Keltbray Group is the UK’s leading specialist business, which offers engineering, construction, demolition, decommissioning, remediation, rail and environmental services.

The company dates back to 1976, employs more than 1,000 people, and is a key player in developing and maintaining Britain’s built environment.

The projects Keltbray gets involved with touch our everyday lives in so many ways; from our railway networks to our homes, schools, hospitals and offices. Our work is essential to the growth of our country and the well-being of us who live and work here.

Over the past four decades, Keltbray has contributed to a range of high profile construction projects including The Shard, Queen Elizabeth Olympic Park Stadium, St Pancras International, Crossrail, Earls Court, Battersea Power Station and many more. For more information, see www.keltbray.com
MESSAGE FROM BRENDA

As we celebrate 40 years of Keltbray this year, it’s pleasing to see how the company has developed from a small earthmoving and groundworks company in 1976, when it was first established, to become an award-winning specialist contractor with a £272 million annual turnover and more than 1,000 employees.

I dare say our service portfolio is unrivalled in the UK and we remain focused on being the best in our sectors; from demolition and civil engineering to rail and environmental materials management.

I believe our recipe for success has been the way we combine commercial success and providing best value for our clients with the family values that have always been at the core of our business. I firmly believe this has helped us build a close knit workforce and long term stability for our clients and stakeholders. This has also made for a caring company that puts its people and the communities we live and work in first.

But while we remain true to our values, I also believe we have continued to prosper and succeed due to our ability to evolve and innovate, and build on our commitment to managing the financial, social and environmental aspects associated with our business ever more effectively, which you can read all about in this report.

This has helped to strengthen our resilience, and I believe that our developments in this area are key to us continuing to create long term value for our people, our clients and for society at large.

Brendan Kerr
Owner and Chief Executive Officer

2015 HIGHLIGHTS

- Turnover increased by 25% to £272.3 million
- Keltbray invested £11 million in equipment and technology in the year
- Clients scored Keltbray highest for capability
- 12.5% improvement in the Group’s RIDDOR rate
- Keltbray Training was rated ‘Outstanding’ by Ofsted
- Increased apprenticeships and traineeships by 30% to 1:14 employees
- Grew workforce by 13%
- Keltbray’s machinery was amongst the first to comply with London’s Low Emissions Zone
- Safer driving initiatives have reduced speeding incidents by up to 34%
- Waste to landfill has been reduced by 5% on projects
- Barged 333,000 tonnes of construction material, saving 18,500 lorry loads
- Keltbray was crowned Green World Champion for Building and Construction
At Keltbray we provide specialist construction, decommissioning, demolition, rail engineering and environmental services as standalone or integrated services; designed to meet the needs of diverse and complex projects throughout the country.

**Our goal is to make a positive contribution to the world we live and work in, and be the best in our sector.**

The way we do this is underpinned by a set of values, which guide how we work with our clients, suppliers, communities and each other:

<table>
<thead>
<tr>
<th>Values</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Health, safety, quality and environment</strong></td>
<td>Everybody has the right to return home safely after each working day. Health, safety and wellbeing are therefore core to our beliefs across every aspect of the business. We also pride ourselves on the quality of the work we produce and care for the environment.</td>
</tr>
<tr>
<td><strong>Expertise and experience</strong></td>
<td>We have vast experience and expertise in the design, delivery and management of sustainable projects and benefit from investment in equipment, training and knowledge.</td>
</tr>
<tr>
<td><strong>Reliability and delivery</strong></td>
<td>At Keltbray we have a proven track record for successfully delivering projects. Our reliability is the result of the careful planning and substantial internal resources that ensure efficient delivery.</td>
</tr>
<tr>
<td><strong>Can do attitude with intention to deliver</strong></td>
<td>Our people are determined to facilitate solutions through their 'can do attitude' and resolve to understand and overcome project challenges.</td>
</tr>
<tr>
<td><strong>Relationships</strong></td>
<td>We believe open, honest communication and trust between all project team members are key to success and facilitate a positive and collaborative working environment.</td>
</tr>
<tr>
<td><strong>Quality of service</strong></td>
<td>Keltbray provides a quality service by recruiting the best people that we develop. This is complemented by investment in modern equipment and accredited management systems.</td>
</tr>
<tr>
<td><strong>Innovation</strong></td>
<td>As a progressive company, Keltbray is focused on continuous improvement; employing people who use our knowledge to analyse projects, learn lessons and drive innovation.</td>
</tr>
</tbody>
</table>
KELTBRAY’S COMMITMENT

