

HERON BROS

# 2014 SUSTAINABILITY REPORT

**HERON**  
Bros. Ltd.



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“OUR VISION AS A LEADING CONSTRUCTION AND PROJECT DEVELOPMENT COMPANY SERVICES COMPANY IS TO CONTINUALLY DELIVER ADDED VALUE THROUGH QUALITY AND SUSTAINABILITY AND GROWING OUR CLIENT AND MARKET SECTORS.”

# INTRODUCTION

**ABOUT HBL**  
**OUR VISION & VALUES**  
**WELCOME FROM DAMIAN HERON**

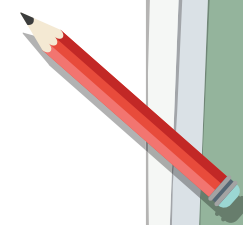
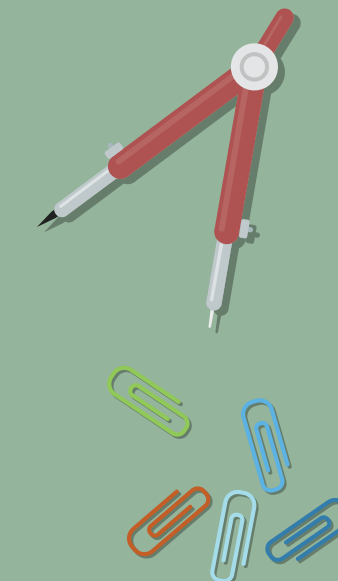
## ABOUT HERON BROS LTD

Heron Bros Ltd is a leading construction and project development company operating across the UK, Ireland and Europe. Employing over 200 people and a turnover of over £47M in 2014, Heron Bros Ltd has combined their traditional values with an advanced innovative approach to construction that delivers excellence in project value, quality and client satisfaction.

We work with public, private and third sector clients delivering education, leisure and stadia, commercial retail and office space, industrial, health, pharmaceutical, community and regeneration projects. We are committed to being a partner of choice by building strong long-lasting and mutually beneficial relationships with our stakeholders. We therefore aim to work with like-minded companies that will join us on our journey towards becoming a more sustainable business.

We have built a committed team that work in collaboration with all stakeholders to deliver value to our customers while ensuring a positive impact upon the communities in which we operate. We take a proactive and innovative approach to problem-solving ensuring we find the most suitable and sustainable solution that adds value, and not cost.

**“ WE ARE COMMITTED TO BEING A PARTNER OF CHOICE BY BUILDING STRONG LONG-LASTING AND MUTUALLY BENEFICIAL RELATIONSHIPS WITH OUR STAKEHOLDERS. WE THEREFORE AIM TO WORK WITH LIKE-MINDED COMPANIES THAT WILL JOIN US ON OUR JOURNEY TOWARDS BECOMING A MORE SUSTAINABLE BUSINESS. ”**



# OUR VISION AND VALUES

Our vision as a leading construction and project development company services company is to continually deliver added value through quality sustainability and growing our client and market sectors. We achieve this through collaborative relationships with our stakeholders, continually meeting and exceeding our client expectations through innovation and best practice, and by employing and developing people that are committed to being the best that they can be.



## 01 RELATIONSHIPS

- Collaborative relationships with Stakeholders
- Treating stakeholders with integrity & respect
- Putting people first by providing a healthy and safe working environment and providing opportunities to develop their knowledge and expertise

### VALUES CENTRAL TO ACHIEVING OUR VISION



## 02 FORWARD THINKING

- Become a more sustainable business
- Use innovation to drive our approach to project delivery
- Implement Best Practice



## 03 PASSION

- Passionate about problem solving
- Focused on the detail
- Inspired about building

# WELCOME FROM DAMIAN HERON

GROUP MANAGING  
DIRECTOR



**DAMIAN HERON**  
Group Managing Director

I am delighted to welcome you to the first Heron Bros Ltd annual Sustainability Performance Report. We recognise that sustainability creates value for our business and is critical to our future success and the legacy we leave in the communities in which we work. We have therefore placed sustainability at the core of our business strategy to ensure we continue to challenge our business and industry to drive the sustainable growth required.

We are already using sustainability to drive efficiency through our processes, engage with our stakeholders, to develop our people, our expertise and our knowledge.

"Sustainability creates value for our business."

We have set ourselves some challenging goals over the coming years and will continue to monitor, measure and report on our performance. Sustainability will remain high on our agenda and throughout the next year we will continue to track our performance. I look forward to seeing how this approach will continue to shape our business and the decisions we make going forward.

“WE HAVE SET OURSELVES SOME CHALLENGING GOALS OVER THE COMING YEARS AND WILL CONTINUE TO MONITOR, MEASURE AND REPORT ON OUR PERFORMANCE. SUSTAINABILITY WILL REMAIN HIGH ON OUR AGENDA AND THROUGHOUT THE NEXT YEAR WE WILL CONTINUE TO TRACK OUR PERFORMANCE.”



# RESPONSIBLE BUSINESS

DOING BUSINESS ETHICALLY  
DIVERSITY  
SUPPLY CHAIN  
SUSTAINABLE PROCUREMENT  
SUSTAINABLE CONSTRUCTION

## DOING BUSINESS ETHICALLY

“HERON BROS IS COMMITTED TO CONDUCTING OUR BUSINESS IN A RESPONSIBLE MANNER AND TREATING ALL STAKEHOLDERS WITH INTEGRITY AND RESPECT. DURING 2014 WE PRODUCED A NUMBER OF CORPORATE DOCUMENTS TO PROMOTE THE ETHOS OF RESPONSIBLE BUSINESS. THESE DOCUMENTS INCLUDE OUR NEW CODE OF CONDUCT AND SUPPLY CHAIN CHARTER.”

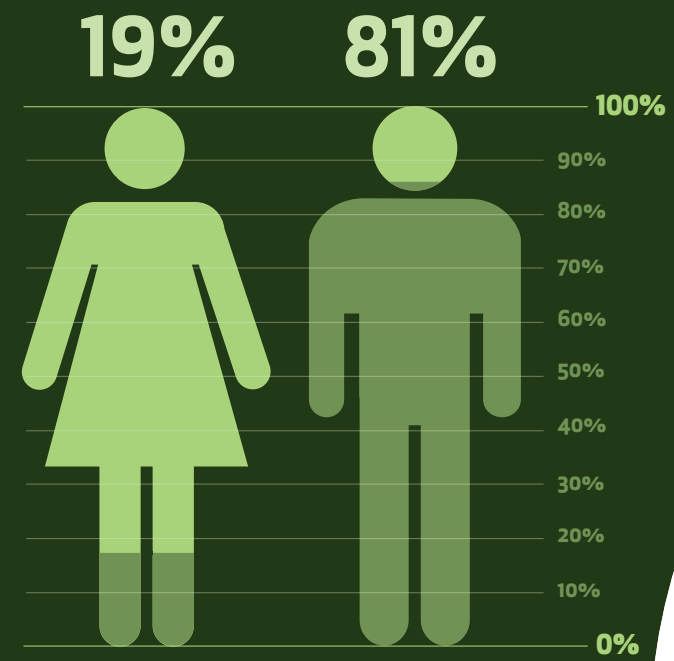
# DIVERSITY

“ WE HAVE TAKEN STEPS TO PROMOTE GENDER EQUALITY ACROSS OUR BUSINESS AND WE PROACTIVELY ENCOURAGE OUR FEMALE EMPLOYEES TO PARTICIPATE ON INDUSTRY FORUMS TO PROMOTE OPPORTUNITIES IN CONSTRUCTION FOR WOMEN ”

Heron Bros Ltd is committed to building a diverse workforce as we recognise the value this will add to our business. We work with the Equality Commission for Northern Ireland to identify employment practices and trends that we use to identify any affirmative and positive action required to improve representation within a particular group.

We partner with organisations such as Business in the Community to actively promote a diverse workforce and more recently have been involved in promoting gender equality and in particular opportunities for females within the construction industry.

## HERON BROS LTD EMPLOYEE GENDER BREAKDOWN (2014)



11% AVERAGE NUMBER OF WOMEN IN CONSTRUCTION IN 2014

26% THE INDUSTRY EXPECTS THIS FIGURE TO RISE TO 26% BY 2020  
REPORT COMPLETED BY RANDSTAD.

We have taken steps to promote gender equality across our business and we proactively encourage opportunities for women in construction.



### CASE STUDY 1

During 2014, our Bid Manager Claire O’Kane participated in a study to identify and share the current trends and challenges that leaders in enterprise face in Northern Ireland.

This consisted of four sessions each with a female business leader positioning their business story, experience and insights in order to motivate, encourage and provoke the discussions from the participants. Each session consisted of 18 senior female business leaders holding positions of influence.

To maximise the level of information extracted from participants across these four areas, each session and speaker focused on a different topic which covered:

- Business Entry & Exit
- Growing the business and maximising revenue
- Cash flow and finances
- Increasing your client base

Across each of the sessions four common areas emerged as a requirement for focus in driving leadership in enterprise in Northern Ireland. These were Strategy & Planning, Customers, Innovation and Confidence.



