

Innovation in Engineering

Keltbray is a specialist engineering and construction solutions company

Our purpose is to redefine the way sustainable development is delivered. We self-deliver smart customer solutions across critical built environment and infrastructure sectors to support economic growth, social advancement and environmental protection.



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Overview

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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, offsite manufacturing 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

2020 Performance highlights

Despite a year of extraordinary challenges, Keltbray continued the implementation of its strategy for sustainable growth – “**Unleashing our Potential**”, to diversify and strengthen the business. We are aligning our capabilities with rapidly developing UK growth sectors, where we see increasing demand for sustainably engineered solutions.

We are therefore pleased that the Group has posted a resilient performance, ending the 2020 financial year with a high quality order book, strong net cash balances and a robust balance sheet, enabling us to continue to enhance our self-delivery capabilities, and capitalise on a strong mid-term pipeline of opportunities.



FINANCIAL PERFORMANCE

Resilient financial performance, delivering strong cash balances despite the continuing uncertainties posed by the COVID-19 global pandemic and a post-Brexit Britain.

ANNUAL TURNOVER

£428.6m

Down 24% on previous year, shielded by sector diversity with Infrastructure trading generally uninterrupted by COVID-19

EBITDA

£3.3m

Good underlying performance, particularly across Infrastructure businesses, despite economic instability

ORDER BOOK

£224.0m

Group forward order book quality maintained despite tightening opportunity pipeline

NET CASH BALANCES

£25.0m

Closing cash position

£20.0m

Banking facilities (unutilised)

Maintained net funds position with strong investor support for our strategy

COST MANAGEMENT

£11.9m

Material reduction in Group overhead

SUSTAINABILITY PERFORMANCE

Greater focus and alignment with UN Development Goals, UK Government industrial strategy and customers' sustainability targets.

SAFETY AND WELLBEING

61%

reduction in Lost Time Incidents Rates and Reportable Injuries (RIDDORs) – from 18 to 7

ENVIRONMENT

100%

of fixed locations use renewable energy

99.7%

diversion of non-hazardous waste from landfill

70%

of all non-timber key construction materials from recycled and certified sustainable sources

SOCIAL

44,000

Training hours delivered

£50,000

to charitable causes through Keltbray Foundation

58

Apprenticeships supported

2,368

People engaged through community outreach programmes

ECONOMIC

£100.5m

paid in annual salaries and related expenditure to PAYE employees

+30

industry bodies supported by Keltbray

£19.3m

innovation investment deemed applicable for HMRC R&D Tax Credits in last analysed year (2019)

Company overview

Focusing our integrated services on solving customers' challenges in a rapidly changing world

WHO WE ARE

Keltbray is a UK-leading specialist engineering and construction business, offering a range of self-delivered solutions for blue-chip public and private sector customers.

WHAT WE DO

Operating in highly regulated sectors, we are a key player in developing and maintaining Britain's economic infrastructure and built environment, and in selective overseas markets.

Our customers trust us to deliver certainty on their projects – to specification, safely, on programme, within budget and with care for the environment and the communities that host us.

Our integrated delivery approach is underpinned by the significant investments we are making in the development of our people, our specialist delivery capabilities and our research and development agenda. It focuses our business on engineering innovation and delivery excellence to provide greater value for all our stakeholders.

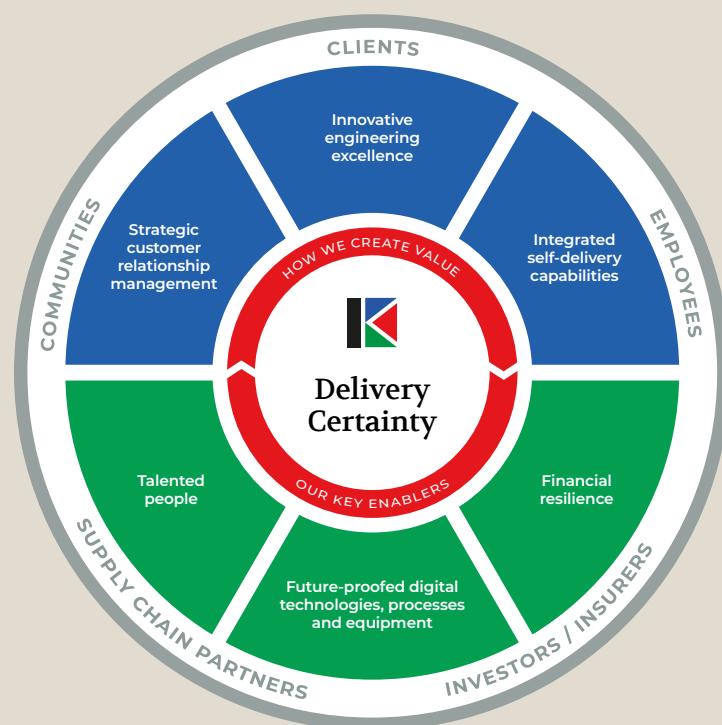
WHY WE DO IT

Our purpose is to redefine the way sustainable development is delivered. Our deep expertise means that we offer standalone and holistic services, to meet our clients' complex and changing engineering demands to enhance, upgrade and decarbonise their capital assets.