Our approach to sustainability is guided by the views of our stakeholders and awareness of our contribution to the economy and the impact on the society and environment we operate in. We are fully committed to playing our part in helping our industry achieve sustainable growth and continuously strive to improve practices. This means we work closely with standard bodies, such as The British Standards Institution (BSI), regulators including the Health and Safety Executive and trade bodies, such as the British Safety Council and Freight Operators Recognition Scheme (see back page for a full list).

In line with Keltbray’s three-year Group business plan, objectives are set annually in consultation with operational managers and the Group Board. They are constructed to support our clients’ priorities and optimising industry-leading standards, such as the BRE’s environmental assessment method and rating system for buildings, BREEAM; certifying The Civil Engineering Environmental Quality (Ceequal) methodology; ensure compliance with the Code for Sustainable Homes (CSH); boosting the low carbon environmental rating for non-domestic fit-outs (SKA); and Leadership in Energy and Environmental Design (LEED), a green building certification programme.

Keltbray’s priorities are also aligned with the Supply Chain Sustainability School, Considerate Constructors Scheme and Considerate Contractors Scheme codes of conduct, which mean they are closely monitored and subject to regular inspections.

The Managing Directors of Keltbray’s operating companies are responsible for legal and ethical compliance and the implementation and monitoring of their companies’ sustainable development performance. This is done with support from a centralised Health, Safety, Quality and Environment function and the Group-wide Training Division.

Keltbray’s performance is also independently audited to ensure governance and compliance with internal and external standards.
At Keltbray we recognise the importance of an integrated sustainability strategy and business plan to optimise the responsible management of our operations and positive engagement with communities as part of a winning formula.

Our goal, which is to be an industry leader, also covers our sustainable performance. Our approach is to successfully balance our economic, social and environmental needs, allowing for prosperity now and in the future. Through this, we strengthen our resilience and create long term economic value, which contribute to healthy ecosystems and strong communities.

We monitor our progress against our annual commercial objectives and the sustainable targets outlined in this report, see page 19, with a focus on optimising the benefits of Keltbray to society while reducing any negative impacts our business may have.

In 2015 we were recognised for our efforts in this area by winning several national and international awards, including two Green World Champion Awards, one Green Apple Award and a number of Health and Safety and Considerate Constructors Scheme awards (see back page for a full list).

In 2015, Keltbray added Sheet Piling to its services portfolio to cover all aspects of driven steel piling.

Keltbray was formed as an earthmoving and groundworks company in 1976, and has grown to become an award-winning specialist contractor with a £272 million annual turnover and more than 1,000 employees.
Keltbray is committed to economic stability and growth to promote prosperity for our people and provide quality and high standard services to our clients.

Keltbray Group has three divisional reporting streams, Demolition and Civil Engineering, Rail and Environmental Materials Management, which combined had a turnover of £272.3 million in 2015. This was a 25% increase in turnover on the previous year, from £216.9 million, and well ahead of the 3% UK construction sector growth.

Keltbray’s Demolition and Civil Engineering (D&C) business stream is the UK market leader in demolition and groundwork operations. It includes engineering design consultancy, piling and asbestos management. This stream continues to develop its specialist skills with investment in new plant and recruitment of staff to provide a unique diversity of service in the UK demolition, groundwork and piling sectors. Opportunities are now increasingly opening up to further enhance Keltbray’s integrated offering to a wider range of clients by bringing together the capabilities of demolition and civil engineering, rail and remediation. For example, at the Queen Mary Viaduct project in London for Network Rail, Keltbray has undertaken demolition, piling, trackwork and overhead line electrification for Network Rail.

Keltbray’s Rail business stream includes electrification design and build, as well as rail civil engineering, piling and plant hire solutions. This business is working on the Great Western Mainline, The Crossrail eastern access routes and in Wales on electrification and piling works. It is now expecting an acceleration in workloads as the market recovers following last year’s slow down due to various Government reviews. Keltbray is supporting this development with investment in plant, people and training resources.