## HEAR FROM ONE OF OUR QUANTITY SURVEYORS AND HOW HERON BROS LTD HAS SUPPORTED HER CAREER DEVELOPMENT TO DATE.

INTRODUCTION

RESPONSIBLE BUSINESS

CASE STUDY 2

RESOURCE EFFICIENCY & NATURAL ENVIRONMENT

PEOPLE & LIFESTYLE

COMMUNITY & PARTNERING

BUSINESS & INNOVATION

**NAME:**  
Edel Cassidy

**DEGREE:**  
First Class Hons Quantity Surveying 2009 – 2013

**YEAR OF PLACEMENT:**  
→ Heron Bros 2011-2012,  
→ Obtained a diploma in industrial Studies with commendation

*"My placement year with Heron Bros Ltd allowed me to put my studies into practice whilst carrying out the daily tasks of a Quantity Surveyor. Importantly I gained practical experience on site, working on projects*

*valued between £5 - £8.5 million. The responsibility and involvement in large scale projects equipped me with the skills and knowledge to progress in the profession, and complete my final year studies."*

**EMPLOYMENT HISTORY:**  
→ Graduated: 2013  
→ Started working back at Heron Bros Ltd 2013  
→ Worked as part of project team on £7M Leisure complex and £4.5M sports complex  
→ Appointed Quantity Surveyor of £1.4M Civic Amenity Site  
→ Currently working on £9M university redevelopment project in Glasgow

**TRAINING:**  
→ RICS Professional Development  
→ Enrolled on to the APC  
→ Aiming to achieve chartered status in Quantity Surveying

**OTHER ACTIVITIES / INTERESTS:**  
→ I have recently been involved in promoting STEM subjects and specifically the Quantity Surveying career to young

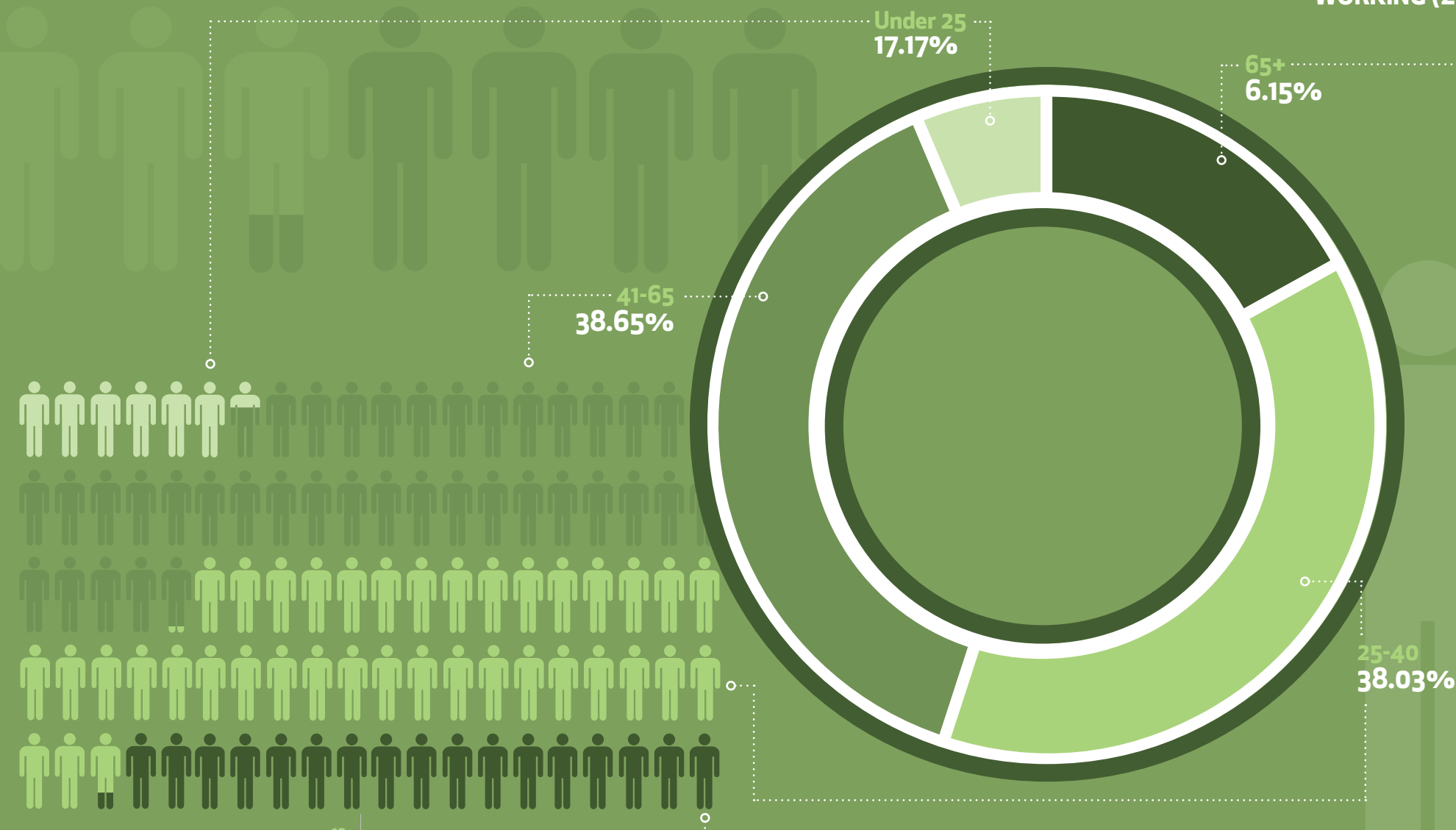
*"My role at Heron Bros Ltd has provided me with the opportunity to work on large scale projects with other quantity surveyors and members of the project team throughout the UK and Ireland."*

women at an event held in Loreto Grammar School, Omagh.  
→ I am also a member of the CITB Women in Construction Network  
→ I completed my final year dissertation research on the issues relating to career prospects and advancement for female Quantity Surveyors.



EDEL CASSIDY

## % BREAKDOWN OF HERON BROS LTD EMPLOYEE AGE GROUPS (2014)



## % BREAKDOWN OF HERON BROS LTD EMPLOYEES SIGNED UP TO FLEXIBLE WORKING (2014)



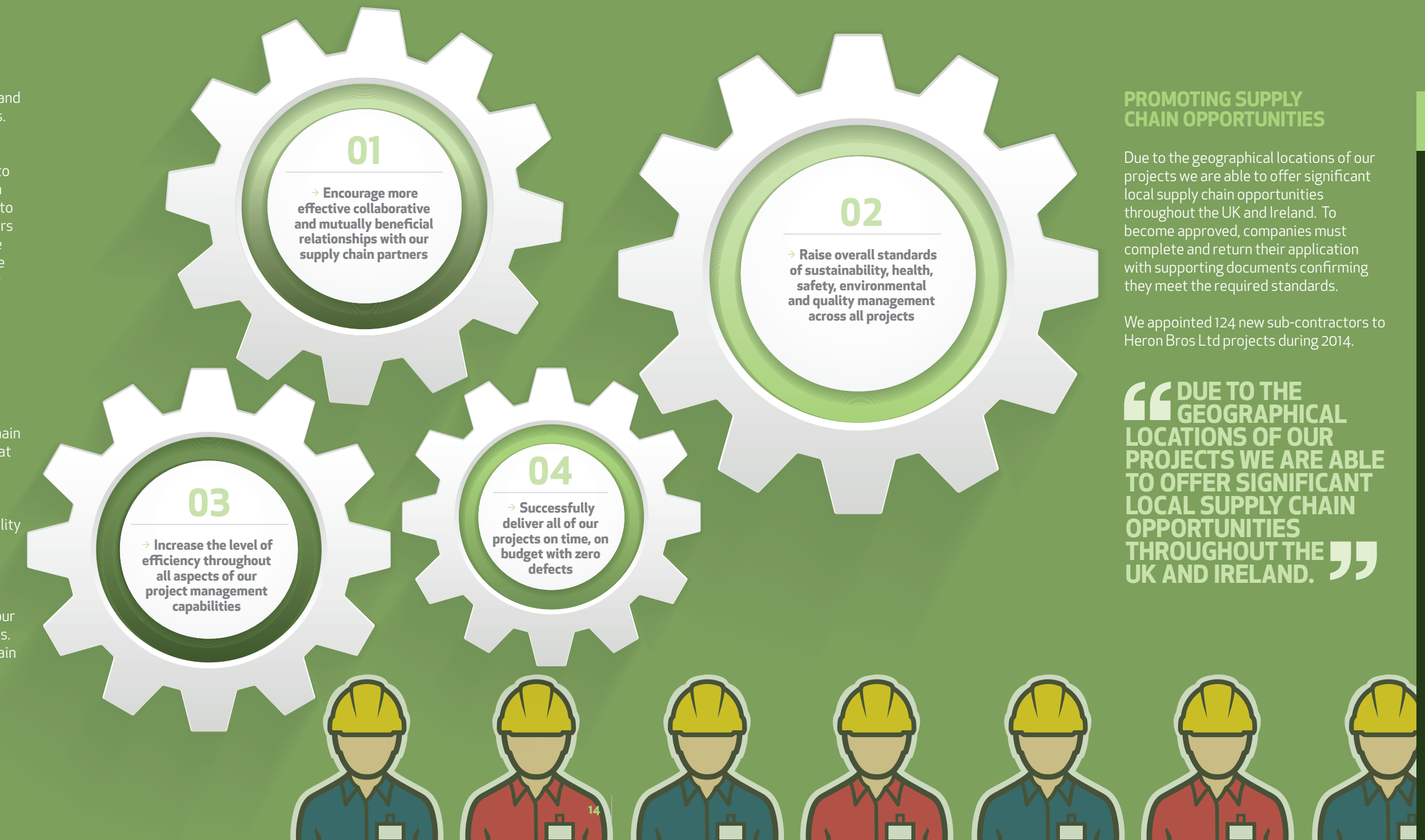


# SUPPLY CHAIN

We are proud of our supply chain and the value they add to our business. We have worked hard to develop strong partnerships resulting in a dedicated workforce committed to delivering high levels of quality on time and on budget. We continue to welcome new supply chain partners throughout all regions we operate in while continually developing the expertise and skills of our current supply chain.

