STRATEGIC CHALLENGE
2017 - 2018 - 2019
SAFETY, PEOPLE, DELIVERY, RELATIONSHIPS & INNOVATION

OUR VISION

We are committed to working tirelessly for the health, SAFETY and wellbeing of our colleagues and those around us.

We want the PEOPLE who work with us - our clients, delivery partners and colleagues - to be part of our team not just for one project, but for life.

We want to build success based upon customer satisfaction, collaboration, value for money and reliable DELIVERY.

We believe in customer service and in creating long lasting, trusting RELATIONSHIPS.

We provide the resources and environments, for learning and creativity, to assist everyone to achieve the highest standards of performance and to inspire INNOVATION.
Byrne Group offers clients a complete, integrated construction service, from formwork to fit-out. We are committed to the highest standards of delivery, and strive to outclass the rest of our sector in terms of health, safety & wellbeing, environmental management, quality and corporate social responsibility.

In our triennial strategic challenge publication, produced because of our desire to hold our business to account, we review our achievements, aims and targets and set goals for the coming three years.

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Byrne Group was founded by my father and uncle, Patsy and Johnny Byrne, in 1969. Our strong personal family values underpin our behaviours and culture, which contribute to us being able to deliver sustained organisational performance and empowerment for the next generation. In 2017, Byrne Group agreed a strategic investment with Wilson Bayly Holmes-Ovcon (WBHO), which resulted in WBHO taking a minority stake. The synergistic benefits of working together is a response to growing demand for our unique blend of construction skills.

Health, Safety and wellbeing is a core value of our business. We continually review our certified group-wide safety management system, which aids in delivering consistent safety performance across all our sites and premises. Of equal importance in our drive for best practice is the implementation of our behavioural safety programme, ‘The Byrne Way’. 2017/18/19 will see a strong focus on the promotion of occupational health, including mental health and wellbeing, to ensure health is viewed with the same importance as safety.

Our quality management system enables us to meet and exceed our clients’ and stakeholders’ needs and expectations. The early transitioning to the new ISO 9001 2015 standard demonstrates our commitment to continual improvement, and helps us deliver value through all aspects of our work. Our early adoption of BIM has highlighted ever increasing challenges on site, where we ensure meeting design in the real world.

Our commitment to the management of our environmental aspects and impacts remains ever important. The early implementation of the new ISO 14001 2015 standard will help us to further identify risks and opportunities and then implement suitable and sufficient controls and measures to reduce the impacts of our operations to a minimum. The introduction of the Energy Saving Opportunity Scheme (ESOS) Legislation saw the business audit and review energy use across the group.

We continue to create employment prospects for young people, and our apprenticeship scheme, graduate scheme and outreach programmes are evidence of our success in this area. Our aim is to reach skilled, motivated individuals, from all backgrounds, that share our vision and values, who will bring fresh, innovative ideas to our business. Also, widening the recruitment pool will contribute to ensuring an engaged and skilled workforce for the industry for years to come.

Byrne Group is committed to the highest standards of performance across the areas of health, safety and wellbeing, quality, environmental management and corporate social responsibility, and we set these stretching targets for 2017/18/19 in our strive to continually improve this performance. In order to make a difference we all have to play our part and I look forward to this challenge with you.
PRIDE IN OUR WORK AND EXCELLENCE IN DELIVERY
**ACCIDENT/INCIDENT MANAGEMENT**

The AFR to be lower than 0.10 and TCIR to be lower than 9.00 across the group. TCIR was achieved. There was a significant reduction in the amount of accidents across our sites. The overall AFR saw a significant reduction and the target was achieved for our direct workforce. As well as driving further improvements in our own health & safety performance, we will continue to work with our supply chain with the aim of reducing future incidents and accidents.

Deliver continual hazard and near miss awareness training across Byrne Group and our Supply Chain.

Achieved. Awareness training was included in the company and site inductions and within ‘The Byrne Way’ behavioural safety training programme. We also produced a hazard and near miss poster which was continually delivered during the period. This was interspersed with a ‘see it, sort it, report it’ campaign.

**AUDITING, MONITORING AND INSPECTING**

Each project to complete monthly health & safety and environmental dashboards to be fed into monthly site safety leadership team meetings, when acting as principal contractor.