HOW WE DO IT

Keltbray's distinctive delivery model is based around a set of complementary capabilities that together constitute the way we go to work to deliver certainty through the smart solutions we provide for our clients.

Our distinctive 'one Keltbray' approach



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 delivery partners – along with designers and others with vested interests – collaborate from the outset, as part of an integrated team, that opportunities for innovation in engineering can be fully exploited.



STRATEGIC CUSTOMER RELATIONSHIP MANAGEMENT

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



INNOVATIVE ENGINEERING EXCELLENCE

We work collaboratively with our clients, supply chain and industry partners to de-risk project delivery and engineer solutions with a high degree of outcome certainty. Our multi-disciplined network of professional engineers can design, contract and supervise sustainable, high performance engineering and construction services in the public and private sectors.



INTEGRATED SELF-DELIVERY CAPABILITY

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 project phases. This brings an operational focus and intensity to project delivery that is very different to the traditional subcontracting model.

Our services and sectors

From its formative years as a demolition and environmental remediation contractor, Keltbray has extended its coverage across the client value chain. Today we offer a diversified portfolio of specialist engineering and construction services through our Built Environment and Infrastructure businesses, as we drive our diversification into new growth sectors and customer revenue streams.



Specialist engineering and environmental services

- Demolition
- Civil engineering
- Environment
 - Contaminated soil / ground water
 - Asbestos removal
 - Site remediation
- Decommissioning

Construction services

- Engineering design – Wentworth House Partnership
- Piling
- Structures
- Transport piling
- Transport structures

Infrastructure services

- Rail systems design – Wentworth House Rail Systems
- Rail engineering and civils
- Rail overhead line electrification and distribution
- Power distribution and transmission
- Renewables

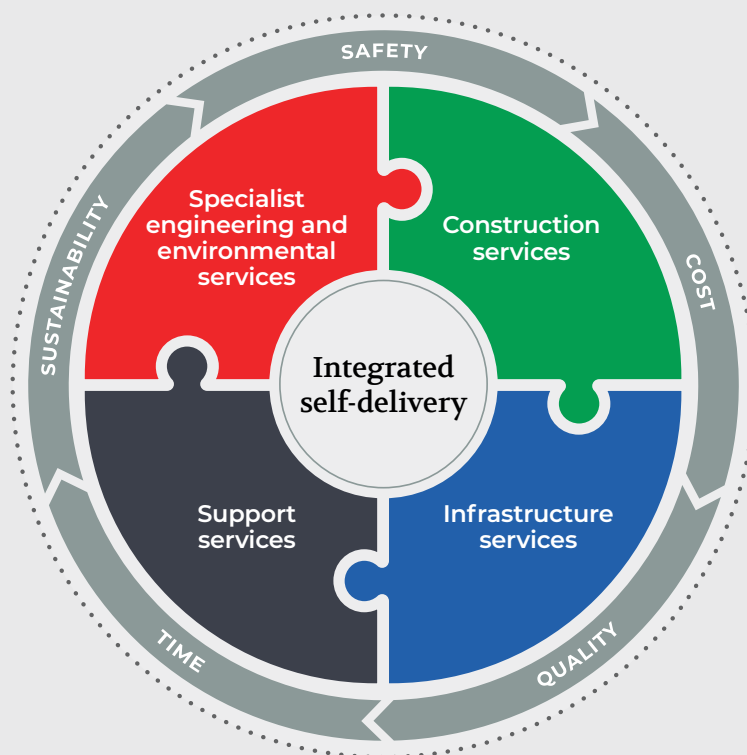
Support services

- Preconstruction and commercial management
- BIM & digital engineering
- Civil engineering plant, lifting and haulage equipment
- Project delivery support services:
 - Recruitment
 - Operational safety training
 - Occupational health and wellbeing

WHAT DIFFERENTIATES KELTBRAY

Sources of competitive advantage

The unique combination of highly experienced teams; innovative self-delivery capabilities; financial resilience; strong, enduring partnerships and our 'can do' reputation across all elements of our business are what we believe sets us apart from our industry peers