## ENCOURAGING COLLABORATIVE RELATIONSHIPS

We have developed our Supply Chain Charter which clearly sets out what we expect from our supply chain, and in turn what our supply chain can expect from us. Focusing on quality, environmental, sustainability and health & safety management, our Charter helps us partner with like-minded companies that bring their specialist knowledge and expertise in turn adding value to our business and ultimately our clients. In accordance with our Supply Chain Partner we aim is to:



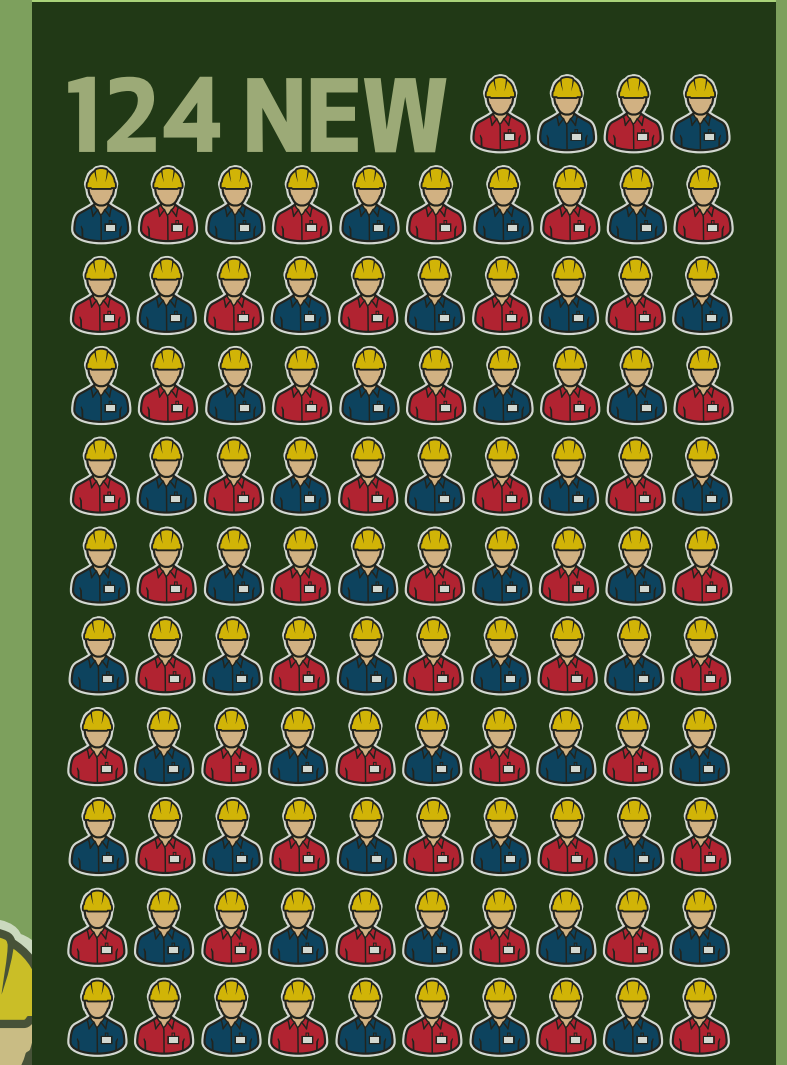
## PROMOTING SUPPLY CHAIN OPPORTUNITIES

Due to the geographical locations of our projects we are able to offer significant local supply chain opportunities throughout the UK and Ireland. To become approved, companies must complete and return their application with supporting documents confirming they meet the required standards.

We appointed 124 new sub-contractors to Heron Bros Ltd projects during 2014.

“ DUE TO THE GEOGRAPHICAL LOCATIONS OF OUR PROJECTS WE ARE ABLE TO OFFER SIGNIFICANT LOCAL SUPPLY CHAIN OPPORTUNITIES THROUGHOUT THE UK AND IRELAND. ”

## NEW SUB-CONTRACTORS TO HERON BROS LTD PROJECTS DURING 2014



## SUB-CONTRACTORS



## MEET THE BUYER EVENTS

We hosted five Meet the Buyer events during 2014 including three in Scotland, one in Wales and one in Northern Ireland. A significant number of suppliers attended the events with 51% in attended proceeding to become an approved supplier for Heron Bros Ltd. Out of those 51% now approved suppliers, 22% have already been appointed and completing works on Heron Bros Ltd projects.

In addition to the Meet the Buyer events, we hosted five Prepare to Tender Workshops. Three of the workshops took place in Scotland with two taking place in Northern Ireland. In total 202 suppliers attended the Prepare to Tender Workshops in 2014.

**5 BUYER EVENTS**

- 3 x Scotland,
- 1 x Wales
- 1 x Northern Ireland

**51% POSSIBLE SUPPLIERS**

- 51% of those in attended proceeding to become an approved supplier

**22% SUCCESS STORIES!**

- 22% have already been appointed and completing works on Heron Bros Ltd projects

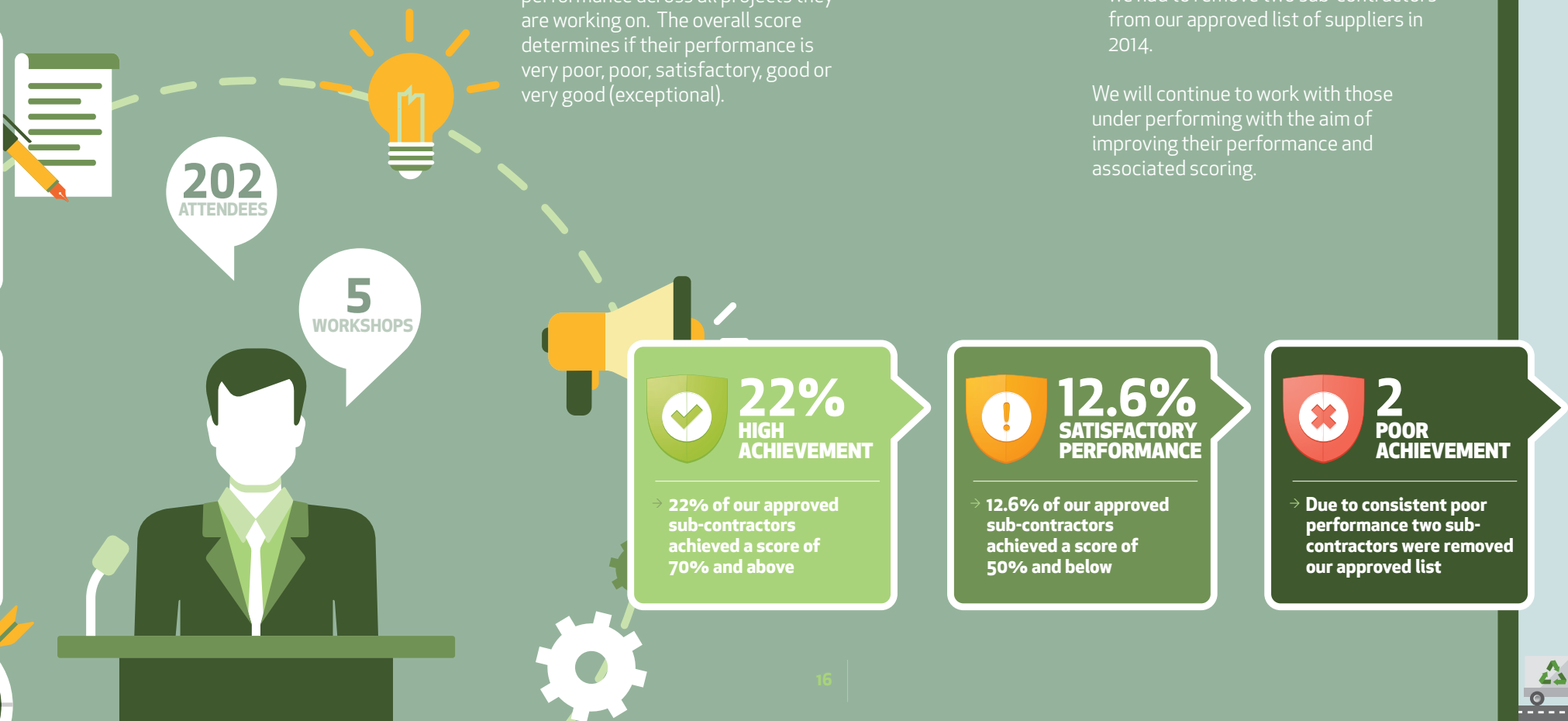
**5 TENDER WORKSHOPS**  
**202 SUPPLIERS ATTENDED**

## SUPPLY CHAIN PERFORMANCE MANAGEMENT

We manage all aspects of our supply chain including sub-contractor performance. Focusing on health, safety, environmental, quality, cost and attitude, we carefully rate and score each member of our supply chain to assess their overall performance across all projects they are working on. The overall score determines if their performance is very poor, poor, satisfactory, good or very good (exceptional).

- During 2014 22% of our approved sub-contractors achieved a score of 70% and above.
- During 2014 12.6% of our approved sub-contractors achieved a score of 50% and below.
- Due to consistent poor performance we had to remove two sub-contractors from our approved list of suppliers in 2014.

We will continue to work with those under performing with the aim of improving their performance and associated scoring.



# SUSTAINABLE PROCUREMENT

**“ WE RECOGNISE THE SOCIO-ECONOMIC IMPACT OUR PROCUREMENT CHOICES CAN HAVE BOTH AT A LOCAL LEVEL AND GLOBALLY. WE HAVE DEVELOPED OUR SUSTAINABLE PROCUREMENT POLICY AND PROCEDURE TO INCREASE THE VOLUME OF RESPONSIBLE SOURCING OF SUSTAINABLE PRODUCTS AND MATERIALS. ”**

We recognise the socio-economic impact our procurement choices can have both at a local level and globally. We have developed our sustainable procurement policy and procedure to increase the volume of responsible sourcing of sustainable products and materials. This includes the use of FSC/PEFC timber (fully compliant with the EUTR Regs), use of recycled materials and / or materials made from a recycled content and the use of materials listed in the Green Book.



The following outlines the volume of sustainable procurement during 2014 including FSC and PEFC timber, structural steel, cut & bench mesh steel reinforcement and recycled hardcore used by Heron Bros Ltd during 2014.

