

Sustainable development report 2018



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awards and memberships

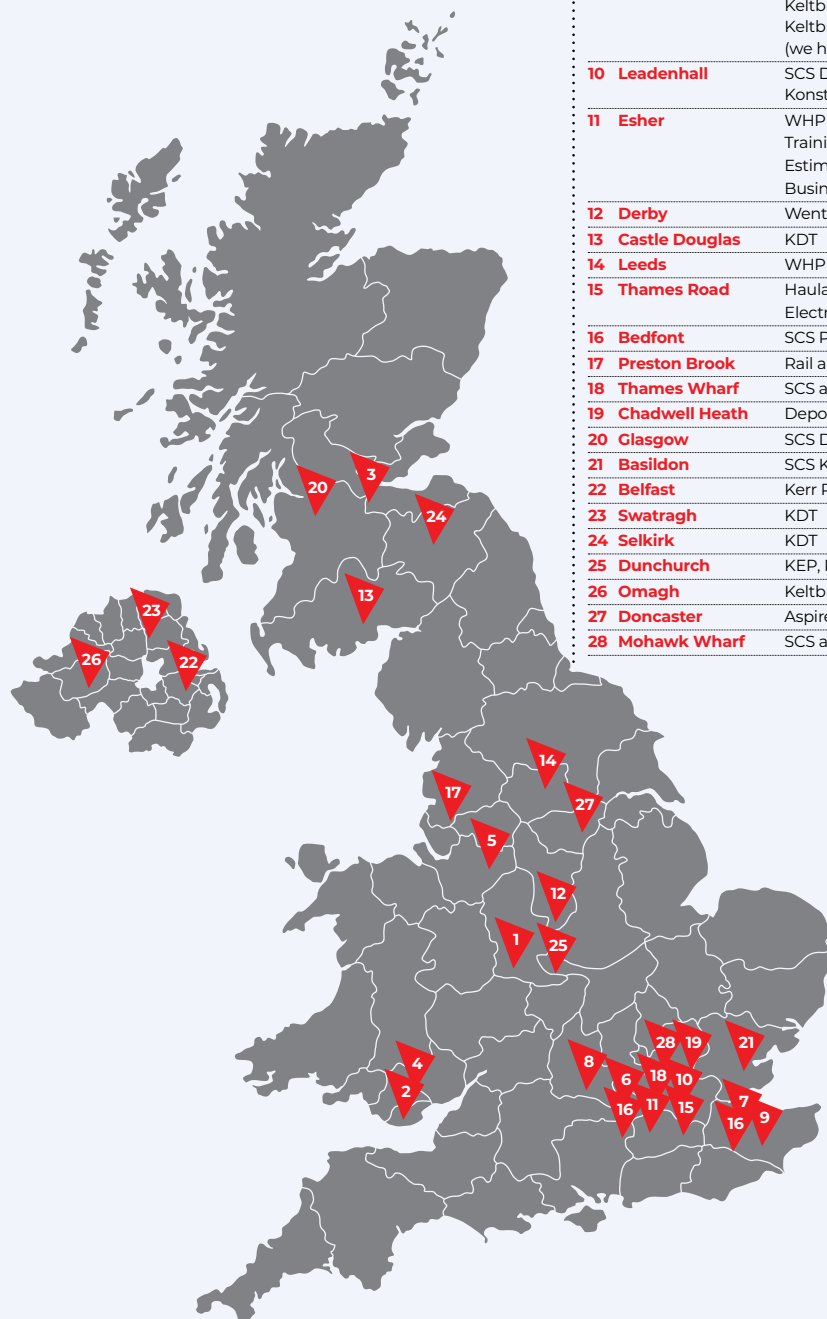
Awards 2018

- **British Construction Industry Awards** – Temporary Work Initiative of the Year (Building) – WHP
- **Considerate Constructors Scheme Certificate of Compliance** – K1 Knightsbridge
- **Considerate Constructors Scheme National site awards Bronze Award** – Chelsea Barracks
- **Considerate Constructors Scheme National Site Awards Silver Award** – Earls Court
- **Considerate Constructors Scheme, National Site Awards Silver Award** – National Temperance Hospital
- **Considerate Constructors Scheme, National Site Awards Silver Award** – Stoney Street
- **Considerate Constructors Scheme, National Site Awards Silver Award** – Curzon Street
- **Considerate Constructors Scheme, Performance Beyond Compliance** – One Braham
- **Considerate Constructors Scheme, National Site Awards Gold Award** – 100 Liverpool Street
- **Construction News Awards, Specialist Contractor of the Year Award**
- **Construction News Highly Commended in the Environmental Contractor of the Year Award** – Keltbray Environmental
- **Green Apple Gold Award** – Keltbray Rail
- **Green Apple Silver Award** – HS2 National Temperance Hospital
- **Green Apple Award** – Keltbray Environmental
- **RoSPA Fleet Safety Gold Award** – Keltbray
- **RoSPA Occupational Safety, Gold Award** – Keltbray Aspire
- **RoSPA Occupational Safety, Gold Award** – Keltbray Rail
- **RoSPA Gold Award** – Keltbray Piling
- **RoSPA Silver Award** – Keltbray Sheet Piling
- **Surrey Super Growth Award**

