



CAPABILITIES OVERVIEW | 2020

keltbray



contents

<i>Introduction to Keltbray Group</i>	03
<i>2019 Group Performance at a Glance</i>	04
<i>Our Group Mission, Values and Strategic Priorities</i>	05
<i>Our Sustainability Agenda</i>	06
<i>Our Culture of Innovation & Delivery Certainty</i>	08
<i>Our Distinctive Delivery Model</i>	10
<i>Our Market Locations and Core Sectors</i>	12
▶ <i>Built Environment Solutions</i>	14
▶ <i>Infrastructure Solutions</i>	23
▶ <i>Group Solutions</i>	32
<i>Our Project Portfolio</i>	34

an introduction to the keltbray group

We are a leading Specialist Engineering and Construction Services Business, focussed on building and infrastructure projects across the UK, and selective international markets. We aim to deliver certainty for our clients from project inception to completion, often in highly complex and regulated environments.

Keltbray is a privately-owned enterprise, committed to delivering exceptional quality and value, based on a unique set of self-delivery capabilities. These include design, engineering and complex construction capabilities. We operate across a broad spectrum of growth sectors, supporting our clients in the development and maintenance of their capital assets.

Our clients place their trust in us to complete their projects to an exceptional quality, safely, on time, within budget and with care for the environment and communities where we work. Our unique business portfolio means we can offer stand-alone or fully-integrated solutions, to meet the exacting needs of their project investments.

Our collaborative approach combines discipline in delivery with the continuous pursuit of improvement through the application of 'real world' innovations. They enable us to drive greater productivity, by realising the investments we are making in digital technologies, state-of-the-art plant and machinery and most importantly, our talented people.

Our long term strategy aims to achieve business resilience by providing our products and services in a way that leads the industry in terms of new thinking, innovation and modern methods of delivery. We will achieve this through a commitment to creating shared value for our clients and all stakeholders who chose to work and partner with the Keltbray Group.

Brendan Kerr
Executive Chairman

Darren James
Chief Executive Officer



2019 group performance at a glance

FINANCIAL PERFORMANCE

Strong revenue performance delivering profitable trading despite continuing market turbulence

ANNUAL TURNOVER

£563m

Up 41% on previous year, reflecting the competitive advantages of diversification in the project portfolio

GROSS PROFIT

£71m

Strong gross profit performance despite macro-economic and political uncertainties

OPERATING PROFIT

£13.5m

Full-year operating profit at the high-end of forecast guidance

NET FUNDS

£41m

Maintained net funds position with strong investor support for our diversified strategy

SAFETY & SUSTAINABILITY PERFORMANCE

Improved performance reflecting greater focus and investment in strategically important client areas

HEALTH, SAFETY & WELLBEING

9yrs

RoSPA Gold Award for 9th consecutive year

PEOPLE

76,000+hrs

of training delivered annually

INNOVATION

£12.3m

qualifying expenditure on innovation initiatives

CAN-DO ATTITUDE

66%

of work each year generated through repeat business

RELATIONSHIPS

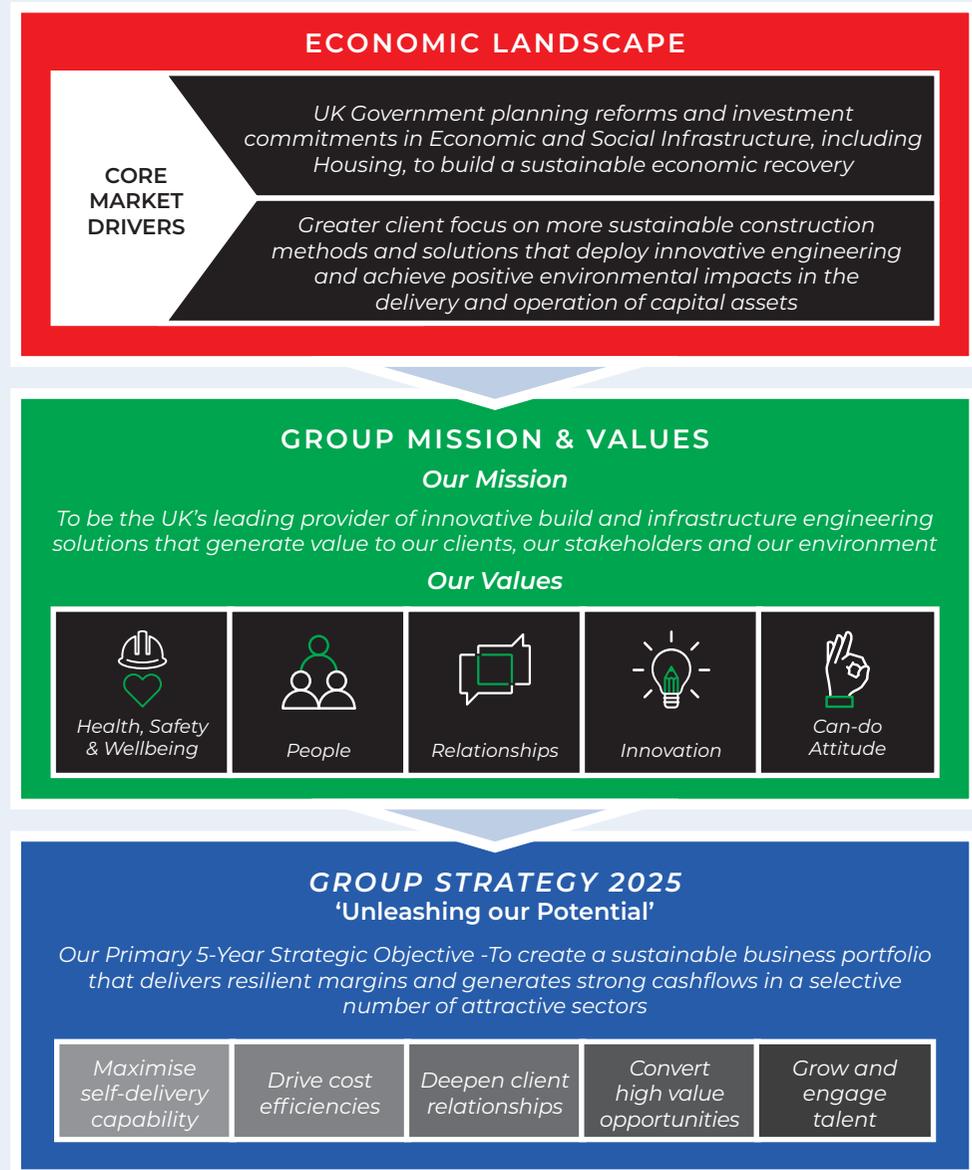
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industry bodies supported by Keltbray

our group mission, values & strategic priorities

Through the delivery certainty of our operational assets, our financial resilience, and our skilled and experienced teams, we are selectively targeting attractive markets and clients, while at all times remaining true to our corporate values and maintaining a resolute commitment to the highest standards of safe and sustainable delivery.

We believe this constitutes our licence to be in business.



our sustainability agenda

We have reported on our Group sustainability achievements since 2013, highlighting the innovative work taking place across our business to reduce carbon, support greener environmental practices, and encourage good health and wellbeing whilst driving social and economic development.

We have aligned our sustainability commitments to support the five values our business lives by; with the view that sustainability runs through everything we do.



HEALTH, SAFETY & WELLBEING

At Keltbray, health, safety and wellbeing are at the forefront of everything we do, facilitated by our in-depth training, our investment in new technologies to reduce the health risks of working on site, and our in-house Occupational Health practice.



