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The Year in Numbers



552

Training hours delivered



98.9

% wastes re-used / recycled



0

Lost Time Injury Frequency Rate



2035

Target year set for net zero operations



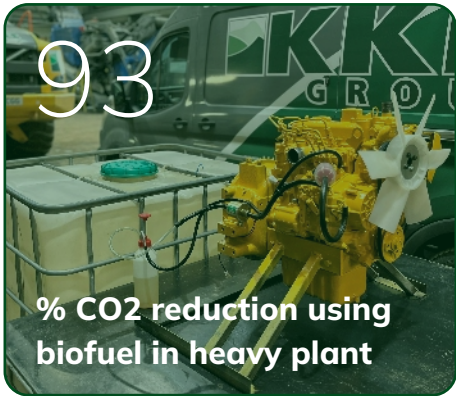
36

Electric/Hybrid plant items



3

Apprenticeships created



93

% CO2 reduction using biofuel in heavy plant



30

Workplace Wellbeing pledges delivered

ENVIRONMENTAL SOCIAL GOVERNANCE

Open Day Event
10 July 2025



A Message from our MD

Our Environmental, Social and Governance (ESG) practices are core components of the corporate identity of the KKB Group. Moreover, they are a set of criteria that we use to evaluate our operations beyond financial performance which are fundamental to our ability to serve all of our stakeholders from clients to regulators, our staff, supply chain and the local communities in which we operate.

This is our first ESG report which combines all of our sustainability activity over the past 12 months. Measures such as reducing greenhouse gas emissions from equipment and transportation, conserving materials and managing construction waste show clients, regulators and investors that KKB Group's environmental stewardship can be trusted, especially when working on large scale civil engineering schemes that have strict inbuilt sustainability targets.

However, we have found that implementing these initiatives has generated commercial as well as environmental efficiencies which make the Group more commercially robust and better prepared to meet current and future challenges we will inevitably face.

Our commitment to social responsibility from investing in workplace safety and development to supporting the communities in which we work enables us to share the fruits of our success as a business and make a positive impact on the local as well as the global environment.

Our approach to ESG therefore goes well beyond compliance with regulation and industry best practice to create a set of values that define what the KKB Group stands for and ensure we act as a positive force for the benefit of our people, our partners, and our planet.

Del Bhanot, November 2025

Our Approach to ESG

Sustainability has become an increasingly important issue for the construction and civil engineering sectors. The conservation of natural resources, reducing the impact the construction process has on the environment as well as leaving a legacy for the local community are now key factors to be considered during planning for large scale developments which are fundamental to the future of our industry.



Although the debate about sustainability in construction understandably concentrates on the build phase of projects and the implementation of sustainable materials and design, there is much that can be done at the pre-construction phase to contribute to the overall environmental impact.

Those involved during the early stages of developments can really set the tone for sustainability throughout the entire project notwithstanding their direct influence on reducing carbon emissions and inefficiency overall.

We believe our environmental credentials and track record of sustainability differentiate us from many of our competitors and this report outlines the initiatives and measures that we have implemented over the last 12 months.

We have adopted the systems process to manage our ESG activity. We operate an integrated health, safety, quality and environmental management system which has been certificated against International Standards ISO 45001, ISO 9001 and ISO 14001.

This provides us with a systematic, structured framework that enables us to set targets and monitor our performance that ensure our work is delivered safely and sustainably.

We are in the process of integrating specific measures for carbon and energy management into the system and will be seeking accreditation against PAS 2080, ISO 14064 and ISO 50001 respectively in the coming year.





Climate

At KKB we have set an ambitious target of committing the Group to achieve net zero operations by the year 2035. Our first net zero report, which will include current and future initiatives to decarbonise our activities as well as a roadmap of how we intend to reach the milestone, will be published in 2026.

The KKB Group has been an enthusiastic and early adopter of environmental technology. We were one of the first plant companies to bulk purchase hybrid excavators back in 2016. Last year we strengthened the electrification of heavy plant with further investment in hybrid and diesel-electric machines and have trialled state-of-the-art, fully-electric crushing/screening plant which is powered directly from the grid on-site using a 3-phase generator. We are working closely with manufacturers, Volvo, Komatsu and Wirtgen on the feasibility of introducing fully electric excavators and dumptrucks.