Customer sectors



Building

- Residential / Commercial
- Manufacturing
- Industrial



Energy

- Civil / Nuclear
- Power Networks
- Renewables



Rail

- UK Network
- Mass Transit
- High Speed 2



Transport

- Highways
- Aviation
- Marine



Government Infrastructure

- Defence
- Health



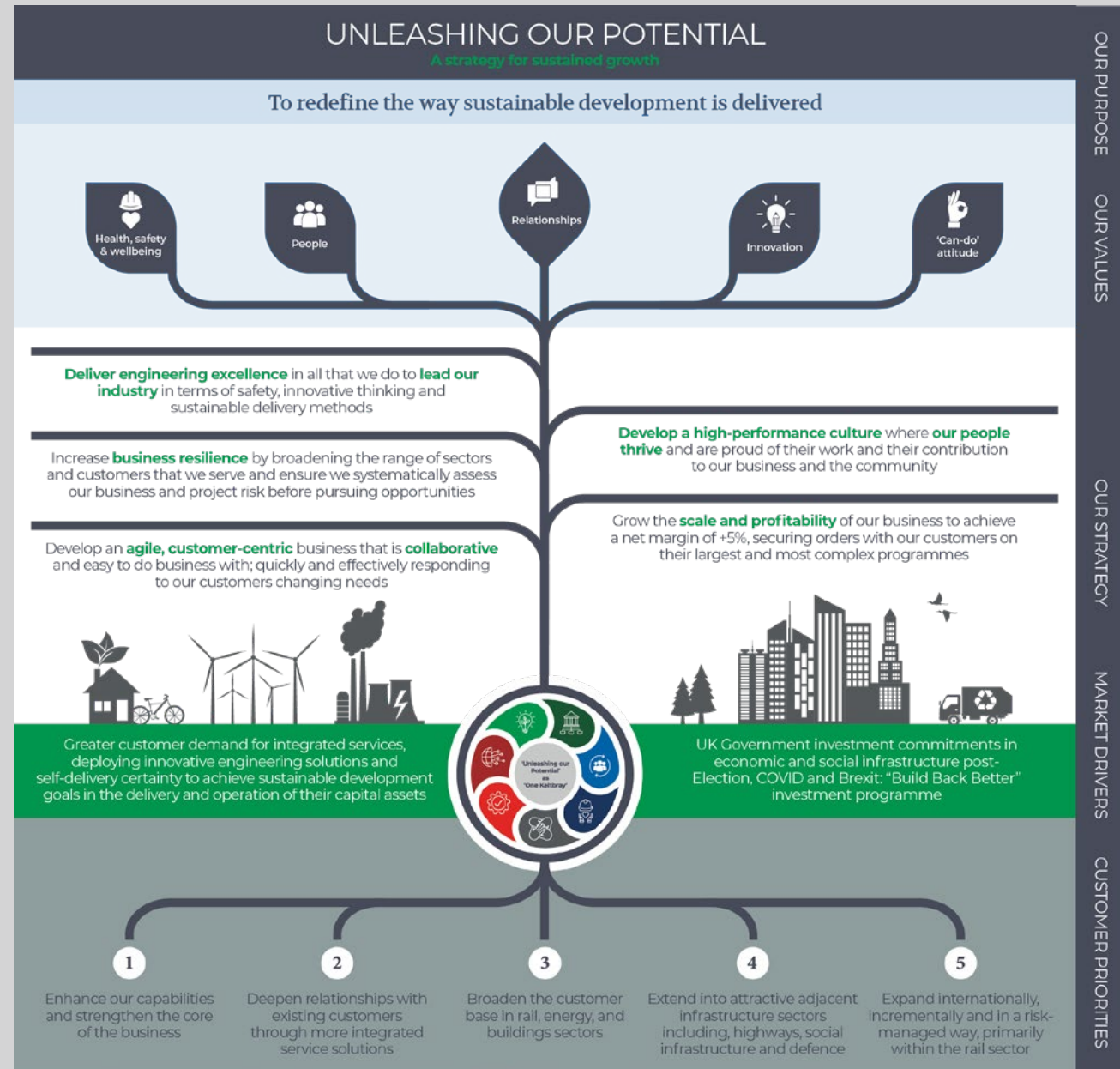
Utilities

- Communications

Our strategy

Through the delivery certainty of our operational assets, our financial resilience, and our skilled and experienced teams, we are selectively targeting attractive growth sectors, while at all times remaining true to our corporate values and maintaining a resolute commitment to the highest standards of safe and sustainable delivery for blue-chip customers who share our belief in doing the right thing.

"Achieving the highest standards of safe and sustainable delivery. We believe this constitutes our license to operate."







To redefine the way sustainable development is delivered.

Keltbray's clear and guiding purpose closely aligns with our long-standing reputation for innovation and delivery certainty, and with the millions of people who rely on our services every day.

