recognise that we need to attract enough young people into our profession to ensure the future of our business and strengthen our capacity to deliver on the industry challenges ahead. That’s why we provided more than 41 people with apprenticeships, internships and undergraduate and graduate traineeships in 2013. This is one for nearly every 20th employee, but we are looking to increase this by 30% next year and bring this down further to around one for every 17th employee by 2015.

Over the past year, Keltbray also had 117 employees in vocational training to ensure we develop highly skilled employees.

Having started out as an apprentice himself, Keltbray’s Chief Executive Officer, Brendan Kerr, has always been a keen supporter of work-based placements, and we now have strategic partnerships in place with customers and organisations, such as the Prince’s Trust and Construction Youth Trust to ensure training, development and youth employment are part of our DNA.
SUPPORTING OUR COMMUNITIES
Keltbray and its employees are generous when it comes to raising funds for good causes and supporting local communities.

Keltbray also has a corporate philanthropy programme which reflects our values and benefits our communities. Our partnerships with organisations such as The Prince’s Trust, Construction Youth Trust and The Construction and Property Industries’ Charity for Homeless People, CRASH, have real impact on social issues. They also further our corporate goals and help us attract good people and deliver commercial objectives.

For the past few years we have supported employee challenges such as The Prince’s Trust’s Wild UK and Mersey to Tyne Cycle Challenges. Last year we also launched an employee volunteering scheme, which gives employees the opportunity to donate time and skills during working hours to help tackle issues that are close to their hearts. These volunteering days are available to employees at all levels across the Group to support not for profit organisations and initiatives.

We are increasingly tackling broader disadvantage through recruitment and employment opportunities as part of our commercial contracts.

At the Heygate Estate, for instance, which is part of Southwark Council’s £3 billion regeneration of Elephant and Castle in London, Keltbray has recruited two new apprentices, registered three candidates for formal apprenticeships and provided work placements for 42 local community candidates.

Practical preparation was required to help these people gain employment, and so demolition and asbestos framework training was designed and delivered prior to the project start.

We aimed to help our client Lend Lease to get the best possible head start on the delivery of the Section 106 agreement for Elephant and Castle and create a project that truly benefits the community.

We work closely with Be Onsite on the social and cultural challenges. Be Onsite is a registered charity established by Lend lease to help coordinate the delivery of sustainable jobs and training for local unemployed people. According to Be Onsite’s Chief Executive, Val Lowman OBE, ‘the opportunity for local people to benefit from the regeneration that is happening on their doorstep is integral to the success of major regeneration projects. In Elephant and Castle, where unemployment is high, Keltbray’s provision of training and work is vital in providing local people with important skills, and a sense of pride and ownership that will improve their employability prospects’.

Caption
The picture shows some of the applicants undertaking initial training at the Construction Youth Trust’s training centre in Southwark for Keltbray’s work placements at the Heygate estate.
It is great when businesses working in the community choose to support a charity like ours.

**CHARITY SOS**

As part of our Serious on Safety (sos) initiative, which aims to encourage people to take ownership for health and safety, Keltbray’s operatives are asked to report unsafe conduct, make comments or provide suggestions on sos alert cards based on their own observations. For every card that is submitted, Keltbray donates £5 to charitable causes. The sites that are most proactive in terms of submitting constructive cards are given the opportunity to provide a charity of their choice with a £1,000 donation.

Recently the team at London Bridge voted to donate £1,000 to Great Ormond Street Hospital in Bloomsbury. Aimee Ford of Great Ormond Street Hospital explained how important donations of this kind are to the running of the hospital: ‘Great Ormond Street Hospital is full of remarkable children whose bravery touches everyone. Money raised by our supporters is essential in enabling us to provide world class care to these patients. The amazing things that happen at Great Ormond Street Hospital every day are only possible thanks to the generosity of our supporters.’

Workers at New London Embassy chose to split the donation and support Home-Start Wandsworth, which works with young, vulnerable parents in their homes to help families achieve strong foundations for a healthy and happy future, and Thames Reach, which supports homeless, vulnerable and isolated people in London.

The picture shows Project Manager for Keltbray Demolition and Civils, Gavin Lawless, presenting a cheque to Scheme Manager for Home-Start Wandsworth, Sue Winter (2nd right), who said: ‘We would like to thank Keltbray for their generous donation. It is great when businesses working in the community choose to support a charity like ours.’ Also pictured (left to right) are project External Relations Manager for Sir Robert McAlpine, Liz Waters, and Home-Start’s Helen Carruthers and Kelly Murtagh.
Protecting and enhancing the environment

MINIMISING IMPACT

We are committed to protecting the environment, and actively seek to minimise any adverse impact of our construction and business activities at all times. It is vital to secure the future of society and our business, and helps to maintain the integrity of our supply chain.