Memberships

- Achilles Building Confidence – Keltbray Group
- Association of Railway Training Providers – Keltbray Ltd
- The British Standards Institution – Keltbray Group
- British Safety Council – Keltbray Group
- Builder's Profile
- CIRAS – Rail Plant, Keltbray Aspire, KEP, Keltbray Ltd
- CLOCS Champion – Keltbray Ltd
- CONSTRUCT Concrete Structures Group Ltd – Keltbray Structures
- Constructing Better Health – Keltbray Group
- Constructiononline – Keltbray Structures
- Constructiononline Gold – Keltbray Ltd
- Construction Plant Hire Association – Keltbray Plant
- Freight Operators Recognition Scheme (FORS) Gold
- Federation of Piling Specialists
- Green Organisation – Gold Member – Keltbray Group
- IEMA – Keltbray Ltd
- Mates in Mind – Keltbray Group
- National Demolition Training Group – Keltbray Ltd
- National Federation of Demolition Contractors – Keltbray Ltd
- NIA (Nuclear Industry Association) – Keltbray Ltd
- RoSPA Keltbray Ltd
- Rail Plant Association – Rail Plant
- Supply Chain Sustainability School Gold Membership
- UK Asbestos Training Association – Keltbray Training

keltbray locations



1	Birmingham	SCS KES
2	Pencoed	KEP (Keltbray Electrification Plant) and KRP (Keltbray Rail Plant)
3	Bathgate	Structures, KCPL, Sheet Piling and KDT (Keltbray Distribution and Transmission)
4	Treforest	Rail Plant, Piling and Aspire
5	Crewe	Rail and Infrastructure, Aspire, KEP and KDT
6	Egham OH (Yard)	SCS Plant
7	Ashford Office	Keltbray Rail
8	Didcot	KDT
9	Ashford Depot	Keltbray Rail Engineering Keltbray Rail Welding Keltbray Rail Civils Keltbray Rail Minor Works Keltbray Rail Permanent Way Keltbray Rail Kent & Sussex Reactive (we have – Rail and Infrastructure/Rail Engineering, Rail and Welding)
10	Leadenhall	SCS D&C, SCS Piling, HSQE, Community Engagement, Services and Konstructive recruitment
11	Esher	WHP (Wentworth House Partnership), Facilities, Purchasing, Haulage, Training, QS, HSQE, HR, Communications & Marketing, Piling, Sheet Piling, Estimating/Preconstruction, Remediation, IT, Procurement, KML OH and Business Systems
12	Derby	Wentworth House Rail Systems
13	Castle Douglas	KDT
14	Leeds	WHP
15	Thames Road	Haulage, Rotary Piling, Sheet Piling, Training, Lifting, Structures, KML OH, Electricians/Business Services
16	Bedfont	SCS Plant & Lifting
17	Preston Brook	Rail and Infrastructure, WHRS, SCS and Sheet Piling
18	Thames Wharf	SCS and Keltbray Environmental Ltd
19	Chadwell Heath	Depo – Keltbray Aspire
20	Glasgow	SCS Decommissioning
21	Basildon	SCS KES, Keltbray Training and Keltbray Aspire
22	Belfast	Kerr Property
23	Swatragh	KDT
24	Selkirk	KDT
25	Dunchurch	KEP, Rail Plant, Keltbray Power & Distribution
26	Omagh	Keltbray Lagan Power
27	Doncaster	Aspire (Hub for works on the East Coast Midlands mainline)
28	Mohawk Wharf	SCS and Keltbray Environmental

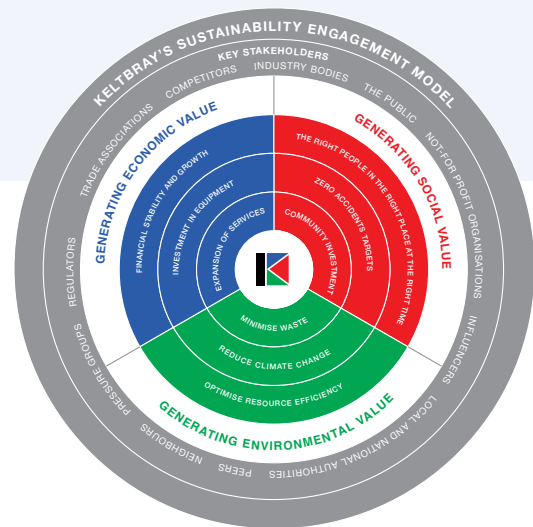


message from brendan

Keltbray Group has enjoyed incredible growth since its creation in 1976 but against the current backdrop of a tightening market and a reduction in activity in some of our core sectors, it was decided in 2018 that a diversification strategy should be put in place to maintain this. Part of this approach was to take the business into specialist engineering areas aligned to existing activities and I am pleased with the progress made so far.

