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

The company dates back to 1976 and today has nearly 1,000 employees. It is a key player in developing and maintaining Britain’s built environment, and Keltbray’s people are experts in working in sensitive and highly regulated environments, and making sites ready for that new development or infrastructure project.

Last year Keltbray reported the best ever performance in its 38-year history. The company grew by 50%, well ahead of the market recovery, by offering integrated services to the highest standards.

With the goal to be best in class, customers can trust in Keltbray to deliver projects safely and efficiently, on time and to budget, and with care for the environment and the communities in which we work and live.
Message from Brendan

The projects we at Keltbray get involved with touch the lives of many—from the homes we live in, to the railways we travel on and the buildings we work in. Our work is essential to the well-being of the nation, and a key enabler for growth in our country, and I’m pleased to say that 2014 was another great year for us at Keltbray.

We maintained a good pipeline of work in London, but are now also starting to see better opportunities than before coming in from other parts of the country. This is a promising sign and makes us more confident that the upturn is sustainable.

Our Group stayed ahead of the construction market recovery and we grew turnover by 50% based on our good, long term pipeline of work. This is evidence that the diversification strategy we embarked on before the recession and have stuck to throughout has made us a stronger and more versatile company.

I’m also immensely pleased we have managed to grow the business sustainably by investing record amounts in sustainable solutions, new plant and assets, and by bolstering our human resources and training functions to manage our future skills and labour requirements effectively. This focus led us into the top 2% of Hammerson’s most sustainable supply chain partners where their external verification tool gave us a platinum score.

Our challenge for 2015 and beyond will be to further develop our commitment to sustainable growth, and meet the widely reported skills shortages in our industry by widening the talent pool and continuing to build on our track record of attracting young people to Keltbray.

Despite our investment in training and apprenticeships, we still have a big job to do in terms of repositioning our industry as a long-term career choice and get the message across to more people that at Keltbray we can offer great job prospects, job security and a range of training and development opportunities.

Brendan Kerr
Owner and Chief Executive Officer
Vision and values

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 and with our communities and each other.

We operate in increasingly diverse markets, and so a common set of values offers clear business benefits and helps to support the challenges of future growth.

They enable our stakeholders to trust in Keltbray and be certain that we deliver our projects safely, efficiently, to high standards, on time and budget, while caring for the environment.

We take great pride in our values, which have been defined by our clients and are part of our DNA.

PROFESSIONALISM

We employ highly experienced and qualified people from a range of disciplines, and encourage them to maximise their potential through training, development and professional memberships.

INNOVATION

Our people are progressive and focused on continuous improvement. They use knowledge to develop solutions and drive innovation through analysis, best practice and lessons learnt.
A group-wide commitment

For Keltbray, sustainable development can only be meaningful if all levels of our Group are committed; from the Group Board and our managers to all employees at operational level.

Sustainability has therefore been made an integral part of Keltbray Group’s company strategy and it is driven at the highest level. Objectives are set in accordance with the company’s vision and values by the Operational Board in consultation with operational managers with validation by the Group Board. They are also developed to help construction and infrastructure clients to optimise The Building Research Establishment Environmental Assessment Methodology (BREEAM), The Civil Engineering Environmental Quality (CEQUAL) methodology, ensure compliance with the Code for Sustainable Homes (CSH), and boost their low carbon SKA and Leadership in Energy and Environmental Design (LEED).

Keltbray’s priorities are also aligned with the Considerate Constructors Scheme and Local Authority Considerate Contractors Scheme codes of conduct, which means they are closely monitored and subject to regular inspections.

The managing directors of Keltbray Group’s nine operating companies make up the Operational Board and are responsible for legal and ethical compliance with internal and ISO, Achilles and Safety Schemes in Procurement standards, as well as 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 ISO, Achilles and Safety Schemes in Procurement standards, as well as the Fleet Operators Recognition Scheme.
Our strategic approach to sustainable development is helping to determine the direction and scope for Keltbray over the longer term.

**Strategic development**

Throughout 2014, Keltbray continued to integrate the principles of sustainable development across the business to support its fundamental principle of meeting the needs of the present without compromising the ability of future generations to meet their own needs.

