



**KILNBRIDGE**

**The UK's Leading Structures Specialist**

DESIGN • BUILD • ADAPT • REPAIR • PROTECT

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**SUSTAINABILITY  
STRATEGY  
2026-2030**

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](http://www.kilnbridge.com)

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# Continuing our journey to a sustainable business

BEAULIEU PARK STATION CHELMSFORD

## Introduction

**Sustainability is a core component of Kilnbridge's business strategy and increasingly a fundamental requirement for our clients and partners. By embedding low-carbon thinking, circular economy principles, and social value into our delivery model, Kilnbridge supports clients in achieving their own environmental, social and governance commitments, while delivering high-quality, resilient infrastructure.**

Guided by our values of responsibility, integrity, teamwork and excellence, we strive to enhance how people live and work, while ensuring our business remains resilient, ethical and future-focused.

This document outlines the key components of the Kilnbridge sustainability strategy. The strategy's priorities, which have been adopted by all Kilnbridge businesses, identify environmental and social value commitments and goals to focus on. These priorities are reflected in our Corporate Vision, Mission and Values, ensuring alignment between our sustainability ambitions and our wider business objectives.

Our environmental priorities focus on energy efficiency, investment in low-carbon technologies and waste reduction. We take an environmentally conscious and collaborative approach to every project, working closely with our customers and industry partners to minimise environmental impact and support more sustainable outcomes.

We recognise that the strength and capabilities of our people are integral to our success. Through their commitment, we continue to respond to the needs of the communities in which we operate, directly supporting local schools, charities and organisations.

Our move to an Employee Ownership Trust (EOT) is a direct reflection on the value we put on our people. We have evolved our apprenticeship and graduate programmes and we are increasingly being recognised for our staff achievements through industry awards. We continue to encourage greater diversity within our workforce, including initiatives aimed at increasing female participation across all levels of the business.

Kilnbridge has already established a strong foundation in its sustainability journey and is now transitioning into the next phase, looking ahead to FY2030. To help shape this next stage, we have undertaken a comprehensive review of our current activities. This has included assessing existing policies and processes, engaging extensively with internal and external stakeholders, and conducting both materiality and maturity assessments to identify those areas where we can deliver the greatest impact. These insights will support the setting of measurable, realistic goals that drive continuous improvement.

The Group delivered well in line with its FY2023 sustainability targets as outlined in our Sustainability Report 2023-2025 and remains on course to deliver its near-term Science Based Targets initiative (SBTi) carbon reduction goals by 2030.

Kilnbridge is a successful business, with a track record spanning over 35 years. As we look to the future, our focus on sustainability will help guide our decision making and deliver positive outcomes for everyone.

**Together, these ambitions reflect Kilnbridge's determination to build a sustainable business that delivers long-term value for our people, our communities and the environment, while continuing to contribute positively to the future of the built environment.**

## Our values

We will 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.

## Our purpose

To leave an enduring legacy on our infrastructure and built environment, improving the way people live and work.

## Our vision

To be a world-class civil and structural engineering contractor, known for solving complex problems.

# Alignment with company values

OLYMPIA LONDON

PRIORITIES	VALUES			
	Responsibility	Integrity	Teamwork	Excellence
<b>ENVIRONMENT</b>				
Creating low carbon outcomes to reduce carbon emissions	●			●
Delivering innovation to unlock low carbon opportunities			●	●
Maximising material reuse on site	●			●
Reducing materials through smarter construction methods	●			●
Increasing high-value material recycling	●			●
Nature based solutions to create and protect habitat		●	●	
<b>SOCIAL VALUE</b>				
Apprenticeship opportunities				●
Creating employment opportunities for underrepresented groups				●
Investing in skills development				●
Attracting the next generation of talent				●
Volunteering, employment and charitable giving	●		●	
Supporting mental and physical health		●	●	
Ensuring a robust supply chain free from modern slavery	●	●		
Supporting a fair and resilient supply chain	●		●	