With regards to Keltbray’s third business stream, Environmental Materials Management, which covers remediation of contaminated land and materials, demand levels in the residential sector remain strong and provide good opportunities for growth.
Throughout the year, Keltbray invested more than £11 million in equipment and technology to ensure our people have access to modern tools with the latest safety features, such as cameras and emergency recovery devices. This included road rail vehicles, cranes, and cutting edge equipment attachments as well as a new pile press, which is vibration-free and significantly reduces noise when installing or extracting sheet piles.

The investment also included new innovations, such as an onsite mobile batching mixer to improve rail piling safety and output, and Keltbray Aspire’s SRS/ZECK wiring unit, which is the only one of its kind in the UK. It was designed by Keltbray Aspire and companies in Germany and Sweden to halve overhead line electrification installation times.

As part of our continuous improvement process we are dedicated to delivering quality and to understanding our clients better. To identify ways of improving the way we add value for them, we carried out a qualitative piece of research of our key external clients across the Group in 2015.

This survey was designed in accordance with an organisational effectiveness model and sought to validate our values and key partnership drivers.

Keltbray scored most favourably for demonstrating the highest level of experience and expertise, its ‘can do’ attitude, the client focus of its leadership team, and that open and honest feedback will be heard.

On the back of the findings, as a priority, we have developed action plans to address the four areas of concern that were given the lowest scores by our clients, including succession planning, communications, project controls and plant improvements.

At Keltbray, we are constantly striving to improve our service and performance. The client feedback survey we undertook online and via phone enabled us to breakdown the body of information and summarise the results at leadership level.
Keltbray Group Customer Survey 2015

<table>
<thead>
<tr>
<th>Capability and the Keltbray team</th>
<th>Vision and what makes Keltbray stand out</th>
<th>Culture and values</th>
<th>Project objectives</th>
<th>The Keltbray way</th>
<th>Structured to deliver reliability</th>
<th>A systematic approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.01</td>
<td>3.98</td>
<td>3.96</td>
<td>3.84</td>
<td>3.66</td>
<td>3.66</td>
<td>3.42</td>
</tr>
</tbody>
</table>

*Survey results show scores out of 5*
Investment in automation

Keltbray Piling has developed and implemented an innovative new application which allows Engineers on site to complete all piling records via the use of mobile tablets. This tailor-made system allows office and site based staff to share information from the same database in real time with project details updated live as the work progresses.

Managing Director of Keltbray Piling, Stuart Norman, said: ‘In the past, our Engineers on site would fill in forms by hand leading to double handling of data and reading information which was at times dirty, incomplete and difficult to read. Automation means we eliminate the need for repeated data input and minimise human error. The system is intelligent, provides live feedback to Engineers, including real time data on pile positioning, concrete pours and pile verticality, and assists them in management and quality control of our materials on site.’

The app was piloted at the White City BBC Television Centre development and is now being rolled out to Lillie Square and other sites. Keltbray Sheet Piling is also exploring a potential adaptation of this app in due course.

‘We have invested around £70k and conservatively estimate the system will save us around £60k a year. As part of the second generation we are already looking at incorporating additional reporting functions to allow this to become a business management tool as well as providing live data feeds into client databases. This system is effectively the ‘I’ in BIM’ concluded Stuart.
Keltbray is committed to health, safety, wellness and equality for our people, and believe we have a corporate responsibility to engage with our communities and support not for profit schemes.

At Keltbray we believe our people are our biggest asset, and so we aim to provide a good workplace where everyone is respected and treated fairly, and goes home safe after each working day. In 2015 this meant we continued to work towards our zero accidents target.

We focused on building our team of health, safety, quality and environment experts, and recruitment and the development of supervisors, managers and operatives. By invigorating our behavioural safety approach we will create a culture where we optimise safety, as well as establishing a culture of better awareness, where people feel more empowered and encouraged to take corrective action to safeguard themselves, their colleagues and our communities.

As part of this process, we instigated a workforce engagement programme in 2014, which we continued through 2015 to enhance understanding, communication and dialogue, and to develop an environment where innovation is encouraged and rewarded, and where our people feel empowered to take ownership of our business and are inspired to fulfil their potential.