Likewise we have partnered with JCB to establish the feasibility and timescales involved in using their range of hydrogen-powered plant. Since August we have been trialling the use of Advanced Smart Biofuel (ASB) on a range of plant from 30-tonne articulated dump trucks to 35-tonne hybrid excavators and diesel-electric crushing/screening equipment. The biofuel, which is manufactured by a local company, Syntech, meets the BSEN 14214 standard but crucially is manufactured solely from waste vegetable oils generated here in the UK making it a much more sustainable alternative to most HVOs which need to be transported sometimes thousands of miles from source. Early results suggest that the ASB is a genuine 1-to-1, drop-in replacement for standard diesel delivering commensurate consumption and performance.

In 2025 we also started discussions with the UK subsidiary of Swiss company, Neustark, to implement its trailblazing carbon capture technology into our concrete recycling process. The company transports liquified CO2



produced by biogas plants to concrete recycling facilities where it is injected into recycled concrete aggregate. Through an accelerated mineralization process the CO2 is converted into limestone and permanently stored in the concrete granulates.

As well as adopting innovative technology we have also been implementing practical ways in which we can reduce fuel consumption and therefore carbon emissions during our enabling works projects. Local resourcing has helped to reduce distances and therefore fuel to transport staff, materials to/from site while we also have developed techniques to carefully plan and minimise the distances travelled to locate and relocate plant, equipment and personnel across often expansive sites. This involves a detailed assessment of the earthworks programme, the quantities and locations of materials and processing requirements including their interface with other activities on site to micro-manage the sequence of work.



People

The health and happiness of each employee is crucial to the success of any business and KKB is fully committed to supporting and enhancing the wellbeing of its 80 full-time staff. Our activities in 2025 to enhance their health, wealth and welfare build on a number of milestones over recent years.





In August 2022 the Group transitioned into an employee-owned company with shares previously owned by KRR Basico transferred to an Employee Ownership Trust (EOT). An EOT is a special form of employee benefit trust introduced by the Government to encourage more shareholders to set up a corporate structure which facilitates wider employee-ownership.

The move is intended to preserve the legacy of the KKB brand by promoting employee retention and engagement within the Group - creating a long-term culture of inclusiveness whereby the value of every employee is recognised and empowered to make a positive contribution to the success of the business.

To help promote this holistic strategy within the company we held a Workplace Wellbeing Event in 2023 which was attended by all staff as well as representatives from a number of clients and our supply chain. The event featured presentations from Mental Health UK, representatives from Medway Council's Public Health team and community organisation Cohesion Plus.

A few months earlier KKB Group joined the Medway Healthy Workplaces Programme, which is run by 'A Better Medway' from Medway Council's Public Health Team. This award-winning Council programme brings free guidance and support to businesses in addressing their workplace health needs and supports employers in making pledges to meet the needs of their staff.

In 2025 we achieved Platinum status by implementing thirty pledges which included campaigns to manage staff absence, mental wellbeing and stress, helping employees stop smoking, addressing alcohol and substance misuse and promoting healthy eating and physical activity.

We invest heavily to assist employees in their career development. This is underpinned by a programme of staff engagement including reviews and consultation which informs our curriculum and frequency of in-house and external training. In 2025 we delivered 522 hours of skills-based training (up 7% year on year).





Conservation

Protecting nature is vital to the well-being of our planet and future generations. Therefore preserving the earth's materials and natural resources, many of which are not renewable, is an integral part of sustainable construction and a core component of our approach to ESG.

By far the biggest emitter of carbon emissions during bulk earthworks is the transport and disposal of materials off-site and importing of new materials to replace them.

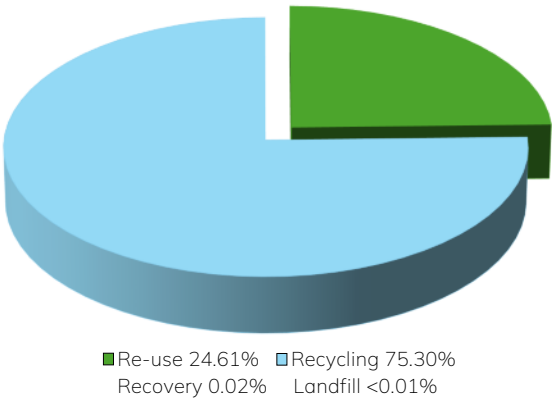
It goes without saying, therefore, that the more material we can retain and re-use on-site the more sustainable our operations and projects can be.