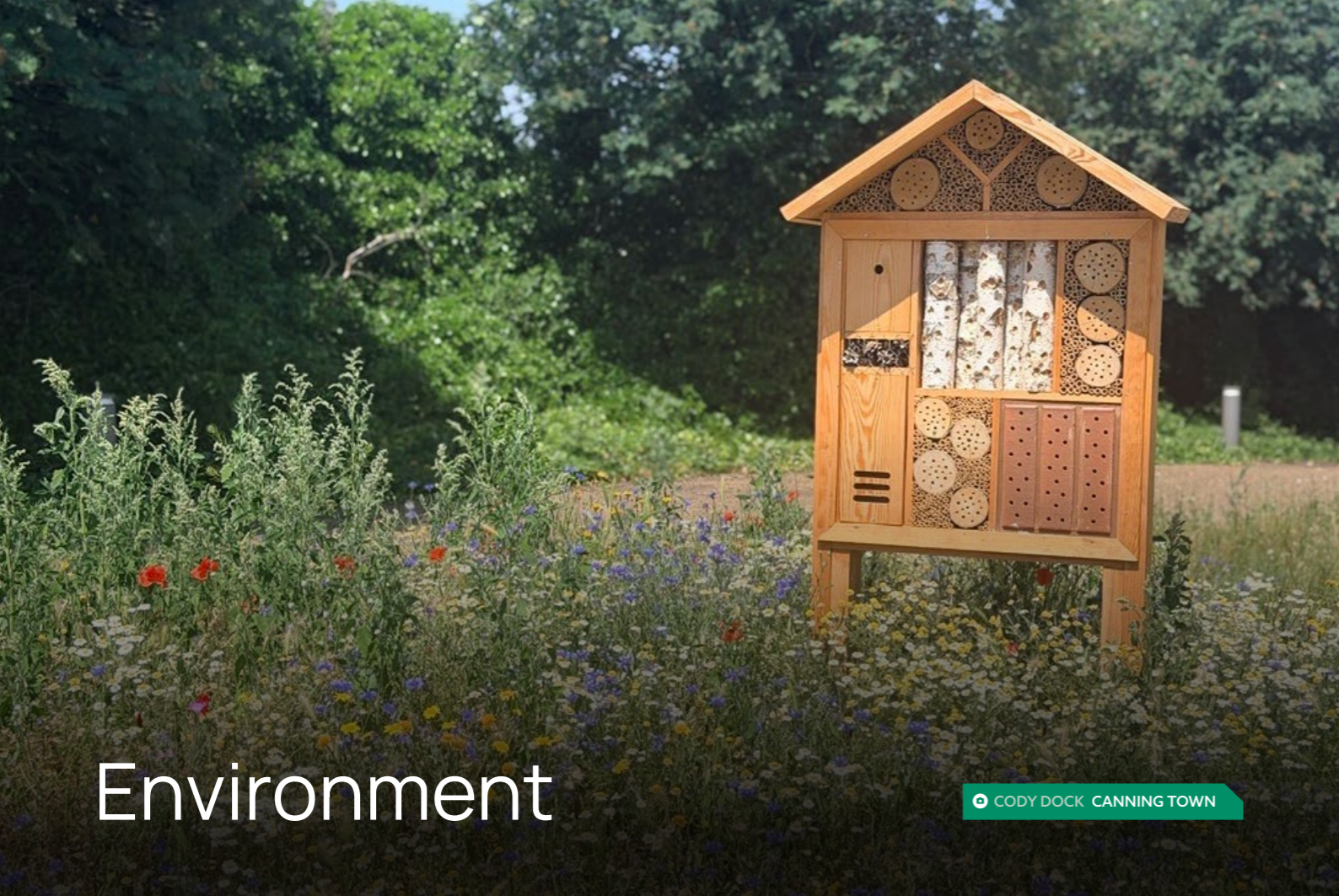
# Our sustainability

Our sustainability strategy establishes a clear and structured approach to delivering long-term environmental and social value across our operations and projects. This strategy is underpinned by two defined focus areas: Environmental and Social Value.

Within each focus area, the strategy is structured around a series of strategic priorities. These priorities represent defined performance targets rather than aspirational commitments. They have been carefully selected to ensure they are realistic, measurable and achievable within the context of our business and the wider construction and infrastructure market. Progress against these priorities relies on robust governance, clear accountability, data-led decision-making and effective collaboration across project teams, supply chains and stakeholders.

# Our strategic approach





# Environment

CODY DOCK CANNING TOWN

## Kilbridge is committed to supporting the transition to a lower carbon built environment.

We contribute to the development and delivery of low carbon solutions that enable more sustainable buildings and infrastructure, with a focus on reducing embodied and operational carbon where influence can be exercised. This includes early engagement, constructability input and the intelligent application of materials, methods and sequencing to improve environmental performance.

A key component of our environmental focus is the continued development of our approach to the circular economy. We seek to promote efficient resource use, minimise waste generation and maximise material reuse and recovery through design development, procurement strategies and on-site practices. By embedding circular economy principles, we aim to reduce dependency on virgin materials and lower the environmental impacts associated with construction activities.

In addition, Kilbridge recognises the importance of biodiversity and ecological resilience. We support projects in enhancing existing environments or creating new spaces where habitats can be protected, restored or allowed to thrive. This includes working collaboratively with clients and project teams to integrate biodiversity considerations into project delivery and to deliver outcomes that extend beyond compliance-led requirements.