We remain committed to our specialist contractor roots and the continuing investment in our self-delivery model. To employ, manage and train our own employees using our own specialist plant and equipment means we can continue to meet the challenging conditions we currently find ourselves operating in.

As a key player in developing and maintaining Britain's built environment, it is our goal to make a positive contribution to the world we live and work in and be the best in our sector. This means putting sustainability at the heart of what we do and in the solutions we provide to our clients, to ensure we run a profitable business with a commitment to help society prosper. Keltbray does this using a framework based on the three pillars of sustainability, including the generation of economic, social and environmental value.



Our workforce plays a key role in the sustainable growth of our organisation and we are pleased that with growing awareness we are now reaping the benefits from a developing sustainable culture.

Brendan Kerr
Chief Executive Officer,
Keltbray Group

2018 highlights



Growth

Acquired business to create Keltbray Distribution & Transmission



Investment

Invested around £10m in plant and machinery



Leadership

Climbed nine places to 36 in the Sunday Times Top Track 250 league table



Innovation

Won *Construction News* Specialist Awards' Best Innovation for first-in-class lorry-based rail vehicle



Training

Invested £2.7m in training and development



Placements

Provided work placements for 57 disadvantaged candidates



Emissions

Per £1m turnover, we used 50% less electricity and 80% less water



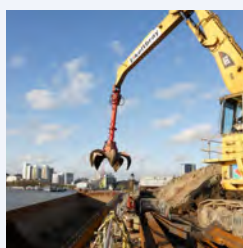
Development

One in 15 employees is an apprentice, intern or trainee



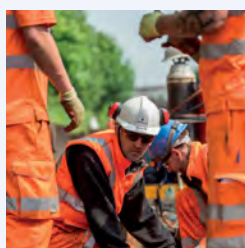
Fundraising

2018 Foundation figure was £152,644.50



Recycling

Diverted over 97.5% of our construction waste from landfill



People

Grew workforce from 1473 to 1878



Environment

In 2018, Keltbray Environmental won three Green Apple Awards for work Keltbray carried out as part of the Gidea Park Crossrail site, Keltbray Thames Wharfs involvement with Thames Tideway and HS2 National Temperance Hospital (NTH). These projects saw the successful implementation of innovative renewable energy sources, contaminated material management and emissions reductions from the use of latest plant and vehicles as well as the transport of large quantities of waste material by barge for Thames Tideway.

The HS2 NTH project was the first demolition project for HS2, where Keltbray were appointed and delivered successfully 99.5% of waste diverted from landfill, 33% waste material re-used onsite and 87,000 bricks reclaimed with the re-use of waste materials onsite saving 18,502 kg/CO₂ embodied carbon and 10,520 kg/CO₂ saved from associated transport.



keltbray and sustainability

The 2030 Agenda for Sustainable Development is a global agreement to eradicate poverty and fight inequality and injustice. It was agreed by world leaders at the UN in 2015, with a focus on the 17 Sustainable Development Goals (SDGs) which the UK has committed to deliver domestically:



In 2018, Keltbray focused on the following seven of these:

- Zero hunger
- Good health and wellbeing
- Decent work and economic growth
- Industry innovation and infrastructure
- Reduced inequalities
- Sustainable cities and communities
- Climate action



zero hunger

In the UK, 19% of children under age 15 live with a respondent who is moderately or severely food insecure, 10% live with a respondent who is severely food insecure.

The Food Foundation

02

Zero hunger



Established in 2016 as the charity arm of Keltbray Group, the Keltbray Foundation drives forward charitable initiatives that could support local communities and targeted causes. Its original focus was to support food banks and for many years, we have donated thousands of pounds worth of food and drink to help those less fortunate than ourselves.

Food banks

Following the Keltbray Foundation's success at supporting food banks in 2017, the initiative was repeated for another year as sites and offices, large and small, committed to filling their baskets with a variety of non-perishable items and dropping the collections to local food banks as frequently as they could.

Having a simple drop off point at multiple locations made it easy for people to get involved and enabled us to support more food banks across a wider area.

We also introduced collection boxes next to our food baskets so that staff could also donate loose change which was used to purchase vital items that were not normally given, such as toothbrush and toothpaste, sanitary towels and soap.





Supporting the homeless

Keltbray works closely with SHP (Single Homeless Project) and in 2018, we added some life to one of its Westminster hostels. Our site team from Chelsea Barracks put up hanging baskets made from repurposed Keltbray hard hats and made wall planters from old pallets so that the residents could use them to grow vegetables if they were not always able to afford food. We also donated soil and an extensive stock of seeds so that they could start planting immediately.

School initiatives

In 2018, as part of a school engagement with HS2, we helped to build an allotment for a primary school in Camden so that the children and the local community could use it to grow fruit, vegetables and herbs.