As part of this aim, we operate our sites in line with The Considerate Contractor Scheme and consult widely with third party stakeholders and implement Neighbourhood and Positive Working Environment Policies on our projects.

Our ISO 14001 certified Environmental Management System provides the framework for the management, control and continuous improvement of our environmental performance.

We have an open door policy and welcome visits to our sites. We also work with clients and community stakeholders to agree key performance indicators at the outset of contracts. As part of these we measure performance, such as carbon generation, fuel consumption, water use and recycling and provide regular progress reports to our clients and communities via meetings, open days, site tours and/or newsletters, to ensure these are being met.

Any complaints are taken very seriously and our aim is to close them out wherever possible. Where this is not possible, we engage in dialogue and consultation to promote understanding for our work.

We at Keltbray are specialists in working in sensitive and highly regulated environments; from nuclear power stations and the railways to inner city areas, where health and safety, security, noise, dust, traffic and vibration have to be very carefully managed.

To ensure compliance with regulatory noise, vibration and dust emissions, we have invested in the development of a real time, three dimensional web-based modelling tool, where email and text alerts are triggered to ensure limits are not exceeded.

Keltbray has also developed a unique sound barrier solution, which reduces the noise impact of piling operations on the railway infrastructure by up to 20%. As a result, rail piling no longer has to be restricted to daytime hours, and can be carried out throughout the night to save rail downtime for passengers.

TARGETS

1. Reuse and recycle where possible, minimise waste and aim to ensure we supply zero waste to landfill by 2020

2. Promote responsible sourcing in all areas and increase the purchasing of ‘green’ products by 25% in 2014

3. Keep up investment in green technologies and change our behaviours to reduce CO₂ by 15% in 2014
**PROMOTING BIODIVERSITY AND REDUCING WASTE**

Keltbray was one of the first companies to sign up to the Waste and Resources Action Programme (WRAP) in year 2000 and is aiming to supply zero waste to landfill by 2020.

On construction contracts, we regularly exceed 95% waste recycling rates. In our offices the rate is closer to 92%, and we are now monitoring performance and focusing on integrating waste reduction initiatives across the Group.

We have established Keltbray Environmental Materials Management, which is dedicated to minimising waste further, through the recovery, treatment and reuse of materials. In 2013, this business diverted 550,000 tonnes of waste from landfill through treatment transformation and recovery into engineering materials for the developments of restoration schemes and golf courses. This work is often carried out in accordance with the Contaminated Land: Applications in Real Environments (CL:AIRE) code of practice to stimulate the regeneration of contaminated land in the UK using sustainable remediation technologies.

At Twynersh Fishing Complex in Surrey, for instance, Keltbray has used soils and arisings from work in London to construct an island to improve biodiversity habitat and wildlife and further enrich overall fishing conditions on site.

In line with the UK Biodiversity Action Plan, Keltbray Environmental Materials Management is also committed to improving priority habitats. At Westerham in Kent, Keltbray is incorporating habitat mosaic, which means that different priority habitats in a scattered pattern throughout a site are created and maintained to enrich ecology and biodiversity.

We are currently exploring other concepts, such as the potential for our vehicles to back haul materials between locations to maximise the utilisation of our vehicles and reduce the carbon footprint associated with our waste collection.

Our focus going forward is to further reduce waste and improve our workplace practices. In 2013, 8% of Keltbray’s office waste went to landfill. It is a key target to reduce this figure, and we recently changed our preferred office supply company to help ensure more of the paper, pens and other products are responsibly sourced and can be recycled. This has already led to a significant shift in the purchasing behaviour of departments, and by the end of 2014, the target is for companies across the Group to increase the purchasing of ‘green’ products by 25% (from 40 to 65%).