# Environmental priorities

## Engineering low carbon solutions

Kilbridge embeds carbon reduction from the earliest stages of project development, ensuring that low carbon thinking shapes decisions from concept through to completion, where allowed to do so. Early-stage carbon assessment is used to test design options, identify opportunities, and inform engineering choices before they become fixed.

Low-carbon material selection plays a central role in this strategy, with preference given to responsibly sourced products, high recycled content materials and alternatives with demonstrably lower embodied carbon. Our team collaborate closely with designers, suppliers and clients to implement innovative solutions such as material optimisation, off-site fabrication and lean construction techniques, reducing waste and emissions across the supply chain. Through continuous performance monitoring and knowledge sharing, carbon is consistently reduced while delivering resilient, high-performing assets.

For more details of our impact, read our case studies on pages 16 and 17

## Achieving circular economy excellence

At Kilbridge, our business model naturally aligns with the principles of the circular economy. By working across all structural materials and collaborating closely with our customers, we deliver integrated solutions that span the full lifecycle of structures - design, build, adapt, repair and protect.

This end-to-end approach enables us to extend asset life, optimise resource use and reduce waste at every stage, supporting a more circular, low carbon built environment. Through design-for-reuse, material efficiency, refurbishment and ongoing asset protection, we actively contribute to keeping materials in use for longer and minimising embodied carbon.

Our position across the value chain allows us to influence decisions early and deliver practical circular solutions on the ground, embedding circularity not as an add-on, but as a core part of how we create value for our clients and the communities we serve.

## Creating spaces where nature thrives

Kilbridge is committed to enhancing biodiversity and supporting nature recovery across its projects. Existing habitats are carefully assessed and protected wherever possible, with early ecological input shaping construction sequencing and site management to minimise disturbance. Where impacts are unavoidable, mitigation measures are implemented to protect species and ecological function throughout the build process.

Kilbridge aspires to go beyond protection by creating new opportunities for nature to flourish. We aim to incorporate biodiverse design features such as living walls, native planting, and wildlife corridors to strengthen ecological connectivity and resilience.

Alongside this, we seek to support targeted charity partnerships and volunteering initiatives that contribute to environmental enhancement and community wellbeing, extending our impact beyond project boundaries. Through these combined approaches, Kilbridge aims to enhance local ecosystems while delivering wider social and environmental benefits, helping to create healthier, more attractive spaces for communities and contributing to long-term environmental stewardship.



# Environmental priorities in detail

COLNE VALLEY VIADUCT THAMES VALLEY

Kilnbridge’s environmental priorities focus on reducing the environmental impact of its activities while delivering high-quality engineering outcomes.

By embedding carbon reduction, innovation, and environmental responsibility into decision-making, the business aims to minimise emissions, optimise resource use, and contribute positively to the transition to a low carbon built environment.

These priorities reflect Kilnbridge’s commitment to measurable progress, continuous improvement, and leadership in sustainable construction and engineering.

## 1 Engineering low carbon solutions



ONE NORTH QUAY CANARY WHARF

### Creating low-carbon outcomes through embodied carbon optimisation and direct emissions reduction

Kilnbridge is committed to reducing embodied carbon across its projects by integrating carbon-focused thinking into design development, engineering solutions and construction delivery. Through this proactive approach, Kilnbridge aims to deliver meaningful carbon savings while maintaining performance, safety, and durability.

#### Percentage of projects that achieve a reduction in embodied carbon emissions

Through design optimisation and engineering-led solutions, we will measure the proportion of projects achieving embodied carbon reductions against baseline designs, evidencing the consistent delivery of low-carbon outcomes aligned with our clients’ and our own net zero goals.

#### Percentage reduction in direct (Scope 1 and Scope 2) carbon emissions year on year

We will measure our progress in reducing operational emissions arising from fuel use, plant, vehicles and purchased electricity, supporting long term alignment with net zero trajectories.



AC-DG LOW CARBON TRIALS

### Delivering innovation to unlock low carbon opportunities

Innovation is central to Kilnbridge’s approach to environmental performance. The business actively explores new technologies, materials, and construction techniques that have the potential to accelerate carbon reduction and improve resource efficiency. By piloting and scaling innovative solutions, Kilnbridge seeks to remove barriers to low carbon delivery and embed best practice across projects.

#### Number of low carbon innovation or materials trials piloted per year

We will actively test innovative materials, technologies, or methods that demonstrate potential to reduce carbon emissions, waste, or environmental impact.

#### Delivery of innovations adopted into standard project delivery

We will measure the successful transition of pilot initiatives into repeatable, business-as-usual practices, helping innovation leads to tangible, long term environmental benefits rather than isolated trials.

## 2 Achieving circular economy excellence



COPTHALL TUNNEL LONDON

### Maximising material reuse

Maximising onsite reuse is central to reducing waste and lowering environmental impact. Kilnbridge will prioritise the identification and redistribution of surplus materials, diverting them from waste streams and back into productive use. This approach supports a more circular model by reducing embodied carbon and improving resource efficiency across projects.