At Keltbray we are working to create a sustainable future by combining integrity and smart innovation to meet, to the greatest extent possible, the balanced needs of all our stakeholders.

We are focused on enhancing the quality and value of our business through the disciplined allocation of our resources to meet the demands and expectations of our ever changing world, so that we grow our business safely, sustainably and responsibly, for the benefit of all.

Darren James
Chief Executive Officer

Sustainability framework

Sustainability runs through everything we do. From the people we support, the company we sustain, the local communities we work in, the industry we represent and the planet we live on.

The construction and infrastructure industry is very materials and resource intensive, with huge pressures exerted on the natural environment at every stage of a project's lifecycle. Sustainability is therefore mutually beneficial to both the natural environment and our business, aiding us to use resources efficiently to create long-term sustainable value, build resilience to environmental and social pressures, as well as minimise risks throughout our supply chain to drive economic growth.

Managing the environmental, social and economic pillars holistically is key to protecting our environment, supporting local communities, serving our customers, sustaining the economy and helping wider society thrive.

The areas of focus opposite have been identified as being integral to Keltbray, based on a materiality assessment of their impact on our business, and they therefore set the framework for the Group's Sustainability approach and programmes of work.

THE UK CONSTRUCTION INDUSTRY ACCOUNTS FOR:

45%

of the UK's total carbon emissions, 60% of material use while creating a third of waste generated

3.1m

employment opportunities created

9%

of the UK's total economy as defined by Gross Domestic Product (GDP)

* Source: The Office for National Statistics

Environment review

OBJECTIVES AND SMART KPIs

Decarbonise our operations to achieve Net Zero and assist our clients in meeting their individual pledges

- Set science based target 2020
- Achieve Net Zero by 2050
- Assist our clients in meeting their own Net Zero timeline

Protect the environment and enhance biodiversity to ensure we leave a better environment than the one we found

- Zero major environmental incidents
- Our business and projects to have a zero net biodiversity loss and identify opportunities for biodiversity net gain

Use resources more efficiently, maximising their life cycle to drive circular economy

- Zero non-hazardous waste to landfill
- Define scope of water and material usage and set reduction targets for all divisions of Keltbray Group


ACTION AGENDA

- Climate action
- Carbon footprint and energy efficiency
- Biodiversity
- Waste and the circular economy
- Water usage
- Materials and responsible sourcing



Keltbray's sustainability pledge is to provide innovative building and infrastructure engineering solutions that generate value to our customers and support their own sustainability commitments, whilst playing our own part in addressing the global challenges determined by the UN Sustainable Development Goals

Built environment solutions



A clear focus on
modern methods of
construction delivery

Engineering services



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 design – Wentworth House Partnership

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.



Demolition and deconstruction

Keltbray 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.

Decommissioning

Keltbray 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 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.