We have built on the commitments set out in last year’s Sustainable Development Report, where we outlined a set of goals within the following three priority areas:

- Sustainable growth
- Good corporate citizenship
- Safeguarding the environment

In practical terms, this means that we at Keltbray are committed to growing our business sustainably while complying with the law and operating ethically. It also means that we invest in assets and equipment to ensure it is safe, modern and efficient.

For our people, it means we provide a safe place to work, with fair treatment, investment in training and development opportunities and a minimisation of risks.

For our communities and neighbours, it means we positively engage with them, and take care to minimise any impacts we might have by seeking sustainable solutions which protect the environment, minimise waste, reduce our carbon footprint and the use of finite resources.
Sustainable growth

At Keltbray, our goal is to achieve sustainable growth by being professionally and well managed with the highest levels of welfare and safety performance.

Keltbray Group has three reporting streams, including Demolition & Civil Engineering, Rail and Environmental Materials Management. Over the past three years, the company has shown a steady growth ahead of the general market recovery.

This culminated with the best performance in its 38-year history in 2014, when Keltbray saw a 50% increase in turnover to £217 million. This performance exceeded our targets by 30% and catapulted Keltbray into the 2014 Sunday Times Top Track 250 league table of Britain’s leading private companies for the first time, and is the result of the Group’s increasingly integrated service offering across its divisions, and by securing long-term, complex contracts. These include flagship regeneration projects, such as Battersea Power Station, Chelsea Barracks, Earls Court, One Angel Court and The Heygate Estate. It also includes nuclear decommissioning at Trawsfynydd, a nationwide asbestos management framework for Royal Mail Group and several rail electrification framework contracts, which are expected to provide workloads until 2021.

Based on its current pipeline of works, Keltbray also invested a record £6 million in new plant and equipment, and is forecast to stay ahead of the market recovery and increase turnover by 8% in 2015. And, while the Group recently added Remediation and Sheet Piling services to its portfolio, the company has no specific or immediate diversification plans beyond the current offering.

2014 TARGETS

1. Grow turnover by 20%
   ✓ target exceeded by 30%

2. Grow workforce by 10%
   ✓ target exceeded by 11%

3. Work towards full ISO 11000 accreditation by 2015
  ✓ target in progress

4. Achieve 10% reduction in accident frequency rates in 2014
  ✓ target exceeded by 2%

5. Establish a wellbeing programme with medical assessments for employees
   ✓ target met
It remains a goal for Keltbray to work on achieving Group-wide ISO 11000 Collaborative Business Relationship Management, and we are also now working towards ISO 50001 Energy Management Systems Standard accreditation to improve our energy performance.

Our safety performance is considerably better than the construction industry average. But, while our RIDDOR Frequency Rate was halved in 2014 compared to 2013, and we achieved a 12% reduction in our Accident Frequency Rates (1.32); thereby exceeding our stated objective by 2%, our ambition continues to be for everyone to go home safe after every working day at Keltbray. This means we remain focused on achieving our zero accidents target, and that our emphasis on behavioural safety and increased ownership for ‘near miss’ reporting will continue, with leadership from our supervisors and managers, and support from our qualified HSQE team.

Evidence shows that fit and healthy people make a positive contribution to their work environment, are more motivated and productive. At Keltbray we firmly believe that maintaining high standards of welfare and looking after our people is key to our success and an absolute focus to ensuring all of our employees go home safely every day.

Keltbray has developed with Constructing Better Health (CBH) a programme to measure and promote wellbeing through a healthy working environment. Keltbray has joined forces with occupational health providers to offer employees medical examinations to allow early detection of any adverse health effects and provide assistance with evaluating workplace control measures. On the back of the occupational health check programme, 8% of those checked were referred to their GP or other medical experts for immediate areas of concern.

12% we achieved a 12% reduction in our accident frequency rates
According to Dr Peter Kapff, who is Director of Occupational Health Provider for Keltbray, KML, “our Occupational Health Medical Technicians are now undertaking general assessments of height, weight, blood pressure, urine, vision, lung function, hearing, skin and hand arm vibration on Keltbray sites to protect people’s health by allowing early detection of any adverse health effects. We also help encourage behaviour change and educate people on how to reduce health risks.”

Within Keltbray Rail, the wellbeing aspect of this programme has been taken one step further by also considering factors, such as stress and fatigue to evaluate and mitigate risk within a safety critical environment.