KKB Group specialises in the on-site processing of materials generated by excavation and/or demolition. Solid inert wastes such as concrete, hardcore, earth and asphalt wastes are typically crushed and screened on-site to produce various grades of material for a variety of uses such as pavements, sub-base and capping layers for road or car park construction.

In 2025 we processed over a million tonnes of wastes into reusable raw material feedstock.

We have considerable experience of finding innovative and creative end-uses for suitable site-won earth to reduce the need for off-site transportation and that can be used to deliver the overall project objectives.

WASTES BY DESTINATION (2025)



For example engineered and tested material can be used to create noise bunds, visual screening or other landscaping features included in the project's specification.

Where excess material generated cannot be retained on-site we apply the concept of the hierarchy of wastes to identify the most sustainable methods of managing its destination with only hazardous materials, which cannot be decontaminated, being sent to landfill.





Community

At KKB we recognise that our position as an employer has social and economic responsibilities and we have built-up a well-deserved reputation for initiating and developing genuinely collaborative relationships with clients, residents, supply chain partners and other stakeholders to deliver added value to the communities we serve.



We always attempt to procure human resources, plant, equipment and materials locally as this helps to stimulate the local economy as well as providing other benefits such as reduced travelling time, transport costs, energy consumption and therefore carbon footprint.

We understand the value of investing-in and nurturing local skills and talent. In the last 12-months we have created three new apprenticeships - all of which were registered with the Government's Apprenticeship Service and each apprentice is paid at least the minimum wage.

Our business is embedded in the local community in Kent and we play an active role working with partners to bring communities together to promote cohesion and understanding.



Through our strategic partnership with the Kent Equality Cohesion Council and its sister arts organisation, Cohesion Plus, we have been able to get involved in organising local community festivals and events around well-being whilst offering up resources and business support in kind.

In the last 12-months KKB has also partnered with the Ministry of Defence to assist armed forces personnel through training, coaching and mentoring to reintegrate them into civilian life.

Every three months 'Soldiers Under Training' from the Brompton, Chattenden and Lodge Hill Barracks of the Royal School of Military Engineering visit our plant workshop in Hoo to experience and learn the basics involved in maintaining heavy plant such as excavators, articulated dump trucks and loading shovels.

Weekly training assists military instructors to complete their NVQs while our regular "Veterans Breakfasts" provide a space for ex-military personnel based in Dartford and Gravesham to connect and socialise.

This year KKB's continued its support as an official partner of Essex-based food bank Bobby's Big Heart.



Habitats

KKB partners closely with all stakeholders from clients, developers, ecological consultants, landscape architects and planners early in the design process to ensure biodiversity goals are integrated into the enabling phases of civil engineering schemes. Our approach is to go well beyond regulatory compliance to make use of our specialist knowledge of land management to help projects achieve biodiversity net gains.



All our activities at site are conducted in full compliance with the Wildlife & Countryside Act 1981 and the Conservation of Habitats & Species Regulations 2017. However the bulk earthworks process itself can have consequences for the local habitats by releasing pollutants previously trapped within the ground.

We work closely with environmental consultants to prepare and implement pollution control plans to prevent pollutants contaminating downstream ecosystems with potentially catastrophic consequences for the local community and wildlife.

The earthworks pollution plan at a major earthworks and civil engineering project in Didcot included plans to decontaminate ground water using on-site treatment to filter-out oil and sediments before pumping the filtrate directly into the nearest storm drain.

Our experience of finding innovative ways of using site-won material to create landscaping features and new habitats have been vital in protecting or relocating species on-site. At Didcot again we processed and reused 3000 cubic metres of excavated material to create an attenuation pond as well as fill for landscaping new green space on the site.

During our enabling works to facilitate the redevelopment of new build residential scheme in Kent this year we installed over 500 metres of tree protection on the site which was located within designated Ancient Woodland.