Through a combination of communication channels, including meetings, qualitative and quantitative research about a range of topics, from equipment testing to business structure, signage, reward schemes, personal development plans and charity challenges, this programme has proved successful in strengthening teams, improving safety and wellbeing, such as reducing stress.

One of the positive outcomes of improved engagement has been our efforts to increase near miss/close call reporting, which led to a more than doubling of reporting in this area to 648 in 2015.

During 2015 our combined safety prevention efforts also led to a 12.5% improvement in our RIDDOR rates. While we missed our 10% improvement target for the Group, our accident statistics remain well below the construction industry average of 3%, although safety very much remains our biggest challenge, which means our focus on improving our performance in this area continues.
Beyond engagement, we also expanded our wellbeing programme on the basis that we believe fit and healthy people make a positive contribution to our work environment, and that they are more motivated and productive.

In 2015 this meant that 1100 (vs 694 in 2014) of our people, including some contract workers, took part in our occupational health programme. Around 8% of those were referred to their GP or other medical experts to investigate areas of concern. This initiative was also expanded to promote awareness and debate on key wellbeing topics, such as mental health, hearing impairment and the impact of smoking, obesity etc.

Key to our business success is ensuring we have the right people in the right place at the right time with the correct training, knowledge and experience. Keltbray Training, which has been rated ‘Outstanding’ by Tribal on behalf of The National Skills Academy for Railway Engineering (NSARE), provided more than 60,000 hours of training during 2015. This is an increase of 25% from 2014 and considerably higher than the 1.2 training days per employee which is the national construction average* in the UK.

We remain committed to ensuring our operational employees have Construction Skills Certificate Scheme cards or equivalents and continuously drive efforts to increase the number of people in vocational training. To further position ourselves for future growth, we also provided apprenticeships and graduate traineeships for 77 people (up 30% from 2014), which means that one in 14 of Keltbray’s employees is an apprentice or graduate trainee. This will increase further in 2016 when we plan to take on 40 apprentices to mark Keltbray’s 40th year.

Over the year, Keltbray grew its directly employed workforce by 130 to 1100 (up 13%), as part of our strategic efforts to encourage people to build and develop their career with us, and to buy into the Keltbray goals and values to the ultimate benefits of our clients.

Retaining our employees is part of this strategy, and while staff turnover was reduced by 1%, to 10%, which is below the 15% UK national average it remains a goal to reduce this figure further.

In 2015 23.5% of Keltbray’s workforce (excluding site operatives) were female. Whilst this exceeds the industry average, we recognise the need to have greater female representation on site. While the number of Black, Asian and Minority Ethnic workers within Keltbray remained static at 8%, this is considerably better than the 3% construction average*, although it still shows an underrepresentation in the context of the UK population, where 14% are from an ethnic minority background.
At the launch of mola’s research and Community Programme, Chief Executive Taryn Nixon, here pictured second left, with mola Chairman Michael Hoffman (far left), Keltbray’s Group Managing Director John Price (second right) and Lord Rupert Redesdale (far right), said: ‘As a charitable company our aim is to inspire people to be curious about their heritage and understand their past. Keltbray plays an integral part in this work, and we look forward to working more closely with the company to maximise opportunities around volunteering and apprenticeships.’

As part of our corporate social responsibility programme, we increased charitable support by around 20% and provided free asbestos safety training to DIY enthusiasts and tradespeople running small businesses as part of a national campaign. According to The Health & Safety Executive, every week approximately 20 tradespeople in the UK die from diseases caused by exposure to asbestos fibres and we are committed to reducing these numbers.

Keltbray also entered into a new partnership with MOLA (Museum of London Archaeology) to support their Research and Community programme. Keltbray has worked with MOLA on numerous projects, such as St Bartholomew’s Convoys Wharf and Moorgate where significant buildings and artefacts were recovered, and we are now moving this partnership on to maximise opportunities around volunteering and apprenticeships.

During 2015 Keltbray championed the Construction Logistics and Cycle Safety (CLOCS) programme, which aims to help reduce collisions between trucks and vulnerable road users. We also continued to promote road safety by supporting Transport for London, the Metropolitan Police and clients with cycle safety events across London by making lorries available for cyclists to demonstrate blind spots.