RoSPA Gold award
for 9th year running



Construction Logistics
On Community Safety
champions



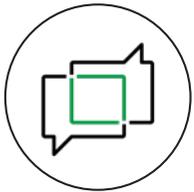
PEOPLE

Our people are at the heart of our business and we invest significantly in their training and development to maintain a highly productive and positive workforce. The attraction, development and retention of construction and engineering skills remains a priority – both for Keltbray and the wider industry.



Training
Excellence
Award

76,000 | training
hours



RELATIONSHIPS

Our interactions with clients and key stakeholders ultimately determine the success of our business and the strength of our reputation. We engage openly and transparently with our clients and stakeholders to build long-term, value-based relationships where we are trusted to deliver.

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people involved with industry bodies including:



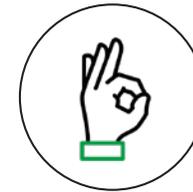
INNOVATION

We are one of only a handful of genuine construction innovators bringing about real change in the industry. As a direct result of our close collaboration with academia and manufacturing partners, we are attracting new talent into our industry and transforming construction processes in line with Government construction strategy.



Construction News Specialist Awards' Innovation of the Year for rail innovation to Mobile Elevated Work Platform

£12.3m | qualifying expenditure



CAN-DO ATTITUDE

Many of our projects are set within complex built environments, and are often procured under highly regulated commercial conditions. We never underestimate the expertise and experience required to meet these commitments.

99% | of non-hazardous waste diverted from landfill

65,418 | fewer litres of fuel used in HGV's in 2019, than in 2018

our culture of innovation & delivery certainty

Keltbray's unique ability to deliver the most complex projects is reinforced by our relentless focus on innovation, delivered by long-term investments in new technologies and people development, broad and deep in-house expertise, and a future-thinking approach that achieves outcome certainty for our clients.



OUR COMMITMENT TO SUSTAINABILITY

Keltbray's goal is to make a positive and lasting contribution to the built environment that modern society depends upon to live and thrive. We align our sustainability and commercial targets to ensure our work is completed in the most efficient ways, balancing the social, economic and environmental interests of all our stakeholders.



OUR COLLABORATIVE AGILITY

By establishing collaborative working relationships with clients and our supply chain from the very earliest stages of a project, we are able to understand their changing needs and demands and respond rapidly to meet them. Our integrated commercial, engineering and construction delivery capabilities seamlessly manage the complex interfaces between the different phases in a project value chain to deliver the optimum solution safely and efficiently. By deepening client relationships in this way, we are making it easier to do business with Keltbray.



OUR TRUSTED REPUTATION

Clients trust Keltbray based on our proven track record of successfully delivering projects to a high standard, safely, on time, within budget and with care for the environment and our communities. We approach every project as a partnership, providing expertise and a shared commitment to making it a success. This 'One Keltbray' mind-set increases our resource focus, allocation and utilisation, allowing us to deliver our combined scale to clients who increasingly demand a greater depth of service from their delivery partners.



OUR BROAD AND DEEP EXPERTISE

Keltbray has an impressively broad and deep range of skills and expertise that have been honed over many years through major investments in state-of-the-art facilities, plant and equipment, training and development programmes and innovative technologies to drive continuous improvement.

This means that we are uniquely positioned in our industry to meet the needs of diverse and complex projects by offering both stand-alone and fully integrated solutions.



OUR COMMITMENT TO PEOPLE

We want our people to have healthy and fulfilling careers by offering continuous training and development, the healthiest and safest workplaces possible, and an inclusive and supportive culture that stands comparison with the very best companies in the world.

To achieve our 'serious on safety' ambitions, we believe that health, safety, wellbeing and training must go hand-in-hand. We are proud of our dedicated, in-house occupational health business – KML - and our bespoke training division, which boasts five training and assessment centres that are all Ofsted inspected and accredited.



OUR DRIVE TO BE PIONEERS

We are an innovation leader in the industry, from the inventive methodologies we are implementing to overcome new challenges, developing and sharing best practices, or pushing standards higher to change the image of construction and set the bar for sustainability. We are leading the way in the application of digital engineering technologies and modern methods of construction to transform the construction industry into a contemporary, sustainable and attractive career choice for the next generation of engineering and construction professionals.

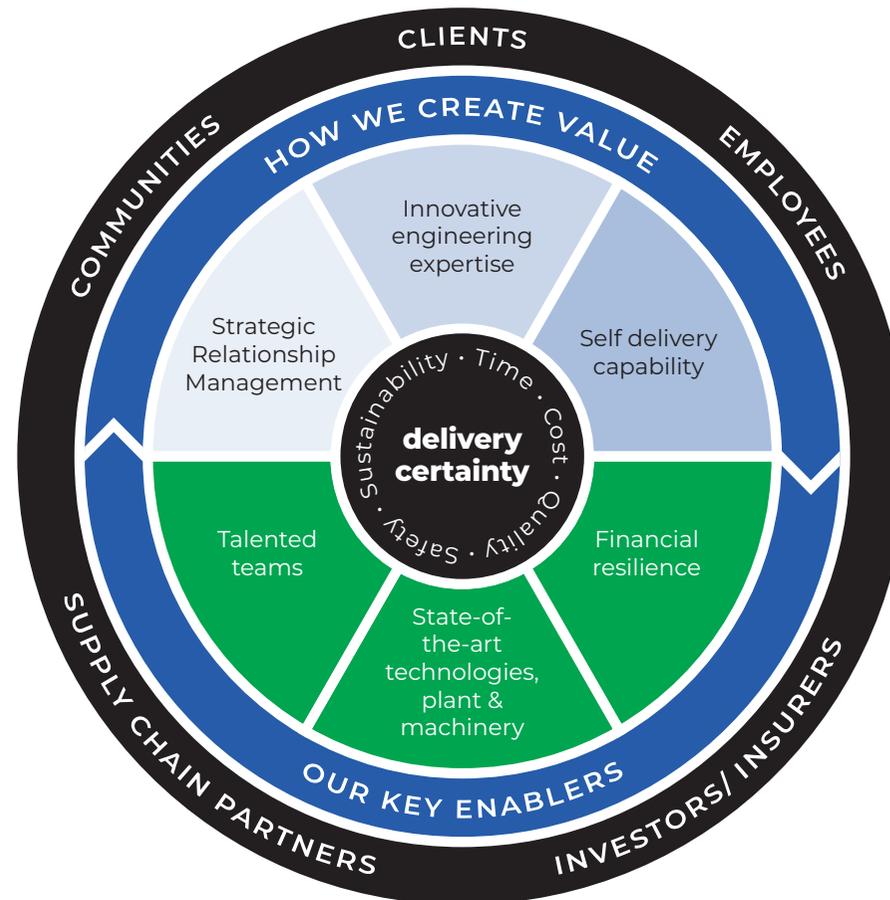
our distinctive delivery model

The Keltbray delivery model is based around a set of complementary capabilities that together constitute the way we go to work to deliver certainty for our clients.

Our progressive approach seeks to break down the barriers to success inherent in traditional contracting models. Clients need to feel confident entrusting their investments with a delivery partner capable of turning vision into reality. They need to be certain the end-result will meet their expectations – and will be completed to the agreed programme, budget and specifications.

We believe that our unique delivery model has the potential to address these challenges – and the key to unlocking its benefits lies in deep and trusting client relationships that allow us to engage early on projects as a prerequisite to delivering greater value.