#### Percentage of materials redistributed annually

We will track the proportion of surplus materials reused rather than discarded, measuring progress in reducing waste and embedding circular practices across sites.

#### Tracking distribution through reuse platforms, charities and internal reuse routes

We will monitor how materials are redistributed via reuse platforms, charitable partners and internal transfers, ensuring transparent tracking and maximising reuse opportunities.



COPTHALL TUNNEL LONDON

### Reducing materials through smarter construction methods

We will explore methods of reducing material demand through smarter construction methods and techniques. By doing this we will look to achieve an improvement in material efficiency, compared to the original client bill of quantities. Through innovative construction methods, improved design coordination and accurate material planning, Kilnbridge aims to reduce unnecessary material use and minimise waste at source. This approach ensures resources are used more efficiently while maintaining quality and performance.

#### Material efficiency: total material use versus tender quantities

We will measure total material usage against tender quantities to understand how efficiently materials are being used across each project.

#### Percentage improvement from reduced material use or waste avoidance

We will track percentage improvements achieved through reduced material consumption or waste avoidance, demonstrating progress against our efficiency target.

#### Verified using procurement data, material take-offs and as-built quantities

We will validate material efficiency through procurement records, detailed material take-offs, and final as-built quantities to ensure robust and consistent reporting.



HINKLEY POINT C SOMERSET

### Increasing materials recycling

Kilnbridge is committed to identifying new opportunities to recycle materials that would otherwise be discarded as waste. By improving segregation, exploring alternative recycling routes and collaborating with supply chain partners, we aim to increase recycling rates and reduce reliance on landfill. This supports a more circular approach while lowering environmental impact across projects.

#### Number of new recycling or circular economy initiatives implemented each year

We will track the number of new recycling or circular economy initiatives introduced annually, demonstrating continued progress in finding innovative ways to divert materials from waste streams and improve resource recovery.

## 3 Creating spaces where nature can thrive



CODY DOCK CANNING TOWN

### Nature-based solutions to create and protect habitats

The creation and improvement of green space on or around our projects, enhancing local biodiversity and contributing to a healthier ecosystem, is a key priority. By integrating nature-based solutions into our project delivery, we aim to protect existing habitats while creating new opportunities for wildlife and communities.

#### Area of green space enhanced or newly created

We will measure the total volume of green space improved or created, demonstrating our contribution to biodiversity enhancement and habitat creation.

#### Number and type of biodiversity interventions delivered

We will record the number and type of biodiversity measures delivered across projects. This could include features such as log piles, bird boxes, tree planting and insect habitats.

# Environmental case studies



## Colne Valley Viaduct

### Engineering ingenuity meets environmental care

Kilbridge was contracted to deliver the complex construction of 58 reinforced concrete V-piers for the iconic Colne Valley Viaduct – the longest railway bridge in the UK. Faced with the challenge of removing temporary concrete props from beneath the completed bridge structure (within confined cofferdams and without crane access) Kilbridge's team devised a pioneering solution. By deploying a low-profile skidding system using Hydra-Slide technology, the props were safely slid out and lifted for off-site processing.

Sustainability highlights included the avoidance of traditional demolition and the protection of sensitive marine habitats, minimisation of environmental impact including noise and air pollution and delivery at zero additional cost through in-house innovation. The solution is also repeatable and can be adapted to different site conditions, meaning it can be utilised on future projects.

Further, concrete waste management was also optimised by transporting intact sections off-site for processing, improving efficiency and reducing on-site handling.



## Old Oak Common

### Building greener infrastructure

At Old Oak Common, Kilbridge is playing a key role in delivering sustainable infrastructure for one of the UK's most ambitious transport hubs, which once completed will form part of HS2. The project showcases best-in-class practices in waste reduction, carbon-conscious construction and circular economy principles, reinforcing Kilbridge's leadership in responsible engineering.

As part of the enabling works at Old Oak Common, Kilbridge found a smart way to repurpose 119 precast concrete L-walls, diverting them from waste by donating them to a local business. Instead of crushing the units, they were reused, resulting in the saving of 340 tonnes of concrete and 1.25 tonnes of CO<sub>2e</sub> emissions whilst also reducing noise and dust.

This initiative also supported a local small business, strengthened supply chains and proved that early collaboration and reuse can deliver real environmental and social impact.

A further initiative at Old Oak Common saw Kilbridge reduce embodied carbon through a specification change in the concrete mix. By switching from a CEM III/A binder to a higher GGBS (Ground Granulated Blast Furnace Slag) content and CEM III/B mix, a projected saving of 877 tonnes of CO<sub>2e</sub> emissions across the construction of diaphragm walls, slabs and base slabs has been achieved.