*All data has been sourced from the UK Industry Performance Report 2015*
Traffic safety

There are more than 700 people within Keltbray who drive company vehicles. Historically, a number of these are involved in incidents and incorrect driving behaviours through the year.

As part of our commitment to ensure our people and the community around us are safe, we are developing our driver skills to improve observation and avoid event repetition. Last year, Keltbray’s Fleet Department developed an integrated and systematic approach which combined the following three aims:

1. Reminding drivers of their driver and maintenance responsibilities
2. Increasing awareness of Keltbray’s driving standards
3. Introducing assessments to correct bad habits and improve driving technique.

Following the introduction of a new driving policy, a pack of information for all of Keltbray’s commercial vehicle drivers was rolled out across the Group. This included the Highway Code as a reminder, a vehicle inspection check pad, incidents bump card and a tyre tread gauge keyring.

The pack was followed by the launch of a practical on-road assessment for company drivers. Keltbray’s Tony Clark was one of the first to be assessed following an incident. ‘I passed my test around 30 years ago, so it was good to have a refresher. Like most people, I’ve picked up some bad habits over time, and the assessment has helped me address these and drive more defensively,’ he said.

While it is early days, results from the new scheme are impressive. The past quarter has shown a significant drop in the number of incidents, with speeding events in an average month being reduced by as much as 34%.

As part of its commitment to continuous improvements, Keltbray is now working with Cranfield University to further build on this scheme by exploring the use of psychometric testing to profile risk rates so that targeted workshops can be developed to transform incorrect driving behaviours.

Road safety is a continuous process, and so Keltbray keeps investing in equipment to ensure that the company’s vehicles are fitted with ever more modern equipment. Keltbray is constantly seeking ways to improve standards through training and investment in the latest safety technology,
Since the company started reporting on its sustainability performance in 2013, it has been a priority to reduce our environmental impact by cutting waste, improving site management, and reducing energy, water, materials and transport.

Keltbray is committed to ensuring our employees understand the importance of our environmental monitoring and improvement action plans. To drive this initiative forward, 60% of employees employed by Keltbray for at least six months will be undergoing environmental awareness training in 2016.

Last year Keltbray also signed up to BRE SMARTwaste. This is an online construction site monitoring and reporting tool that Keltbray now implements at offices and on live projects. This provides CO₂ emissions and energy use data to help us to monitor, target and reduce construction, demolition, excavation and operating waste on our projects.

By managing our resources better, we are increasingly seeing a reduction in waste outputs, impacts and costs across the Group. On average waste to landfill has been reduced by up to 5% on projects. This has had a knock on effect on costs, which has been cut by up to £12,000 on some our Demolition and Civil Engineering sites.

Our detailed reporting helps us ensure compliance and keep track of environmental business critical issues across the Group which we can benchmark against a range of key performance indicators at project, business unit and company level to help meet clients’ BREEAM requirements.

In 2015 Keltbray generated 9,539 tonnes of CO₂ across the Group. While this is around 4,000 tonnes more than in 2014, it reflects the growth of our business, which in 2015 included 38 sites compared to 29 in 2014, and a 25% increase in turnover.

Keltbray Environmental Ltd, which is a division dedicated to the recovery, treatment and reuse of construction materials to divert waste from landfill, moved 333,000 tonnes of construction materials on the river via barge last year. This is a 150,000 tonne increase (up 83%) from 2014 and saved nearly 18,500 lorry loads; generating 60% less CO₂ in comparison to road transport usage.

Keltbray is committed to improving London’s air quality and was one of the first companies in the UK to comply with new legislation introduced in London last year, when the capital became the first city in the world to introduce a Low Emission Zone where lower standards also encompass non-road mobile machinery used on construction sites. This will help London meet engine emissions standards as set out in EU Directive 97/68/EC and is part of Greater London Authority’s aim to cut Nitrogen Oxides (NOₓ) and Particulate Matter (PM) emissions in the capital by nearly 50% by 2020.