Keltbray also donated seven tonnes of top soil to fill the raised planter beds and provided some willing volunteers from sites and offices who grabbed their shovels and wheelbarrows to move the soil.

good health and wellbeing

03

Good health and wellbeing



Keltbray's dynamic and forward thinking approach to health, safety and wellbeing (HS&WB) remains at the very heart of the company's culture, a vital part of how we do business and crucial to our future.

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Construction workers are six times more likely to die from suicide than a fall from height

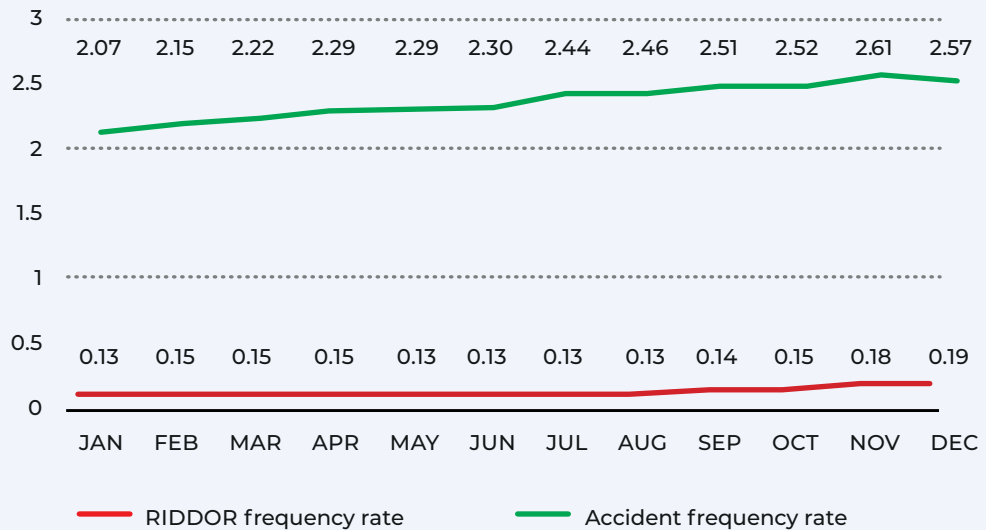
Office for National Statistics

Futureproofing Keltbray's HS&WB (and that of the sector's)

At Keltbray, we recognise that in order to truly embed health and safety into our organisation, we must create a culture whereby practicing good safety is a constant behaviour of all employees. Part of this activity involves engaging the youngest of our workforce to take ownership for new ideas and ways of working.

Keltbray's Young Safety Leadership Team (YSLT) was launched in 2018 to gather the opinions of younger employees about improvements in HSQE. The objective is to encourage innovative thinking and give the team the ownership of certain HSQE complex issues across the Group. The team meets regularly and is mentored by a Board Director; all new ideas are presented to the Group Board. This is an opportunity for the freer thinkers in the business to shape ideas for the future and share best practice.

Group frequency rates

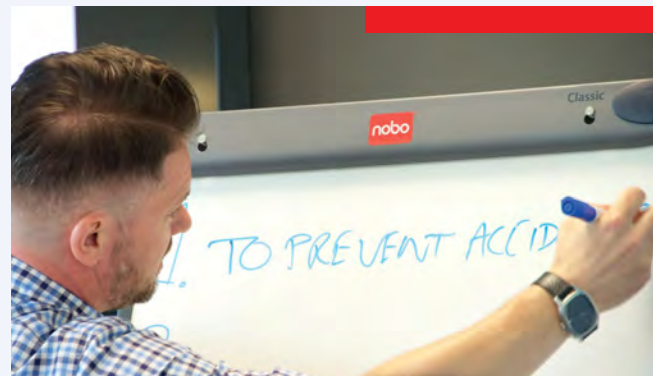


Collaborative thinking

2018 also saw the launch of our 'Operational Culture' initiative to harness the positive work being carried out in every area of the business and provide a conduit and structure for delivery. Subject matter was selected to best suit organisational needs, with each campaign running to a predetermined timescale. This provided focus for departments, and created unified and easily recognised messages for the sites.

On a wider scale, Keltbray's Behavioural Engagement programme has been in place since 2014 and remains unique, having a fully dedicated team developing and delivering bespoke behavioural awareness modules specific to the organisation, improving dialogue, developing its safety culture, and minimising employee risk. It's an integral part of the company's decision-making process.

This improved engagement has enabled Keltbray to reap the benefits of a safer working environment and has also received peer recognition and acceptance from members of the main contractor community.



Lifting standards

In 2018, we invested heavily in our in-house heavy lifting capabilities, which were developed to manage all aspects of lifting carried out by the company, including preparation and planning of all lifting events. All lift supervisors and slinger signallers were also required to pass a competency test assessed by senior staff – part of the drive to eradicate errors and promote good practice.

decent work and economic growth

08

Decent work and economic growth

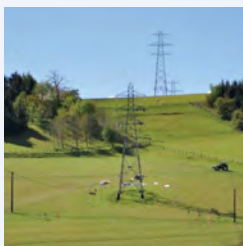


In 2018, Keltbray introduced a diversification strategy to take the business into specialist engineering areas aligned to existing activities. This included the acquisition of a specialist business and an expansion overseas.