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**OFFICE WASTE BREAKDOWN**

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<td>1</td>
<td>General</td>
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<td>2</td>
<td>Paper</td>
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<td>3</td>
<td>Glass</td>
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<td>4</td>
<td>Cardboard</td>
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<td>5</td>
<td>Metals</td>
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<td>6</td>
<td>Plastic bottles</td>
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<td>7</td>
<td>Packaging</td>
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<td>8</td>
<td>Plastics</td>
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<td>9</td>
<td>Dry mixed recycle</td>
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<td>10</td>
<td>Food</td>
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<td>11</td>
<td>Batteries</td>
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<td>12</td>
<td>IT</td>
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<td>13</td>
<td>IT WEEE</td>
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<td>14</td>
<td>Hazardous</td>
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</tbody>
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Minimising our carbon footprint

Keltbray records and monitors energy use, water consumption, CO₂ and dust emissions on all construction sites. We make this information available to clients and the local community in newsletters and meetings.

Last year, we invested £12 million in new plant, equipment and logistics to help reduce CO₂.

This investment included a range of low emission vehicles and state of the art plant, which feature low sulphur diesel engines to minimise emissions.

It also included a new hire agreement for 196 commercial vehicles, which boast a range of innovative energy-saving technologies, from automatic start-stop to low rolling resistance tyres, to help to reduce fuel consumption, emissions and running costs.

The biggest impact, however, was the purchase of 32 new Scania tipper vehicles which comply with Euro 5 emission standards.

The move from Euro 4 to Euro 5 standard vehicles has reduced nitrogen oxides (NOx) by 40% and improved the number of miles driven per gallon by 4% compared to industry standards, according to transport for London’s Fleet Operators’ Recognition Scheme.

Better still, in the past year each of our new tippers has emitted 10 tonnes less CO₂ compared to our old standard vehicles; saving more than 328 tonnes (32%) in the process. This would have taken more than 15,000 trees to soak up from the atmosphere.

Beyond operations and logistics, most of our offices now boast eco lighting and water saving devices to minimise impact on the environment. Last year Keltbray also invested nearly £1 million in a new server to host the Group’s computing tasks. This server is so powerful, that it has made redundant ten servers and saves around 36 tonnes of carbon per annum, while improving functionality and performance.
Our barge transport has saved more than 2,500 lorry journeys.

SAVING ROAD MILES ON THE RIVER

While road transport will always be an integral, necessary part of Keltbray's services, the company is exploring new and more sustainable ways to service customers. Keltbray Environmental Materials Management specialises in the segregation and treatment of contaminated wastes from construction projects, and then the transforming of these into inert soils and engineering materials.

Over the past three years, Keltbray has moved more than 50,000 tonnes of this transformed material from construction sites, including London Bridge, by barge from its facilities in Thames Wharf in London to Goshem's Farm in East Tilbury for use in the restoration of a former landfill site.

Director of Keltbray Environmental, Dr Cliff Burton, explained that Keltbray now regularly employs barges in its construction projects: 'Each barge carries 1,000 tonnes; the equivalent to 50 lorry loads. Over the past three years, this means our barge transport has saved more than 2,500 lorry journeys and generated nearly 60% less carbon emissions than if this material was transported by road.'
Moving forward

In this report, we have set out our commitment to building a more sustainable and responsible business. Keltbray has a strong tradition of looking after our people, supporting communities and taking the necessary steps to minimise any adverse impacts of our work. The principles of corporate social responsibility therefore align well with our company culture and business approach.

In this report we have set out some key priorities areas, and going forward, we are adopting a 'Plan-Do-Check-Improve' framework to ensure we realise our goals and continuously improve on them.