We also have considerable experience of implementing procedures to protect indigenous wildlife located on site. At a remediation project completed in 2025 our operatives spent two weeks capturing brown lizards and preparing a hibernaculum (underground chamber) for them to hibernate during the works.





Supply Chain

We fully understand the responsibility we have as a principal contractor to drive our strategies and aims for sustainability throughout our supply chain. We therefore place demands upon potential and existing supply chain partners to mirror and support our own commitments to local resourcing, decarbonisation and other social value objectives.



All our supply chain partners are audited, at least, on an annual basis and are required to provide evidence of their credentials.

Our supply chain vetting process requires prospective partners to disclose their own commitments i.e. ISO 14001 certification, sustainable policy/processes, net-zero activities and support given to their local communities. Preference is given to those that are able to provide evidence of these commitments.

Subcontractors are required to observe and implement the measures contained in our Environmental Plan which is prepared for each project.

We ensure targets and procedures are documented and forwarded to any sub-contract personnel prior to starting work with us and they are audited by our HSQE team in the same way as our in-house operatives.

All subcontract personnel are expected to observe our HSQE procedures on-site and they are audited in the same way as in-house staff. Many supply chain partners attend training organised by KKB which includes environmental awareness, health & safety and customer care.

We are also mindful of the provenance of materials when procuring new with emphasis on sources that can display sustainable product stewardship and ethical labour practices. For example, timber for hoardings is purchased from a demonstrably sustainable resource and certificated to an appropriate FSC standard.

In 2026 we will be introducing the use of established sources of intelligence such as the Green Guide, the Building Research Establishment's Framework Standard for Responsible Sourcing and the responsible sourcing standard BES 6001 to guide us in making the most environmental product choices.



Health & Safety

The high-risk nature of much of the work that we do means that health and safety is a fundamental issue to be managed and a core value which is central to the company's philosophy.



Our corporate commitment to health & safety is demonstrated and delivered by an occupational health & safety management system which is certificated against ISO 45001. The system was successfully re-assessed following a recertification audit by British Assessment Bureau in January 2025.

A number of initiatives and campaigns organised by our new HSQE Manager, Matt Fisher, reinforced our more established, routine H&S activity from risk assessments to site audits, refresher training, incident monitoring and investigation.

In January we arranged a series of two-day "Back to Work" training sessions which included presentations on environmental risk and asbestos awareness as well as occupational health medicals carried out by Staff Care Services for selected personnel.

OUR HEALTH & SAFETY YEAR IN NUMBERS	
Site Inspections	32
Training Hours	522
Toolbox talks	63
Medicals Delivered	16
LTI Frequency Rate	0
All Injury Incident Frequency Rate	1.53

Following a trial we rolled-out the use of QR Codes to enable online access for near miss reporting. The QR codes symbols were put on display at all sites and staff and subcontractors briefed on their use via toolbox talks.



In May we announced a partnership with training provider ProCompliance to provide a range of 45-minute online courses which range from the Building Safety Act and CDM to business and regulatory compliance issues such as GDPR and Modern Slavery.

Many of the modules are ROSPA or IOSH-accredited and attendance certificates provide staff with evidence to monitor their continued professional development.

During 2025 two staff members successfully completed the level 3 Team Leader or Supervisor Apprenticeships. In October, Alfie Wells started his Plant Mechanic Apprenticeship (level 2) which combines on-the-job instruction at our workshop in Hoo with day-release training at the Bircham Newton CITB training college.





ESG Day 2025

Over eighty clients, partners, staff, suppliers and local residents descended upon KKB's Plant Depot in Kingsnorth, Kent to attend our Open Day in July dedicated to promoting Environmental Social Governance.



This year's event had an overarching theme of sustainability in all its forms from net zero to community cohesion and social value. Contributions from our supply chain, the local community and industry partners demonstrated how we are building a powerful coalition of shared commitment to sustainability.



Following an introduction from our Managing Director, Del Bhanot, Vince Maple and Trevor Clarke, Councillor and Leader of Medway Council respectively joined the Mayor of Dartford, Peter Whapshott, to discuss local authority initiatives while our Plant Maintenance Manager, Andy Care, teamed-up with Sergeant Chris Tyrell of the 36 Engineer Regiment to talk about the training and other activities we support to help armed forces personnel transition to civilian life.