KDT

We acquired the trade and assets of a UK power distribution and transmission business formerly carried out by the French owned group SPIE UK. This business was deemed a good fit for Keltbray as we already had a significant overhead line electrification business – Keltbray Aspire Limited – in the rail sector. Furthermore, as many of Spie's clients already worked with Keltbray Group, the acquisition provided an opportunity to provide them with a more integrated service offering.

Approximately 300 new employees were onboarded into the Keltbray Group from Spie along with a workbook that currently amounts to approximately £40m per annum. A major investment by Keltbray Aspire Limited in people, assets, fleet, safety equipment and training, the acquisition grew our geographic footprint within the UK significantly. It has now been re-branded as Keltbray Distribution and Transmission ('KDT').



“

300 new employees were onboarded into the Keltbray Group from Spie along with a workbook that currently amounts to approximately £40m per annum



Looking ahead

We're pleased with the progress made so far by our diversification strategy to maintain controlled and profitable growth. Our efforts have resulted in a good spread of turnover among our companies during 2018 with the growth in both reinforced concrete structures and power stations decommissioning helping to offset falls in our traditional markets.

We remain committed to our specialist contractor roots and the continuing investment in our self-delivery model and are contemplating further acquisitions to continue our diversification strategy in 2019.

300 new employees were onboarded into the Keltbray Group from Spie along with a workbook that currently amounts to approximately £40m per annum.

Canada

In 2018, we commenced our first significant overseas business with the incorporation of Keltbray International Limited in Canada.

During the year, a number of employees were seconded to the Canadian market to work with Keltbray's Joint Venture partners in a bid to deliver overhead line electrification work in support of the significant upgrade of the Canadian rail infrastructure. This strategy was partly developed to mitigate the risks around the potential slowdown of works in the UK rail infrastructure sector.

The Canadian company's first major contract is to deliver overhead line electrification in association with Keltbray's Canadian Joint Venture partner Smith & Long Limited.

.....
The Group climbed
three places to

35 ▲

in the Construction News
top 100 UK contractors
.....

industry innovation and infrastructure

09

Industry innovation
and infrastructure



Keltbray acknowledges that the industry needs radical change in order to address pressing issues of energy use, climate change and building life cycle. There is a need to progress in all areas, from design to construction, to the operation of our built environment and in 2018 we took steps to improve the way we develop and deploy new ideas and find better ways of working.

KIPS

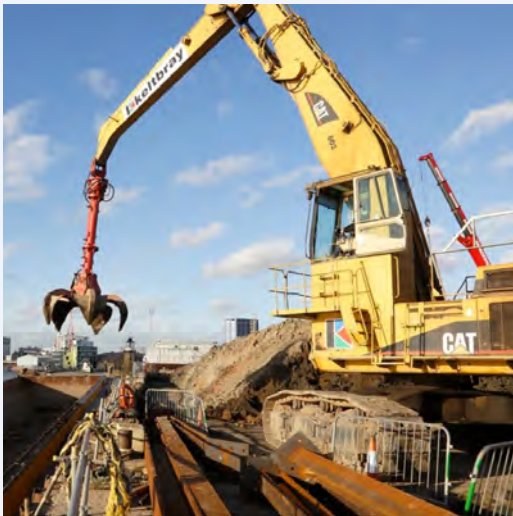
Shortlisted for Digital Innovation of the Year at the Ground Engineering Awards for its impact in 2018, the Keltbray Integrated Piling System (KIPS) helps our business to digitally record accurate, timely records on site and close the feedback loops between different departments. This means that the information collected is distributed to different departments in a timely manner for them to use accordingly.

The first of its kind, it saves a typical project team 40 hours per week, reduces printing costs significantly and has improved the quality of data held by the business.

Without the KIPS, Keltbray Piling would miss out on opportunities for reduced costs, increased productivity and BIM integration which is a common practice in other industry sectors.