It is only when clients and contractors – along with designers and others with vested interests – collaborate from the outset, as part of an integrated team, that opportunities for innovation can be fully exploited.



SOURCES OF COMPETITIVE ADVANTAGE

The unique combination of skilled and experienced teams; innovative self delivery; financial resilience; strong, enduring partnerships and our reputation for 'Can Do' across all elements of our business are what we believe sets us apart from our industry peers.

STRATEGIC RELATIONSHIP MANAGEMENT

Inherent in the way we go to work is a different kind of client / delivery partner relationship approach – one based on establishing and maintaining long-term strategic relationships where both parties' interests are aligned to deliver mutual benefit.

This encourages all stakeholders to work together from the earliest engagement as part of an integrated project delivery team. Our strategic relationship management structure ensures all our clients have an executive director level point of ownership and referral.

Through proactive CRM and early stage collaboration we are better equipped to deploy the full benefits of our operating model. This gives us the opportunity to identify alternative methodologies during the design process – engineering, in partnership with the client and our supply chain, the best possible solution at the most appropriate point across both the temporary and permanent works construction phases.

INNOVATIVE ENGINEERING EXPERTISE

At Keltbray we work with our expert design engineers to find the right solution, de-risk project delivery and create greater certainty for clients. This expertise is available in the form of consultancy services, knowledge-sharing, innovation, advice and practical application at project-level.

By refining our approach through digital modelling technologies before we start on site, we can engineer solutions with a high degree of outcome certainty.

We bring a manufacturing mindset to a wide variety of challenges by harnessing the benefit of pre-cast components.

We have the capability to manufacture offsite at our in-house facilities or through site-adjacent operations. By producing components close to our sites, we can maintain architectural integrity and cut costs without impacting quality.

By investing in new processes and technologies, we offer careers that make construction more attractive and help us tackle skills shortages.

INTEGRATED SELF DELIVERY

By drawing on our specialist in-house delivery businesses and directly employed workforce, we have greater control over quality and productivity. It enables us to be more responsive, rectify issues and interface clashes quicker and achieve greater integration across the key disciplines. This brings an operational focus and intensity to project delivery that is very different to the traditional sub-contracting industry model. Our state-of-the-art technologies, plant and specialist machinery de-risk the delivery process.

The key elements of a project can now be delivered in-house through the Group's business units. This gives security of supply in a market that is facing a growing skills shortage, and reduces our reliance on external factors that are beyond our control.

Our directly employed workforce receives the operational and safety training and accreditation necessary to keep skill sets at the forefront of industry developments. Importantly, knowledge is retained within the Group, which supports productivity enhancements.

our market locations

UNITED KINGDOM

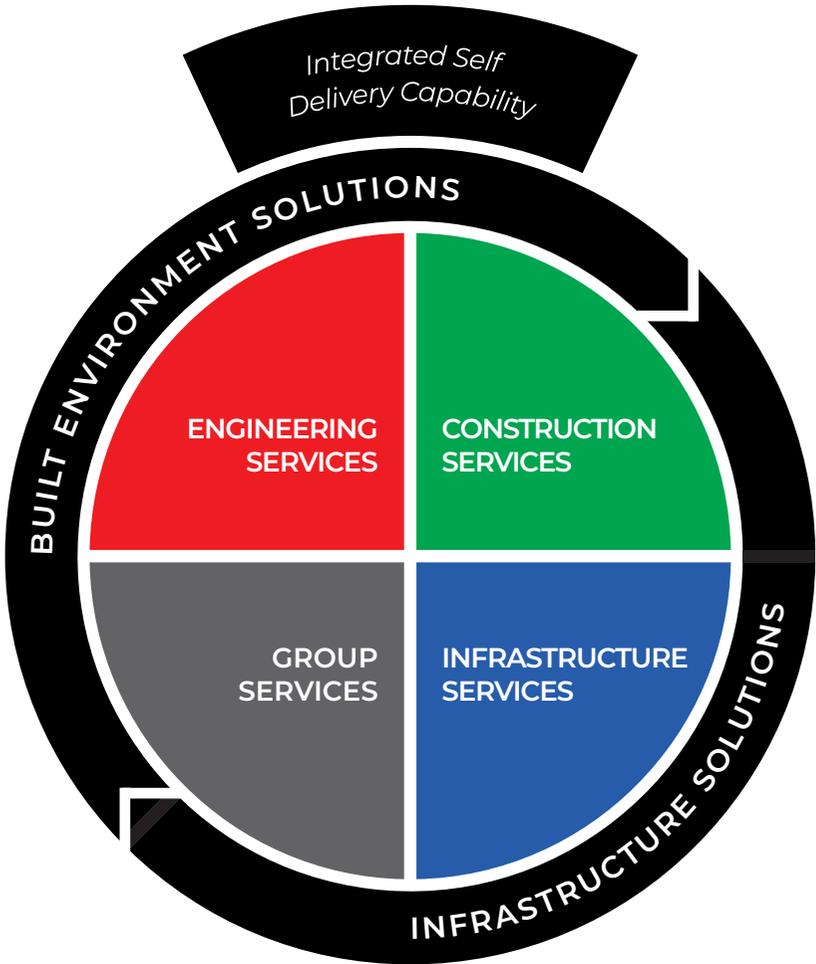


INTERNATIONAL



- BUILT ENVIRONMENT SOLUTIONS
- INFRASTRUCTURE SOLUTIONS
- GROUP SERVICES

our core sectors



CORE SECTORS	
	BUILDING · Commercial · Residential · Industrial
	POWER · Transmission · Distribution · Generations
	RAIL · Track civils · Electrification
	TRANSPORT · Aviation · Highways · Marine
	GOVERNMENT INFRASTRUCTURE · Health · Defence
	UTILITIES · Water Process · Waste

'EASY TO DO BUSINESS WITH'

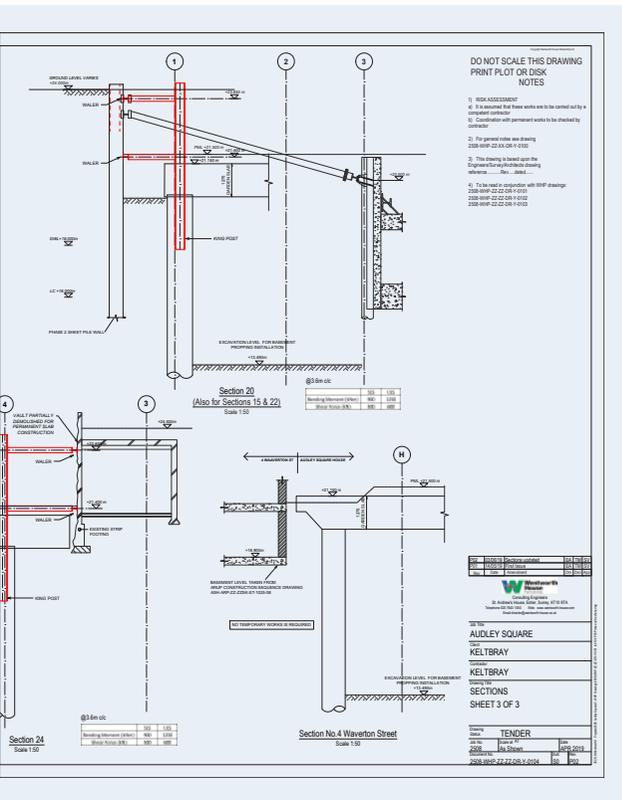
At Keltbray, we pride ourselves on our experienced and multi-disciplined teams, and our commitment to providing high quality solutions, which are delivered safely, and to time and budget using our in-house resources. We have the specialised plant and skilled workforce to deliver standalone services as well as fully integrated solutions. We undertake work to accredited and very often award-winning standards, by focusing on maximising the efficiency, effectiveness and control of our delivery activities.