**2015 TARGETS**

1. Increase Group turnover by 8%
2. Work towards full ISO 50001 accreditation by 2016
3. Achieve 10% reduction in Accident Frequency Rates
4. Increase near miss/close call reports by 10%
5. Complement health checks for all with workshops on wellbeing topics, such as muscular skeletal health, healthy eating and managing fatigue

**INCIDENT STATISTICS**

A frequency rate is defined as the number of events that occur for every 100,000 man-hours worked

- Group accident frequency rate
- GROUP RIDDOR frequency rate
Defibrillation within one to four minutes after a sudden cardiac arrest gives an affected person a 60 to 80% chance of success.
To promote awareness of how this equipment works, AED training has now been built into Keltbray's three-day First Aid course. Trainer and Assessor, Simon Banks, explained:

“Research shows that when undertaken early, CPR by a trained person can buy life saving time. Defibrillation within one to four minutes after a sudden cardiac arrest gives an affected person a 60 to 80% chance of success. If CPR is delayed by just three minutes, so say undertaken seven minutes after the arrest, the chance of survival is reduced to just 20%.”

Managing Director of Keltbray Group, John Price, said: “The site manager in question had just attended defibrillation training when he noticed that his colleague was not looking too well. After asking a few questions, he suspected his colleague was having a heart attack. To save waiting time and ensure he got medical attention as quickly as possible, the manager drove his colleague to hospital, where he was admitted and had a heart bypass operation.

“This incident highlighted the importance of training and keeping our people safe. It also illustrated that the difference between life and death can be short, and so we decided to invest in more than 40 AED units across the company. This means there is now an AED at each of our office locations and operational sites. Most of our piling rigs and rail road vehicles will also carry AEDs.”
Good corporate citizenship

At Keltbray we aim to provide a good workplace where everyone is respected and treated fairly. Our goal is also to promote training and development, and engage positively with our local communities and other stakeholders. Our employees are selected based on their ‘can do’ attitude and ability to do the job irrespective of gender, sexual orientation, marital status, age, ethnic origin, religion, disability or Trade Union membership.

In 2014 Keltbray grew its workforce by 21% to 970, and supported many more through subcontracting. And, with our continued growth, attracting the best skills and talent from all parts of society is one of the biggest challenges we face.

Keltbray has always been a keen supporter of work-based placements and has strategic partnerships in place with clients and organisations, such as the Prince’s Trust, Construction Youth Trust and the Diversity Works Mayor of London Programme, to ensure diversity, training, development and tackle youth employment.

<table>
<thead>
<tr>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Retain employees and reduce staff turnover by 1% ✓ target met</td>
</tr>
<tr>
<td>2 Increase diversity by improving ratio of female and BAME employees ✓ target partially met</td>
</tr>
<tr>
<td>3 Deliver 36,000 hours of training ✓ target exceeded by 17%</td>
</tr>
<tr>
<td>4 Increase apprenticeships and graduate traineeships by 30% ✓ target exceeded by 13%</td>
</tr>
<tr>
<td>5 Increase number of employees in vocational training by 25% ✓ target met</td>
</tr>
<tr>
<td>6 Provide 100 days of pro bono support for not for profit organisations ✓ target met</td>
</tr>
<tr>
<td>7 Help tackle youth unemployment ✓ target met</td>
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</tbody>
</table>

Caption

At BBC Television Centre in London Keltbray is carrying out asbestos removal and demolition works for Stanhope.
In 2014, this strategy meant Keltbray provided training for more than 350 long term unemployed or disadvantaged candidates. We also provided 59 people with apprenticeships, internships and undergraduate and graduate traineeships. This is one for nearly every 17th employee. In 2015 we are looking to increase this by a further 30%.

To hold onto the good people that we have, it is also a key priority to promote and develop our existing workforce, and so we boosted the number of employees in vocational training by 25%. This meant our Training Division delivered more than 42,000 hours of training and assessments, mostly delivered at our state of the art training centre in Basildon, which has recently been extended to incorporate a practical asbestos management training area.

