People policy statement

Keltbray recognises that its most important resource is the people it employs and engages with, and as such is committed to creating a welcoming and inclusive workplace where its people thrive and the business succeeds. This will assist in enabling Keltbray to achieve its purpose of 'redefining the way sustainable development is delivered.'

To enable that goal Keltbray has this People policy to ensure dealings with its employees and contractors are governed by the following principles:

1. Equal opportunities

Keltbray is committed to a policy of equal opportunities. This applies to all our employees and people we engage with in the course of our business

Discrimination and/or harassment of any form will not be tolerated and will be subject to disciplinary action. Opportunities will be open to all irrespective of gender, sexual orientation, gender reassignment, marital status, pregnancy or maternity, age, race, ethnic origin, religion or belief, disability or Trade Union membership

We will treat people fairly and equally in all our processes. Including, but not limited to:

- Recruitment and selection
- Appointments and promotions
- Changes to responsibilities
- Pay and benefits
- Annual leave
- Family leave
- Flexible working
- Dress codes
- Availability of facilities
- Training and development
- Transfer
- Grievance and disciplinary

Keltbray is committed to open and fair recruitment. Overseas qualifications equivalent to UK qualifications are subject to review but generally accepted. All job adverts are crafted to ensure that non-discriminatory wording is used, and written guidance is available for all employees involved in the recruitment process to ensure that no job applicant is subjected to discrimination

All necessary checks to ensure the applicant's eligibility to work in the UK are conducted at the end of the recruitment process, but prior to actual employment

Keltbray is committed to equal pay and ensure that no employee is subjected to a detriment on account of their sex, or any other protected characteristic

Keltbray is committed to making reasonable adjustments to enable disabled applicants and employees to work for the Company

If an employee believes that they have suffered discrimination they can raise the matter either formally or informally through the Grievance procedure. Employees raising genuine concerns will be fully supported and will not suffer any detriment as a result. However, making a false allegation deliberately and in bad faith will be treated as misconduct and dealt with under the Disciplinary procedure

2. Recruitment

Keltbray will follow a structured recruitment process and aims to fill vacancies internally where possible. Selection of candidates will always be based purely on a candidate's ability to fulfil the requirements of the role

Keltbray will provide all employees with clear details of what is expected of them in their role at the time they are recruited

3. Contracts

All employees and/or contractors will be issued with a written contract, tailored to their needs and reflecting the role that they are engaged to perform.

4. Training and development

Keltbray will ensure that with continuous investment in training and development it can improve the performance of its employees, enhance the service it provides and attract and retain a knowledgeable and skilled workforce

The individual training and development needs will be identified through:

- Training needs analysis (both from a business and statutory perspective)
- Grow, Perform, Succeed (GPS) performance reviews
- Performance improvement plans
- Direct training requests

The training and development needs identified will be met through a variety of activities depending on the nature and extent of the requirements deemed necessary after assessment

Individuals will be actively encouraged to progress within Keltbray and all trainee and management schemes made available and continually updated

As part of the Keltbray continuing commitment to training and development, employees are asked to provide feedback on the value and effectiveness of the training and development they undertake. This information will be used to assess and improve the training processes

Increase its talent pool by investing in people and make available a range of apprenticeships, internships, undergraduate and graduate traineeships

5. Performance management

Keltbray conducts performs reviews with all its people on an annual basis using the Grow, Perform, Succeed (GPS) Review process. This process is used to identify talent and to provide two way positive and developmental feedback.

Where an employee's performance falls below the expected level, they will be provided with support to assist them to deliver at the required level. If their performance remains below the level expected, then a formal performance improvement process would be enacted.

6. Grievances

In the first instance, an informal resolution will be sought to any employee's grievance. Where that is not possible, a full impartial investigation will be conducted, and findings will be communicated clearly and promptly with appropriate follow-up action being taken where necessary. The employee will have the right to appeal against the outcome of the first stage investigation if required. In this case the appeal would be heard by an alternative independent manager.

7. Misconduct

Allegations of misconduct will be fully investigated by an independent supervisor or manager. The employee concerned will be involved and informed at all stages and will be provided with a fair opportunity to present their case. Decisions will be clearly and promptly communicated, and support will be provided where appropriate. The employee will have the right to appeal against the outcome of the first stage investigation if required. In this case the appeal would be heard by an alternative independent manager.

8. Termination of employment

Where dismissal is a potential outcome (for any reason) a full and fair procedure will be conducted. Employees at risk of dismissal will always be provided with as much information as possible so as to afford them the best opportunity to make their case against dismissal. A right of appeal will exist against all dismissals.

9. Mental and physical ill health

Keltbray is committed to promoting health and preventing harm and actively works to support the mental and physical wellbeing of its people. Both mental and physical ill health will be treated sympathetically, and support will be provided to help employees to return to work quickly and to reduce/prevent future absence. Employees will be paid statutory sick pay in accordance with the relevant legislation if they are not well enough to attend work.

10. Leave

Employees will be provided with at least 20 days of paid annual leave plus public holidays. Maternity, Paternity, Parental and Adoption leave will be granted in accordance with current legislation. Requests for time off for dependants, flexible working, compassionate and special leave will be granted where possible.

11. Religious holidays

If employees require time off to celebrate religious holidays which occur during their working time, every effort will be made to allow the employee to use their annual leave for this. If the employee has used all of their annual leave for the year, they will normally be permitted to take the time as unpaid leave. Time off requested with insufficient notice may be refused if the employee's absence from work would create insurmountable difficulties.

12. Religious practices

If employees require flexibility during their working day in order for them to observe their religious practices, they should advise their manager of this at the earliest opportunity. Keltbray is committed to accommodating employee's religious practices wherever practically possible.

13. Retirement

The Company will not make any assumptions about retirement regardless of the age of the employee. If an employee wishes to discuss retirement planning, they can initiate this with their line manager and the Company will endeavour to support any requests associated with this (for example, flexible working).

14. Smoking

Keltbray buildings and facilities are no smoking zones (this includes e-cigarettes and similar products) and smoking in a no smoking zone will result in disciplinary action being taken.

15. Drugs and Alcohol

Keltbray has a clear Drug and Alcohol policy (KEL-CRP-POL-006) which details its testing protocols and approach. The Company expects people to present themselves for work in a fit state, free from the influence of drugs or alcohol, and any breach of this could result in dismissal from the organisation. However, if an employee needs support with any drug or alcohol related issues the Company encourages them to come forward and will provide support where possible.

16. Conflict of interests

Potential conflicts of interest should be declared to the employee's manager and steps will be taken to see if the arrangements can be accommodated. This includes secondary employment and personal relationships at work.

The Group People Director will have overall responsibility for the effective implementation of this policy. Employees wishing to contact the Group People Director may do so by emailing hr@keltbray.com

Keltbray and its management team fully support this policy and are committed to provide competent personnel and financial resources to implement it. This policy statement is available on the Business Management System (BMS) and can be prominently displayed on noticeboards at all Keltbray fixed locations. It is briefed to all employees via the employee handbook.

It will be reviewed on an ongoing basis to ensure compliance with all relevant legislation but is formally reviewed annually by all interested parties.



Peter Burnside
Chief Executive Officer

Last review date: June 2026
Next review date: June 2027