Our industry-leading expertise provides unrivalled pre-construction advice and specialist delivery services in often sensitive, highly regulated and constrained commercial and physical environments. We work on projects ranging from mixed-use city centre developments, rail infrastructure, power and utility networks, through to nuclear generation sites where health and safety, security and environmental controls have to be managed to the highest standards.

built environment solutions

ENGINEERING SERVICES

ENGINEERING DESIGN - WENTWORTH HOUSE PARTNERSHIP (WHP)



Keltbray's in-house engineering design consultancy, Wentworth House Partnership, has over 20 years' experience covering all areas of temporary works, refurbishments and foundations in the demolition and civil engineering sector. As the scope of the Group offering has widened we have broadened our services to meet the growing need of clients.

We are acknowledged as the temporary works market leader in the design of façade retentions, structures during demolition and deep basements. We also have wide experience of developing methodologies and sequences to minimise the risks and optimise the use of resources by re-engineering or removing wasteful practices.

WHP's geotechnical team won Ground Engineering magazine's 2019 Consultancy of the Year award. In recognition of its deep experience and skills in geotechnical structures, innovative engineering methodologies and designs and value analysis. We have invested heavily in our in-house capability in the use of 3D finite element tools. Similarly we have a strong structural team capable of delivering 3D FE analysis of complex structures and loading regimes.

Keltbray consulting expertise covers:

- ▶ Formwork
- ▶ Falsework
- ▶ Shoring
- ▶ Needling
- ▶ Underpinning
- ▶ Gantries
- ▶ Tower crane foundations, ties and sequencing
- ▶ Foundations for tracked plant and mobile cranes
- ▶ Temporary works for tunnelling
- ▶ Bridge construction
- ▶ Building works
- ▶ Marine works
- ▶ Concrete frame construction including high-rise
- ▶ Core construction, precast and hybrid concrete
- ▶ High quality finishes and high performance concrete
- ▶ Pre-stressed concrete construction

ENGINEERING SERVICES

DEMOLITION AND DECONSTRUCTION

Keltbray Demolition and Deconstruction provides a range of specialist services associated with the planning and delivery of a wide range of complex demolition and substructure projects across the UK. We are extremely proud of our reputation as the UK's leading specialist demolition and deconstruction service provider.

Demolition and deconstruction comprises services carried out in the early stages of a construction project in preparation for the new build phase. Services include environmental and logistic planning, engineering design, demolition and dismantling of redundant built structures.

All projects are carefully evaluated to identify the techniques that will provide the safest method of demolition. From robotic remote-controlled demolition, through to meticulous highly controlled cut-and-lift dismantling techniques and high explosives demolition, we ensure the highest operational standards are met on every contract. Combined with the latest technologies in haulage, plant, specialist equipment and environmental management tools, we deliver projects in a safe, environmentally sensitive and highly efficient manner.



ENGINEERING SERVICES

DECOMMISSIONING



Keltbray Decommissioning provides the engineering solutions to industrial decommissioning projects throughout the UK.

Keltbray provides specialist expertise for the decommissioning phase of projects covering the period from plant closure to commencement of demolition. During this stage of the works, characterisation surveys are used to identify the location and quantum of potentially hazardous materials, plants cleaned and de-energised, and value engineering applied to maximise the return from saleable assets. Keltbray Decommissioning is an industry leader in this field, covering a wide range of highly regulated and heavy industries including nuclear, petrochemical, pharmaceutical and the power sector.

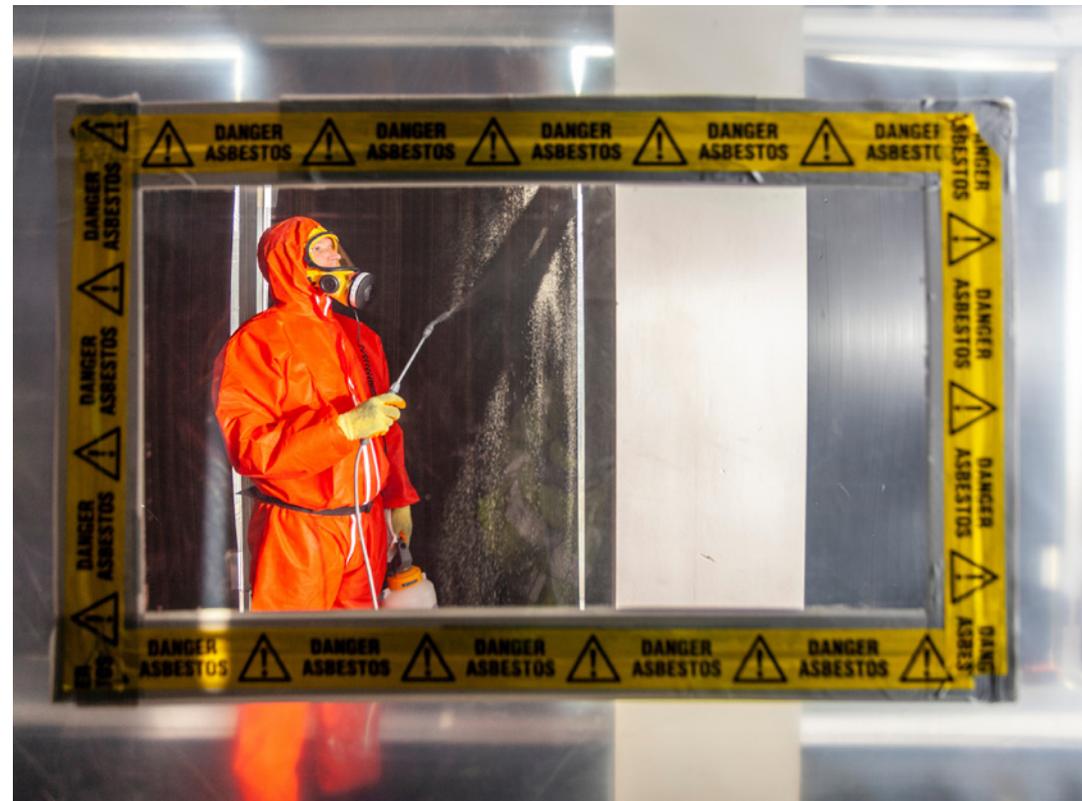
ENGINEERING SERVICES

GEOTECHNICAL AND ENVIRONMENTAL SOLUTIONS

Keltbray Remediation provides on-site remediation solutions for brownfield sites, to enable development or manage environmental issues. Our in-house technical expertise, including highly qualified scientists, chartered environmental and waste professionals, specialise in the on-site remediation of contaminated groundwater and soils utilising both in-situ and ex-situ techniques.