As a result of our combined efforts, we succeeded in reducing staff turnover by 1%. However, we still have opportunities to widen the talent pool and tap into greater diversity to improve the gender and ethnic minority imbalance within the Group. While 19% of Keltbray’s workforce is female, compared to the 11% national construction average, and 8% of the workforce are Black, Asian and Minority Ethnic (down from 9% last year) compared to the 5% industry average, Keltbray will continue to develop our talent to better reflect the demographic of the areas in which we work.

While we did not succeed in meeting our diversity target, we are proud that our Training and Development Director, Holly Price, was elected Vice Chair of the London and Southern Region of the National Federation of Demolition Contractors (NFDC) in 2014. “Demolition has been a male dominated industry for too long, and it is pleasing that Holly has broken this mould. Working alongside some industry greats, she has earned the respect of her peers by taking demolition to new levels of expertise and competency,” said Chief Executive of the NFDC, Howard Button.

In the company year, we will also be working towards targeting a more diverse intake for our apprentice, intern, undergraduate and graduate traineeships.
During 2014 Keltbray 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.

On the back of its commitment and high levels of safety performance Keltbray became one of the first champions of the Construction Logistics and Cycle Safety (CLOCS) programme, which aims to help reduce collisions between trucks and vulnerable road users.

The CLOCS scheme brings together developers, construction companies, operators, vehicle manufacturers and regulatory bodies to ensure a road safety culture is embedded across the construction industry. By working together, the programme is helping to protect pedestrians, cyclists, motorcyclists and other road users who share the roads with construction vehicles.

As part of Keltbray’s employee volunteering scheme, our people donated time and money to a range of not for profit organisations. While 12 employees did their best to turn Kingston green for Macmillan Cancer Support, and collected enough money to provide training for 2,000 new Macmillan volunteers, a team of eight raised funds for the Construction Youth Trust by taking part in the Skyline challenge; climbing the 39 floors of the Heron Tower, while others provided practical support in the form of designing and building a sandbag hopper to help fill 53 tonnes of sand to combat flooding in Surrey.

As part of a corporate programme Keltbray also supported The Paddington Trail in London in aid of the NSPCC and its Childline servicing; sponsoring the design of world renowned architect Zaha Hadid and raising over £15,000 for the NSPCC. This was boosted further when Keltbray also donated its loyalty rebate from its stationary supplier, European Office Products, to the NSPCC.

Managing Director of Keltbray Group, John Price, said: “Keltbray is deeply rooted in London, where we help develop the skyline and preserve our heritage, which Paddington Bear is very much a part of. Paddington is also a symbol of childhood, which the NSPCC does so much to protect. As a company that firmly believes in giving all young people a chance, we were therefore proud to be associated with this inspiring initiative.”

### 2015 TARGETS

1. Retain employees and reduce staff turnover by 1%
2. Increase diversity by improving ratio of female and BAME employees
3. Deliver 48,000 hours of training
4. Increase apprenticeships and graduate traineeships by 30%
5. Increase number of employees in vocational training by 5%
6. Provide 100 days of pro bono support for not for profit organisations and organise company events to boost engagement

### NOT FOR PROFIT SUPPORT

![Graph showing not for profit support over the years]
As the economy gathers pace, Keltbray is gearing up its capacity to ensure we can deliver against the challenges ahead.

Besides offering work-based placements and apprenticeships to attract young people, we recognise it is also important to hold onto the good people we already have by investing in them and providing them with clear routes for promotion and development opportunities.

As part of this strategy, Keltbray has put in place a new development programme. This provides a track for some of our talented people from a range of different backgrounds towards management and leadership roles in our company.

The Mentoring scheme involves an experienced person assisting a mentee to develop skills and knowledge that will help his or hers professional and personal growth.

Craig Gardiner, pictured left, is a mentor for Harry Pimm, pictured right with their colleague, Senior Remediation Scientist Margaret McGowen.

Quantity Surveyor for Keltbray Remediation, Harry Pimm, is already seeing the benefit of taking part in this new development programme: “I would like to become a Commercial Manager in the not too distant future, and I am working with my mentor, Craig Gardiner, who is Commercial Manager for Keltbray Remediation, to outline a path for how I can reach this goal. I’m a strong believer in learning from experience and drawing on the knowledge of the people around me, and it has also been really useful to use Craig as a sounding board for exploring different routes for how I can build my experience towards potential chartership,” explained Harry.