Geotechnical and environmental solutions

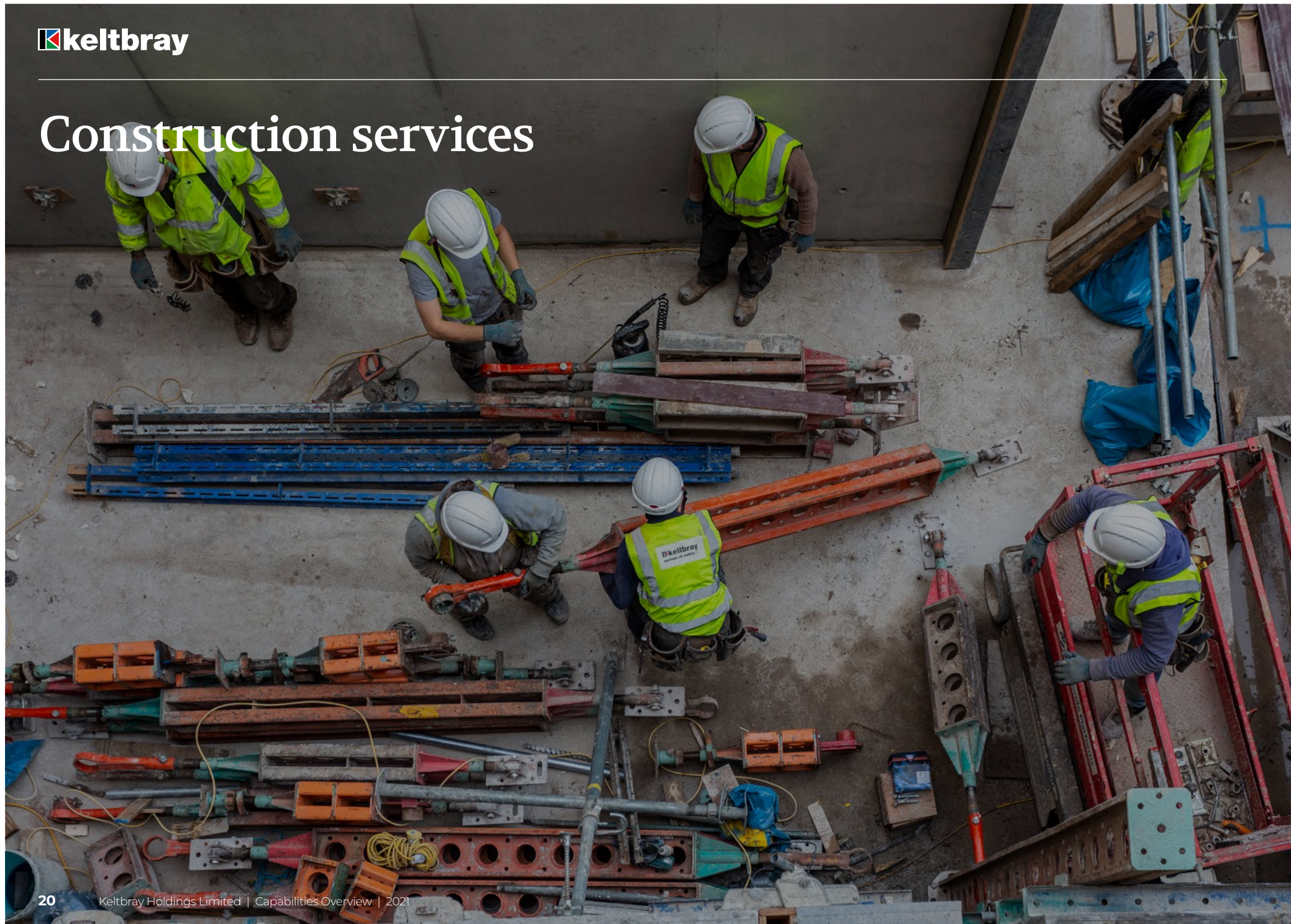
Keltbray's geotechnical expertise covers all aspects of project remediation, providing on site solutions for Brownfield sites, to enable development or manage environmental issues. Our in-house technical expertise, including highly-qualified scientists, chartered environmental and waste professionals, specialise in the on site remediation of contaminated groundwater and soils utilising both in-situ and ex-situ techniques.

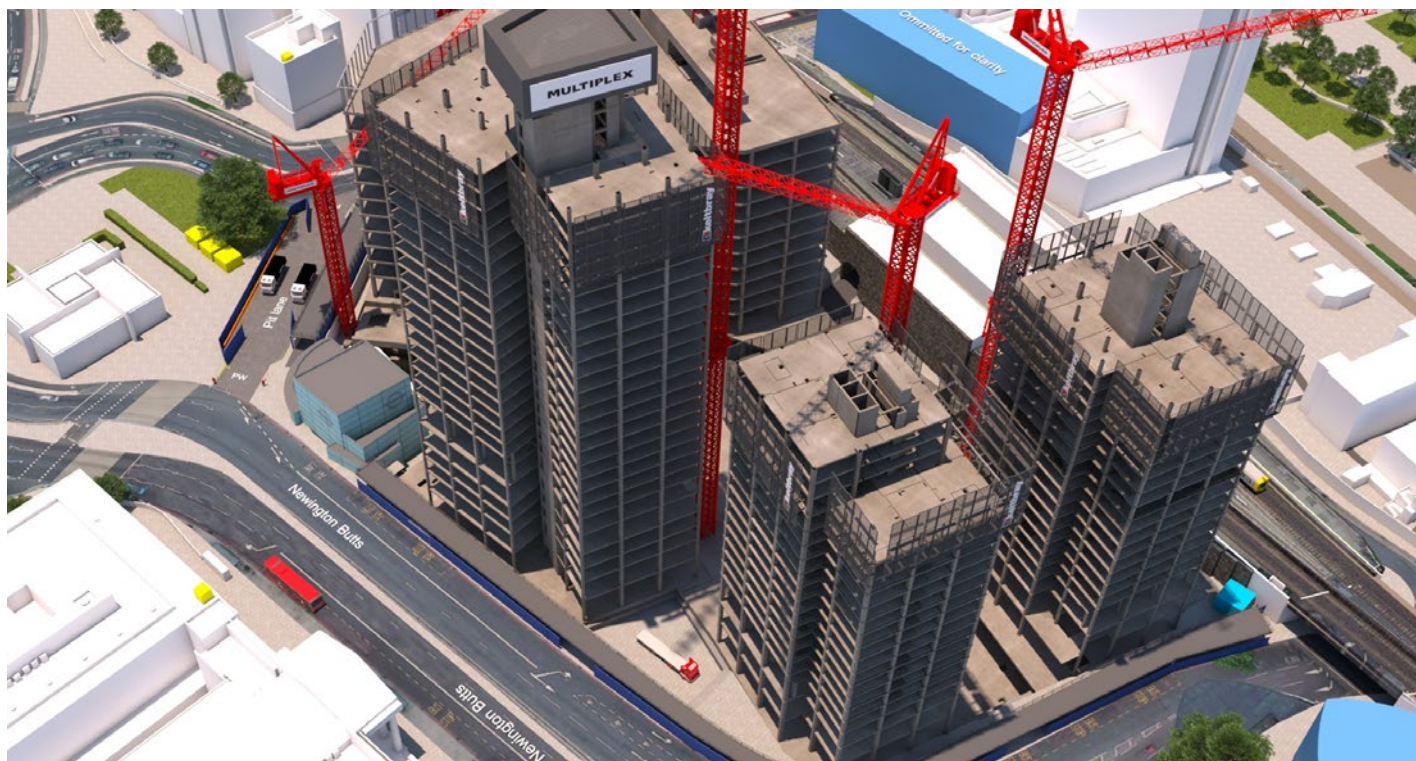
Offering a range of treatment solutions, our priority is to deliver compliant and sustainably remediated sites, with full regulatory approval, suitable for end-use requirements. We possess a collective technical knowledge base in environmental and chemical consultancy to rival any UK competitor.