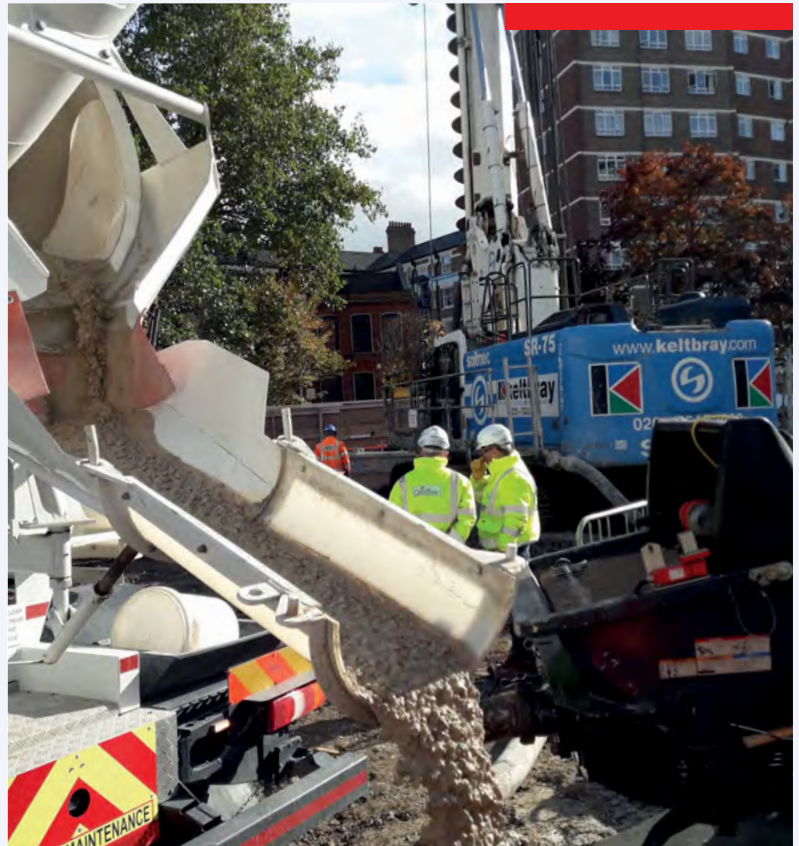
Thames Tideway

Keltbray secured a contract to treat contaminated material arising from seven shaft sites used for the new Thames Tideway Tunnel. By using its own wharf facility to accept hazardous and non-hazardous material from the shaft sites in 2018, Keltbray was able to develop sustainable technological practices and ensure the treatment was eco-friendly.



The material was excavated, analysed and then treated depending on the contaminant, which required a high level of performance in terms of treatment capabilities, health and safety performance and operational procedures. In under a year, Keltbray received, treated and recycled 45,000 tonnes of waste soil from the project.

Furthermore, Keltbray was able to use barge transport and to locate its treatment facility close to the site. This massively reduced the haulage cost of its clients, as well as decreased barge emissions. Since the project took place in central London, Keltbray ensured safer and less congested roads and greater movement capabilities. Furthermore, by using barges to move the material, 64% less CO₂ and 15% less NO_x was emitted than by using a tipper truck. Even the treatment processes incorporated advanced techniques that allowed them to sustainably haul material from site and divert it from landfill.



Cemfree

Keltbray Piling achieved a new landmark for the UK construction industry in 2018 by installing the first ever permanent works pile using a zero cement concrete, Cemfree.

The Cemfree material is an ultra-low carbon alternative to traditional cement concrete. It has all of the structural characteristics of traditional concrete and is more sustainable as it is more resistant to chloride ingress and requires fewer construction joints and less crack-control steel when used within key structural elements.

With cement production accounting for just under 10% of all carbon emissions each year, this is a huge step forward for the industry and indeed the environment.

reducing inequalities

In 2018 we attended 14 job fairs to promote opportunities to local people

10

Reduced inequalities



Keltbray increased its involvement in community partnerships in 2018, widening its reach so that a range of charities and organisations could refer to our community employment opportunities.

Working with London boroughs

One new partnership that was established by the outreach work of our Community Engagement Manager, Lloyd Graham, was with SHP (Single Homeless Project). SHP is a London-wide charity that work to prevent homelessness with a large number of hostels across the city, many of which we have supported by revamping their outside spaces, building sheds and creating microforms for the residents to grow fruit and veg.

We've also contributed to local employment initiatives in 14 London boroughs.

Bouncing back

We are still committed to supporting ex-offenders and 2018 saw our continued involvement in the Out for Good project, an employment initiative run by Bounce Back, our long standing ex-offender partner, that matches job opportunities to individuals coming up for release. Keltbray was part of the first ever Out for Good pilot in 2015 and has continued to be one of the main employers involved, running workshops, interview sessions and recruiting from a number of prisons.

52 people were recruited in 2018 through community engagement and our community partners. 10 of these came through our collaborative working with prisons and ex-offender organisations.

CASE
STUDIES

Natsenet Kebrom, known to us as Naz, was born in Sudan, but came to England with her family to escape the Second Sudanese Civil War and grew up in the relative safety of Islington. Naz enjoyed school, especially PE and Science, and took a BTEC in Science at college.

In her teens and early twenties, she took hospitality jobs in restaurants, coffee shops and retail, but always had one eye on construction. While she was aware that not many women chose to go into construction at ground level, she “didn’t feel like it was an odd thing to be getting into. I always liked it.”

Naz decided to take the plunge after being convinced to start by a female friend who already worked in the industry, and began her journey in early 2017 with some agency work for London Diamond Drilling on a Westminster City Council building. In 2018, the advocacy group Women in Construction put her in touch with Keltbray’s community engagement team.