<table>
<thead>
<tr>
<th>Sustainability Principle</th>
<th>Performance Indicator</th>
<th>Keltbray Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial   maximising sustainable growth</td>
<td>Financial growth</td>
<td>Grow turnover by 20% in 2014</td>
</tr>
<tr>
<td>Financial   maximising sustainable growth</td>
<td>Job generation</td>
<td>Grow workforce by 10% in 2014</td>
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<tr>
<td>Financial   being professional and well managed</td>
<td>External accreditation</td>
<td>Consolidate systems and work towards accreditation for ISO 11000 by 2015</td>
</tr>
<tr>
<td>Financial   being professional and well managed</td>
<td>Maintaining skills</td>
<td>Maintain Construction Skills Certificate Scheme cards or equivalents for 100% of operational employees</td>
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<tr>
<td>Financial   achieving the highest levels of safety performance</td>
<td>Improve wellbeing</td>
<td>Roll out wellbeing programme in 2014 to provide all employees with regular health assessments</td>
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<tr>
<td>Financial   achieving the highest levels of safety performance</td>
<td>Improve safety</td>
<td>Achieve 10% reduction in Accident frequency Rates in 2014</td>
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<tr>
<td>Social      providing a good workplace</td>
<td>Lower staff turnover</td>
<td>Retain employees and reduce staff turnover by 1%</td>
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<tr>
<td>Social      providing a good workplace</td>
<td>Increase diversity</td>
<td>Improve our ratio of female, and Black, Asian and Minority Ethnic employees to better reflect the society we work in</td>
</tr>
<tr>
<td>Social      maximising high standards of welfare through training and development</td>
<td>Training for all</td>
<td>Deliver 36,000 hours of training in 2014</td>
</tr>
<tr>
<td>Social      maximising high standards of welfare through training and development</td>
<td>Increase apprenticeships and graduate traineeships</td>
<td>Increase number of placements by 30% in 2014</td>
</tr>
<tr>
<td>Social      maximising high standards of welfare through training and development</td>
<td>Develop and improve skills</td>
<td>Increase number of employees in vocational training by 25% in 2015</td>
</tr>
<tr>
<td>Social      engaging positively with local communities</td>
<td>Support not for profit organisations</td>
<td>Provide 100 days of pro bono support for not for profit organisations in 2014</td>
</tr>
<tr>
<td>Social      engaging positively with local communities</td>
<td>Support youth employment</td>
<td>Work with the Construction Youth Trust and the Prince's Trust to offer work placements tackle youth unemployment</td>
</tr>
<tr>
<td>Environmental protecting and enhancing the environment</td>
<td>Promote biodiversity</td>
<td>Improve habitats in line with the UK Biodiversity Action Plan on new developments</td>
</tr>
<tr>
<td>Environmental minimising waste</td>
<td>Reduce waste</td>
<td>Reuse and recycle where possible, and minimise waste and aim to ensure we supply zero waste to landfill by 2020</td>
</tr>
<tr>
<td>Environmental minimising waste</td>
<td>Source responsibly</td>
<td>Promote responsible sourcing in all areas, and increase the purchasing of ‘green’ products by 25% in 2014</td>
</tr>
<tr>
<td>Environmental – reducing our carbon footprint</td>
<td>Reduce CO₂</td>
<td>Keep up investment in green technologies and change our behaviours to reduce CO₂ by 15% in 2014</td>
</tr>
</tbody>
</table>
AWARDS 2013

1. Best Supply Chain Collaboration Led by a Large Company
   Awarded to the Doosan Keltbray Consortium by the Nuclear Decommissioning Authority

2. World Demolition Awards
   Urban Demolition Award for Project Nova, London Victoria

3. Land Securities Employment Award Commendation
   Mechanical Fitter Apprentice, Paul Reilly

4. The Construction Confederation’s Considerate Constructors
   Certificate Beyond Compliance, Mitre Square

5. The Construction Confederation’s Considerate Constructors
   Certificate Beyond Compliance, Lillie Square

6. The City of London Corporation Considerate Contractor Scheme 2013
   Chairman’s Cup for 100 Cheapside

7. The City of London Corporation Considerate Contractor Scheme 2013
   Highly Commended Gold Award for 100 Cheapside

8. The City of London Corporation Considerate Contractor Scheme 2013
   Gold Award for Telex House, Fore Street Avenue

9. The City of London Corporation Considerate Contractor Scheme 2013
   Gold Award for 8–10 Moorgate

10. The City of London Corporation Considerate Contractor Scheme 2013
    Gold Award for Ludgate Hill/Old Bailey

11. The Construction Confederation’s Considerate Constructors Scheme
    Performance Beyond Compliance for The Glebe

12. Royal Society for the Protection of Accident
    RoSPA Gold Award

13. Legacy Development Corporation’s Safety Health Environmental and Leadership Team Excellence in Lifting Operations Award
    For bridge demolition at Queen Elizabeth Olympic Park

14. Carillion Safety Award
    For managing asbestos materials at Colton Hills School

MEMBERSHIPS

- Asbestos Control and Abatement Division
- British Safety Council
- Constructing Better Health
- Freight Operator Recognition Scheme – Gold Member
- Heart of the City
- National Demolition Training Group
- National Federation of Demolition Contractors
- Nuclear Industry Association
- Rail Alliance
- The Asbestos Removal Contractors Association
- The Federation of Piling Specialists
- The Mayoral Diversity Works for London Programme
- The Prince’s Trust
- The Rail Industry Contractors Association
- The Royal Society for the Prevention of Accidents
- The Supply Chain Sustainability School

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