Craig agrees: “As a Mentor, I see my role as helping to push Harry forward towards his goal, and maximise his exposure to the experiences he needs to get there. It’s beneficial for Harry, but also for me in terms of developing my managerial skills. I wish I had had a mentor to discuss the practical pros and cons with before embarking on my Master’s degree, as I now see how useful this could have been for my professional development!”
Safeguarding the environment

We aim to protect and enhance the environment, reduce waste and carbon while minimising impact on our neighbours and the public.

2014 TARGETS

1. Improve habitats in line with the UK Biodiversity Action Plan on new developments
2. Reuse and recycle where possible, and minimise waste and aim to ensure we supply zero waste to landfill by 2020
3. Promote responsible sourcing in all areas, and increase the purchasing of ‘green’ products by 25%
   ✓ target met
4. Keep up investment in green technologies and change our behaviours to reduce CO₂ by 15%
   ✓ target met

Keltbray fully supports the transition to a low carbon economy, and in Keltbray we achieved a 15% reduction of CO₂ primarily through its new vehicle fleet and a £6 million investment in plant and equipment which boast more energy efficient technology and exceed stringent emission standards while still delivering better safety, more power and flexibility.

To save road miles, Keltbray also barged a record 183,238 tonnes of construction materials on the river; up 266% from 2013. This saved nearly 10,000 lorry loads and 60% CO₂ compared to if this material had been transported by road.

To further our environmental performance we also became a member of the Green Organisation and signed up to the Code of Green Conduct. This involves a formal commitment to reduce, reuse and recycle waste, give priorities to buy locally, sustainably and ethically, and take responsibilities for our environmental actions and continually improve and update our environmental best practices.

As part of this pledge, Keltbray invested in a tailor-made externally certified carbon tracker software tool, which enables us to accurately measure greenhouse gasses in line with the Greenhouse Gas (GHG) Protocol. This is an international standard that has been developed by the World Resources Institute (WRI) and World Business Council on Sustainable Development (WBCSD) that sets the global standard for how to measure, manage, and report greenhouse gas emissions.

This tracker allows Keltbray to measure all direct greenhouse gas emissions referred to in the protocol Scope 1 as well as those that are indirectly generated from consumption of purchased electricity (Scope 2) and other indirect emissions from outsourced activities, such as waste disposal and transport-related activities using vehicles that are now our own (Scope 3).

It was first trialled at Chelsea Barracks in London, where Keltbray is currently undertaking groundworks, and used it to improve the carbon emissions associated with the onsite building and logistics. As a result, the site cabins now feature energy efficient, self-closing taps, a rain water toilet flushing system, flow controllers and water leakage detection. Deliveries and waste removal methods were also reviewed and changed to reduce carbon and improve energy efficiency, generating air quality improvements, reduced water use and generating considerable cost savings.
In 2014, Keltbray reduced its carbon footprint by 15%, largely through the investment in more energy efficient plant and equipment, and lower emission vehicles, including vans and tipper trucks.

In total across the Group, Keltbray generated 5,469 tonnes of carbon through its buildings, car use, vehicle and plant fuel, bus and rail travel and water generation.

Accurate measurement of our carbon footprint by source and scope has allowed us to identify reduction opportunities to save the environment, reduce cost and comply with The Energy Savings Opportunity Scheme (ESOS), which came into force last year. It has also enabled us to work towards setting more meaningful targets with reduction goals for implementing more energy efficient construction processes and associated transport.

While we have good practice energy management targets for Keltbray’s corporate offices, site targets are now set across our value chain at local levels through our operating management system; from the sustainable sourcing of materials through to carrying out our projects in the most sustainable way by maximising recycling while minimising emissions and waste.

Keltbray has a specialist division, which is dedicated to the recovery, treatment and reuse of construction materials to divert waste from landfill for clients. Keltbray Environmental Materials Management segregates and treats contaminated material from brownfield and redevelopment sites, which are then transformed into materials that are suitable for use in restoration projects and the creation of new landforms, such as golf courses or other developments. Last year, Keltbray recovered a record 53,856 tonnes of this material for reuse.