Gurvinder Sandher spoke about the work of the Kent Equality Cohesion Council in reducing inequality and discrimination as well as promoting good relations between the diverse communities that reside in Kent.

Presentations from representatives of Neustark (carbon capture), Syntech (biofuels), JCB and Hydrostar Europe (hydrogen power), SMT and Red Knight 6 (plant electrification) provided insight into the very latest technological innovations which will hopefully assist KKB and our sector in achieving Net Zero.

Speakers from Active Kent, Rethinking Mental Illness and Medway Council discussed techniques to improve employee wellbeing while our own Billie Harman gave a moving account of her journey through recent challenges in her life.

Refreshments were served all-day to keep everyone cool in the broiling heat. In-between the presentations a jazz band entertained attendees who mingled around the stands set-up by many of the participants to promote greater understanding of their offerings while a dozen children from Fairview Primary School in Gillingham enjoyed a colouring competition organised by JCB.

Our Open Days are becoming a notable occasion in the calendar and a regular opportunity for our industry partners and local community to discuss and share of ideas on sustainability. This year's event surpassed expectations and we are already looking forward to hosting next year's get together

Craig Hore, Plant Director, KKB Group



About KKB Group

The KKB Group specialises in providing niche services to support the regeneration and infrastructure sectors. Services are provided throughout the UK from our Headquarters in Rochester, Kent.

Established in 2010 we have developed a comprehensive range of disciplines from land remediation and earthworks to recycling of site-won materials, plant hire and civil engineering which can be used individually or combined to provide an integrated service to deliver complex regeneration and civil engineering projects. In 2025 we introduced residential new-build and property refurbishment and maintenance to our service portfolio.

The experience we have built-up over the years operating in the regeneration sector reassures clients that our work will be delivered to specification and in full compliance with environmental regulations and industry best-practice.

The company is committed to equality, diversity and social inclusion and we actively support and participate in community events and initiatives. In 2022 we transitioned into an employee-owned business to promote employee engagement and create a long-term culture of inclusiveness.

Central to our business is our drive and capability to increase land value for our clients and enhance the environmental performance of the regeneration and built environment process.

Earthworks



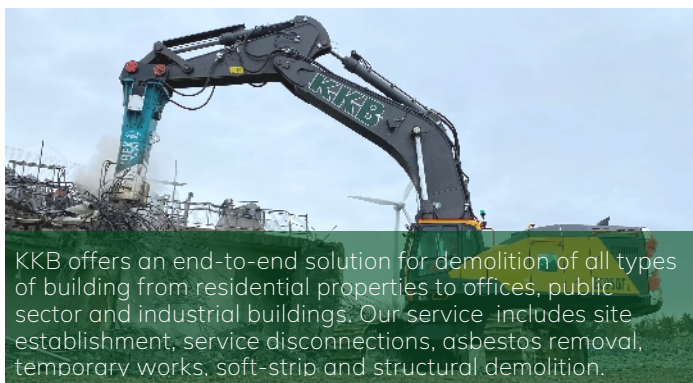
We specialise in delivering bulk earthworks packages, typically during the enabling phases of major regeneration and infrastructure projects - a complete earth moving package from design and planning to excavation, engineering, transportation, redeposit and re-grading.

Land Remediation



KKB is licensed by the Environment Agency to establish mobile treatment facilities to decontaminate ground which may be polluted with hydrocarbons, heavy metals, fertilizers or asbestos in full compliance with current Environmental Permitting Regulations.

Demolition



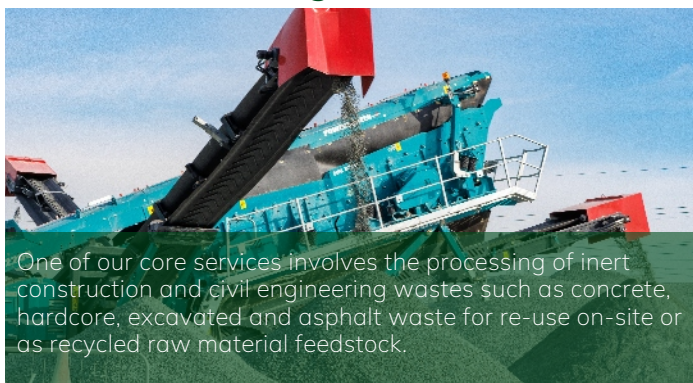
KKB offers an end-to-end solution for demolition of all types of building from residential properties to offices, public sector and industrial buildings. Our service includes site establishment, service disconnections, asbestos removal, temporary works, soft-strip and structural demolition.