Achieved. Following a review of the dashboard it was found there was some duplication of information so elements of the dashboard were utilised on site, such as on site notice boards and during SLTs.

**BEHAVIOURAL SAFETY**

Launch and implement the next phase of our behavioural safety programme.

Achieved. This has been a layered approach to operatives, supervisors, managers and directors, covering subjects such as ‘right to challenge’, rewards & recognition and perception of risk. This is a continual training programme.
# Processes and Procedures

Produce and implement the Byrne Group ‘gateway’ process to drive continual improvement across our management systems.

Management of dust: Review our processes and procedures and undertake workshops with our subcontractors in relation to dust created on our sites, to ensure our direct and indirect workforce are fully aware of the hazards associated with their work activities.

Achieved. We further developed our policy, process, procedure and form structure within the SMS and EMS.

Achieved. We reviewed our SMS ‘Guidance on dust management’ document and also held numerous workshops/SLTs attended by operatives and subcontractors, delivered by specialist dust management companies.

# Continual Improvement

Hold safety workshops with supply chain partner directors to drive health & safety and environmental improvements across all our projects.

Achieved. As well as the workshops relating to dust management, we held open, trade specific forums with our subcontractors to share learning and best practice.

# Reward and Recognition

Run yearly health & safety award schemes for our site teams to reward best practice and innovation.

Achieved. Award schemes were run where we were principal contractor. Where we worked as a subcontractor we regularly contributed to principal contractors’ award schemes. This target will be carried over into 2017/18/19 where a more structured awards programme will be implemented for the group.

# Training

Develop a suite of internal training modules to deliver refresher training on our SMS to Byrne Group personnel to achieve consistency across the group.

Achieved. Training modules such as ‘scaffold awareness’ and ‘risk assessment/method statement writing and review’ were produced and rolled out.
The International Quarter, Plots 7 & 8, Stratford
### AUDITING, MONITORING AND INSPECTING

To monitor and report individual site performance against the waste hierarchy, when acting as principal contractor.

Achieved. Site notice boards were amended to enable project teams to display waste information. Project waste performance against the waste hierarchy is reviewed during board meetings, for example, the improvement of timber management processes to divert additional materials away from disposal.

### RESPONSIBLE SOURCING

95% of paper purchased and used across Byrne Group (Byrne Bros. (FSC-CO22722) and Ellmer Construction (FSC-CO20198)) to be Forest Stewardship Council® (FSC®), Programme for the Endorsement of Forest Certification (PEFC) certified or recycled paper.

Achieved. Our Procurement and Environmental Departments worked closely with our suppliers which enabled us to meet the target.

### WASTE MANAGEMENT

Achieve landfill diversion of 98% for non-hazardous construction generated waste where we are a subcontractor.

Reduced by 5% the amount of waste per man hour across the group.

Achieve 90% landfill diversion for non-hazardous waste from all stages of construction, when acting as principal contractor.

Achieved. Working closely with our waste contractor has enabled us to achieve this target.

2 out of the 3 group companies achieved the target. This target will be modified and carried over to focus on timber, after being highlighted as a key contributor to waste volumes.

Achieved. Working closely with our subcontractors and waste contractors has enabled us to achieve this target. We will carry this over and set ourselves a higher target.
**TRAINING**

All Byrne Group Site Managers with responsibility for project delivery to undertake environmental awareness training within a year of joining the business.

Each new operational site to report 1 green initiative implemented during the project to work towards group wide environmental objectives.

Achieved. The bespoke BG training module covered topics such as environmental legislation, best practice and BG environmental policies and procedures. Training will continue to be delivered to all new site managers.

Numerous initiatives have been implemented across the majority of our sites, with the best practice activities shared across the group, where appropriate, for example, acoustic tents, timber waste recycling and the first time that a cement free concrete has been used within a permanent structure in London.

**ACCIDENTS AND INCIDENTS**

Zero pollution incidents that result in prosecutions and/or formal notices from a regulatory body.