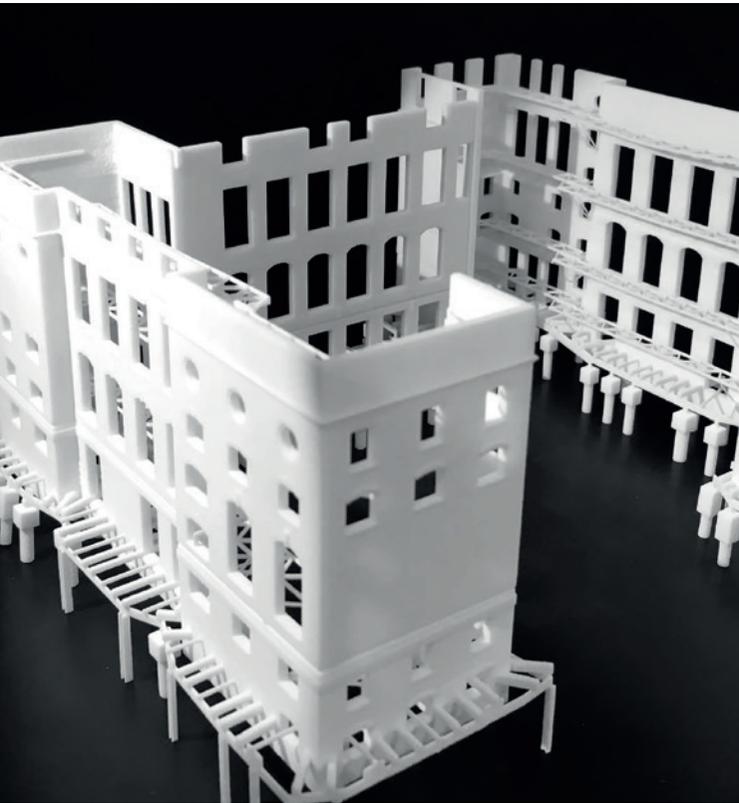
Offering a range of treatment solutions, our priority is to deliver compliant and sustainably remediated sites, with full regulatory approval, suitable for end-use requirements. We possess a collective technical knowledge base in environmental and chemical consultancy to rival any UK competitor.

- ▶ Keltbray Environmental Limited implements the treatment of contaminated materials from brownfield and redevelopment sites, transforming them into recycled resources suitable for use in restoration projects and new landforms. Specialising in the recovery and offsite treatment of construction, demolition and excavation wastes, and operating from strategic locations across the UK, our geotechnical capabilities provide a regulatory compliant and sustainable alternative for contaminated soils through diverting waste from landfill.
- ▶ Keltbray Environmental Solutions is a specialist business providing the management and removal of asbestos and other hazardous materials, such as lead, radiological, chemical and biological contamination, and operates within a wide range of sectors, including defence, Government, transport, heritage, leisure and energy including nuclear, commercial and retail.



CONSTRUCTION SERVICES

ESTIMATING AND PLANNING



Pre-construction estimating and planning services such as specialist advice and consultancy are available at the initial stages of a project and run all the way through to completion. Early engagement of these services offers clients the opportunity to develop innovative solutions, with both commercial and programme certainty, to improve value and reduce risk.

Keltbray prides itself on the depth of its experienced estimating, planning and engineering staff, who provide services across the Group, either as an integrated offering, or standalone requirement such as a pre-demolition consultancy service for client-side development teams.

The pre-construction teams are further supported by the latest computer software and presentation packages, which also drive the enhancement of our Building Information Modelling (BIM) and digital engineering capabilities.

Estimating Services Include:

- ▶ Budgets and detailed estimates
- ▶ Historical cost data
- ▶ Value engineering
- ▶ Current market trends
- ▶ 'Open book' transparent approach

Planning Services include:

- ▶ Programmes and methodologies
- ▶ Logistics and construction sequencing
- ▶ 3D / 4D project modelling
- ▶ 3D printing
- ▶ Time slice sequencing and animation
- ▶ HoloLens mixed-reality visualisation
- ▶ Presentation and submission document production
- ▶ Risk management, review and mitigation
- ▶ Formulation of remediation strategies

CONSTRUCTION SERVICES

ENABLING WORKS

Keltbray provides a number of enabling works services, including site establishment, site security, logistics solutions, investigations and surveys, hazardous material removal, remediation, site clearance, archaeological and heritage attendance, utilities isolations and diversions and site clearance.

These can be delivered as one-off provisions, or as part of an integrated service offering that provides clients with a confident and assured start to a project. Our key project enabling services also extend to assisting with client Section 106 Planning Obligations. Increasingly these involve more challenging deliverables that address the environmental, economic, cultural and social impacts of a development as Local Authorities seek better value for their local communities.

Our dedicated in-house training division has extensive proven experience in successfully delivering these more challenging aspects of Section 106 Planning Obligations such as Skills, Education and Employment strategies.

The various enabling works we provide can also be incorporated with our demolition, groundworks and piling services to provide an integrated package solution; offering potential significant programme and cost benefits to a client's project.



CONSTRUCTION SERVICES

GROUND ENGINEERING



Civil engineering groundworks covers the onsite clearance and remediation of sites and the beginning of the new construction process where new foundations and substructure works are undertaken.

Keltbray has a proven track record in the delivery of varying complex and challenging civil engineering projects during all stages of the process from initial design, completion and subsequent delivery to follow on contractors.

Utilising our in house delivery teams, we maintain the highest levels of safety and environmental management, minimising waste-to-landfill through re-use, recycle and other innovative recovery methods wherever possible.

Key Groundworks services offered by Keltbray include:

- ▶ Piling enabling works and attendance
- ▶ Underpinning
- ▶ Basement excavation
- ▶ Civil engineering
- ▶ Temporary works
- ▶ Top down and blue sky construction
- ▶ Reinforced concrete elements

CONSTRUCTION SERVICES

PILING

Keltbray Piling was established in 2009 and has grown to become one of the largest specialist piling contractors in the UK. Delivering high-quality, cost-effective and innovative piling solutions in a safe and efficient manner.

Keltbray provides a unique offering through the integration with Keltbray's own engineering design consultancy, delivering an end-to-end solution or a bespoke choice of services, backed by a central technical design and engineering resource in Wentworth House Consulting Services..

This diverse capability streamlines the construction process by enabling us to deliver all aspects of the piling package works directly – reducing the time and cost implications associated with multiple interfaces between different supply chain partners, achieving greater delivery certainty.

We provide early works foundation strategies, construction issue design, construction and management solutions for piled foundations across the UK and beyond. It has extensive experience in both small and large high profile piling works, including Battersea Power Station, Tottenham Hotspur FC and 150 Bishopsgate.

Piling Services Include:

- ▶ Full in-house geotechnical design service
- ▶ Rotary bored piling up to 2.4 metre diameter and up to 80 metres deep
- ▶ CFA piling - to 1.2 metre diameter, 28 metre deep
- ▶ Contiguous & secant piled wall solutions
- ▶ Mini and micro piling techniques
- ▶ Rail piling
- ▶ Piles constructed under support fluid



CONSTRUCTION SERVICES

STRUCTURES



Over the last few years we have expanded our core service, offering a full capability in the design and construction of above and below ground, reinforced concrete (RC) structures. Our key areas of expertise include design and construction of most types of RC basement, sub and superstructure frames and post-tensioned concrete construction, including multi-storey and high-rise structural frames.

Furthermore, we can offer a complete service from pre-tender budgets, to advanced value engineering and programming. This approach extends from conversion of existing structures to Reinforced Concrete, alongside overall resolution of the appropriate construction to the required structural specification and quality. We are able to provide complete build-ability across the entire pre and early construction phases of a development, facilitated through our fully integrated in-house service, from scheme design and demolition right through to all structural construction elements prior to fit-out.