### 80% FSC / PEFC TIMBER



### 60% STRUCTURAL STEEL



### 97% CUT & BENT & MESH STEEL REINFORCEMENT



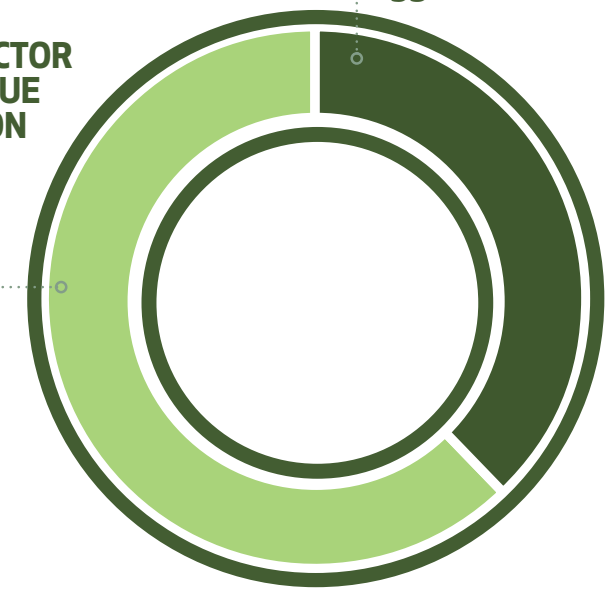
### 48% RECYCLED HARDCORE



We have become increasingly aware of the economic impact we have within the communities we operate. Increasing the use of local supply chain partners is a key objective and target for 2015 and remains high on our corporate agenda. We continue to work with all stakeholders including our own procurement teams to increase the use of local suppliers.

### SUB-CONTRACTOR PACKAGE VALUE (£) PER REGION DURING 2014

% Subcontractor packages NI 2014  
65%



% Number of projects GB 2014  
38%

% Number of projects NI 2014  
62%



### ST MARY'S PRIMARY SCHOOL, LARKHALL, SCOTLAND

#### CASE STUDY 3



**PROJECT:**  
St Mary's Primary School, Larkhall, Scotland

**CLIENT:**  
South Lanarkshire Council

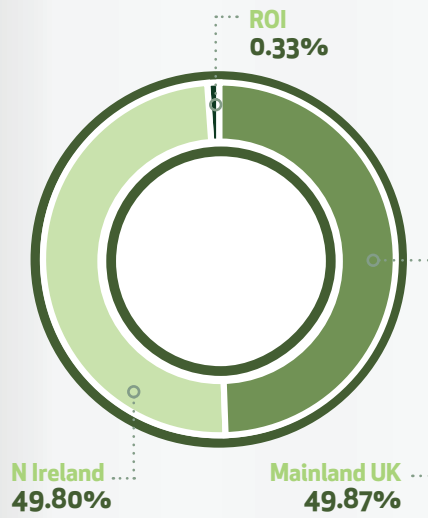
**VALUE:**  
£ 3.1 M

**PROGRAMME:**  
48 weeks

**LOCATION:**  
South Lanarkshire, Scotland

**DESCRIPTION:**  
Refurbishment to existing sandstone primary school and construction of a new two-story extension

### SUB-CONTRACTOR PACKAGES PER REGION FOR ST MARY'S PRIMARY SCHOOL, LARKHALL:



We will continue to develop our local supply chain partners during 2015 to maximize the positive economic impact we can have in each area we operate in during our time on site.



# SUSTAINABLE CONSTRUCTION

We have embedded sustainability throughout all stages of our projects including design, procurement, construction and the life of the building going forward.

Heron Bros have gained significant experience working with sustainability assessment tools including BREEAM. Having delivered a number of “Excellent” and “Very Good” BREEAM rating projects for clients we have experienced first-hand the environmental, commercial and social benefits of placing sustainability at the core of our decision making process. We believe it is important to collaborate with all

stakeholders to achieve the required rating of the BREEAM assessment. This is achieved by providing a real added value solution for the client during the design, construction and lifecycle of the building.

*“As a business we have adopted many of the BREEAM principles into our daily operational procedures, as we believe they add value to us as a business, promote best practice and enable us to remain competitive within the market place.”*

Ken Whan,  
Operations Director, Heron Bros Ltd

## CANCER FUND FOR CHILDREN, DAISY LODGE CASE STUDY



**PROJECT:**  
Cancer Fund for Children, Daisy Lodge

**CLIENT:**  
Cancer Fund for Children

**VALUE:**  
£4,000,000

**LOCATION:**  
Newcastle, Northern Ireland (Area of outstanding natural beauty)

**DESCRIPTION:**  
The scope of works included six family rooms with adjoining twin rooms, a well being suite, games room, playroom, two lounge areas, restaurant and cinema.

### A SUMMARY OF THE OVERALL SUSTAINABILITY PERFORMANCE OF THE PROJECT INCLUDES:

- A green zinc seamed roof
- Extensive glazing to maximize natural light and feeling of well being
- Energy efficient lighting
- Solar panels
- Sustainable Urban Drainage Systems (SUDS)
- 70% PEFC cedar timber cladding
- 95% waste diversion from landfill
- 43 tonnes of CO2



Our Cancer Fund for Children Daisy Lodge project has been awarded a top Green Apple award for Sustainability Project of the Year Award 2014. It achieved silver category in the 2014 Sustainable Ireland Awards.

## CLIENT SATISFACTION:

*“As you walk with a family through the doors of Daisy Lodge, into the interior which combines panoramic Mourne comfort and warmth, you get the sense that the nurturing has begun – so too the feeling of strength and the sense that perhaps this is a family that will, with our help, feel able to start back on a journey of recovery.”*

Gillian Creevy,  
Chief Executive, Cancer Fund for Children



# RESOURCE EFFICIENCY & NATURAL ENVIRONMENT

WASTE MANAGEMENT  
CARBON MANAGEMENT  
WATER USAGE  
BIODIVERSITY

## WASTE MANAGEMENT

94%  
TOTAL AVERAGE %  
WASTE DIVERSION  
FROM LANDFILL

95%  
WASTE DIVERSION  
FROM LANDFILL  
2015 TARGET &  
OBJECTIVE

The company continues to invest in reducing waste and increasing diversion from landfill. This is achieved through the use of our Site Waste Management Plans, which are implemented on all projects. We use our SWMP to estimate approximate tonnages of waste we expect to produce during the project and agree actions to implement the Government Waste Hierarchy and therefore prevent, reduce, reuse, recycle, recover as much of the waste as possible sending minimal to landfill. Below outlines our regional waste diversion from landfill rates across all projects.

### 94% SCOTLAND



### 98% ENGLAND



### 90% NORTHERN IRELAND



### 99.1% WALES





## YSTRAD MYNACH SPORTS COMPLEX SITE WASTE MANAGEMENT PLAN



### DESCRIPTION:

The development of a sports complex with synthetic 3G rugby and soccer pitches, 500 seater stands to each pitch, a main building with a specialist fitness suite, changing and conference facilities; and associated roads and parking infrastructure.

During development of the Site Waste Management Plan it was recognised that there was significant potential to crush and reuse much of the hardcore on site including a stockpile of crushed rubble from the enabling contract. It was also identified by the Heron Bros Project Team that the existing building slabs and foundations

would require to be removed as part of the works and that following crushing they would provide a rich source of hardfill material for re-use on site. Actions were agreed within the Site Waste Management Plan including responsibilities and timescales. The SWMP was beneficial to the environment in terms of reducing the quantity of quarried material required for the

project, and the impact of transporting material off-site and to site. The material was used for a variety of purposes including providing working platforms during foundation excavations for making up levels beneath floors and fill to temporary storage areas / future road & parking area. A total breakdown of this section of the site waste management plan is outlined as follows:



**33,804 TONNES**  
HARDCORE PRODUCED ON SITE



**12,995 TONNES**  
HARDCORE CRUSHED AND REUSED ON SITE



**38.44%**  
PERCENTAGE OF HARDCORE CURSHED AND REUSED ON SITE



# CARBON MANAGEMENT

Heron Bros Ltd monitor and measure carbon emissions associated with their electricity usage, diesel / oil fuel and business mileage (including deliveries made to site). A break down of our 2014 carbon emissions include:



## ELECTRICITY

19% OF CO<sub>2</sub>



## DIESEL

50% OF CO<sub>2</sub>



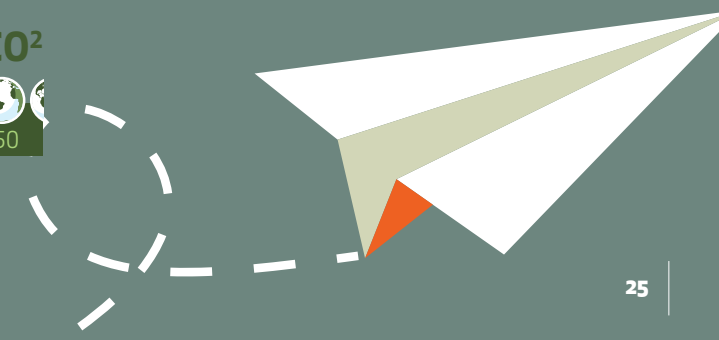
## MILEAGE (INC BUSINESS MILES AND DELIVERIES TO SITE)

31% OF CO<sub>2</sub>



We have produced a Green Travel Plan to reduce the carbon emissions associated with business travel. This includes the investment in video conference call facilities that significantly reduces the need for site-based teams to travel to head office. We took 450 flights in 2014. Flights and sailings will be added to our carbon calculator for travel during 2015.

FLIGHTS AND  
SAILINGS WILL  
BE ADDED TO  
OUR CARBON  
CALCULATOR  
FOR TRAVEL  
DURING 2015.



## CASE STUDY BIOMASS BOILERS AT HEAD OFFICE

### CASE STUDY 6

Between 2012 and 2014, the company installed five biomass boilers at our head office, stores and manufacturing facilities with the aim of reducing our carbon footprint and associated heating costs.