Keltbray implements the treatment of contaminated materials from Brownfield and redevelopment, remediated 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 offers environmental solutions that provide 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





Preconstruction services

Preconstruction 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 preconstruction 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

Enabling works

Keltbray provides a number of enabling works services, including site establishment, site security, logistics solutions, investigations and surveys, hazardous material removal, remediation, 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.

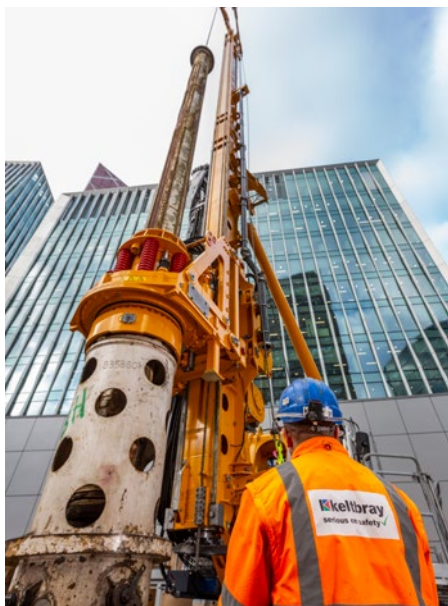
The various enabling works we provide can also be incorporated with our demolition, groundworks and piling services to provide an integrated package solution; offering potential significant programme and cost benefits to a client's project.

Civil engineering groundworks covers the onsite preparation of sites and the beginning of the new construction process where new foundations and substructure works are undertaken, minimising waste-to-landfill through re-use, recycle and other innovative recovery methods wherever possible.



KEY ENABLING 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
- Environmentally Friendly Concrete



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 and secant piled wall solutions
- Mini and micro piling techniques
- Transport piling
- Piles constructed under support fluid
- HIPER® Pile solutions

Piling

Keltbray's piling business unit 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 Bishopgate.



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



Directly supporting the
UK government's pledge
to 'build back better'

Transport services





Rail services

Keltbray's specialist rail services delivery businesses are 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 RAIL 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 'turn key' 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.

