



KILNBRIDGE

The UK's Leading Structures Specialist

DESIGN • BUILD • ADAPT • REPAIR • PROTECT

SUSTAINABILITY REPORT 2023 TO 2025

ABOUT US

Kilnbridge is the UK's leading structures specialist.

Working with all structural materials and in collaboration with our customers, we provide solutions across the full life cycle of structures:

DESIGN • BUILD • ADAPT • REPAIR • PROTECT

Our purpose is to leave an enduring legacy on our infrastructure and built environment, improving the way people live and work.

Find out more about Kilnbridge at

www.kilnbridge.com

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Continuing our journey to a sustainable business

Introduction

Welcome to Kilbridge’s second Sustainability Report, covering the two years leading up to 30 June 2025.

Sustainability is a core pillar of our business strategy, underpinned by a commitment to leaving a positive, lasting legacy in our infrastructure and the built environment, ultimately enhancing how people live and work. Supporting our strategy are our values of responsibility, integrity, teamwork and excellence, which shape our priorities and guide our actions.

A primary focus for us is on energy efficiency, investing in new low-carbon technologies and waste reduction. We take an environmentally conscious, collaborative approach to each project, working with customers and industry partners to support energy efficiency and minimise environmental impact.

“ I am proud to report that the Group has met the majority of the sustainability targets set in FY2023 and is currently on track to meet its Science Based Targets initiative (SBTi) carbon reduction goals by 2030. ”

We recognise that the strength and capabilities of our people are integral to our success. With their commitment, we continue to respond to community needs, directly supporting local schools, charities and organisations. We have evolved our apprenticeship and graduate programmes and are increasingly recognised for our activities through industry awards. We have also been encouraging women to take a greater role in our industry, aiming to increase the number of female applicants into available roles, including our graduate training programmes.

“ We have established a strong foundation in our sustainability journey and are now transitioning into the next phase, leading up to FY2030. ”

To shape the next phase of our sustainability strategy, we’ve undertaken a comprehensive review of our current activities. This process includes reviewing existing policies and processes, engaging with stakeholders to capture key insights, and conducting a materiality and maturity assessment to identify priority issues.

These recommendations will help us set measurable, realistic goals and focus on areas where we can deliver the greatest impact. We look forward to sharing our updated Sustainability Strategy in 2026.

Thank you for joining us on this important journey.



Oana Caltia
Head of Sustainability



2023 to 2025

Sustainability highlights



↓16% tCO₂e reduction since FY2023 baseline,

against 42% reduction target by 2030



14% reduction

in waste intensity since FY2022 baseline



Eliminated all Scope 2 emissions



Average 55 apprentices

across the two years



1,387 hours volunteered

by our staff towards education, local outreach and charitable causes (FY2024: 343)



£83,356 donated to charities

above our target of 1% of profit before tax (FY2024: £100,813)

How we work

Kilnbridge comprises four distinct operational businesses working independently across different markets, and together as One Kilnbridge in any combination, to meet our customers' requirements.

Together, they provide a highly flexible comprehensive suite of services that addresses our customers' needs across the entire life cycle of a structure.

Our expertise spans multiple materials and disciplines, covering reinforced concrete, structural steel, fire protection and complex structural alterations. In short, we Design; Build; Adapt; Repair; and Protect our customers' structures.



We deliver engineering excellence and innovative solutions with a focus on sustainability and safety - meeting today's challenges while anticipating tomorrow's needs.

Our extensive and trusted customer base reflects the breadth of our expertise and the quality of the work we deliver and we are proud to work with some of the industry's leading companies to support project delivery. We have secured an enviable array of industry and customer awards, reflecting the reputation we have built by delivering some of the most complex and iconic construction and infrastructure projects taking shape in the UK.

Our success is only possible because of our people. As an employee-owned group our people are at the heart of all we do. We nurture and develop our people and live our values every day. We take great pride in delivering engineering excellence for our customers and for wider society.

Sustainability Strategy to FY2025

Kilnbridge’s Sustainability Strategy is shaped around the United Nations (UN) Sustainable Development Goals and Kilnbridge values. It focuses on supporting our communities, nurturing our people and enhancing our environment.

Operating responsibly is integral to our vision to be a world-class civil and structural engineering contractor. Sustainability is at the forefront of the business agenda, and our strategy aligns with the key risks facing the business and the expectations of our workforce, customers and industry. We aim to deliver sustainable economic, environmental and social growth.