To maximise recovery levels, Keltbray also launched its very own materials exchange last year. This materials exchange is a simple online tool, which connects those who need to find a material outlet with those who may require for fill purposes or to construct piling mats or other uses. The new exchange helps to ensure we find the most efficient outlet routes to increase recycling reduce costs and divert waste from landfill.
RESTORING FLEET POND
In line with the UK Biodiversity Action Plan, Keltbray is committed to improving priority habitats. Last year, we helped Hart District Council to restore Fleet Pond, which is a Site of Special Scientific Interest and Hampshire’s largest freshwater lake and nature reserve.

Over the years, the ecological and physical condition of Fleet Pond had declined due to the build-up of silt in the lake brought in from the Gelvert and Brooke Streams, the presence of turbid waters and nutrient inputs from urban runoff and wildfowl. The Fleet Pond Restoration Project is a £1 million, award-winning scheme, which set out to improve the water quality by dredging it to make it deeper.

Keltbray removed 1,000 cubic metres of the dredged material and transported it to Westerham, where it has been reused to transform a 24-acre area, including a former sand quarry and landfill, into a new, 9-hole, par 3 golf course.

This work is funded by the Environment Agency to meet the Water Framework Directive targets and Natural England’s Conservation & Enhancement Scheme.

Natural England’s Land Management Lead Advisor, Cressida Wheelwright, said: “This innovative project will remove the silt that has built up over years in Fleet Pond; improving water quality and as a result, create a better environment for rare plant and animal species to thrive.”

2015 TARGETS
1. Improve habitats in line with the UK Biodiversity Action Plan on new developments, where possible
2. Reuse and recycle where possible, and minimise waste and aim to ensure we supply zero waste to landfill by 2020
3. Continue to promote responsible sourcing throughout the supply chain
4. Roll out externally certified carbon tracker software tool across Keltbray Group
5. Keep up investment in green technologies and change our behaviours to optimise energy saving opportunities
Moving forward

At Keltbray we believe that the best way for us to achieve sustainable growth and success is by acting in the long-term interests of our employees, customers, partners and community stakeholders.

In this, our second sustainable development report, we have reported on our progress against the priorities and targets we set out in last year’s report and outlined our priorities and a new set of targets for 2015.

<table>
<thead>
<tr>
<th>Sustainability Principle</th>
<th>Performance Indicator</th>
<th>Keltbray Target 2014</th>
<th>Keltbray Target 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable growth</td>
<td>Financial growth</td>
<td>Grow turnover by 20% – target exceeded by 30%</td>
<td>Increase Group turnover by 8%</td>
</tr>
<tr>
<td>Sustainable growth</td>
<td>Job generation</td>
<td>Grow workforce by 10% – target exceeded by 11%</td>
<td>Increase directly employed staff and operatives by 8%</td>
</tr>
<tr>
<td>Sustainable growth</td>
<td>Maintain and improve skills</td>
<td>Maintain Construction Skills Certificate Scheme cards or equivalents for 100% of operational employees – target met</td>
<td>Maintain Construction Skills Certificate Scheme cards or equivalents for 100% of operational employees</td>
</tr>
<tr>
<td>Sustainable growth</td>
<td>Improve safety</td>
<td>Achieve 10% reduction in Accident Frequency Rates in 2014 – target exceeded by 2%</td>
<td>• Increase near miss/close call reports by 10% • Achieve 10% reduction in accident frequency rates</td>
</tr>
<tr>
<td>Sustainable growth</td>
<td>Improve wellbeing</td>
<td>Roll out wellbeing programme in 2014 to provide all employees with regular health assessments – target met</td>
<td>Complement health checks for all with workshops on wellbeing topics, such as muscular skeletal health, healthy eating and managing fatigue</td>
</tr>
<tr>
<td>Good corporate citizenship</td>
<td>Lower staff turnover</td>
<td>Retain employees and reduce staff turnover by 1% – target met</td>
<td>Retain employees and reduce staff turnover by 1%</td>
</tr>
<tr>
<td>Good corporate citizenship</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 – target partially met</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>Good corporate citizenship</td>
<td>Training for all</td>
<td>Deliver 36,000 hours of training in 2014 – target exceeded by 17%</td>
<td>Deliver 48,000 hours of training</td>
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<td>Good corporate citizenship</td>
<td>Increase apprenticeships and graduate traineeships</td>
<td>Increase number of placements by 30% in 2014 – target exceeded by 13%</td>
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</tr>
<tr>
<td>Good corporate citizenship</td>
<td>Develop and improve skills</td>
<td>Increase number of employees in vocational training by 25% in 2015 – target met</td>
<td>Increase number of employees in vocational training by 5%</td>
</tr>
<tr>
<td>Good corporate citizenship</td>
<td>Support not for profit organisations</td>
<td>Provide 100 days of pro bono support not for profit organisations in 2014 – target met</td>
<td>Provide 100 days of pro bono support for not for profit organisations and organise company events to boost engagement</td>
</tr>
<tr>
<td>Safeguarding the environment</td>
<td>Promote biodiversity</td>
<td>Improve habitats in line with the UK Biodiversity Action Plan</td>
<td>Improve habitats in line with the UK Biodiversity Action Plan</td>
</tr>
<tr>
<td>Safeguarding the environment</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 – target in progress</td>
<td>Reuse and recycle where possible, and minimise waste and aim to ensure we supply zero waste to landfill by 2022</td>
</tr>
<tr>
<td>Safeguarding the environment</td>
<td>Source responsibly</td>
<td>Promote responsible sourcing in all areas, and increase the purchasing of ‘green’ products by 25% in 2014 – target met</td>
<td>Continue to promote responsible sourcing throughout the supply chain</td>
</tr>
<tr>
<td>Safeguarding the environment</td>
<td>Reduce energy</td>
<td>Keep up investment in green technologies and change our behaviours to reduce CO2 by 15% in 2014 – target met</td>
<td>• Roll out externally certified carbon tracker software tool across Keltbray Group • Keep up investment in green technologies and change our behaviours to optimise energy saving opportunities</td>
</tr>
</tbody>
</table>
Awards 2014