She started on site as a labourer, clearing rubbish and moving materials and is now in the middle of her NVQ Level 2 Demolition Apprenticeship. 150 Leadenhall Site Manager Stuart Joynson said “She knows what she’s doing. She has a goal, she’s communicated it to me, and I was impressed.”

“The first week was difficult,” says Naz, “I was ready to throw in the towel, but I’ve seen the opportunities and I want to build myself up. I’m willing to work hard.” Since then, she’s found her feet and her ambition is to drive machines before taking on a more senior role within the company. Thanks to our extensive training schemes, we hope to give her that opportunity.

sustainable cities and communities

In 2018 the UK generated 202.8 million tonnes of waste. Construction, demolition and excavation (CDE) was responsible for 59% of that number.

The NBS

11

Sustainable cities and communities



Keltbray and its people have provided a range of support to local communities through the donation of training, offsetting CO₂, volunteering and many fundraising initiatives. Working with organisations already embedded in the communities such as MOLA SHP, Crash, St Marks Hospice, Lighthouse Club and other not-for-profit organisations, has helped us widen our impact.

Sustaining a driven workforce

In 2018 Keltbray regularly attended local schools and colleges participating in career days, mock interviews and promoting routes into the construction industry. We also provided work experience opportunities for young people who are considering careers in construction.

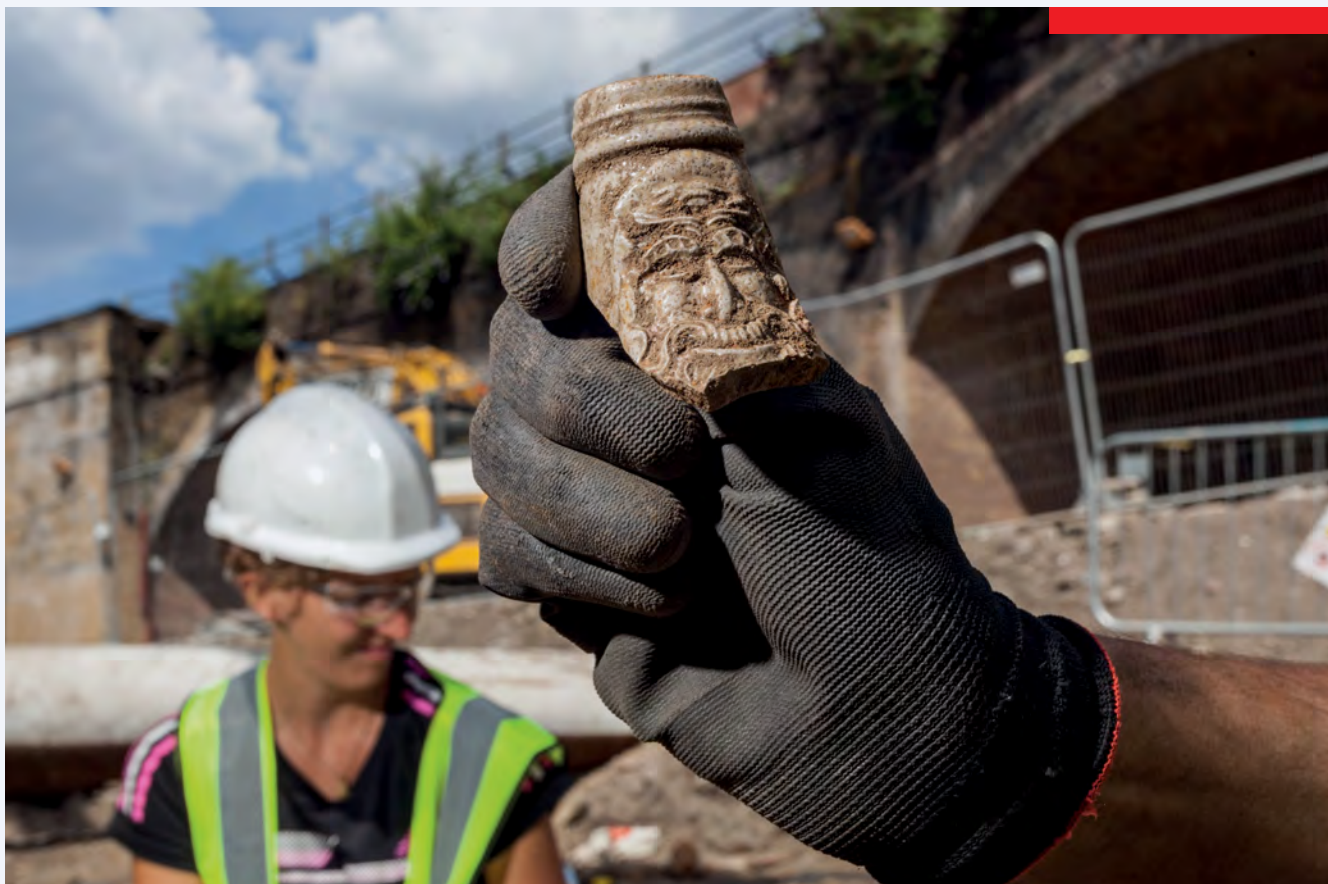


Reducing our impact on the community

In 2018, we participated again in Open Doors, an event which allows the community to see what is happening on a live site in their local area. By welcoming visitors on a tour of our sites, they see the scale of the project being undertaken which helps us to build better engagement with the community as the project progresses.