Availing of the carbon trust loan, we worked with renewable experts to determine our requirements and identify the various options available. Deciding on biomass, the boilers now provide 550 megawatts of heat per year. This equates to 95% of our heating needs per annum saving us in the region of 99 tonnes of CO<sub>2</sub>.

Emmet Heron, Project Manager with Heron Renewables says, "We have already seen the benefits they deliver for our business in terms of increased efficiency and financial savings. We will continue to invest in renewables over the coming years to drive efficiency right across our business."

We aim to make further investments in the coming year to meet 100% of our heating requirements across our offices, stores and manufacturing facilities.



# WATER USAGE

“ WE RECOGNISE OUR RESPONSIBILITY TO MAXIMIZE THE EFFICIENT USE OF WATER THROUGHOUT OUR OPERATIONS. ”

We recognise our responsibility to maximize the efficient use of water throughout our operations. We monitor, measure and report on water usage across our projects. We have identified the main operations within our processes where efficiencies can be made and as part of our sustainability strategy taken steps to improve our performance and reduce wastage. The main areas of focus include:

- Our offices
- Manufacturing plants
- Welfare blocks
- Plant & equipment (i.e. road sweepers)
- Construction processes (i.e. vehicular dust suppression)

We started a process of retrofitting our welfare accommodation during 2014 to increase efficiency on site.

## CASE STUDY: CITY QUAYS 1

### CASE STUDY 7



Retrofitting of site accommodation to increase efficiency

Heron Bros Ltd have retro fitted their site accommodation to increase water efficiency on site.

Included the installation of:

- PIR sensors
- Push button taps in the toilets and canteen areas.

City Quays 1

- BREEAM Excellent

# BIODIVERSITY

“HERON BROS LTD UNDERSTAND HOW WE ARE INTRINSICALLY LINKED TO OUR BIODIVERSITY AND THEREFORE RECOGNISE OUR RESPONSIBILITY IN PROTECTING AND WHEN POSSIBLE ENHANCING OUR NATURAL ENVIRONMENT.”

Heron Bros Ltd is one of nine organisations trialling the new BITC Business & Biodiversity Charter. The Charter aims to provide a framework for organisations to address their impact on biodiversity. Working with RSPB and BITC we were able to identify opportunities for us to protect and enhance biodiversity on our premises. This included the erection of swift bird boxes and a barn owl box and installation of bug hotels with neighbouring properties to create biodiversity corridors for wildlife. We updated all staff on the importance of our natural environment increasing awareness and also provided tips on what employees can do at home to protect and enhance biodiversity.

We have included the Charter within our own integrated management system to ensure biodiversity remains at the forefront of our operations. We will continue to monitor and measure performance and will continue to partner with organisations to identify opportunities for improvement.

Business in the Community will be officially launching their Business & Biodiversity Charter in 2015.

During 2014 our project teams completed training on topics including working with invasive species and working with protected species. Many of our projects require a BREEAM assessment and therefore have an ecological section. We have appointed an approved ecologist to report on individual projects and associated ecological and biodiversity requirements.

Heron Bros Ltd has implemented their ISO14001 environmental management system. We have produced environmental policies and procedures to assist our site-based teams carry out their construction activities. Training has been delivered to all employees and wider supply chain to ensure compliance with all company procedures, legislation and industry codes of practice.

## NVIR-O-CERT

Heron Bros Ltd is a member of the Construction Employers Federation NI and have committed to implementing their new environmental management system called Nvir-O-Cert. The Nvir-O—Cert environmental management system has been specifically developed for the construction industry and includes useful resources and tools all designed to assist contractors improve their overall environmental performance. Once fully embedded within the company, Heron Bros Ltd will roll the system out to its supply chain and monitor, measure and report on uptake on an annual basis.

## BITC ARENA NETWORK ENVIRONMENTAL BENCHMARKING SURVEY

Heron Bros Ltd have participated for the first time in the ARENA Network Environmental Benchmarking Survey 2014 achieving the impressive silver award status for their performance.

The ARENA Network (Environmental arm of Business in the Community) has conducted the annual environmental benchmarking survey since 1998. It has become the widely recognised principal measure of environmental engagement in Northern Ireland. The Survey is considered a key driver for corporate environmental management and improvement and seen as a positive influencer in helping to drive continual sustainable improvement within those participating organizations.

We will continue to participate in the survey and aim to improve upon our current performance.

*“We are delighted to have achieved silver status for our performance in the 2014 ARENA Environmental Management Benchmarking Survey. Environmental sustainability is now at the core of our business and we look forward to raising the bar during 2015.”*

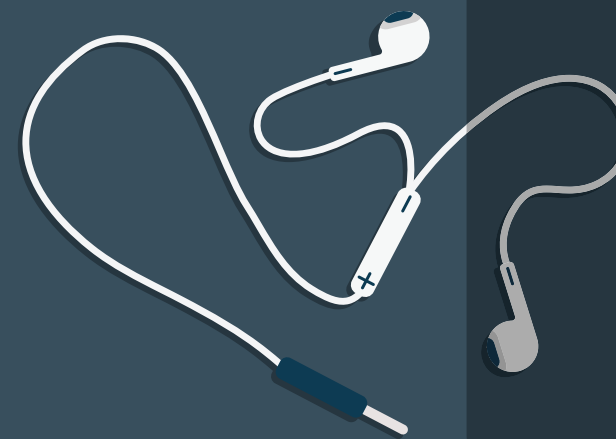
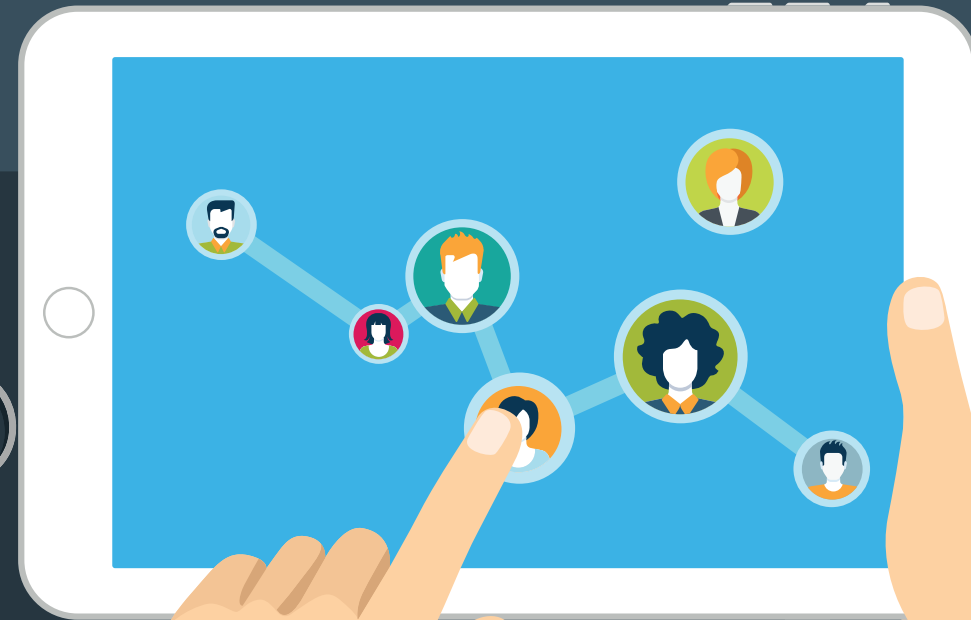
Martin O’Kane,  
Group Deputy Managing Director





# PEOPLE & LIFESTYLE

TRAINING & DEVELOPMENT  
APPRENTICESHIPS / PLACEMENT  
HEALTH & SAFETY  
OCCUPATIONAL HEALTH



## TRAINING & DEVELOPMENT

As a member of Investors in People, we recognise the importance of investing in our people to develop their knowledge and expertise that will add significant value to their own personal development and our overall business performance.

198 employees participated in training programmes throughout 2014 equating to 1700 hours of training throughout the year.

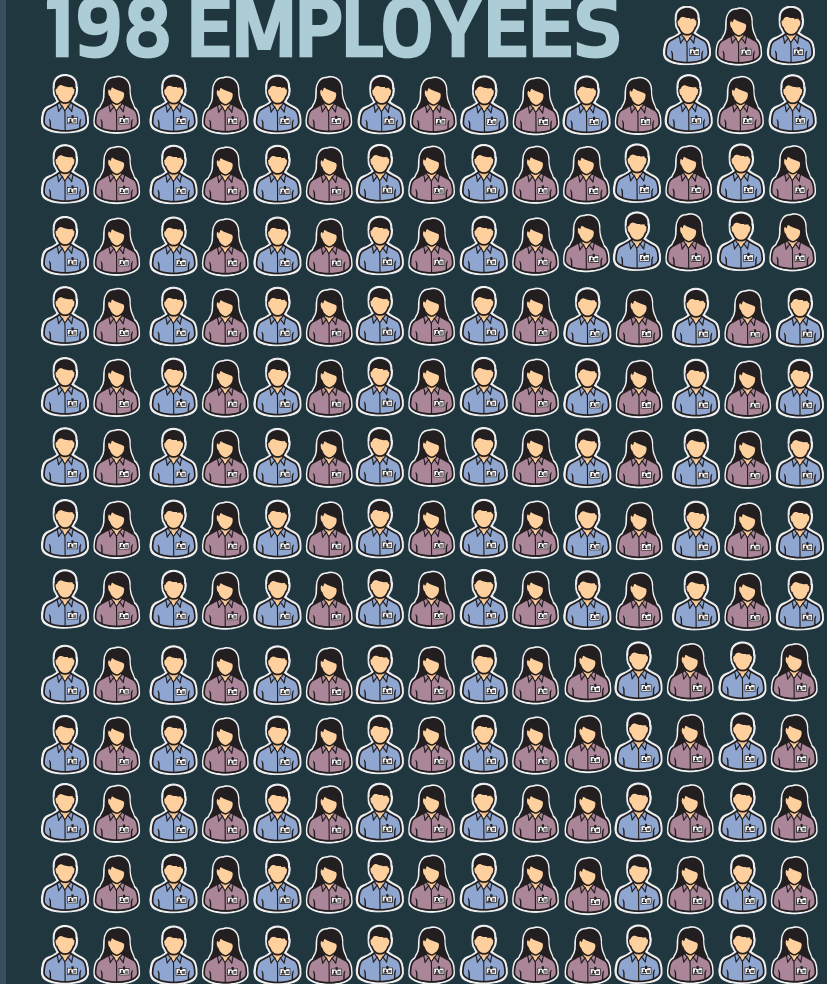


**1700  
HOURS**

**198  
EMPLOYEES**

### EMPLOYEES PARTICIPATED IN TRAINING PROGRAMMES THROUGHOUT 2014

**198 EMPLOYEES**



**PARTICIPATED IN TRAINING**

## TRAINING DELIVERED THROUGHOUT 2014 INCLUDED (BUT NOT LIMITED TO)

- MaST Management & Leadership Programme
- Gear Up for Planning Reform
- Overview of NEC Compensation Events
- Temporary Works
- Emerging Leaders Programme provided by Clinton Institute at Queen's University, Belfast
- Supervisory Training
- CIOB – Professional Review Programme
- CIOB – Chartered Management Programme
- BIM (Building Information Management)