## Accelerating Concrete Decarbonisation Group (AC-DG)

### Low carbon concrete trials

Kilbridge is playing a leading role in accelerating the transition to low carbon construction through its participation in the Accelerating Concrete Decarbonisation Group (AC-DG), a developer-led initiative established by Derwent London.

The collaboration brings together over 30 organisations across the supply chain to bridge the gap between low-carbon concrete supply and market demand by trialling innovative solutions on live projects.

As part of this programme, Kilbridge has supported trials of three different low carbon concrete mixes, helping to assess performance, constructability and carbon savings in real-world conditions.

By contributing to the delivery and monitoring of these prototypes, the business is supporting the generation of transparent, shared data to de-risk adoption across the industry.

This initiative demonstrates Kilbridge's commitment to innovation, collaboration and measurable carbon reduction in the built environment.



## One North Quay

### Graphene-enhanced concrete

At One North Quay, Kilbridge partnered with Holcim to trial graphene-enhanced concrete as part of a drive to reduce embodied carbon while maintaining structural performance. Graphene, a single-atom-thick carbon lattice, is known for its exceptional tensile strength and high surface area, which promote improved cement hydration and help control micro-cracking even at very low dosages.

The trial involved the use of graphene concrete in approximately 563 m<sup>3</sup> of temporary works and low-risk permanent structures. Mix designs were adapted from established pile cap and suspended slab formulations, ensuring compatibility with existing construction practices. By incorporating graphene, the mixes achieved a reduction in CEM I (Portland cement) content without compromising early strength development or long-term durability.

This innovation contributed to meaningful embodied carbon savings on the project. The graphene-enhanced mixes are supported by ISO-compliant life cycle assessments and Type III Environmental Product Declarations, building on Holcim's ECOPact range, which delivers at least 30% carbon reduction. With the addition of graphene, carbon savings of 40% or more were achieved compared to conventional CEM I concrete.

The trial demonstrates the viability of graphene as a scalable solution for low carbon construction.



# Social value

## The delivery of environmental objectives is dependent on the skills, capability and commitment of our people.

Kilbridge places strong emphasis on workforce development as a core component of our social value focus. We continue to invest in training, learning and professional development to build technical capability, improve retention and support long-term career progression across the business.

We are committed to working constructively with the communities in which we operate. Our approach to social value seeks to support community resilience and prosperity through engagement, opportunity creation and responsible project delivery. By understanding local needs and priorities, we aim to contribute positively to community outcomes and to leave a lasting, beneficial legacy aligned with client and stakeholder expectations.

Fundamental to the successful delivery of our social value commitments is our role as a responsible and ethical employer. Kilbridge is committed to operating with integrity, ensuring fair treatment, promoting inclusion, maintaining high standards of health, safety and wellbeing, and upholding ethical business practices throughout our operations and supply chain.

Together, the Environmental Value and Social Value focus areas, supported by defined and achievable strategic priorities, form the basis of Kilbridge's sustainability strategy. This approach ensures sustainability is embedded within governance, project delivery and organisational culture, enabling Kilbridge to deliver practical, credible and measurable outcomes that support long-term business resilience and sector transformation.

# Social value priorities

## Inspiring people and supporting careers

Kilbridge is committed to creating lasting opportunities within the communities we serve. The company actively engages with schools, colleges and local organisations to raise awareness of careers in construction, providing mentoring, work experience and apprenticeship pathways that help individuals take their first steps into the industry.

By investing in training and skills development, Kilbridge supports both new entrants and existing employees to build long-term, rewarding careers. The business also champions inclusivity and diversity, ensuring opportunities are accessible to people from a wide range of backgrounds.

Through these initiatives, Kilbridge is not only addressing skills shortages but also empowering individuals, strengthening communities and helping to shape a more sustainable and resilient workforce for the future.

## Delivering meaningful community impact

Kilbridge is focused on delivering meaningful community impact by creating tangible, lasting benefits for local communities. We work closely with project stakeholders, local authorities and community groups to ensure developments contribute positively beyond construction.

This includes supporting local initiatives, funding community projects and prioritising local supply chains and employment where possible. Kilbridge also encourages its teams to take part in volunteering, charity partnerships and outreach programmes that address real community needs. By aligning its activities with local priorities, the business ensures its projects leave a positive legacy, whether through improved infrastructure, social investment or enhanced opportunities for residents.

This approach reflects a commitment to responsible construction, where success is measured not only by project delivery, but by the long-term value created for people and places.

## Being a responsible and ethical employer

Being a responsible and ethical employer is a core responsibility for the business.

We prioritise the wellbeing, safety and fair treatment of all employees, ensuring high standards across our sites and offices. By fostering an inclusive and respectful working environment, Kilbridge creates a culture where individuals feel valued, supported and empowered to succeed.