Shared goals pursued together

Strategic pillar	Our priorities	Alignment to UN Sustainable Development Goals
Enhancing the environment	<ul style="list-style-type: none"> Accelerated net zero transition Pursue circular outcomes 	<p>13 Climate action</p> <p>15 Life on land</p>
Outstanding workplaces	<ul style="list-style-type: none"> Thrive together Foster inclusive change 	<p>3 Good health and well-being</p> <p>5 Gender equality</p> <p>8 Decent work and economic growth</p> <p>9 Industry, innovation and infrastructure</p> <p>10 Reduced inequalities</p>
Stronger communities	<ul style="list-style-type: none"> Enhanced social outcomes Responsible and ethical sourcing 	<p>11 Sustainable cities and communities</p> <p>12 Responsible consumption and production</p> <p>17 Partnerships for the goals</p>

Our Values

We’ll achieve our mission of delivering engineering excellence through our people authentically living the Kilnbridge values every day.

➤ Responsibility

Through the behaviours of Safety in Action, we keep our people, clients, community and wider environment secure and well, ensuring a positive legacy that will support future generations.

➤ Integrity

We act ethically, honestly and transparently – “we do the right thing”.

➤ Teamwork

Collaboration and communication are instrumental to our high performance. We work in partnership with our clients, suppliers and stakeholders to achieve exceptional outcomes.

➤ Excellence

Confidence in competence and a “right first time” attitude drive continuous improvement of our people and processes, ensuring our position as the UK’s leading structures specialist.



ONE NORTH QUAY CANARY WHARF, LONDON

Stronger communities

Enhanced social outcomes

In challenging times, it's essential to come together and make a positive impact, and we aspire to leave a lasting legacy in local communities that is far-reaching and apparent to all.

Our activities focus on the positive value we create for local economies and communities. We enhance local impact by boosting employment opportunities for individuals living near our projects, including hiring previously unemployed residents and offering educational engagement in our industry. We provide financial assistance or direct support by donating materials or volunteering our services alongside project delivery.

We have a paid volunteering day policy to encourage our staff to give their time to worthwhile causes. In addition, reflecting our business values, we get behind our staff in their own charitable activities.

Our people and project teams regularly participate in school career days to showcase the wide range of opportunities available in the construction and engineering industries. Recruiting and nurturing the next generation of talent is extremely important to us, and we take pride in the diverse early career paths Kilnbridge offers.

29

work experience placements in the last two years

46

previously unemployed residents hired locally in last two years

£184,159

donated to charities or supporting employee causes in the last two years, well above our 1% target of profit before tax

5,094 school-age students

benefited from Kilnbridge education visits and STEM activities in the last two years

8 graduate engineers

recruited across two years



TRIUMPH AT THE FINAL EDITION OF THE DIG DEEP ADVENTURE RACE

We encourage our teams' community work

Our team at Beaulieu Park Station volunteered at Chelmsford's Sanctus House, helping to serve food, sort through donated food, assist the chef in food preparation and cooking, and perform cleaning duties.

Kilnbridge teams working on the EKFB T2G and Old Oak Common projects also made a meaningful impact through community initiatives at two primary schools in Oxford and Harlesden. The teams carried out improvements, including repainting buildings, repairing outdoor shelters and upgrading playgrounds, bringing new life to these spaces and restoring features like the bus chassis for children to enjoy. In addition to providing skilled labour, the teams donated materials, tools and equipment, contributing a combined social value of £9,416. Both schools and their local communities expressed heartfelt appreciation, reinforcing Kilnbridge's commitment to creating lasting positive change in the areas where we work.

Kilnbridge offers apprenticeships across various aspects of the construction and engineering sectors, from steel fixing to IT. We are proud of our apprenticeship programmes, which offer hands-on experience and professional development that cannot be achieved solely in a classroom setting.

Additionally, we host undergraduate students for site visits, such as those from the London South Bank University's School of Engineering and Design, who recently visited One North Quay. During these visits, students gain firsthand access and insight into the unique challenges our teams face on-site. These practical teaching moments are essential for developing the next generation of talent.

Lastly, our graduate trainees act as STEM ambassadors, collaborating with colleges and other educational institutions to nurture the next generation in fields such as construction, civil engineering, carpentry and more. In the last two years, 12 STEM ambassadors delivered 237 hours of presentations and engaged with local communities.