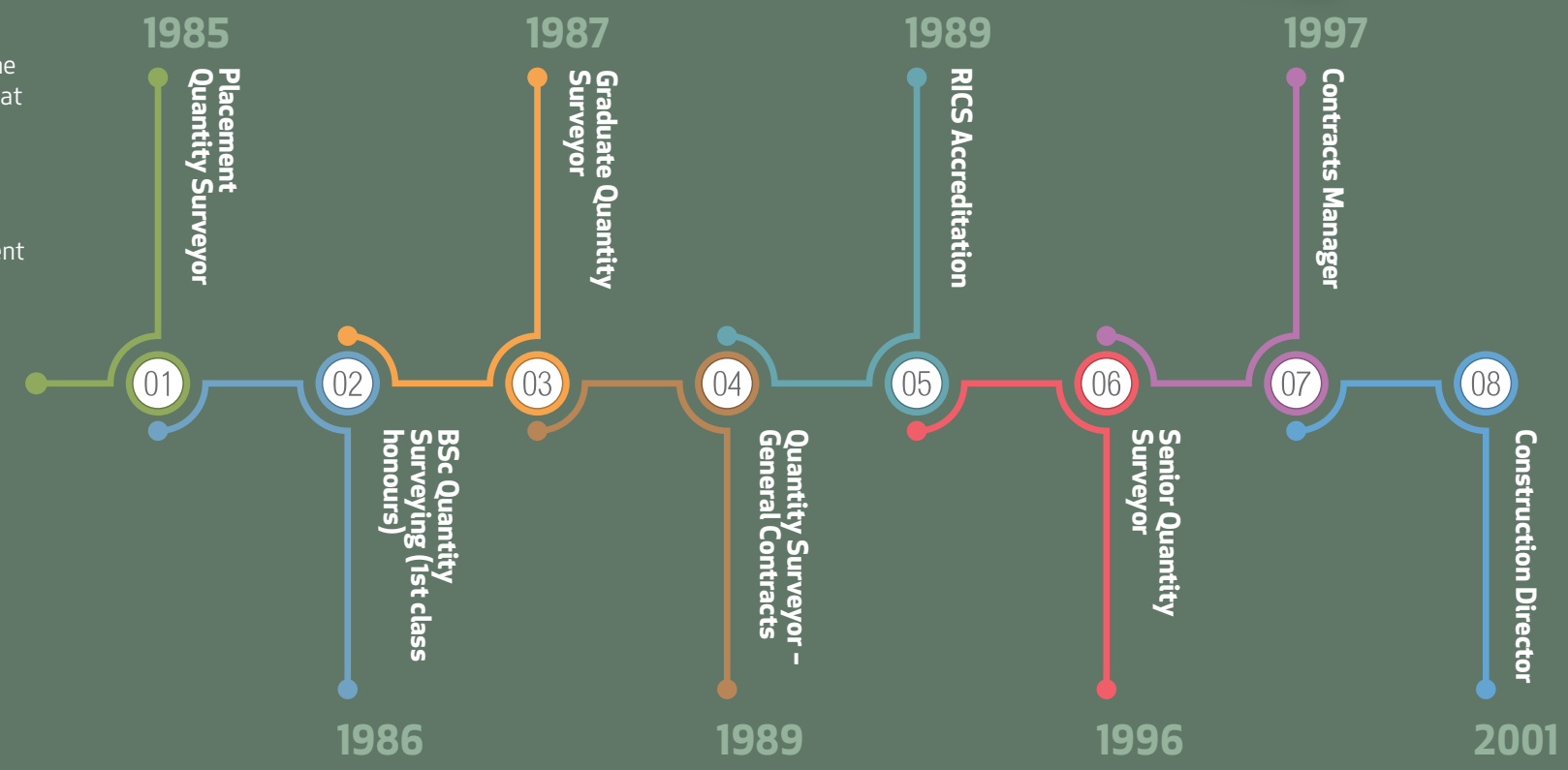
## TIME LINE

Eugene McAneney's career at Heron Bros Ltd began as a student placement in 1985. The company continued to support Eugene's career over the years and he

is now our Construction Director. This commitment to developing our employees clearly demonstrates the potential career path to those joining our company.



EUGENE MCANENEY



# APPRENTICESHIPS

## 412 WEEKS WORK PLACEMENT OPPORTUNITIES

## DURING 2014 HERON BROS LTD PROVIDED VARIOUS OPPORTUNITIES

The company has provided a number of work placement opportunities for students studying courses such as BSc(Hons) Construction Engineering Management, BSc(Hons) Quantity Surveying and BSc(Hons) Building Surveying. This equates to a total of 412 weeks of work placement opportunities throughout 2014.

The company continues to work with local schools and colleges to identify suitable apprenticeship opportunities. During 2014 Heron Bros Ltd provided direct apprenticeship opportunities including NVQ Levels 2 & 3 in joinery and NVQ Level 3 in Administration.

We continue to offer apprenticeship opportunities throughout our wider supply chain for various trades including structural steelwork, scaffolding and joinery.

“ WE CONTINUE TO OFFER APPRENTICESHIP OPPORTUNITIES THROUGHOUT OUR WIDER SUPPLY CHAIN FOR VARIOUS TRADES INCLUDING STRUCTURAL STEELWORK, SCAFFOLDING AND JOINERY. ”



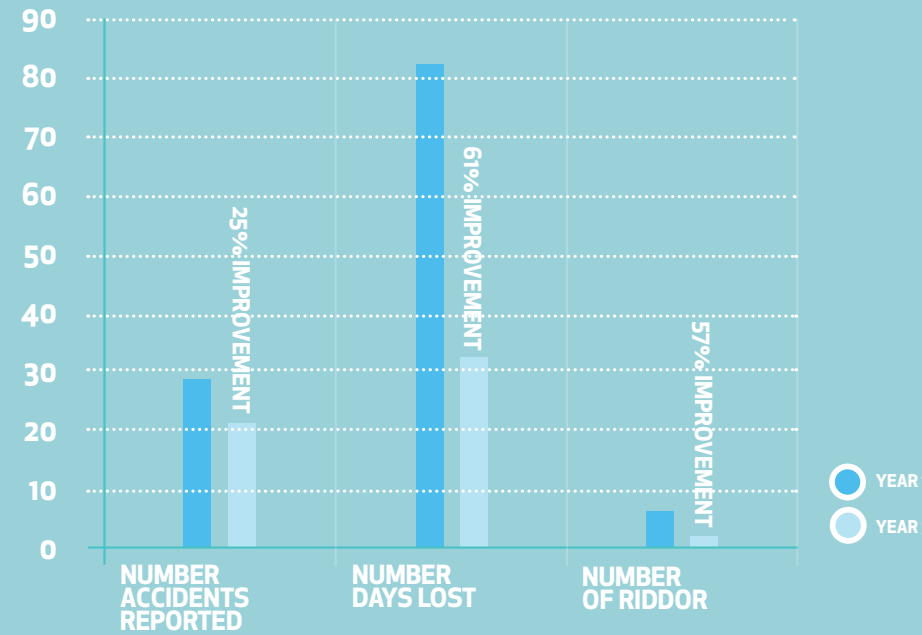
# HEALTH & SAFETY PERFORMANCE

Heron Bros Ltd is committed to ensuring the health & safety of our employees and stakeholders impacted by our operations. In accordance with our OHSAS18001 health & safety management system, we continue to invest in our resources to improve our overall performance in this area. We continue to maintain our class A standard in Safe-T-Cert. The chart demonstrates our performance over the last three years in this area.

To drive this improvement we have worked hard to increase the level of health & safety awareness across our project teams and wider supply chain. This has led to a more proactive approach and much greater buy-in to health and safety.

*"Nothing is so urgent we cannot take the time to do it safely."*  
**Ken Whan,**  
Operational Director, Heron Bros

The company continues to invest in the health and safety of its employees, supply chain, clients, members of the public and all other stakeholders impacted by our operations.