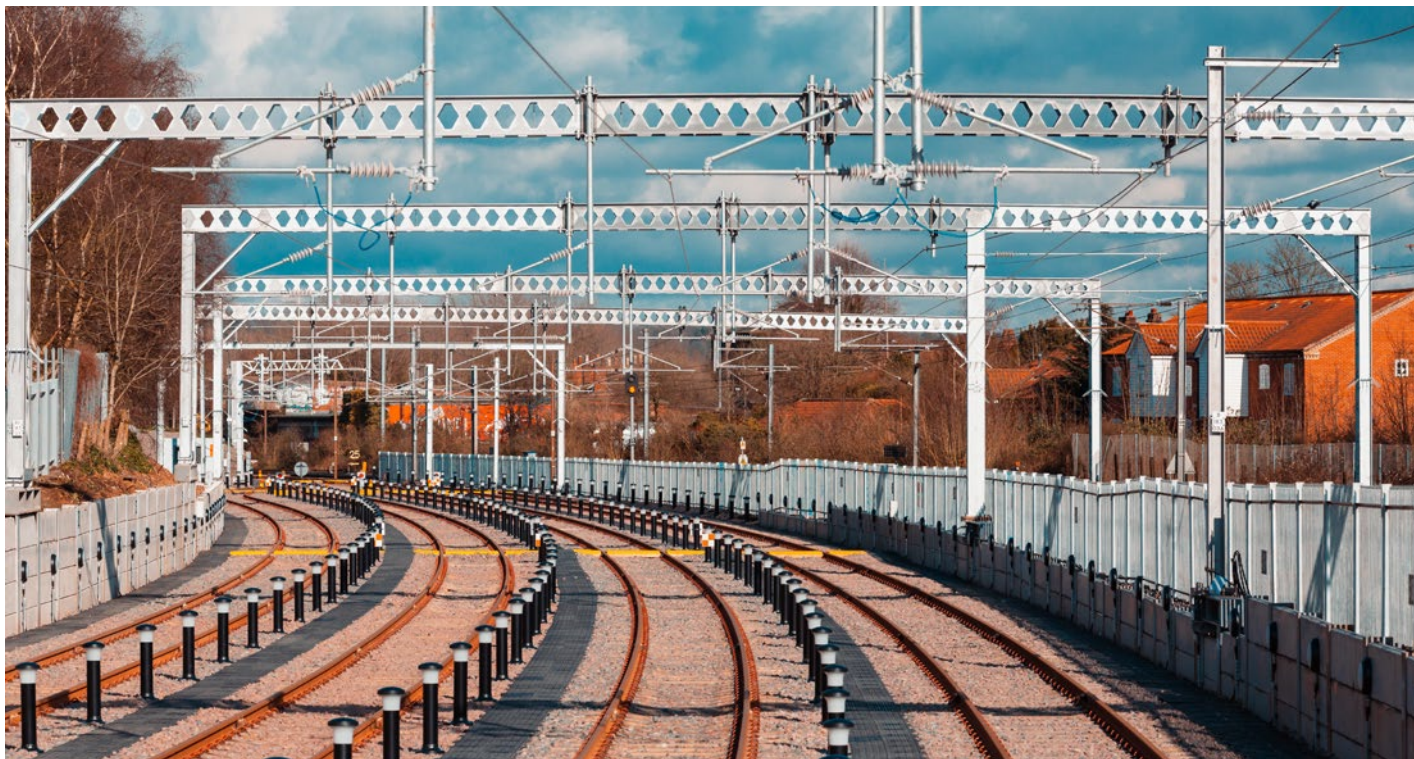
WHRS was established in 2012 and offers a full range of electrification design services for both direct current (DC) and alternating current (AC) OLE and rail contact systems for heavy and light railway systems.

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 DESIGN AND ENGINEERING CONSULTANCY SERVICES INCLUDE:

- 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 proactive, 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 precast 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 on 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 and modified OLE using in-house staff
- Route isolation planning and delivery



Highways services

Keltbray self-delivers critical road and major highways infrastructure across the UK road network for UK Government agencies including National Highways and its delivery partners, and local authorities, often as part of major, complex mixed-use urban redevelopment schemes.

Our expertise covers concept design, project and risk management and advanced self-delivery capabilities including the decommissioning and demolition of redundant road assets,

right through to the design, installation and maintenance of motorway and dual carriageway structures, ensuring a safe and sustainable road network for the millions of commuters across the UK.

Building on our expertise in power transmission and distribution, we also have a growing capability in road network power distribution and asset electrification.

The business is currently involved in the construction of some of the UK's most prominent road

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

TECHNICAL CAPABILITIES INCLUDE:

- Project and programme management
- Development of both highway and traffic asset management plans
- Highway asset valuations
- Specialist highways engineering direct delivery capabilities
- Specialist highways plant
- Service level development, in consultation with stakeholders
- Value management and option appraisal
- Highway maintenance plans and other management documents
- Environment and biodiversity consultancy
- Training and workshops
- Public consultations
- Procurement advice
- Risk management

Energy services

Energy services

Keltbray delivers vital energy infrastructure across the UK. Our expertise spans the decommissioning of power generation assets, technical solutions to design, install and maintain regional and national electricity networks, ensuring the safe supply of power to millions of households across the country. Our experience and expertise covers overhead lines, HV substation installations, cable tunnels and distribution networks.

Keltbray also has a growing capability in renewable energy, including piling solutions and high-voltage engineering, as well as decommissioning of redundant wind turbine assets.