Responsible and ethical sourcing

We source our services and materials responsibly and ethically, and our efforts are supported through a dedicated procurement department that oversees purchasing strategy and decision making.

Our procurement systems and processes comply with industry-wide responsible sourcing standards, including the BES 6001 Framework Standard for Responsible Sourcing for concrete and steel, and Forest Stewardship Council (FSC), and the Programme for the Endorsement of Forest Certification (PEFC) for timber and timber products. We continue to work towards ISO 20400 Sustainable Procurement, while increasing spend with social enterprises.

In 2025, a new Head of Procurement was appointed, and the department is now working on a five-year procurement business plan. This plan is designed to enhance our supply chain and support the successful implementation of Kilnbridge's business strategy. Sustainability is a crucial factor in our decision-making and in choosing our supply chain partners. To facilitate this, we are conducting audits of our suppliers to ensure that they comply with our policies regarding modern slavery, health and safety, environment and quality.

97% poured concrete and 100% steel

whether for temporary or permanent use, were supplied under a BREEAM-recognised responsible sourcing scheme and certified by a third party

100% timber and timber products

are purchased from Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC) certified suppliers





Outstanding workplaces

Thriving together

We support our employee's continuous personal and professional development to drive excellence in engineering and delivery. Operating in a highly competitive labour market, we are aware that the skills we need are in high demand.

To retain employees and develop talent from within, we offer industry-recognised graduate and apprenticeship programmes. We also have a learning and development plan to address gaps, enhance agility and embed effective working practices, and offer competitive compensation packages.

8%

of our employees were trained as Mental Health First Aiders in FY2025, surpassing our 5% target

2,158 hours

of staff training via the Supply Chain Sustainability School in FY2025

In 2024, we rolled out a Leadership Programme to 12 of our senior staff to develop the leadership knowledge and soft skills needed to deliver our ambitious growth plans.

As partners of the Supply Chain Sustainability School (SCSS), we actively promote our workforce's use of the SCSS online platform, providing access to numerous learning resources on sustainability topics relevant to the built environment. We have also introduced training and qualifications offered by The Institute of Sustainability and Environmental Professionals (formerly known as the Institute of Environmental Management and Assessment).

The construction industry experiences unique challenges to personal and mental wellbeing, and we want everyone to feel psychologically safe at work and able to talk about their mental health. Talking reduces stigma, helping to create a supportive workplace where we can be open about mental health and feel empowered to seek help when we need it. As part of our Health and Wellbeing Strategy, we have trained 8% of our workforce as Mental Health First Aiders, exceeding our target of 5%. Additionally, every project has at least one dedicated Mental Health First Aider.

SUPPORTING:



AWARD WINNING:



Proud supporters of The Lighthouse Charity, the only charity 100% dedicated to supporting construction operatives and their families

2025 Large Employer Skills Champion Awards (Engenuity Awards)

Fostering inclusive change

Our ongoing efforts to build a culture of diversity, inclusion and equal opportunities are leading to a higher performing business, where employees are treated fairly and with respect.

We provide our staff with a range of information on fairness, inclusion and respect through e-learning modules, toolbox talks, workshops and video courses, and encourage employees to become Fairness Inclusion and Respect (FIR) ambassadors.

We are committed to improving female representation across all levels of the business and progressing steadily towards greater gender balance. This work began with the publication of our Gender Pay Gap Statement, which provides transparency and supports accountability across the industry.

The entire construction and engineering sector remains very gender skewed overall, and Kilnbridge is no exception, with women making up 19% of our employees. While disparities persist, openly reporting on our position has helped us identify opportunities to attract more women into the business and shape our actions accordingly.

We understand that gender parity cannot be achieved overnight, which is why we actively support women entering the industry and advancing to senior leadership positions. We have enhanced our family-friendly policies and benefits to attract more female applicants and over the last two years we have achieved an average of 75% female representation in our graduate scheme.

To reinforce our commitment and demonstrate our progress externally, we have achieved the Foundation EDI Accreditation from Clear Assured. This accreditation reflects our dedication to being accountable for our efforts in inclusivity, and it marks only the beginning of our journey.

19% female employee representation

75% average female intake on the graduate scheme over the last two years

5 Fairness, Inclusion and Respect ambassadors

We were delighted to have been awarded Platinum accredited membership via The 5% Club's 2024 Employer Audit Scheme, having achieved Gold in 2023. The award recognises our significant contribution to the continued development of all our employees through "earn and learn" schemes such as apprenticeships, graduate schemes and sponsored students' course placements.