1. Construction News Ground Engineering Specialist Award – Keltbray Piling
2. Mace Supply Chain Award Most Improved, Highly Commended
3. Green Apple, Gold – Chelsea Barracks
4. Green Apple, Silver – Mitre Square
5. World Demolition Contract of the Year Award – Block W5 Regent St
6. World Demolition Civils Demolition Award – London Bridge Station, Phase 1–3
7. World Demolition Urban Demolition Award Commendation – 2–3 Piccadilly
8. Land Securities Employment Awards Commendation – Apprentice Chris Clarke
9. Crossrail West Area Award for Collaboration
10. bci Temporary Works Award, Building – Wentworth House Partnership for 8–10 Moorgate
11. Considerate Constructors Performance Beyond Compliance – Lillie Square
12. Considerate Constructors Performance Beyond Compliance – Hans Krebb and Donal Woods Building, Oxford University
13. RoSPA Gold – Keltbray Demolition and Civil Engineering
14. RoSPA Gold – Keltbray Environmental Solutions
15. RoSPA Gold – Keltbray Remediation
16. Considerate Constructors Performance Beyond Compliance – Chelsea Barracks
17. Considerate Constructors Performance Beyond Compliance – 11–12 Hanover Square
18. Tip-Ex Tipper Haulier of the Year Award
19. Considerate Contractor Highly Commended Gold Award – Mitre Square
20. Considerate Contractor Overall Environmental Award – Mitre Square
21. Considerate Contractor Overall Access Award – Mitre Square
22. Considerate Contractor Gold Award – London Wall Place
23. NFDC Demolition Manager of the Year Award – Mick Kelly
24. Crossrail Values Award
25. Mace Site Safety Award for March – Block W5 Regent St
26. Considerate Constructors Performance Beyond Compliance – 2–3 Piccadilly

Memberships 2014

- Asbestos Control and Abatement Division (ACAD)
- Asbestos Removal Contractors Association (ARCA)
- Association of Railway Contractors
- British Safety Council
- British Council for Offices
- Builder’s Profile
- Chemwatch
- Constructing Better Health
- Construction Plant Hire Association (CPA)
- Freight Operators Recognition Scheme (FORS)
- Federation of Piling Specialists
- Heart of the City
- National Demolition Training Group (NDTG)
- National Federation of Demolition Contractors (NFDC)
- The Green Organisation
- The Nuclear Industry Association (NIA)
- The Prince’s Trust – Construction & Business Services Business Group
- The Rail Plant Association (RPA)
- The Royal Society for Protection of Accidents (RoSPA)
- UK Asbestos Training Association