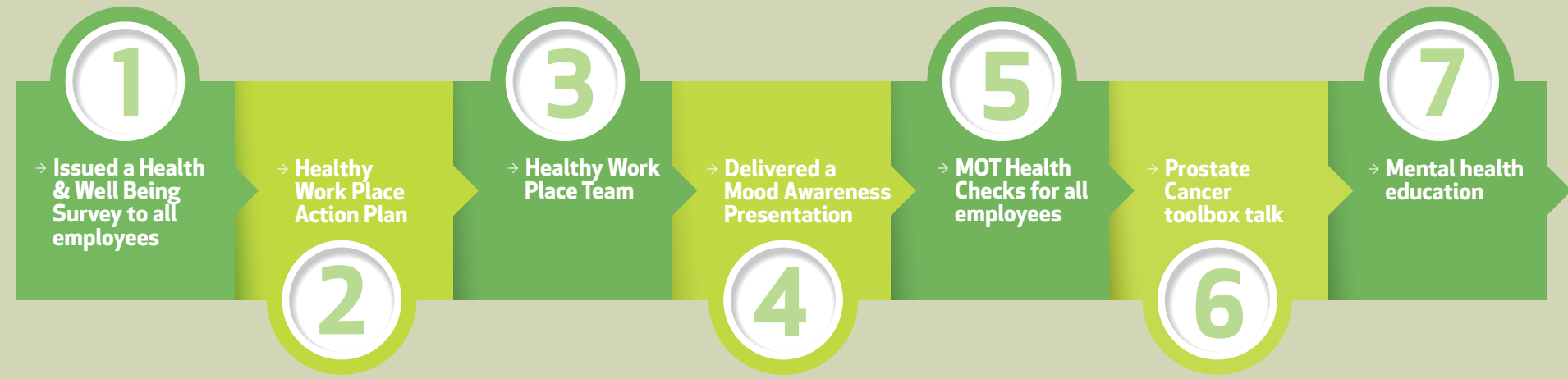


# OCCUPATIONAL HEALTH

WE SUPPORTED THE FOLLOWING OCCUPATIONAL HEALTH INITIATIVES DURING 2014.

We are a member of Build Health NI and will continue to support and participate in events throughout 2015.

BUILD HEALTH



# COMMUNITY & PARTNERING

COMMUNITY INITIATIVES  
CONSIDERATE CONSTRUCTORS SCHEMES  
VOLUNTEERING  
PARTNERS



## COMMUNITY INITIATIVES

THE COMPANY TOOK PART IN A  
NUMBER OF COMMUNITY-BASED  
INITIATIVES DURING 2014 INCLUDING:

- |   |                                       |   |  |
|---|---------------------------------------|---|--|
| 1 | GREAT NORTH RUN                       | 6 | LEONARDO PARTICIPANTS FROM CITB NI SUSTAINABLE CONSTRUCTION SITE VISIT TO CITY QUAYS 1 |
| 2 | CALEDONIA RACE                        |   |  |
| 3 | FUN RUN OF THE GLENS                  | 7 | ABERAVON LEISURE CENTRE SANTA CLAUS FUN RUN, PORT TALBOT WALES                         |
| 4 | CLEAN UP AND LITTER PICK INITIATIVES  |   |  |
| 5 | SITE VISITS FROM SCHOOLS AND COLLEGES |   |  |

## ABERAVON LEISURE CENTRE, PORT TALBOT, WALES



### CASE STUDY 8

ON SATURDAY 6TH DECEMBER 2014, THE HERON BROS LTD PROJECT TEAM PARTNERED WITH LOCAL RUNNING GROUP RUN4ALL AND HELD A 5KM SANTA RUN TO PROMOTE FITNESS FOR ALL. THERE WERE HUNDREDS OF RUNNERS, ON A SUNNY ABERAVON PROMENADE, ALL DRESSED IN THEIR SANTA SUITS.

# CONSIDERATE CONSTRUCTORS SCHEME

“OUR CONSIDERATE CONSTRUCTOR SCHEME REGISTERED PROJECTS ACHIEVED SCORES RANGING BETWEEN 35-39 DURING 2014.”

Heron Bros Ltd is committed to improving the image of the industry and therefore supports the Considerate Constructors Scheme across the majority of our projects. We have produced procedures to ensure we apply the Considerate Constructors Scheme principles on our projects:

- Care about appearance
- Respecting the community
- Protecting the environment
- Securing everyone's safety

# 36-40 AVERAGE CONSIDERATE CONSTRUCTORS SCHEME SCORE







## CONSIDERATE CONSTRUCTORS SCHEME AUDITOR QUOTATIONS – 2014

“First impressions of the project are excellent the road and pavement to the front of the site is clean and obstacle free and solid timber hoardings decorated with client’s computer generated artwork.”

“The work area appears very well organised with protected pedestrian access to the site accommodation and materials and equipment neatly and efficiently stored in designated areas.”

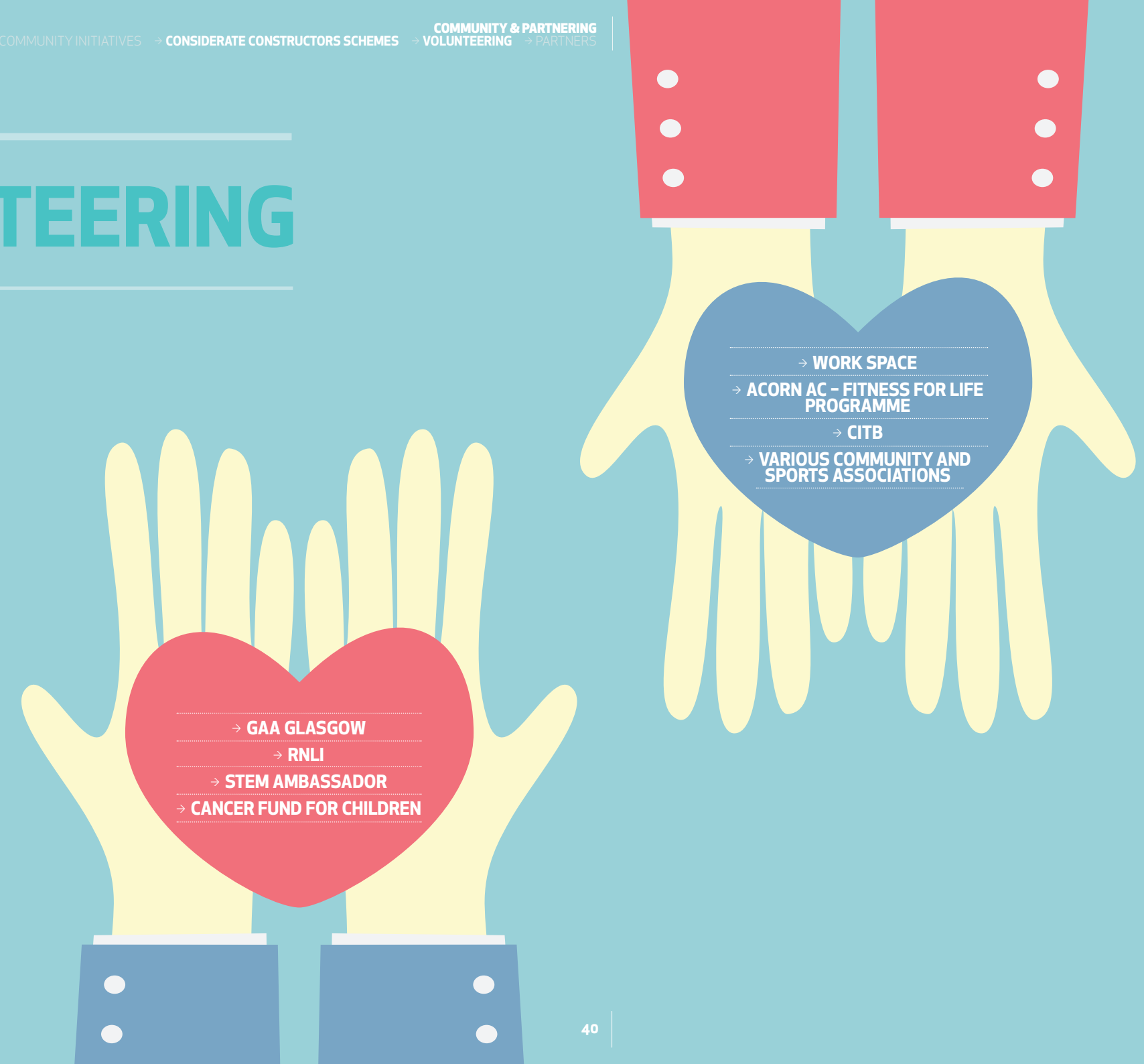
“Excellent liaison with immediate neighbours to identify any special needs and to co-ordinate works around individual requirements.”



# VOLUNTEERING

Throughout 2014, Heron Bros employees donated 3500 hours of their own time through various volunteering initiatives within their own communities for various organizations including (but not limited to):

## 3500 HOURS DONATED



## CASE STUDY: NOEL MULLAN



**NAME:**  
Noel Mullan

**ROLE:**  
Commercial Director

**DESCRIPTION:**  
Noel is a member of Valley Running Club and volunteers at Limavady Parkrun, which is a 5km parkrun and totally organized by volunteers. Between 35-55 people regularly take part on a weekly basis completing their

run between 15 and 45 minutes. Those taking part include runners from a local club, pensioners, teenagers and parents running with their children. Park run is sponsored by Sweatship and Fitbit.

