



WELCOME TO
KELTBRAY
SKILLS AND EXPERTISE

 **keltbray**

WELCOME TO KELTBRAY

Keltbray Group is a UK leading specialist business, which offers a range of self-delivered services. These include engineering, construction, demolition, decommissioning, remediation, rail, environmental services and reinforced concrete frame solutions. We are a key player in developing and maintaining Britain's built environment, operating in highly regulated climates and transforming sites and aspects of infrastructure across the UK.

Our clients trust in us to deliver projects to a high standard, safely, on time, within budget and with care for the environment and our communities.

Our varied expertise means that we can offer clients stand-alone or fully integrated services, to meet the needs of diverse and complex projects. Our in-house capability, from engineering and design to delivery and training, focuses our business on excellence and providing value to our clients.

Brendan Kerr
Owner and Chief Executive Officer



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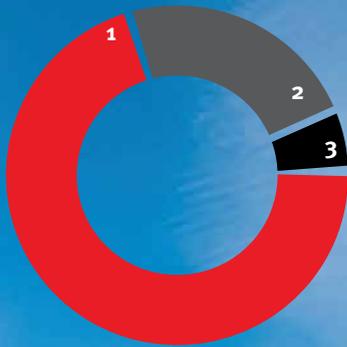
Rail Infrastructure Design 22



1 Olympic Stadium, London
 Keltbray was part of the team delivering the new Olympic Stadium for the Olympic Delivery Authority in Stratford East London.

CONSISTANT DEVELOPMENT

Over the past four decades Keltbray has helped facilitate some of the largest and most iconic construction projects in the country, including The Shard and The Queen Elizabeth Olympic Park Stadium and major infrastructure projects such as Crossrail and the electrification of The Great Western Mainline. We are now firmly established as one of the country's largest specialist contractors and are proud of the continued strengthening of our business.



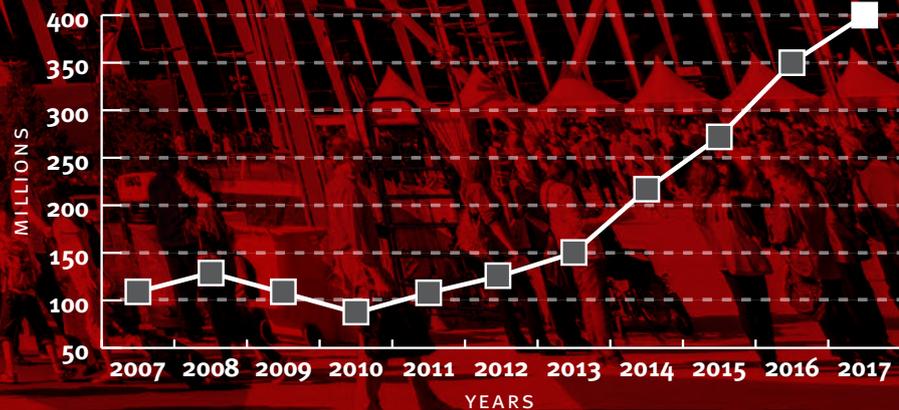
GROUP TURNOVER

- 1 Keltbray Demolition & Civil Engineering
- 2 Keltbray Rail
- 3 Keltbray Environmental

TURNOVER GROWTH

KELTBRAY GROUP TURNOVER

□ Actual ■ Projected





**40 YEARS
OF EXCELLENCE**

40 YEARS OF KELTBRAY

Formed as a groundworks and civil engineering contractor in 1976, the Group has grown into a multi-discipline and award-winning specialist contractor with a turnover in excess of £350 million and more than 2000 people. Keltbray has expanded from operating mainly in the London commercial market, to become a specialist contractor providing wide-ranging services across the country.

This success is the result of the Group's increasingly integrated service offering across its divisions and has catapulted Keltbray into the Sunday Times Top Track 250 league table of Britain's leading private companies.

London Bridge

Keltbray has been involved in works at London Bridge over the past nine years. This has included the demolition, enabling and substructure works for the Shard for Sellar Property Group, followed by similar

packages at London Bridge House. We are currently involved in a six year redevelopment programme at London Bridge Station for Costain whilst the station remains operational.