Keltbray strives to continually incorporate innovative products, tailored structural designs and efficient processes into its work. We use an extensive range of high tech proprietary formwork from suppliers and have a dedicated precast factory for the production of complex and bespoke moulds.

infrastructure solutions

RAIL SERVICES

Keltbray Aspire is the Group's specialist rail services delivery business and is at the forefront of innovation and best practice solutions in rail design, engineering and operational delivery. The business has been involved in the construction of a number of the UK's most prominent and successful infrastructure projects.

Our direct-delivery philosophy in design, project management, engineering, construction and maintenance services, and rail plant supply allows us to control all aspects of a project, minimising delivery risk and providing greater certainty for our clients.

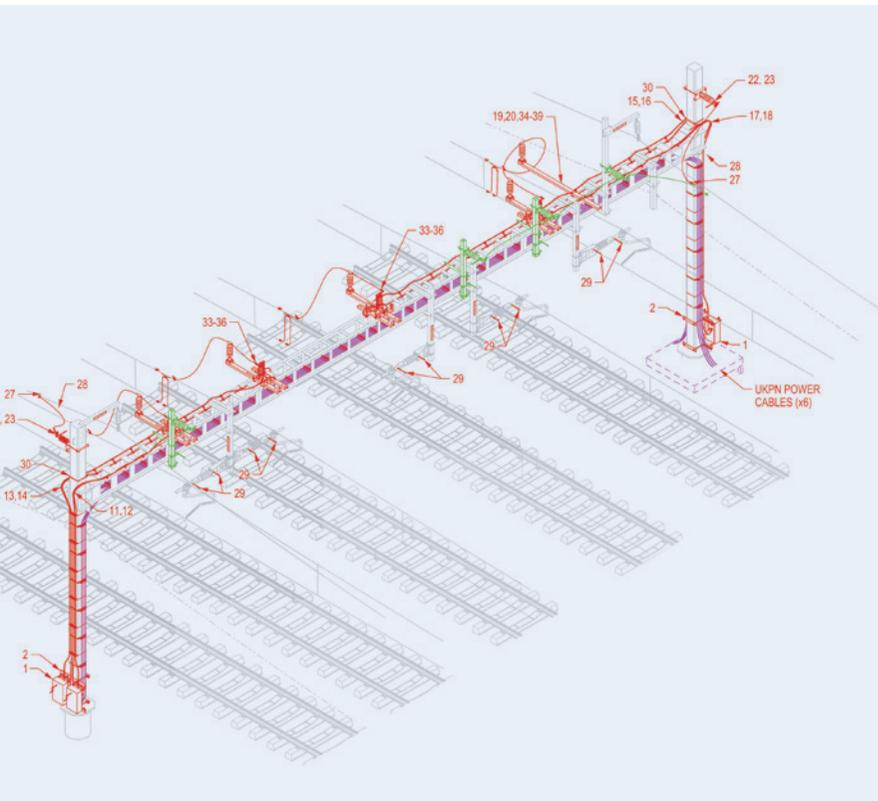
Our leading electrification design house, Wentworth House Rail Systems (WHRS), has unrivalled expertise in existing and new build railway design, and further benefits from being part of a wider Keltbray consultancy capability, which specialises in structural, geotechnical and environmental engineering to support rail projects as required. From commencement to completion on all infrastructure projects, we focus on our clients' key performance drivers. Our practical experience and design-led philosophy are brought together to drive innovation, health, safety and wellbeing, time and quality benefits from the very earliest engagement on a project.

Keltbray Aspire Services Include:

- ▶ WHRS Design
- ▶ Rail Civils
- ▶ Track
- ▶ Isolations
- ▶ Overhead Electrification
- ▶ Power and Distribution



RAIL ENGINEERING DESIGN - WENTWORTH HOUSE RAIL SYSTEMS (WHRS)



Wentworth House Rail Systems (WHRS) provides a 'turnkey' solution for Design and Build Overhead Line Electrification (OLE) and Overhead Contact System (OCS) rail projects across the UK and in selective international markets. We are the UK's leading rail electrification design engineers offering single discipline design right through to full multi-disciplinary design projects, adapting OLE design to meet all infrastructure requirements.

WHRS was established in 2012 and offers a full range of electrification design services for both direct current (DC) and alternating current (AC) OLE and rail contact systems for heavy and light railway systems.

Our rail design business is part of a wider Keltbray design capability which specialises in structural, geotechnical and environmental engineering, supporting all aspects of rail infrastructure.

WHRS provides design and engineering services to both existing and new-build railway infrastructure, specialising in a range of consultancy services, including:

- ▶ Feasibility studies
- ▶ Outline and detailed design
- ▶ Project management
- ▶ Technical assurance
- ▶ Engineering support
- ▶ Testing and commissioning
- ▶ Provision of Section and Isolation diagrams
- ▶ Signal sighting animation/ verification

The WHRS team employs a pro-active, early engagement approach, providing clients with the highest quality, fully costed designs that facilitate greater programme certainty in the delivery phases.

RAIL CIVIL ENGINEERING

Rail civil engineering consists of the design, construction and maintenance of railway systems. This includes track groundworks, Overhead Line Electrification (OLE) piling, demolition and deconstruction of redundant railway structures, welding, permanent way, signalling systems maintenance, and management and removal of hazardous and non-hazardous waste.

Keltbray Aspire has been delivering rail civils construction works for over ten years and has worked on many high profile projects across the UK, delivering significant elements of the rail infrastructure for many of the rail network operators.

Keltbray Aspire Specialist services include:

- ▶ UK's largest rail piling division within the UK
- ▶ High output OLEMI style foundation installation using our rail mounted batching unit
- ▶ Bespoke foundation installation including gravity pads and padstones built into retaining walls
- ▶ Structure strengthening
- ▶ Overhead line structural cutbacks, prop and cut
- ▶ High output bridge and tunnel drilling using the Keltbray high output drilling unit
- ▶ Cable route installation including ground level and elevated GRP route
- ▶ Under-road / track crossing installation using our in house track handback support
- ▶ Asbestos surveys and handling using our in-house specialists
- ▶ Demolition and pre-cast structure installation
- ▶ High level works using our in house staff with working at height capability and mobile elevated work platforms
- ▶ Platform works including new build and platform extensions
- ▶ Temporary works design, installation and management



TRACK AND PERMANENT WAY



Keltbray's Permanent Way capability specialises in both track maintenance support from our Ashford hub, and major permanent way project delivery from our Basildon and Crewe hubs.

Keltbray delivers to accredited and award-winning standards using its own safety critical labour supply and specialist rail plant, and has a track record of delivering on complex projects in the critical design, construction, maintenance and renewal phases.

Our track capabilities include:

- ▶ Permanent Way Renewals and remodelling schemes including complex, multidisciplinary staged works
- ▶ Inspection and maintenance including heavy maintenance and hot weather patrolling
- ▶ Tamping schemes and re-alignment works including track geometry plate installation and datum plate works
- ▶ Slab Track installation and level-crossing works including Edilon slab-track level crossing installation
- ▶ IBJ installation and removals.
- ▶ Re-railing and stress restoration works including both plain line and S&C
- ▶ Wheel timber installation and replacement works
- ▶ Sleeper installation and replacement works including long bearers
- ▶ Switch and crossing inspection, grinding and replacement works.
- ▶ Drainage works, installation and maintenance
- ▶ Lateral resistance plate installation
- ▶ CRT management and Track Monitoring works
- ▶ Track welding

RAIL ELECTRIFICATION AND DISTRIBUTION

Keltbray focuses on maximising rail network availability, while minimising service interruptions and disruptions. We pride ourselves on our highly experienced, multi-disciplined teams and a commitment to providing high standard rail solutions, which are delivered safely, and to time and budget.