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 and distribution)
- Level A, B and 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
- Decommissioning 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

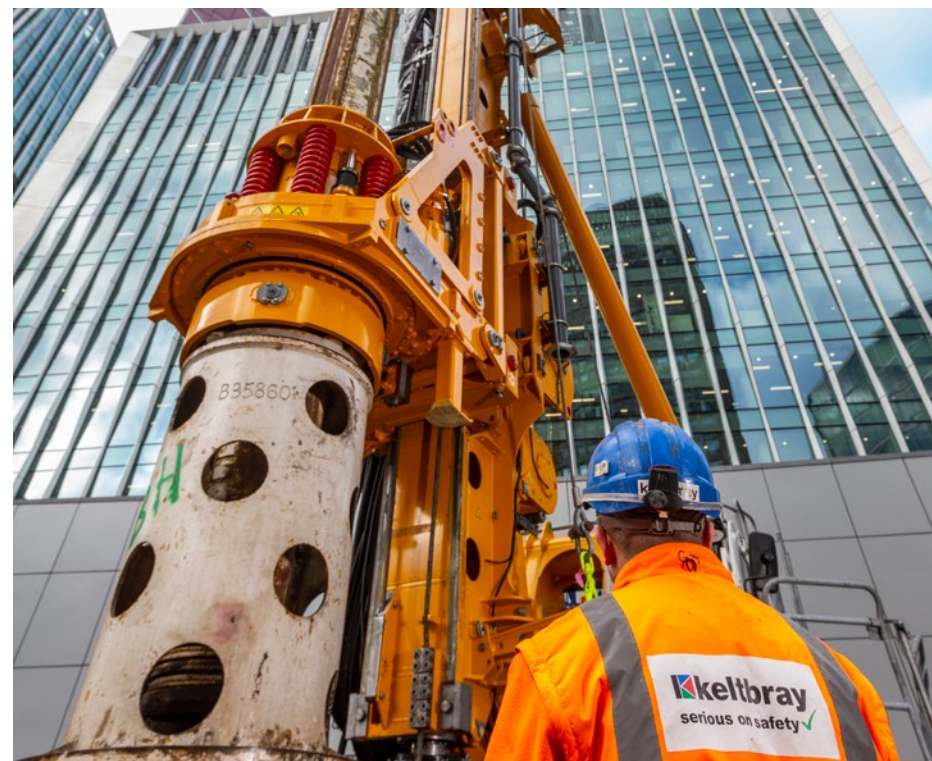
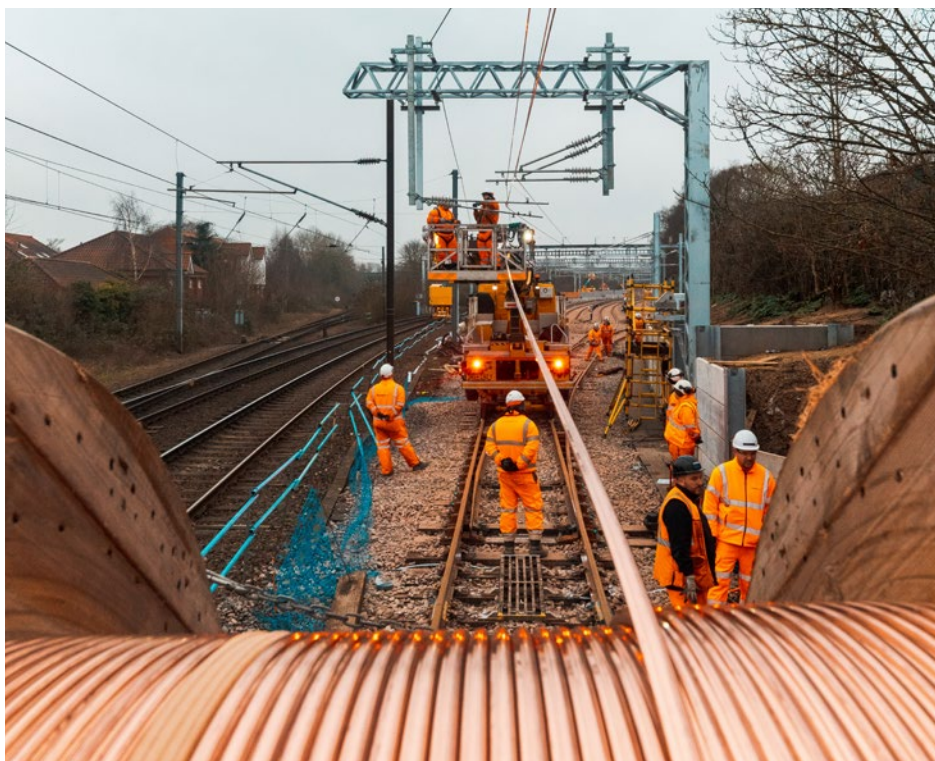


Keltbray International

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 and 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 License.

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 one-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.



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INNOVATION IN ENGINEERING



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