STRATFORD WATERFRONT DEVELOPMENT LONDON

BuildForce alliance

Kilnbridge has joined the BuildForce alliance, a membership organisation dedicated to supporting military veterans as they transition to careers in the construction industry.

We recognise that veterans bring a wealth of experience, discipline and leadership, and we are committed to helping them harness these qualities to achieve long-term success in construction. Together, we are working to ensure that veterans have the support they need to build new careers and continue making significant contributions to society.





Enhancing the environment

Accelerating net zero transition

To lower our carbon footprint and reduce our reliance on finite resources, we continue to invest in new technologies and reinvent the way we deliver our services.

In line with the Procurement Policy Note (PPN) 06/21, our Carbon Reduction Plan, outlines Kilnbridge's pathway towards achieving net zero.

At the core of our sustainability strategy is a commitment to science-based targets, which are validated by the Science Based Targets initiative (SBTi). Recognising the risks of climate change to our business and the opportunities for leadership and innovation, our objective is to achieve net zero

carbon emissions by 2040, with an interim target of 42% for Scope 1 and 2 by 2030. These targets align with SBTi guidelines based on our FY2023 baseline and are pursued through a percentage reduction in absolute emissions.

We adhere to The Institute of Sustainability and Environmental Professionals (ISEP), meaning our decisions prioritise low-carbon alternatives. All of our capital expenditure is viewed through a sustainability lens, and we invest in new plant and equipment that balances environmental benefits with improved project performance and costs.

23.3%

reduction in carbon intensity since FY2023

22.8%

reduction in Scope 1 and 2 emissions since FY2023

16.4%

reduction in gross emissions relative to FY2023

42% carbon emissions target for Scope 1 and 2 by 2030

Since setting our sustainability strategy and FY2023 baseline year, we have implemented a range of initiatives, including switching from fossil fuels to Hydrotreated Vegetable Oil (HVO) on construction sites, and at our facilities. We are using hydrogen-powered task lighting, and all the electricity supplied to our owned corporate facilities is supported by Renewable Energy Guarantees of Origin (REGO). Additionally, in FY2025, 35% of our total energy consumption came from renewable diesel, specifically HVO D+.

To further support our long-term decarbonisation goals, we continue to invest in new plant and equipment that enhances our innovative construction methods and improves project performance in terms of sustainability, programme and cost. Finally, we are replacing diesel/petrol vehicles within the fleet with plug-in hybrid electric vehicles (PHEVs), transitioning the remaining non-Euro 6-compliant fleet to vehicles that meet current environmental standards, and converting traditional diesel equipment with electric or battery alternatives.

These efforts are paying off, achieving a 16.4% reduction in gross emissions and a 23.3% reduction in carbon intensity and eliminating all Scope 2 emissions from electricity use.

After three years of offsetting our carbon emissions, we have decided to discontinue this practice and instead focus on accelerating emissions reductions across Scope 1, 2 and 3. This decision reflects our commitment to driving meaningful progress toward decarbonisation and meet client expectations for genuine sustainability leadership.

Memberships and accreditations

Kilnbridge is a member of the Climate Group and is involved in schemes such as ConcreteZero and SteelZero, and holds Co2nstruct Zero Business Champion status, demonstrating active participation in industry collaborations aimed at advancing sustainability goals. We are also Gold members of The Green Organisation, an independent, international, non-profit, and non-political environmental group, dedicated to recognising, rewarding and promoting environmental best practices around the world. Membership is restricted to companies, councils and communities that can demonstrate the effective measures they have introduced to achieve environmental benefits. As member of this organisations, we helped plant 340 trees.

In March 2024, Kilnbridge completed the construction methodology for the safe removal of temporary concrete props supporting the V-Piers at the Colne Valley Viaduct. The works were carried out during the summer of 2024 and beyond, in challenging conditions where crane access wasn't possible due to the structure overhead. Our in-house teams developed a precise method using a low-profile skidding system to slide the props out from enclosed cofferdams.

Our approach avoided traditional demolition, helping protect nearby structures and the surrounding marine environment. By working in a controlled and non-destructive way, we reduced pollution risks, safeguarded aquatic ecosystems and met strict environmental standards, to deliver a sustainable and effective solution.