Keltbray has extensive experience in all aspects of railway electrification. Wentworth House Rail Systems delivers leading electrification design and Keltbray has one of the country's largest project management and construction capabilities, for cost effective overhead line electrification installation, upgrades and maintenance services. Our people are highly trained and accredited, experienced and committed to ensuring the safety and quality of the UK's rail infrastructure.

When operating in new geographies, Keltbray is committed to securing and developing local labour pools, developing their skills through our established training centres, and building industry skills and employability as part of our inclusive sustainability strategy. This approach creates significant socio-economic benefits for projects, including minimising travel times, reducing project costs, and providing a long term sustainable resource whilst reducing our carbon footprint.

Technical Capabilities include:

- ▶ Experienced, skilled project and construction management
- ▶ Safety Critical support from preparation through onsite delivery to completion and EIS
- ▶ Internal OLEC competency and training
- ▶ Experienced in design and build for multiple OLE ranges including GEFF, MK1, MK3, UK1, Series 1, Series 2, UKMS, Siemens and others
- ▶ Main part steel design / plan / install / removal
- ▶ Small part steel design / plan / install / removal
- ▶ Booster design / plan / install / removal
- ▶ Wiring design / plan / install / removal.
- ▶ ATF design / plan / install / removal.
- ▶ Bonding — design / plan / install / removal.
- ▶ Neutral section and section insulators design / plan / install / removal.



RAIL ISOLATIONS



Keltbray's isolation capability is supported by our dedicated in-house training programme for all technical levels of isolation staff. This unique skills development service also incorporates the subsequent competency assessments to maintain the capabilities and professional accreditations of our people for the future. We closely follow Green Book and route specific developments to ensure we understand and are fully prepared to meet the constantly changing requirements of the UK's rail regimes.

Technical Capabilities include:

- ▶ Project Management / Construction Management
- ▶ Safety Critical support from preparation to onsite delivery management
- ▶ Full / Part Isolation management
- ▶ Full / Part Support Staff including N/P, AP, E/A.
- ▶ Bonding — Design/Plan/Install
- ▶ Isolation of Switches (manual or motorised)
- ▶ Operation of all Switches
- ▶ Fully Qualified SIP (North West area)
- ▶ Fully Qualified SIP+ (GWEP)
- ▶ Test Commissioning of new & modified OLE using in-house staff
- ▶ Route Isolation planning and delivery

POWER NETWORK DISTRIBUTION AND TRANSMISSION

Power distribution and transmission is the business of ensuring constant power supply through the provision of construction, maintenance and repair services for energy utility companies (or distribution network operators). Trusted by all seven distribution network operators in the UK to keep the power on, Keltbray is now the UK's largest provider of overhead support, with over 230 highly trained professional linesman.

Technical capabilities include:

- ▶ Project management / construction management
- ▶ Safety critical support from preparation to onsite delivery management
- ▶ Isolation management and installation of isolations
- ▶ Bonding — design/plan/install
- ▶ Installation of HV trough route, HV cable, jointing and terminations (low/high level)
- ▶ Sheath and core to screen testing and pressure testing
- ▶ HV cable spiking
- ▶ Installation of switches (manual or motorised)
- ▶ OLE for power connections
- ▶ Substation earth mat installation
- ▶ Production/implementation of commissioning strategy and section proving documentation (OLE & distribution)
- ▶ Level A, B & C, entry and work in substations
- ▶ Installation of SSP transformers (25kV to 400v signal supply)
- ▶ Complete substation build from design to build including groundworks, piled/ concrete foundations
- ▶ HV testing and commissioning of substations
- ▶ De-commissioning redundant substations and associated ancillaries (water/power/telecommunications)
- ▶ Demolition / removal of redundant equipment / buildings
- ▶ Removal of hazardous waste (asbestos)
- ▶ DNO foundations
- ▶ Earth mat installation and testing



KELTBRAY LAGAN POWER



Keltbray Lagan Power (KLP) is a highly specialised electrical engineering contractor working in the global market, delivering the highest standards in design, installation, commissioning, operation and maintenance of 'High Voltage' and 'High Technology' power assets for clients. KLP's design capability delivers power solutions in accordance with recognised industry-benchmark operating standards at all stages of an electrical power system project's lifecycle.

KLP engineering solutions include:

- ▶ Design solutions delivered by experienced engineers, in accordance with legislative requirements and industry recognised standards
- ▶ Proven record of constructing power system projects up to 110kV, with regular and effective communication key to ensuring that the requirements of the client are met
- ▶ Commissioning personnel and procedures in place to ensure full compliance with industry recognised benchmark standards for operating and delivering a service of high technical quality.
- ▶ Asset maintenance performed to manufacturer requirements and in-line with industry recognised regulatory standards. Preventative maintenance not considered a 'tick box' exercise, with asset integrity risk reduction recommendations provided as a value-adding service to clients
- ▶ System operation undertaken to industry recognised safety rules that are transferrable across the UK and Irish power system operators. KLP personnel previously authorised with several UK DNO's, and with all operational activities under-pinned by robust health and safety practices. KLP personnel understand 'front line' operational challenges and ensure that these are factored into all services offered, to ensure that the power output of the client's asset is maximised and stable

KELTBRAY INTERNATIONAL

Keltbray International offers a comprehensive range of construction and infrastructure services incorporating design and delivery of client projects of varying scales and complexities in Canada and Australia, focused primarily in the rail civil engineering, and power electrification sectors. As a recent market entrant, our agility allows us to offer a fully-integrated service offering based on the Group's significant investments in specialist operatives and plant, which drive up the levels of safety, quality and productivity on projects beyond those achievable by the local incumbent providers.



group services

DEMOLITION, CONSTRUCTION AND RAIL PLANT



Our specialist demolition, construction and rail plant capability has played a key role in delivering some of the industry's most complex projects by applying our experience and relentless focus on safety and continuous improvement to support our clients' requirements.

Keltbray owns and operates a comprehensive range of specialist plant providing high specification and fully supported equipment to projects associated with construction, demolition, civil engineering and rail. Our machines are designed to add value and increase safety and sustainability performance to client projects, and include robotic equipment, dumper trucks, piling rigs and mobile elevating work platforms.

Keltbray's plant division provides all the specialist machinery and vehicles the Group requires to self-deliver clients' projects. This means no third parties are relied upon and Keltbray can deliver with greater certainty. All specialist plant is self-maintained to

manufacturer's specifications to deliver market-leading emissions performance, and all operatives undertake a rolling programme of skills training and methodology statement updates to ensure we remain at the forefront of industry thinking.

Keltbray Rail Plant own, supply and operate specialist overhead line road rail plant with a capability that outperforms rival equipment available in the market. We are committed to the maintenance and operation of plant to the highest standards and in full compliance with our Rail Plant Operators Scheme Licence.

This capability gives us confidence that our people are working with the most modern and well maintained specialist equipment available, therefore guaranteeing their safety and ability to deliver.

Keltbray is at the forefront of investing in the training and latest technologies to ensure our plant and equipment capabilities keep us at the forefront of the industry.