KELTBRAY GROUP

As a company that prides itself on its direct delivery, managing the health, safety and wellbeing of our people and our communities is at the forefront of everything we do and is a continuous process.

KEY SERVICES

- HSQE
- KML Occupational Health
- Training
- Haulage and Plant

It is important we achieve our ‘zero accidents’ ambition by managing risk effectively. To deliver this we have embedded within our Group a ‘Serious on Safety’ programme and all our employees take part in ongoing behavioural and occupational training.

All operational employees hold Construction Skills Certificate Scheme cards, Rail PTS cards or approved equivalents relevant to their sector work.

Keltbray Group has also secured an extensive range of safety critical industry and professional accreditations that are required for us to operate within our specialist fields.

As a Group we promote an open door approach and actively support all initiatives which make the work environment safer. We have an established

strict drug and alcohol testing regime, with testing levels well in excess of industry standards.

To achieve our ‘zero accidents’ ambition, we believe that health, safety, wellbeing and training must go hand-in-hand. We are proud of our dedicated, in-house Health & Wellbeing business and our Training division, which boasts three training and assessment centres that are inspected on behalf of Ofsted.

Keltbray Training provides safety, asbestos, demolition and rail training to both the Group and external clients and has been awarded an NSAR ‘Outstanding’ rating for rail.

We also have a number of training partnerships with local authorities to provide ‘back to work’ training for the long term unemployed.

1 KML

We have joined forces with occupational health service provider, KML Occupational Health (KMLOH), to provide medical examinations as part of a Constructing Better Health (CBH) programme. KMLOH offers a professional and flexible service to help maintain a healthy workforce both to the Group and external clients.

2 Training

Keltbray Training delivers approximately 60,000 hours of training every year. This represents an average of almost five days of training per employee, per annum.



3 Haulage and Plant

One of the Keltbray Group’s key differentiators is its in-house capability, including its own safety critical labour supply, plant and haulage.



HSQE

4 Serious on Safety
The Keltbray Group 'Serious on Safety' behavioural model is approaching its 10th year of operation.

4

PRE-CONSTRUCTION AND DESIGN

One of Keltbray Group’s key differentiators is our in-house pre-construction and design services capability. Early engagement can provide clients with technical, commercial and programme certainty.

KEY SERVICES

- Estimating
- Planning
- Engineering Design

As our service offering has developed, there is an increasing requirement for advice and consultancy services, especially within regulated sectors, such as city centres, rail, petrochemical, nuclear and complex demolition and civil engineering schemes.

Among these services are, Wentworth House Partnership (WHP), which specialises in the safe, effective and imaginative design of temporary works, geotechnics and permanent works, and has delivered some of the most technically advanced designs for leading construction projects. Their particular expertise includes sites with constrained boundaries, heritage and listed buildings, retained facades, complex foundations and deep basements.

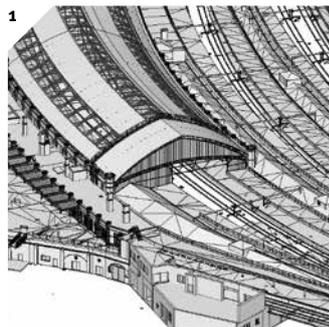


Keltbray prides itself on the depth of its experienced engineering design, estimating and planning staff, who provide services across the Group. This can be provided as an integrated part, or standalone requirement.

The pre-construction team is further supported by the latest computer software and presentation packages which are used to support these services and develop our BIM capability.

In Rail, we have Wentworth House Rail Systems, which is a leading provider of Overhead Line Electrification (OLE) design and consultancy services in the UK and beyond. WHRS has a highly experienced team that understands the requirements of other railway disciplines and the key interfaces needed to produce integrated OLE solutions.

1 Overhead Line Electrification (OLE)
In addition to OLE design, WHRS also provides allocation and construction design, feasibility studies, project design development and technical workspace production.



2 Temporary works
Wentworth House Partnership is the leading expert in the field of temporary works, including works that allow or enable the construction of, protection, support or provide access to the permanent works.



3 Greener future
Keltbray is playing a key part in electrifying the UK railways and making them fit for a greener future.

BARTS SQUARE

4 Façade Retention
Our expert teams have successfully completed various façade retention schemes and frequently use 3D modelling techniques to develop façade support and retention systems.