Civil Engineering



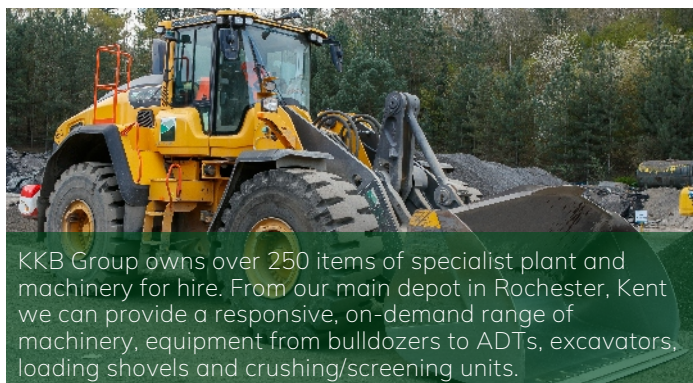
We specialise in the creation of working platforms for development which include RC foundations & piling, RC structures, installation of infrastructure, roads & drainage, utility works etc

Materials Processing



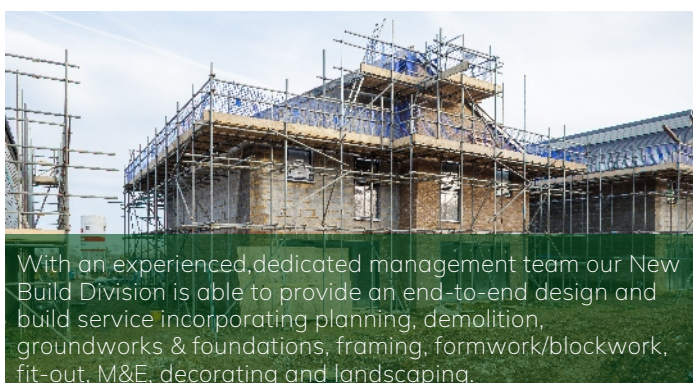
One of our core services involves the processing of inert construction and civil engineering wastes such as concrete, hardcore, excavated and asphalt waste for re-use on-site or as recycled raw material feedstock.

Plant Hire



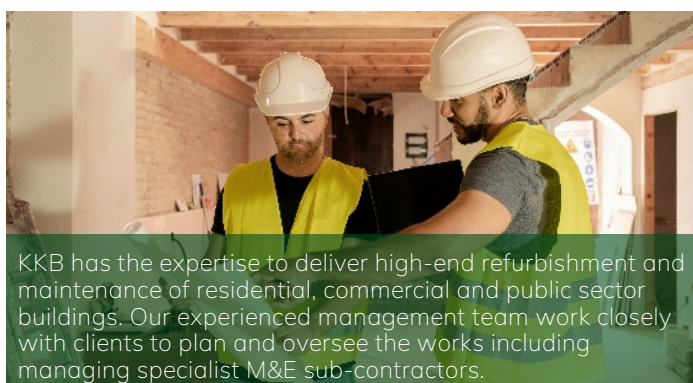
KKB Group owns over 250 items of specialist plant and machinery for hire. From our main depot in Rochester, Kent we can provide a responsive, on-demand range of machinery, equipment from bulldozers to ADTs, excavators, loading shovels and crushing/screening units.

New Build Construction



With an experienced, dedicated management team our New Build Division is able to provide an end-to-end design and build service incorporating planning, demolition, groundworks & foundations, framing, formwork/blockwork, fit-out, M&E, decorating and landscaping.

Refurbishment & Maintenance



KKB has the expertise to deliver high-end refurbishment and maintenance of residential, commercial and public sector buildings. Our experienced management team work closely with clients to plan and oversee the works including managing specialist M&E sub-contractors.





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