The business promotes transparency, equality and ethical practices in recruitment, development and leadership, while actively encouraging diversity across the workforce. Ongoing investment in training, leadership development and employee engagement ensures that teams are equipped to grow professionally and personally.

Through these efforts, Kilbridge not only meets its responsibilities as an employer but also builds trust, strengthens retention and creates a positive, high-performing workplace for everyone.



# Social value priorities in detail

Kilnbridge's social value priorities focus on creating meaningful, lasting benefits for the communities and environments in which we operate, while delivering high-quality engineering outcomes.

By embedding community engagement, skills development and responsible business practices into decision making, we will look to generate positive social impact, support local economies and enhance wellbeing. A key part of this commitment is investing in apprenticeships and early careers, helping to develop the next generation of skilled professionals while creating accessible routes into the construction and engineering sector.

## 1 Inspiring people and supporting careers



### Apprenticeship opportunities

Investing in future talent through the recruitment and development of apprentices is essential. By creating structured opportunities for early careers, we aim to build skills within our workforce, address industry shortages and support long-term growth while delivering social value.

#### Appointment of apprentices

We will measure the number of apprentices employed and placed across our projects and office functions, tracking our success in creating meaningful training opportunities and supporting career development within the business.

#### Completion rate for apprentices

We will monitor the proportion of apprentices who successfully complete their placements, ensuring that programmes provide the support and structure needed to achieve positive outcomes.



### Creating employment opportunities for underrepresented groups

Kilnbridge is focused on creating a more inclusive workforce by expanding employment opportunities for underrepresented groups, including women, people with disabilities and minority communities. Through targeted recruitment, outreach and supportive workplace practices, we will look to attract, develop and retain diverse talent, ensuring fair access to opportunities whilst fostering a more representative and inclusive industry.

#### Increase representation of women, people with disabilities, and individuals from minority groups across all grades

We will track the number of roles where candidates from underrepresented groups are shortlisted, demonstrating our progress in creating a fully represented workforce.

#### Outreach programmes

We will measure the number of targeted outreach and engagement initiatives delivered, supporting awareness, accessed along with our participation in construction careers events and activities.

#### Retention rates for underrepresented groups

We will monitor retention rates among underrepresented employees to ensure an inclusive and supportive working environment that enables long-term career development.



### Investing in skills development

The construction industry has been suffering with a skills shortage for many years. To address this, Kilnbridge is actively working to develop a highly skilled workforce by investing in continuous learning and professional growth. Through structured training, qualifications and career progression opportunities, we will enhance employee capability, support career advancement and strengthen long-term organisational performance.

#### Average number of training hours per employee

We will measure the average number of training hours completed per employee, ensuring consistent investment in skills development across the workforce.

#### Percentage of employees with professional qualifications

We will track the proportion of employees holding relevant professional qualifications, demonstrating progress in building technical expertise and industry accreditation.

#### Promotions filled with internal resources

We will monitor the percentage of roles filled through internal promotions, reflecting our commitment to developing and retaining talent while supporting career progression.

## 2 Delivering meaningful community impact



### Attracting the next generation of talent

The next generation of talent is critical to the success of our business and our industry. Kilnbridge is taking a proactive approach to inspiring and attracting future talent into the construction and engineering sectors. By increasing engagement with STEM pathways, strengthening links with educational institutions and providing practical work experience, we will build awareness of career opportunities and support the development of the next generation workforce.

#### Increase in STEM engagement

We will track a measurable year-on-year increase in engagement with STEM-related initiatives, helping to promote careers in science, engineering, technology, and mathematics.

#### Increase in educational engagements

We will monitor a measurable increase in interactions with schools, colleges and universities, supporting greater awareness and access to industry opportunities.



DRAGON BOAT RACE CANARY WHARF

### Volunteering and charitable giving

Kilnbridge places a strong emphasis on making a positive impact in the communities in which it operates through volunteering and charitable contributions. By encouraging employee participation and supporting meaningful causes, the business aims to strengthen community relationships while delivering measurable social value alongside its projects.

#### Increase in volunteering hours

We will track a measurable year-on-year increase in employee volunteering hours, demonstrating growing engagement in community initiatives and support for local causes.

#### Financial and in-kind contributions

We will monitor a measurable increase in both financial donations and in-kind support, ensuring continued investment in charitable activities and community partnerships.

## 3 Being a responsible and ethical employer



### Supporting mental and physical health

The health and wellbeing of our staff is a primary focus. Kilnbridge is committed to promoting a healthy and supportive working environment that prioritises both mental and physical wellbeing. Through targeted wellbeing initiatives, proactive health management, and open employee engagement, the business aims to improve overall workforce wellbeing, reduce absence, and create a positive and productive workplace culture.