Achieved. We learnt from incidents and internal audit trend analysis and fed it back into the business through process/procedural updates, training, tool box talks and poster campaigns. This created the controls and promoted awareness to prevent incidents occurring on sites.
Byrne Bros. wins ‘Temporary Works’ Award (Civil Engineering) at the British Construction Industry Awards, for their Elliptical Columns.
SUSTAINABILITY

Reduce CO2 emissions of company car and grey fleet by 5% across the group.

Reduce by 5% carbon emissions from electricity from operational sites and offices, when acting as principal contractor.

Reduce by 5% water usage on operational sites, when acting as principal contractor.

With client collaboration, Byrne Bros. to monitor and report CO2 savings achieved through modifying their specified mix designs.

Byrne Bros. to monitor and report total embodied carbon associated with concrete.

Achieved. Following this success we will endeavour to drive further reductions in our CO2 emissions.

Achieved. Various staff awareness initiatives, as well as the use of ecocabins, helped us to achieve this target. Following this success we will endeavour to drive further reductions in our CO2 emissions.

Achieved. Various initiatives e.g. grey water recycling and ecocabins helped us to achieve this target.

Achieved. Byrne Bros. were able to share their expertise in this field and deliver large CO2 savings.

Achieved. The information is detailed in the concrete carbon tracker and monthly environmental reports.
Quality audits must achieve a minimum score of 90% for the project to be considered acceptable. Achieved. Our internal audit trend analysis highlighted that our document control and concrete pre-pour inspections are areas of particular strength. Evaluate and report on the use of digital defect management systems and collate data to set benchmarks for future targets. Achieved. We identified and implemented a digital defect management tool, and continue to offer our clients the efficiencies it provides. All projects registered with CCS to achieve a minimum overall rating of “Very Good”. Achieved. We achieved our target score across all our projects during the period and on numerous projects achieved ‘performance beyond compliance’ certificates. Furthermore, we have produced a guidance document for our project teams, which shares our company, and industry, best practice.

Exceed the industry benchmark score in customer satisfaction surveys. Achieved. We received a number of positive comments on performance. In conjunction with the lessons learnt meetings, we continue to utilise any opportunities for improvement identified. Following post-project completion review meetings, and the analysis of returned customer satisfaction surveys, learning opportunities to be communicated within each business to drive continual improvement. Achieved. These meetings have provided the forum to discuss all aspects of a project from H&S to quality and commercial management. Both learning from experience and best practice has been shared with department heads so it stays within the business for future projects.
PROCESSES AND PROCEDURES

Byrne Bros. to produce an Engineering Handbook.

We took the decision not to proceed in this format. We already have documentation, which has been further developed, within our QMS and SMS that captures this knowledge as a better resource.

Byrne Bros. to develop a Concrete Mix Design Library.

Achieved. The library is used as a sharing point of information for all projects, and will continue to be updated to utilise the learning from experience of our concrete mix designs as a unique expert resource available to our clients on future projects.
**TRAINING**

Offer a minimum of 5 complimentary spaces on CPCS courses delivered from the Byrne Group CPCS Centre to candidates seeking to return to work in the construction industry.

Offer 2 individuals the opportunity of a Higher Apprenticeship.

Achieved. Typical courses offered to individuals included Slinger/signaller and Static concrete placing boom.

We were unable to offer the Higher Apprenticeships during this period as the standards are not yet available for delivery. This target will be carried over, however, and increased.

Develop a CV workshop in partnership with our chosen charity partner, designed to support their young people into sustainable employment.

Achieved. The workshop was developed with a charity and was delivered through schools. This target will be carried over.

**STAKEHOLDER ENGAGEMENT**

Offer 5 work placements to candidates supported by our chosen charities.

Offer 10 work placements to ex-forces personnel, with the aim of enabling them to begin a career in the sector.

Achieved. Placements were offered through organisations such as The Princes Trust and the Construction Youth Trust.

We planned site tours and workshop days to feed into a placement scheme but due to poor take up, these were cancelled. This target will be carried over.

Strengthen our relationship with a core selection of universities across the UK, offering summer and industry placements and a direct route to the Byrne Bros. Graduate Scheme.