4

DEMOLITION AND CIVIL ENGINEERING

Keltbray Demolition and Civil Engineering provides a vast range of specialist services associated with the planning and delivery of complex civil engineering projects across the UK.

KEY SERVICES

- Demolition
- Groundworks and Civil Engineering
- Enabling Works
- Piling
- Sheet Piling

Keltbray is the UK’s leading specialist demolition and deconstruction contractor. Our experience of working on complex inner city redevelopment projects is second to none. Combined with the latest technologies in design, haulage, plant, specialist equipment and environmental management tools, we are able to carry out

any demolition, deconstruction project in a safe, environmentally sensitive and highly efficient manner.

Keltbray undertakes a wide range of substructure works; from reduced level digs to bulk excavations, piling, top-down construction, temporary works and basement formations. We also obtain any required approvals, and will ensure relevant conditions are

met efficiently and effectively; be it for party walls, utilities diversions, rail possessions, heritage protection and salvage, archaeology, planning conditions, hazardous material identification or local authority licences, notices or environmental permits.

Keltbray also provides enabling services, including establishment of onsite security, logistics, investigations, surveys, hazardous material management, remediation, site clearance, archaeological and heritage attendance.

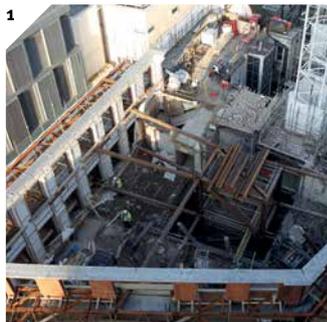
As Local Authorities seek ever better value for local communities we are committed to help meet Section 106 Planning Obligations by providing effective work and training strategies and opportunities.

1 Barts Square

Alongside our demolition and civil engineering package, the Group service offering at Barts Square has included planning and design from Wentworth House Partnership and asbestos removal by Keltbray Environmental Solutions.

2 Regent Street

In Regent Street, Keltbray has been retaining the listed Edwardian Imperial façades to preserve some of the most distinguished architecture and heritage in London.



3 Archaeology dig at Moorgate

At Moorgate, Keltbray worked with MOLA (Museum of London Archaeology) to help facilitate their fieldwork, which has uncovered several buildings from the medieval and Roman periods as part of a new office scheme.

21 MOORFIELDS

21 Moorfields

Works for Land Securities at 21 Moorfields has benefited from the integrated services of three Keltbray Group divisions, delivering a full project solution of design, soft strip and demolition.

Piling and Sheet Piling

Alongside our demolition and civil engineering capabilities we have the in-house, specialist expertise to undertake a wide range of piling and substructure works. These works include large diameter rotary bored and CFA piling, sheet piling, bulk excavation, temporary works design and installation. This includes propping and plunge columns for top-down construction and concrete sub-structure works from formation to ground level. We are well placed to meet any associated geotechnical challenges and are also able to act as principal contractor to fit our clients.

As specialist divisions within the Group, Keltbray Piling and Keltbray Sheet Piling self-deliver high-quality, cost effective, sustainable and innovative solutions on time in a safe and efficient manner. Both divisions provide piling solutions as an integral part of the Group’s portfolio, as well as stand-alone services for external clients across the UK.