In practice, the implementation of this new legislation means that in addition to Keltbray’s vehicles, the company’s ‘Non-Road Mobile Machinery’ with net power between 37kw and 560kw used on developments in the capital also now meet the new Low Emission Zone requirements.
While there are limited opportunities for priority habitat creation due to the nature of Keltbray’s business, we seek to support biodiversity and habitat conservation where possible. Last year, Keltbray helped to transfer plants at Earls Court, where Keltbray is undertaking demolition works for Capco to Marcus Garvey Park Community Garden, where local people have come together for regular gardening days to transform the garden into a valued green space for the local community.

In 2015 Keltbray was crowned Green World Champion in the Building & Construction category of the 2015 international Green World Awards for its commitment to environmental best practice for works carried out at two London sites. The company was presented with a Gold Award for Mitre Square for achieving 97% recycling figures for the waste material generated by the demolition works and for pioneering the first combined noise and PM10 (Dust) real time monitoring system site. At Mitre Square, Keltbray also carried out monitoring of real time vibration at neighbouring properties to reassure neighbours of compliance.

Plant was fitted with the latest munchers and shears technology and a six-metre high hoarding with acoustic blankets was erected to minimise and absorb noise.

At the 2015 international Green World Awards Keltbray was also presented with a Silver Award for reducing energy and carbon emissions as part of demolition, pilings and asbestos management works at Chelsea Barracks. Energy efficiency was extended from transport, plant and equipment to also encompassing welfare cabins, which featured self-closing taps and rain water toilet flushing systems.

### Recovery of Contaminated Materials

<table>
<thead>
<tr>
<th>Year</th>
<th>Recovery Value - Tonnes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>0</td>
</tr>
<tr>
<td>2014</td>
<td>0</td>
</tr>
<tr>
<td>2015</td>
<td>350,000</td>
</tr>
</tbody>
</table>
While road transport will always be integral to Keltbray’s service offering, the company is increasingly exploring a range of diverse sustainable ways to service customers. In London, the convenience and effectiveness of the River Thames is exploited and most materials are now barged to sites to reduce carbon emissions and save resources.
Novel solution at Nova

As part of a £1 billion investment in Victoria by Land Securities and Canada Pension Plan Investment Board, Keltbray started carrying out demolition, temporary works, piling and enabling works at Nova in 2013.

The streets around the site are some of the busiest in London, both in terms of public footfall and road traffic. Minimising transport in and out of the site was therefore key to optimising safety and sustainability while works were carried out.

Keltbray carefully developed a complex materials management and logistics plan that involved crushing the concrete generated from the 22 buildings demolished on site, which could then be recycled and reused in the backfilling of basements and construction of piling mats. This resulted in considerable reductions in emissions from transport.

Through stockpiling and avoiding the removal of concrete from site, significant cost benefits were also realised.

The materials management for the works was challenging, given that site entrances frequently changed position, and that concrete stockpiles needed to be moved methodically around the site as the project evolved. It required a high level of daily coordination, which was fundamental because of the constant logistics changes that were needed to facilitate the demolition phases, multiple services removals, hoardings and pile probing works.

However, it became an important part of delivering the contract safely and on time, and once completed, in total 24,000 m$^3$ of demolition arising’s had been maintained on site. This saved around 5,400 lorry movements and associated emissions, thus easing congestion in the area and preventing an increase in localised air pollution to the benefit of the local communities in the area.
During 2015 Keltbray continued to integrate its practices across the Group as part of concerted efforts towards building a sustainable future. For 2016, our sustainability targets have been aligned with our commercial focus, meaning that our social and environmental ambitions are at the heart of what Keltbray seeks to achieve as a business:

<table>
<thead>
<tr>
<th>SUSTAINABILITY PRINCIPLE</th>
<th>PERFORMANCE INDICATOR</th>
<th>KELTBRAY TARGET 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic sustainability</td>
<td>Financial growth</td>
<td>Focus on our business ambition to be a £328 million turnover business by 2018</td>
</tr>
<tr>
<td>Economic sustainability</td>
<td>Optimise leadership</td>
<td>Continue to develop our business for industry leading innovation, delivery methodology and a quality product</td>
</tr>
<tr>
<td>Economic sustainability</td>
<td>External accreditation</td>
<td>Develop and implement an ISO 14001:2015 and ISO 9001:2015 transition strategy, and work towards full ISO 50001 accreditation</td>
</tr>
<tr>
<td>Social sustainability</td>
<td>Incident reduction</td>
<td>To continue to drive down the AFR/AAPR and RFR across the Group and increase Near Miss/Close Call reporting by 10% to improve safety and the environment</td>
</tr>
<tr>
<td>Social sustainability</td>
<td>Improve wellbeing</td>
<td>Continue to invest in the health of our workforce with the delivery and development of our occupational health and behavioural safety programmes</td>
</tr>
<tr>
<td>Social sustainability</td>
<td>Increase engagement</td>
<td>Expand engagement programme across the Group to improve dialogue across all levels, and nurture, develop and retain talent and protect our capability/investment</td>
</tr>
<tr>
<td>Social sustainability</td>
<td>Maximise potential</td>
<td>Ensure that the right people are in the right place at the right time with the correct training, knowledge and experience in place to safely and successfully deliver the output required</td>
</tr>
<tr>
<td>Social sustainability</td>
<td>Develop capabilities</td>
<td>Continue to engage with our employees to develop their capabilities and retain talent to remain best in class</td>
</tr>
<tr>
<td>Environmental sustainability</td>
<td>Expand audits</td>
<td>To ensure detailed environmental site audits are carried out for all sites, offices and yards</td>
</tr>
<tr>
<td>Environmental sustainability</td>
<td>Minimise carbon</td>
<td>To maintain our commitment to measuring and reporting on environmental key performance indicators to reduce our carbon footprint and improve energy efficiency</td>
</tr>
<tr>
<td>Environmental sustainability</td>
<td>Environmental awareness</td>
<td>To ensure recognised environmental training is provided to all personnel who qualify for this type of training in order to improve awareness</td>
</tr>
</tbody>
</table>
Awards 2015
1 Green World Champion Gold Award – Mitre Square
2 Green World Champion Silver Award – Chelsea Barracks
3 Green Apple Gold Award – Victoria Circle
4 Green Apple Bronze Award – BBC Television Centre
5 World Demolition Award for Collaboration – Bridge 19, Earls Court
6 Construction News Ground Engineering Specialist Award – Piling
7 Rail Staff Awards – Keltbray Electrification Plant, Highly Commended Rail Plant Team of the Year
8 Land Securities’ Community Employment Awards – Abdulrahim Kekia, Highly Commended
9 Considerate Constructors National Site Bronze Award – 2–3 Piccadilly
10 Considerate Constructors Scheme Performance Beyond Compliance – 60–70 St Mary Axe
11 Considerate Constructors Scheme Performance Beyond Compliance – Earls Court
12 Thomas Telford Premium – Director of Wentworth House Partnership, Stuart Marchand
13 RoSPA Gold Award – Keltbray Demolition & Civil Engineering
14 RoSPA Gold Award – Keltbray Remediation
15 RoSPA Gold Award – Keltbray Environmental Solutions
16 Skanska’s Battersea Health and Safety Phase 2 Award – Project Manager, Billy George

Memberships 2015
- ARCA (Asbestos Removal Contractors Association)
- Association of Railway Training Providers
- British Safety Council
- British Council for Offices
- Builder’s Profile
- Chemist on Call
- Chemwatch
- CIAS (Confidential Incident Reporting Analysis System)
- Constructing Better Health
- CIOB (The Chartered Institute of Building)
- CPA (Construction Plant Hire Association)
- FORS (Freight Operators Recognition Scheme) Gold
- FORS (Freight Operators Recognition Scheme) Silver
- FORS (Freight Operators Recognition Scheme) Bronze
- Federation of Piling Specialists
- Institute of Rail Welding
- Lloyd’s Register Quality Assurance Limited
- NDTG (National Demolition Training Group)
- NFDC (National Federation of Demolition Contractors)
- NFDC Quality Site Audit Scheme
- The Green Organisation
- NIA (The Nuclear Industry Association)
- Prince’s Trust – Construction and Business Services Business Group
- RoSPA (Royal Society for the Protection of Accidents)
- RPA (Rail Plant Association)
- SMARTwaste
- Supply Chain Sustainability School
- UKATA (UK Asbestos Training Association)