Achieved. We now have links with 13 universities across the UK. We will continue to strengthen these relationships, in line with developing our graduate scheme, but will not continue with this as a formal objective.
OUR TARGETS FOR 2017/2018/2019
Safety Manager
Highly Commended as ‘Sustainability Champion’ for work on Crossrail Project.
ACCIDENT/INCIDENT MANAGEMENT

Reduce the AFR and TCIR across the group from the 2015/2016 baseline figures.

Provide further training to Site Management on the root-cause analysis of accidents and incidents.

AUDITING, MONITORING AND INSPECTING

Undertake a health & safety climate survey with our workforce to allow them the opportunity to provide feedback on their health & safety needs and risks at work.

Plans will then be developed to respond to the information obtained from the survey to drive continual improvement.

BEHAVIOURAL SAFETY

Deliver further training to all of our Supply Chain on the successful 'The Byrne Way' Behavioural safety programme to drive excellence by raising standards and sharing good practice.

Promote employees 'right to challenge' so they feel empowered to stop work if they consider that anyone is in danger.

In conjunction with our behavioural safety programme, 'The Byrne Way', implement a 'green card' system on site to recognise, reinforce and reward safe working practices.

PROCESSES AND PROCEDURES

Undertake a further review and develop our library of Safe Operating Procedures.
CONTINUAL IMPROVEMENT

Hold safety workshops/forums with supply chain partner directors to drive health & safety and environmental improvements across all our projects.

Review and implement the changes to meet the requirements of the new ISO 45001 standard, which will replace OHSAS 18001.

REWARD AND RECOGNITION

Run yearly health & safety award schemes for our site teams across the group to reward best practice and innovation.

TRAINING

Develop and deliver a Frontline Leadership Programme to enhance the management and leadership skills of our supervisors.

OCCUPATIONAL HEALTH

Undertake a programme of Trauma Risk Management (TRiM) training designed to allow proactive support to personnel in the wake of traumatic events, and subsequently incorporate suitable procedures into our emergency plans.

Undertake a programme of ‘mental health first aider’ training for selected staff to have people in our business who can spot the first signs and symptoms of common mental health problems, and guide the person to appropriate help.

Source and implement a mental health helpline to be utilised anonymously, where required, by our workforce to provide support to anyone suffering from mental health problems.
Dior - New Bond Street, London
# ACCIDENT AND INCIDENT MANAGEMENT

Zero pollution incidents that result in prosecutions and/or enforcement from a regulatory body.

# AUDITING, MONITORING AND INSPECTING


# RESPONSIBLE SOURCING

99% of paper purchased and used across Byrne Group (Byrne Bros. (FSC-CO22722) and Ellmer Construction (FSC-CO20198)) to be Forest Stewardship Council® (FSC®), Programme for the Endorsement of Forest Certification (PEFC) certified or recycled paper.

# WASTE MANAGEMENT

Byrne Bros. to achieve zero waste to landfill for non-hazardous construction waste.

Achieve 95% landfill diversion for non-hazardous construction waste, when acting as principal contractor.

# SUSTAINABILITY

Reduce CO2 emissions of company car and grey fleet by 5% across the group.

Engage with the Energy Saving Trust to undertake a review of Byrne Group’s fleet.

When acting as principal contractor, Byrne Group will specify Ecocabins, where possible, to reduce negative environmental impacts.

Calculate the waste steel per man hour at our MRM CARES approved facility, with a view to set a future target to reduce waste.

When acting as principal contractor, reduce by 5% carbon emissions from electricity from operational sites and offices.
AUDITING, MONITORING AND INSPECTING


Byrne Bros. to embed our BIM processes and procedures into our QMS and seek to obtain external certification.

All projects registered with Considerate Constructors Scheme (CCS) to achieve a minimum overall rating of 38 or greater.

CUSTOMER FOCUS

Continue our research and development into more sustainable concrete and formwork operations.

PROCESSES AND PROCEDURES

Produce a process, aligned to the requirements of BS ISO 44001, 'Collaborative Business Relationships', which will form part of our QMS.

Continue to upskill our engineering assistants, in line with Byrne Bros. procedures and British Standards, in relation to concrete slump-flow and cube testing.

Byrne Bros. to reduce the timber procured per £million turnover by 10% from the 2016 baseline figure.
TRAINING

Our Mitcham training centre to become an accredited Site Safety Plus training centre.