#### Wellbeing programme participation and attendance

We will track participation in wellbeing programmes, monitoring engagement levels to ensure initiatives are accessible, relevant, and actively supporting employee health.

#### Sickness absence rates

We will measure sickness absence rates across the workforce, identifying trends and implementing actions to support employee wellbeing and reduce absence over time.

#### Employee engagement survey improvement

We will undertake regular employee engagement surveys and track year-on-year improvements in results, ensuring that employee feedback drives meaningful enhancements to wellbeing and workplace experience.



### Ensuring a robust supply chain free from modern slavery

Kilnbridge is committed to maintaining a responsible and ethical supply chain that is free from modern slavery and exploitation. Through robust due diligence, supplier engagement, and ongoing monitoring, the business aims to identify and mitigate risks while promoting transparency and accountability across all tiers of the supply chain.

#### High-risk supplier audits conducted

We will track the number of audits carried out on high-risk suppliers, ensuring appropriate checks are in place to identify and address potential modern slavery risks.

#### Participation of employees in mandatory modern slavery training

We will monitor employee completion of mandatory modern slavery training, ensuring awareness, understanding and accountability across the business.



### Supporting a fair and resilient supply chain

#### Increase the spend placed with SMEs

We are committed to increasing procurement spend with SMEs through fair opportunities, which will in turn create a more diverse, resilient and sustainable supply chain.

# Social value case studies



## Dig Deeper Adventure Race

### The Anthony Nolan trust and The 353 Trust

Kilbridge has demonstrated its commitment to teamwork, wellbeing and community impact through participation in the final Dig Deeper Adventure Race, a flagship construction industry event combining endurance and charitable fundraising.

Competing in the Lake District, two Kilbridge teams took on four hours of fell running, mountain biking and abseiling, showcasing resilience, collaboration and determination.

The Open team secured first place, covering over 40km and climbing more than 1,350 metres, marking Kilbridge's fourth victory at the event, while the Veterans team achieved an impressive third-place finish.

Beyond the competition, the event delivered meaningful social value through fundraising for The Anthony Nolan Trust and The 353 Trust, supporting vital health and military charities. The challenge reflects Kilbridge's culture of teamwork, wellbeing and giving back to the communities it serves.



## The Bug Hub Upgrade

### Bentley St. Paul's Church of England Primary School

As part of Kilbridge's commitment to creating lasting positive impact, a team has delivered a full refurbishment of the Bug Hub, a SEN facility at Bentley St. Paul's Church of England Primary School in Brentwood.

Funds for materials were raised through a staff-led initiative coordinated by Kilbridge's Employee Representative Group. With materials provided, a team of volunteers delivered a full refurbishment, including new flooring, the installation of a new window, minor internal and external structural repairs, and a complete internal and external redecoration.

Completed within the summer holidays to avoid disruption, the project represented £1,049.66 in social value in addition to the funds raised for materials. The refreshed space now provides a safe, engaging environment where pupils can fully benefit from dedicated SEN support.



## Orchard Pre-School

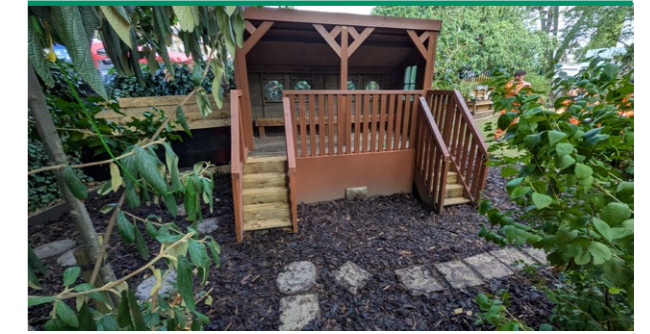
### Oxford

A team working on the Twyford to Greatworth section of HS2 with JV contractor, EKFB, has demonstrated its commitment to supporting local communities through a refurbishment project at Orchard Pre-School in Oxford.

Bringing together skilled labour, donated materials, tools and equipment, the team carried out essential upgrades to improve both the appearance and functionality of the school.

Works included treating and painting the building's exterior, reinstating a safe and usable rear shelter and enhancing the playground with improvements including refurbishing a playground bus.

These efforts delivered a total social value of £4,558. The transformation has been warmly received by the school and wider community, with staff and children sharing heartfelt messages of thanks.



## Harlesden Primary School

### Outdoor Improvements

As part of Kilbridge's commitment to delivering meaningful social value, an opportunity was identified to support Harlesden Primary School in north London, by improving several outdoor areas that had been neglected and become overgrown.

Over a period of four months, a team of 35 office and site volunteers dedicated their time to regenerating the outdoors which included play areas, a wendy house and open grassed spaces.

Works included mowing grass, cutting back shrubs and trees, weeding, repainting benches, constructing and decorating a new wendy house and installing bark surfacing to create a safer play environment.