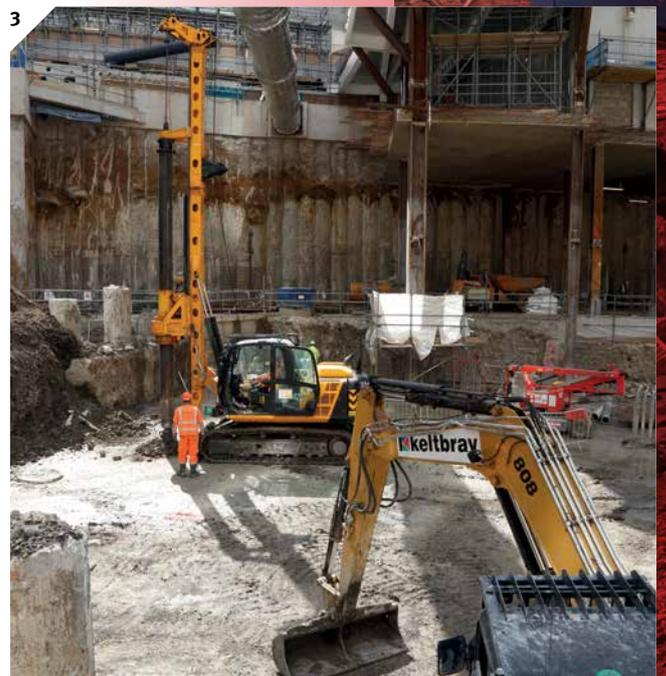
Formed in 2009 Keltbray Piling has quickly developed into a £50 million business, and an established piling and foundation engineering contractor, with a proven demonstration of tackling technically challenging projects in urban areas. The company has also secured a number of prestigious awards, most recently Keltbray Piling was crowned Ground Engineering Contractor of the Year in 2016.

Keltbray Sheet Piling undertakes works for clients using our own in-house, modern and sustainable range of piling equipment, covering all aspects of driven steel piling. This includes temporary and permanent works design, supply, installation and extraction of steel sheet piles, tubular and bearing piles, welded steel framing, anchors and other associated works.



1 150 Bishopsgate
At 150 Bishopsgate, Keltbray Piling was engaged by UOL to carry out its first bentonite bearing pile project including plunge columns, together with a 1050 and 900 diameter secant wall.

2 Keltbray Sheet Piling
Works were undertaken by Keltbray Sheet Piling at Northampton Washlands to manage flood risk.



5 Piling Plant

Keltbray Piling has invested significantly in modern, low emission piling plant and equipment over the past four years.



150 BISHOPSGATE

4 Camden Lock

Together Keltbray Piling and Keltbray Sheet Piling have delivered a complete piling solution at Camden Lock.

3 Piling Plant

Keltbray has developed and implemented an innovative new software application that allows engineers on site to complete all piling records via the use of mobile tablets. This allows office and site based staff to share information in real time with project details updated live as the work progresses

REINFORCED CONCRETE STRUCTURES

Keltbray Structures designs and constructs reinforced concrete frame developments using a breadth of equipment, which is unrivalled in the industry.

KEY SERVICES

- Infrastructure and Roads
- Facade Retention, Temporary and Permanent Works
- Logistics Planning, Management and Implementation
- Deep Basement Construction
- Core Construction
- Top Down Construction
- Hybrid Building Structures
- Post-tensioned Concrete
- Industrial Concrete Floors

The Keltbray Structures team has a track record for undertaking the most complex and demanding projects from start to finish. Depending on requirements, we will provide bulk earthmoving, infrastructure and roads, facade retention, temporary and permanent works, monitoring of existing buildings and structures as well as logistics planning, management and implementation.

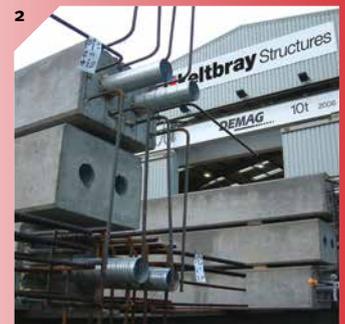
We are experts in the construction of deep basements, top down and core construction, and in utilising

self-climbing formwork and slipform. We also develop hybrid building structures, utilising a combination of in-situ and pre-cast concrete, as well as post-tensioned concrete and industrial concrete floors.

In alignment with the other Group business units, Keltbray Structures operates a self-delivery model. This is supported by a significant range of specialist equipment enabling falsework systems, such as concrete pumps and a large tower crane fleet.



1 Keltbray Structures
The Keltbray Structures team in Bathgate, Scotland.



2 Self-delivery
In line with the Group's self-delivery model, Keltbray Structures prides itself on developing the steel reinforced concrete beams and columns in-house.

WATERLOO STREET

3 Capability

From hospitals and schools to apartment or office blocks, Keltbray Structures has the breadth of experience and equipment, including tools and cranes to meet the requirements of individual contracts. We also have a fleet of concrete pumps to cater for a range of applications, quick set-up times and variable space availability.