Pursuing circular economy outcomes

We have been making significant headway in reshaping our project planning approach to embrace circularity, wherein resources are reused and repurposed rather than being wasted.

Kilnbridge implemented various initiatives aimed at waste reduction and promoting the utilisation of materials beyond the traditional “take-make-dispose” linear model. This shift not only reduces our environmental footprint but also brings about financial and operational advantages to our business and benefits to our community efforts.

1,411 tonnes of materials reused in last two years

We actively seek opportunities to reuse materials, including concrete, steel, timber, plywood, carpet tiles, raised-floor access panels, crates and furniture. By eliminating waste and pollution, prolonging the use of products and materials, and promoting the regeneration of natural systems, the circular economy significantly contributes to global climate targets.

In FY2025, we generated 22% more waste as project delivery increased compared with the FY2022 baseline. However, improved operational efficiency meant our waste intensity decreased by 14%

In early 2025, as part of the enabling works at Old Oak Common Station, Kilnbridge successfully reused 119 redundant concrete L-walls that needed to be cleared to allow for site setup

Instead of sending the L-walls to a crushing plant for disposal, our engineering team identified an opportunity to reuse them, saving approximately 325 tonnes (or 180m³) of concrete and avoiding 4.5 tonnes of CO₂ emissions. This proactive approach simplified operations and reduced both carbon and cost. This initiative highlights the value of our early planning and engineering-led decision-

making in delivering sustainable outcomes. By diverting materials from waste and prioritising local reuse opportunities, we not only reduced environmental impact but also supported social value in the community.

It's a clear example of how smart collaboration and practical thinking can lead to cost-effective, environmentally responsible solutions.



Kilnbridge Data

Community Outreach

	FY2023	FY2024	FY2025	Target
Volunteering hours	100	343	1,387	
Apprentices	24	54	56	5% of all employees
Students benefiting from Kilnbridge education visits and STEM activities	2,962	2,599	2,495	
Work experience placements	14	9	20	
Previously unemployed residents hired across our projects	17	14	32	

Charitable donations

	FY2023	FY2024	FY2025	Target
Supporting employee initiatives	£3,825	£12,720	£5,773	Minimum amount to be donated each year of £50,000 or 1% of annual profit before tax
Charitable donations	£74,432	£88,093	£77,583	
Total charitable donations	£78,257	£100,813	£83,356	

Employment

	FY2023	FY2024	FY2025	Target
Average number of full-time employees	314	340	367	
Average size workforce - full-time employees plus contractors and agency workers	741	787	868	
Percentage of female employees	17%	18%	19%	
Percentage of female intake on the graduate scheme	75%	100%	50%	50% of female intake on the graduate scheme
Percentage of staff trained as Mental Health First Aiders	2%	5%	8%	5% of staff

Waste

	FY2022 baseline	FY2023	FY2024	FY2025	Target
Total tonnes	3,714	4,957	3,826	4,530	Reduce waste year on year from the baseline year FY2022
Waste intensity (tonnes/£1m turnover)	38.11	41.62	45.08	32.90	

Circular economy

	FY2023	FY2024	FY2025	Target
Value of used materials and furniture donated	£12,732	£688	£28,237	
Materials reused by weight (tonnes)	253	1,004	407	

Emissions

	FY2023 baseline	FY2024	FY2025	Target
Total energy consumed (kWh)	9,615,290	8,118,577	10,033,765	
Scope 1 emissions from gas, transport and construction site fuel use (tCO ₂ e)	2,088.54	1,716.55	1,702.50	
Scope 2 emissions from electricity use (tCO ₂ e)	17.96	2.28	—	Eliminate all Scope 2 emissions from electricity use by FY2025
Total Scope 1 and 2 emissions (tCO₂e)	2,106.50	1,718.83	1,702.50	Reduce carbon emissions by 42% by 2030 from the baseline year FY2023
Scope 3 emissions from vehicle business travel (tCO ₂ e)	39.67	52.90	92.68	
Total gross emissions (tCO₂e)	2,146.17	1,771.74	1,795.18	
Emissions intensity (tCO₂e/£1m turnover)	18.02	20.87	13.83	

Carbon emissions are reported in accordance with the Streamlined Energy and Carbon Reporting (SECR) requirements and are published as part of our annual financial accounts. Relevant emission factors are sourced from DEFRA's 2021 UK Greenhouse Gas (GHG) Conversion Factors for Company Reporting.

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