The project delivered 314 volunteer hours plus donated materials and has created a safer, more engaging outdoor environment, enabling pupils to enjoy improved play facilities.

# Summary

## **Kilnbridge's sustainability strategy sets out a clear and structured roadmap for delivering long-term value for the environment, society and the wider built environment.**

Rooted in the company's purpose to leave an enduring legacy, the strategy aligns closely with our core values of responsibility, integrity, teamwork and excellence, ensuring that sustainability is embedded across all aspects of the business.

The strategy is designed not as a static commitment, but as a practical and evolving framework for continuous improvement. It establishes a series of clearly defined strategic priorities and performance indicators that act as key markers along Kilnbridge's sustainability journey. These measurable targets provide transparency, accountability and a consistent basis for tracking progress.

Importantly, this strategy recognises that sustainability is a dynamic and ever-changing landscape. As such, it is intended to adapt and grow over time, responding to new technologies, emerging best practices and evolving stakeholder expectations. Innovation, collaboration and data-led decision-making are central to this approach, enabling Kilnbridge to identify new opportunities, scale successful initiatives and continuously enhance performance.

By combining clear ambition with realistic, achievable actions, Kilnbridge is building on a strong existing foundation and transitioning into the next phase of our sustainability journey towards 2030 and beyond.

The strategy reflects a commitment to delivering tangible outcomes - reducing environmental impact, creating lasting social value and strengthening business resilience - while contributing positively to the future of the construction and infrastructure sector.

Ultimately, Kilnbridge's sustainability strategy provides a coherent roadmap that will guide the business in making responsible decisions, measuring success through defined milestones, and continually improving our impact for the benefit of our people, our communities and the environment.






# Sustainability Strategy

The following table sets out our core sustainability priorities across Environmental and Social Value themes, alongside the key initiatives and measurable indicators that will guide delivery. It translates our strategic ambitions into clear, actionable focus areas, supported by defined metrics to track progress, drive accountability, and enable continuous improvement. Our Environmental priorities focus on reducing carbon emissions, advancing circular economy principles, and enhancing biodiversity through innovative engineering and responsible resource use.

In parallel, our Social Value priorities are centred on creating meaningful opportunities for people, supporting inclusive growth, investing in skills, and delivering lasting positive impact for the communities in which we operate.

Together, these priorities and metrics provide a structured framework to monitor performance, demonstrate impact, and ensure that sustainability is embedded across all aspects of our operations and projects.

ENVIRONMENT		
Priorities	Environmental priority	Key metrics
 <p><b>Engineering low-carbon solutions</b></p>	Creating low-carbon outcomes to reduce emissions	Percentage of projects that achieve 5% embodied carbon emissions reduction Percentage reduction in direct (scope 1 & 2) carbon emissions year on year
	Delivering innovation to unlock low-carbon opportunities	Pilot low-carbon innovation or material trials
 <p><b>Achieving circular economy excellence</b></p>	Maximising material reuse on site	Percentage of surplus materials diverted from waste to reuse
	Reducing materials usage through smarter construction methods	Achieve a minimum of 2% material efficiency (by weight) compared to the original bill of quantities from client
	Increasing material recycling	Identify new opportunities to recycle materials that would otherwise be discarded as waste
 <p><b>Creating spaces where nature can thrive</b></p>	Nature based solutions to create and protect habitat	Creation and/or improvement of green space (on or around Projects) Creation of new habitat or biodiversity area

SOCIAL VALUE		
Priorities	Social priority	Key metrics
 <p><b>Inspiring people and supporting careers</b></p>	Apprenticeship opportunities	Recruitment of new apprentices Completion rate for apprentices
	Creating employment opportunities for under-represented groups	Increase representation of women, people with disabilities, and individuals from minority groups across all grades No. of outreach programmes targeting women, people with disabilities and minority groups Retention rates for under-represented groups
	Investing in skills development	Average number of training hours per employee % of the employees with professional qualifications Promotions filled with internal resources
 <p><b>Delivering meaningful community impact</b></p>	Attracting the next generation of talent	5% year-on-year increase in STEM (Science, Technology, Engineering, Mathematics) curriculum activities 5% year-on-year increase in educational engagements
	Volunteering and charitable giving	50% per annum increase in volunteering hours Financial in-kind contributions
 <p><b>Being a responsible and ethical employer</b></p>	Supporting mental and physical health	Number of hours spent setting up and delivering staff health and wellbeing Sickness absence rates Undertake an employee engagement survey and improve the score year-on-year
	Ensure a robust supply chain free from Modern Slavery	High-risk supplier audits conducted Participation of employees in mandatory Modern Slavery training
	Supporting a fair and resilient supply chain	% of total annual spend placed with SMEs



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