DECOMMISSIONING AND ASBESTOS MANAGEMENT

Keltbray Group delivers a broad range of specialist services within the high-hazard marketplace that not only includes the built environment but also heavy and highly regulated industries.

KEY SERVICES

- Asbestos Removal
- Asbestos Management
- Decommissioning

Keltbray Decommissioning and Keltbray Environmental Solutions (KES) provide specialised services for highly regulated and safety critical on-shore and off-shore projects, within a range of sectors, including energy, defence, heavy industry, pharmaceutical, nuclear, petrochemical, retail, social housing and commercial.

Keltbray Decommissioning delivers engineered solutions for demolition, deplanting and asset recovery using a variety of techniques including dismantling, machine demolition and controlled explosive or non-explosive collapse. Working with other teams within the Keltbray Group such as Heavy Lifting, their highly engineered approach

is geared to minimising project costs, providing programme surety and completing the works safely.

KES' expertise covers the management and removal of asbestos and other hazardous materials, including lead, radiological, chemical and biological contamination. KES is licensed by the Health & Safety Executive and a member of the Asbestos Removal Contractors Association (ARCA). The company's work covers structures, plant, and ground decontamination.

The added value from the combined capability and collaborative approach of KES and Keltbray Decommissioning has resulted in the development of partnerships with a number of major clients on UK wide frameworks, and to a significant proportion of repeat business.

1 Compliance

In addition to the necessary HSE asbestos licence, Keltbray Environmental Solutions is also ISO accredited for Quality, Environmental and Health and Safety standards, and has its own Environment Agency Licensed Waste Transfer Stations.



2 St Fergus Gas Terminal

Keltbray Decommissioning's demolition of a flare stack and furnaces at St Fergus Gas Terminal in Aberdeenshire.



3 Sellafield

Keltbray is part of the AREVA-Doosan Atkins joint venture which is a framework partner in the 10-year, £500 million Sellafield decommissioning programme.



4 Asbestos Management

Asbestos is deadly if not handled correctly. We are experts in the handling of asbestos-containing materials, and our people are fully trained in the dangers associated with the handling of it.

BATTERSEA

5 Battersea

Keltbray has been working at Battersea Power Station since 2014 and carried out more than £22 million worth of asbestos management work.

5



ENVIRONMENTAL MANAGEMENT

Keltbray Group offers a range of dedicated environmental services to deal with remediation issues and the handling of construction wastes, including asbestos and other hazardous materials.

KEY SERVICES

- Soil Treatment
- Hazardous Materials Management
- Remediation

Keltbray Environmental Materials Management is dedicated to the recovery, treatment and reuse of construction materials, to divert waste from landfill in-line with The Landfill Directive.

This specialist division segregates and treats contaminated material from brownfield and redevelopment sites, which are then transformed into materials that are suitable for use in restoration projects and in the creation of new landforms, such as play areas, parks and other developments.

Working alongside our materials management division is Keltbray Remediation, which provides remediation solutions for brownfield sites, to enable the development or management of environmental issues.

Key to their successful delivery of complex projects is their in-house technical expertise, including scientists, chartered environmental and waste professionals, CL:AIRE CoP 'Qualified Person(s)' and consultants. Having built a great track-record for consistently overcoming in-ground challenges and with access to resources from across the Keltbray Group, Keltbray Remediation works with clients to resolve complex issues with minimum impact and disruption to the primary project objectives.

Keltbray Remediation also carries its own Environment Agency approved Mobile Treatment Permit, operates Hazardous Waste Treatment facilities and large scale soil recovery sites.

1 Onsite Remediation

We carry our own Environment Agency approved Mobile Treatment Permit and operate Hazardous Waste Treatment facilities and large scale soil recovery sites, all served by our own plant and haulage fleet.



2 Our Technical Expertise

By employing our in-house expertise we engage with clients under a range of contract mechanisms including lump sum all risk, target cost, re-measurable or risk-sharing.



3 Environmental Management

As a forward thinking company we utilise innovative and sophisticated techniques that are tailor-made depending on treatment requirements. These may include physical separation (screening), chemical or biological methods.



THAMES WHARF

4 Delivering Sustainability

We are increasingly utilising a range of diverse and sustainable ways to service our customers. In the last 12 months Keltbray barged a record 183,238 tonnes of construction materials on the river, saving 10,000 lorry loads from the roads and 60% CO₂ emissions.