In contrast, on some sites we strive to create as little attention as possible. During our work on Crossrail over Christmas, our team designed and built an 'Eco Village' to maximise sustainability and minimise potential nuisance to the local community during works. The eco-compound successfully provided office and welfare facilities, incorporating solartainers to power the cabins and hydrogen powered tower lights minimising fuel consumption, carbon emissions and noise. This resulted in zero complaints from stakeholders and award recognition for Keltbray.

On another stretch of our involvement on Crossrail, in an effort to supply long term power to site without causing disruption to the local community, our team successfully trialled a new and innovative hydrogen fuel cell in place of a diesel powered generator which powered the tool vault containers with zero noise and emissions, giving benefits to both the local community located close by and the environment in terms of air quality.



MOLA

In October 2018, Keltbray celebrated its 30 year partnership with the Museum of London Archaeology (MOLA) at an event at the House of Lords. Throughout its relationship, Keltbray has given MOLA's teams access on site to excavate and study and this has helped them to uncover a wealth of incredible finds including a Middle Saxon settlement during the expansion of the Royal Opera House in Covent Garden. The finds have subsequently been showcased through archaeology displays, heritage cpds, school workshops and training programmes.

One of the most significant changes has been the creation of an Archaeology Traineeship whereby people and skills are exchanged between Keltbray and MOLA. This programme seeks to address the shortfall in construction and archaeology professionals and looks outside the established routes into these professions, which are not always accessible to all in society.



climate action

The Climate Change Act requires the government to set legally-binding 'carbon budgets' to act as stepping stones towards the 2050 target.'

Committee on Climate Change

13

Climate action



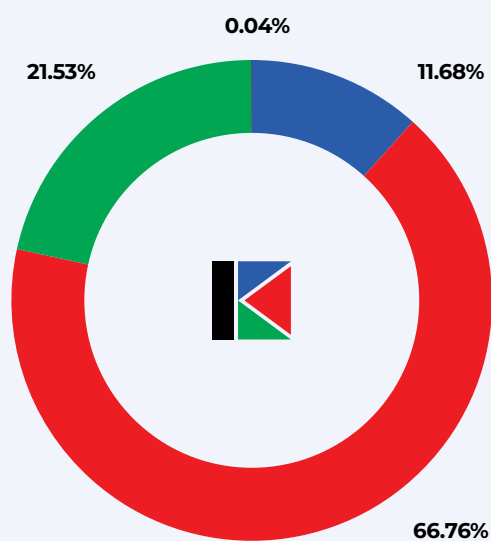
Our carbon footprint

In 2018 all electricity contracts across the Keltbray Group were converted to Green Energy contracts from renewable sources. The greatest proportion of our carbon footprint is attributed to fuel usage and whilst we are currently looking at opportunities to procure a sustainable source of biofuels for our HGVs, in 2018 we installed electric charge points at our head office and depot in East London. This has enabled us to trial an electric van, which we are currently using to service our London sites. The electric charge points can also be used by our staff and we have made them available for public use, in a step to start helping improve vehicle charging infrastructure in the UK.

Energy audits in 2018 identified common inefficient applications of generators with far greater capacity than actual on-site demand. This was targeted at all temporary sites to increase awareness and encourage the use of alternative technologies. The lessons learned and good practice case studies have been communicated companywide and to other stakeholders so that they may follow suit in their own operations.

Keltbray Environmental Team regularly partakes in industry and contractor working groups such as those set up by BRE and our clients which provide us with another platform to present our learnings and experiences.

Keltbray group carbon report 2018



- Total kgCO₂ from waste treatment
- Total kgCO₂ from energy use
- Total kgCO₂ from all transport
- Total kgCO₂ from water



Measuring our impact

In 2018 Keltbray improved its sustainability performance by implementing a range of technologies and processes, and the results of which were recorded and reported on our SMARTWaste platform. These include:

- **All of our HGVs now operate Euro 6 engines, reducing NOx by 40%, improving miles per gallon by 4% and in the past year, producing 10 tonnes less CO₂ compared to our old standard vehicles**
- **All of our HGVs and plant are fitted with kinematic technology allowing the machine to interact with the operator and enable us to review the fuel performance. We have used this data to quantify 20% potential savings and engage with the drivers.**
- **In 2018 Keltbray Group reduced our usage of electricity, gas, fuel by more than 10% per £1m turnover**

Keltbray's chosen tool SMARTWaste effectively manages our sustainability performance against business growth. The tool cascades corporate objectives to project/office/yard level and enables us to link our targets to economic value and live-track performance.

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