Offer a minimum of 4 individuals the opportunity of a higher apprenticeship.

Deliver CV/interviewing skills’ workshops to help individuals get into employment.

STAKEHOLDER ENGAGEMENT

In support of the Science, Technology, Engineering and Mathematics (STEM) Ambassadors’ scheme, which promotes construction as a rewarding career, we will provide a minimum of 50 hours of mentoring and coaching to young people when visiting primary and secondary schools, colleges and career events.

We will offer a minimum of 2,500 hours of work experience to individuals who are keen to get an insight into the industry.

Host a minimum of 3 site tours to promote the construction industry and encourage new entrants.

Continue to strengthen our relationship with a core selection of universities across the UK, offering summer and industry placements and a direct route to the Byrne Bros. Graduate Scheme.

Formalise our relationships with organisations/charities that support members of the Armed Forces community by signing the ‘Armed forces covenant’.

Offer 10 work placements to ex-forces personnel, with the aim of enabling them to begin a career in the sector.

Sign up to the ‘5% Club charter’. 
Byrne Bros. wins RoSPA President's Award after 10 consecutive years of achieving gold awards.
THE BYRNE GROUP STRATEGIC CHALLENGE PUBLICATION HAS BEEN MEASURING AND RECORDING THE TRANSFORMATION IN HEALTH & SAFETY, ENVIRONMENTAL, QUALITY AND CORPORATE SOCIAL RESPONSIBILITY PERFORMANCE SINCE 2007. HERE ARE SOME OF THE HIGHLIGHTS FROM THE LAST FOUR YEARS:

2013
National Construction College satellite centre opens.
Apprenticeship Scheme launched.
Sponsor the ‘Duke of Gloucester and Construction Youth Trust Young Achievers’ Award.
Win ‘Product Design Innovation’ Award for the development of the falsework Release Tool at the British Construction Industry Awards.
Win 7th RoSPA Award in a row.
Qualify as a Chartered building company and consultancy.

2014
Apprentice wins ‘Apprentice of the Year 2014’ Award at the CONSTRUCT federation event.
Graduate Scheme launched.
Awarded Employer Ownership of Skills Round 2 funding.
Our purpose built training centre at Mitcham becomes accredited CPCS centre.
Responsible for the construction and refurbishment of 3 of the 5 hotels which ForbesLife declared ‘the hottest hotel openings in London’.
Ellmer worked over 1 million man hours in 2014 without a RIDDOR.

2015
Ellmer project wins Sunday Times ‘British Home’ Award in the Conversion, Restoration or Refurbishment category.
Byrne Group employees cycle from Reigate to Bruges (Belgium) for YMCA East Surrey Charity.
Byrne Bros. apprentice wins CITB National Construction College ‘Formwork Operative Apprenticeship’ Award.
Ellmer project wins Considerate Constructors Scheme ‘National Site Bronze’ Award.
Byrne Group successfully completes National Skills Academy for Construction programme.
Relaunch of our IIF Behavioural Safety programme, ‘The Byrne Way’.

2016
Byrne Bros. Highly Commended at the New Civil Engineer ‘100 Companies of the year Awards in the ‘Diversity Champion’ category
Highest ranked Tier 2 Contractor (39)
Ellmer project set themselves challenge to raise £25k for Cancer Research UK over duration of the project.
Ellmer project wins Considerate Contractors Scheme ‘National Site Gold’ Award.
Byrne Group is part of a consortium to develop a plan to convert existing apprenticeship frameworks and to develop new standards
Byrne Bros. is the lead on the development of a New Formworking Apprenticeship Trailblazer Standard.
Byrne Bros. Quality Manager wins ‘Quality Management’ Award for work on Crossrail Project.
Byrne Group Safety Manager Highly Commended as ‘Sustainability Champion’ for work on Crossrail Project.
Byrne Bros. wins ‘Apprenticeship Scheme of the Year’ Award at the London Construction Awards.
Byrne Bros. wins ‘Temporary Works’ Award (Civil Engineering) at the British Construction Industry Awards, for their Elliptical Columns on Crossrail Project.