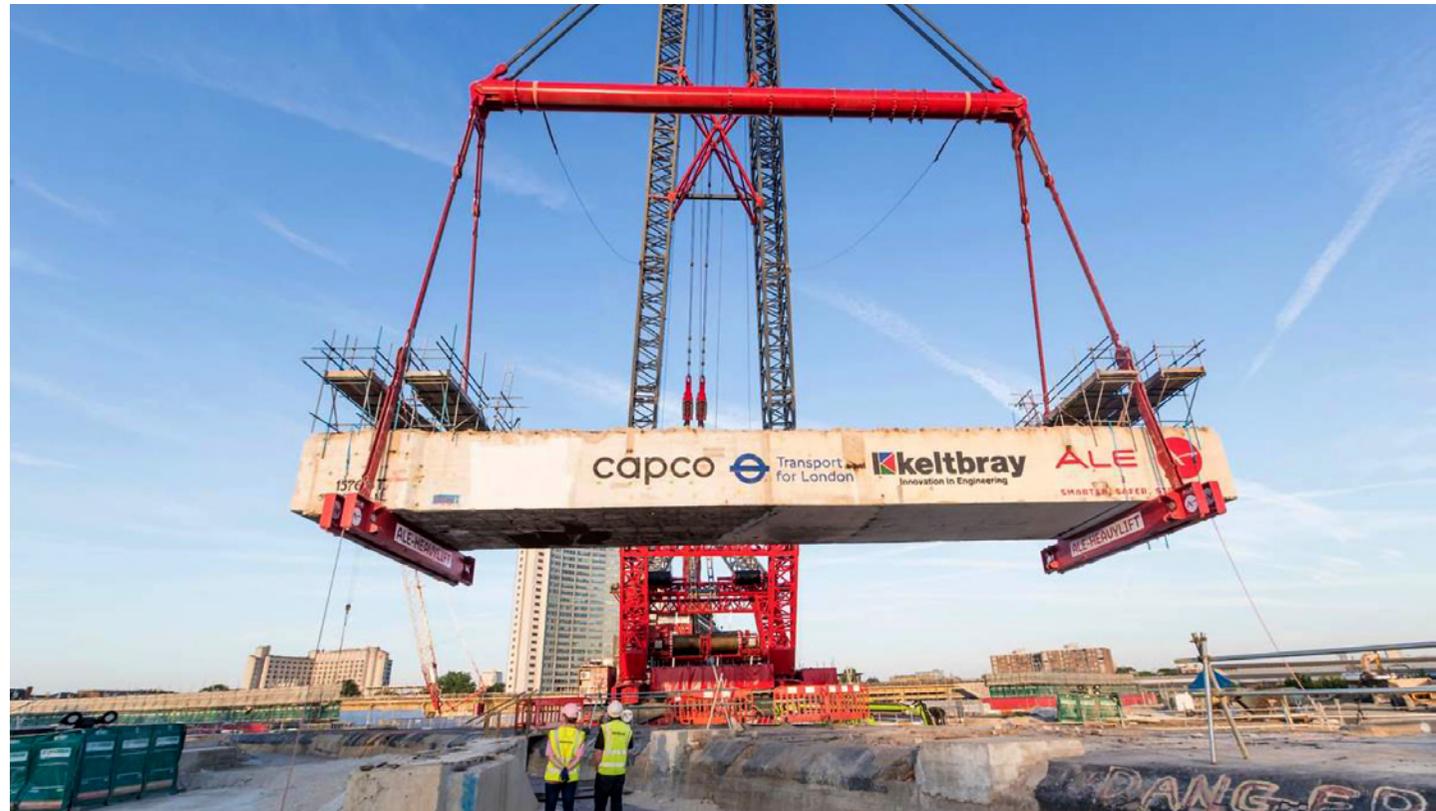
LIFTING

Keltbray Lifting Services is one of the UK's most capable lifting solution providers in the construction and infrastructure industry.

We have the experience, expertise and ability to work with our clients from the conception to completion, with innovative approaches and world-class credentials. We have an enviable track record of success in advanced engineering, construction and infrastructure support.

We have vast knowledge and experience in planning lifting operations using all categories of cranes and lifting equipment, some examples include overhead, crawler and tower cranes. Our lifting teams are highly experienced in providing end-to-end support on projects ranging from a 1 tonne load to the heaviest single crane lift in the UK.

Safety is at the heart of everything we do. As a leading provider to the UK market, the health and safety, and environmental impact, of every action we undertake is our number one priority.

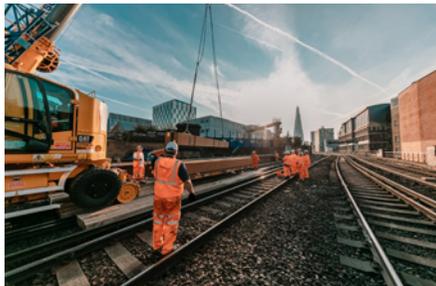


our project portfolio

EXTENDING OUR REACH ACROSS THE CLIENT VALUE CHAIN

From its formative years as a demolition and environmental remediation contractor, Keltbray has extended its reach across the client value chain. Today we have completed a diversified portfolio of over 2000 comprehensive engineering and construction projects, with demolition now accounting for 25 per cent of Group revenues, as our specialist construction, infrastructure and rail businesses continue to drive our diversification into new client markets and revenue streams.

CHARING CROSS/ GREAT SUFFOLK STREET



Keltbray Rail managed a 52-hour possession in which four programme packages were completed. By deploying a crane to lift RRV's, trailers, work equipment and materials onto the closed section of railway, we installed new wheel timbers on two key railway bridges, renovated a vital set of track points, and removed scrap timbers from the railway infrastructure.

NORWICH VICTORIA SIDINGS



Keltbray worked as a Principal Contractor to Abellio Greater Anglia on Norwich Victoria sidings, a design and build project located just outside of Norwich.

BARKING



In mid-November 2019, the City of London awarded Keltbray Distribution & Transmission the contract to dismantle a 275kV transmission line in Barking. It involved many complexities as it oversailed numerous factory units, main roads and development plots. Despite significant access constraints, Keltbray successfully completed the project over the quieter Christmas break.

EARLS COURT



The demolition of the Earls Court exhibition centres was an extremely large and complex project. The structures were located in a highly residential area with major live rail interfaces. Keltbray was responsible for the removal of a 1000 tonne bridge structure, demolition of Earls Court 1&2 Exhibition Centres and removal of 15,000 tonnes of concrete beams over four District Line Tunnels.

FERRYBRIDGE



Keltbray Decommissioning was awarded the 30-month contract as Principal Designer and Principal Contractor. The works scope involves the removal of all hazardous materials, mainly asbestos, and the phased demolition of all other structures to grade level.

STONEY STREET



The Stoney Street Project, a 2.5 acre site on the South bank of the River Thames, is a mixed-use commercial development meant to enhance the re-generation of the surrounding areas of the Bankside Quarter and Borough Market. Given the historical built heritage of the site, Keltbray and the MOLA worked collaboratively to ensure we met the planning requirements.

NOVA EAST



Keltbray Piling made headlines on client, Landsec's, Nova East development in London Victoria, employing a number of innovative sustainability measures to reduce carbon impact during the construction phase, including installation of what is believed to be London's deepest pile – a first for the UK construction industry.

BATTERSEA



Keltbray was awarded the RC Sub and Superstructure Work packages at phase 3A of the Battersea Power Station redevelopment. Our works involved; under slab drainage, basement waterproofing, basement box construction, reinforced concrete cores, suspended RC slabs, post-tensioned slabs and beams, podium slabs, precast column and stair installation, structural steelwork, riser protection systems, etc.



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