1 Rail Engineering

All our equipment is supported by dedicated maintenance and operational teams to ensure that our high standards are maintained from start to finish, so contracts are delivered safely, on time and budget.

2 Keltbray Aspire

Keltbray Aspire has one of the country's largest project management and construction teams, for cost effective overhead line electrification installation, upgrades and maintenance services. Where appropriate, it seeks to offer a 'design and build' solution utilising the design expertise of Wentworth House Rail Systems.

RAIL INFRASTRUCTURE

Keltbray Aspire and Keltbray Rail provide electrification build, and rail and civil engineering project solutions and maintenance services for the UK rail industry.

KEY SERVICES

- Overhead Line Electrification Project Management
- Overhead Line Electrification Installation
- Overhead Line Electrification Testing and Commissioning
- Overhead Line Electrification Management and Maintenance
- Permanent Way Construction
- Civil Engineering Solutions
- Road Rail Vehicles (RRVs)
- Mobile Elevated Work Platforms (MEWPs)
- Wiring Units
- Piling and Foundations

Keltbray's rail businesses have a proven track record in delivering some of the most complex projects for clients.

Keltbray Rail undertakes a breadth of rail and civil engineering solutions; from permanent way, groundworks and piling, to demolition, welding, waste management and construction services.

Keltbray Aspire has extensive experience in all aspects of railway electrification, including DC and AC overhead line electrification and rail contact systems for heavy and light railways.

Keltbray Rail holds Link-Up approvals and a Network Rail Principal Contractor Licence, and is regulated by Network Rail's Plant Operators Scheme. This allows Keltbray to operate road rail vehicles and maintenance machines on the rail infrastructure.

Thanks to investments of around £100 million; the biggest in the industry, Keltbray now has the biggest UK fleet of specialist Road-Rail Vehicles and Mobile Elevated Work Platforms, as well as attachments for rail piling, drainage, vegetation clearance, bridge works and crossings.

Our equipment is supported by dedicated maintenance and operational teams to ensure our high standards are maintained from start to finish, so that contracts are delivered safely, on time and budget, and in compliance with our licences.

LONG MARSTON

RAIL INFRASTRUCTURE DESIGN



In addition to overhead line electrification build and installation, Keltbray also provides design and consultancy for electrification, rail and civil engineering services.

KEY SERVICES

- Overhead Line Electrification Design
- Allocation Design
- Construction Design
- Feasibility Studies
- Project Design Development
- Technical Workplace Production
- Piling and Foundation Design

We undertake work to accredited and award-winning standards and are focused on maximising rail availability while minimising disruption. We pride ourselves on our highly experienced, multi-disciplined people and a commitment to providing high standard rail solutions, which are delivered safely, and to time and budget.

Our in-house design engineering house, Wentworth House Rail Systems (WHRS), is a leading provider of Overhead Line (OLE) design and consultancy services, and understands the requirements of other railway disciplines and the key interfaces needed to produce fully integrated OLE solutions.

The WHRS Business Information Modelling (BIM) strategy and process, for the design and construction of assets within the rail infrastructure, is being developed as part of the collaborative production of a 3-dimensional, co-ordinated, design and construction information on the Great Western Route Modernisation Project.

WHRS is not only a 'design house' but is made up of engineers with considerable on-site experience, who, as part of the Keltbray Group, have access to a wealth of construction expertise, to assist in the development of designs that are constructible, safe and present lowest risk to programme completion.



1 Feasibility Studies
Due to our understanding of the infrastructure we can offer workable and constructible solutions to meet the requirements of all parts of the railway infrastructure.

RAIL ELECTRIFICATION

2 Delivering Excellence

With an extensive team of railway professionals experienced in working in highly regulated areas, WHRS is committed to delivering excellence in every aspect of rail electrification.



SUSTAINABILITY

Keltbray's goal is to make a positive contribution to the world we live and work in, and be the best in our sector. We aim to align our sustainability and commercial targets, and combine our financial success with providing best value for our clients, and with the family values that underpin our business. These have helped us build a close knit workforce and long term stability for our clients and stakeholders, and made for a company that puts its people and communities first.

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