### QUOTATION:

*“As a Parkrun volunteer, I am required to prepare for upcoming events to ensure those taking part have an enjoyable experience and therefore return for future events. Heron Bros Ltd continues to support my volunteering role with Parkrun.”*

**Noel Mullan,**  
Commercial Director,  
Heron Bros Ltd



# PARTNERS

Heron Bros Ltd understands the importance of collaborating with partners across the public, private and voluntary sectors. We recognise the value these partnerships can add to our business, clients and overall performance. Organisations we partnered with during 2014 include:

- |   |                            |                                |
|---|----------------------------|--------------------------------|
| 1 THE CONSTRUCTION EMPLOYERS FEDERATION (CEF)     | 4 CANCER FUND FOR CHILDREN | 7 GLASGOWBURY                  |
| 2 THE CONSTRUCTION INDUSTRY TRAINING BOARD (CITB) | 5 NORTHLAND CENTRE         | 8 WORKSPACE ENTERPRISES LTD    |
| 3 BUILD HEALTH NI                                 | 6 FOYLE HOSPICE            | 9 BUSINESS IN THE COMMUNITY NI |

## CHARITABLE DONATIONS

THE COMPANY  
RAISED JUST UNDER  
**£6K**  
FOR  
CHARITABLE  
CAUSES  
in 2014



## CASE STUDY: WORKSPACE ENTERPRISES LTD



Workspace is one of 31 Local Enterprise Agencies in Northern Ireland. As a social enterprise Workspace's core aim is to benefit the local community by providing a range of services and for individuals who are considering starting

their own business and for businesses looking to grow and develop including:

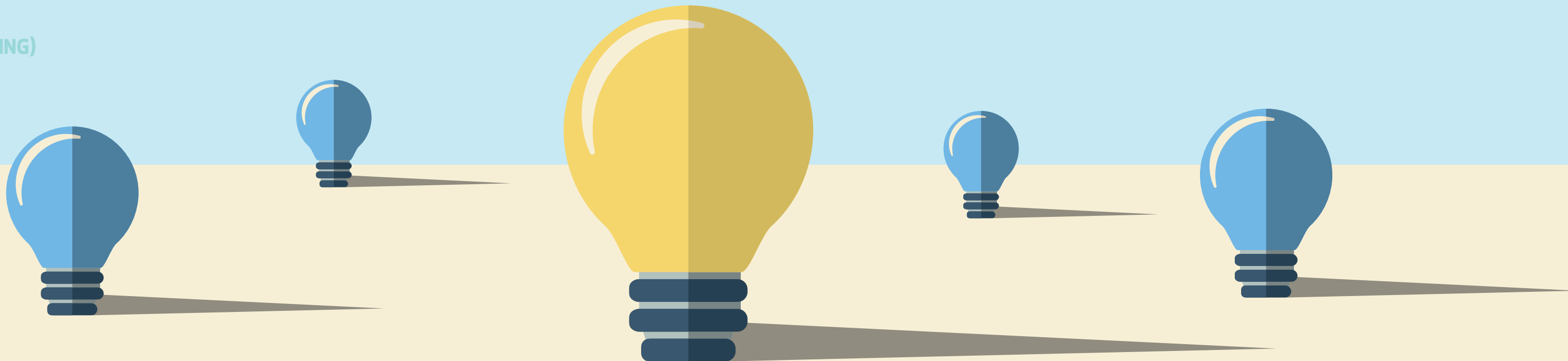
- Training
- Mentoring
- Advice on grant aid
- Developing business plans

Michael Heron, Heron Bros Ltd, was a founding member of Workspace Enterprises Ltd. Our Group Managing Director, Damian Heron, sits on the Board offering advice and support to ensure the organization continues to provide this crucial service within the local community



# INNOVATION & BUSINESS

JOINT VENTURE PARTNERS  
BIM (BUILDING INFORMATION MODELING)  
JOINERY LEAN CONSTRUCTION



## JOINT VENTURE PARTNERSHIPS

Heron Bros Ltd continues to develop new and innovative partnerships to facilitate new market entry. During 2014 Heron Bros Ltd continue to invest in the following joint ventures:

01 HERON  
BUCKINGHAM JV

**HBJV**  
Heron Buckingham  
Joint Venture

→ Casement Park Redevelopment, Belfast  
→ The National Indoor Arena, Dublin

02 FARRANS  
HERON JV

**FARRANS**  
**HERON**  
JOINT VENTURE

→ The Clockview Hospital, Liverpool

# BIM (BUILDING INFORMATION MODELING)

Heron Bros Ltd continues to invest in BIM (Building Information Modelling) and is well on the way to meeting the Government target of Level 2 by 2016.

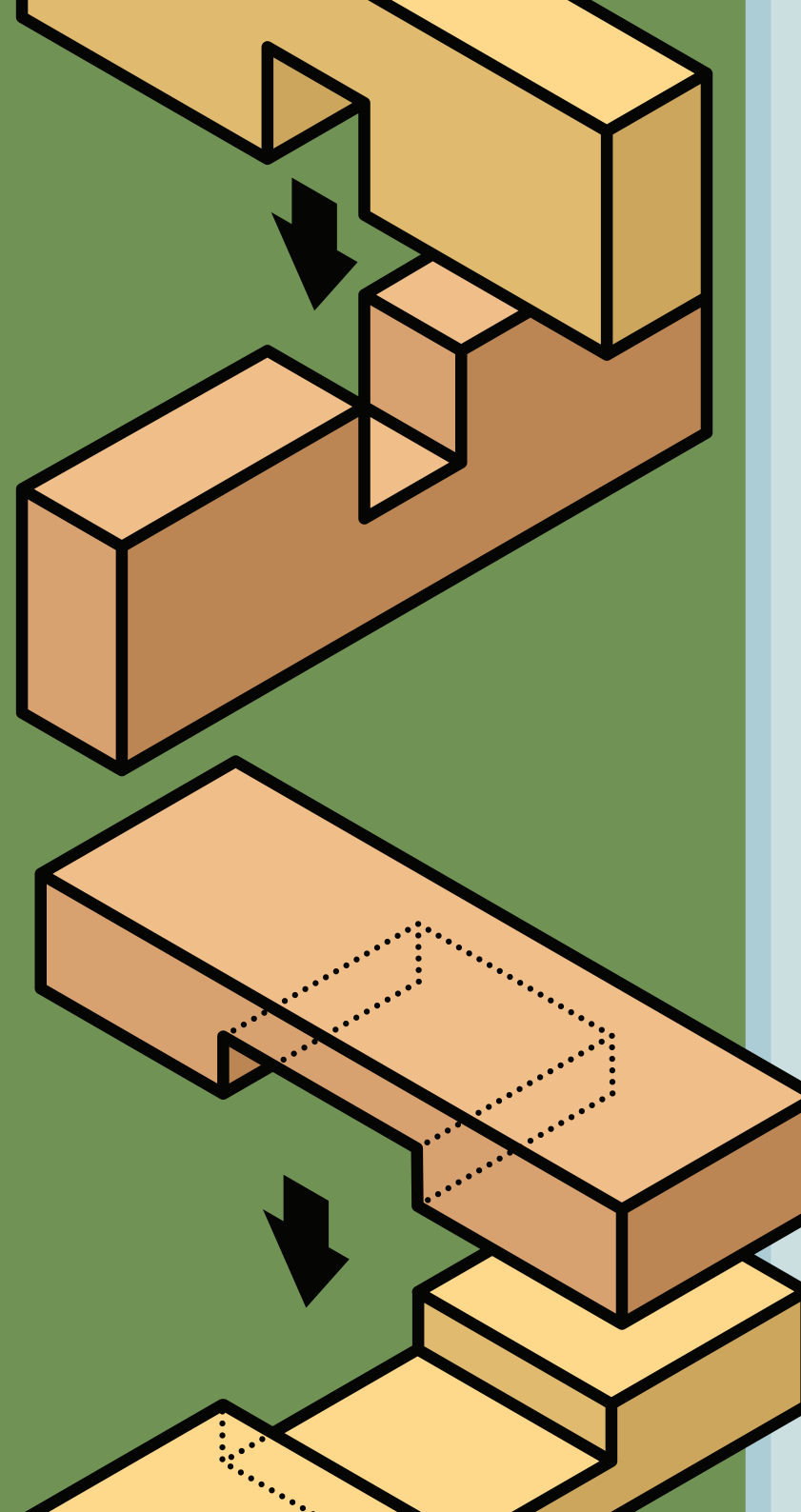
Heron Bros Ltd have partnered with Pentagon Solutions to deliver BIM training to key members of our project team and supply chain. The company has also invested in software to ensure we maintain the in-house capability, knowledge and expertise to deliver BIM projects.



→ JOINT VENTURE PARTNERS → BIM (BUILDING INFORMATION MODELING) → INNOVATION & BUSINESS → LEAN MANUFACTURING

## JOINERY LEAN MANUFACTURING

THE COMPANY HAS EMBRACED LEAN CONSTRUCTION TO DRIVE EFFICIENCY THROUGHOUT OUR PROCESSES.



### CASE STUDY LEAN MANUFACTURING

#### CASE STUDY 11

Heron Joinery has implemented lean manufacturing into its factory facility. Using various lean techniques the company is improving quality, increasing efficiency while reducing waste across the overall manufacturing process.

Various techniques have been applied which has improved monitoring and measuring of overall performance. This includes the use of production boards, regular meetings to discuss resource, lead times, and quality, process instructions, critical quality control inspections and regular performance reporting. Communication and associated training has been critical to the success of these our production methods. Heron Joinery has already seen the benefits from implementing lean manufacturing techniques and is committed to driving further efficiencies throughout the business.



# SIMPLE POWER



## SIMPLE POWER

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Heron Bros Ltd. are shareholders in the renewable energy firm Simple Power Ltd. Simple Power is a home grown company that produces electricity for the Northern Ireland market using the circular economy as their standard.

## MODEL

The model used by Simple Power provides a farmer/landowner with a reliable annual rental income for the next 20 years in exchange for Simple Power assessing, planning, financing, building and maintaining a wind turbine on their land, note at no cost to farmer. With the current market of fluctuating agricultural prices for produce, fertilisers and fuel these payments have become a lifeline to Simple Power's clients.

## SUSTAINABLE FARMING FOR GENERATIONS

This type of farm diversification does not affect the day to day running of the farm. It provides the landowner with the much needed financial assistance to continue to work the land, in farms that have been within their ownership for generations. In effect this diversification means that they have become 'Energy Farmers', producing the electricity from natural resources on their land and contributing to the circular economy by retaining all the monies earned within Northern Ireland.

## SUSTAINABLE CONSTRUCTION

On average, each turbine reduces the amount of carbon being released into the atmosphere through the burning of fossil fuel by 300tons. This is equivalent to an offset of 1250m<sup>3</sup> concrete (#100kg/ton CO<sub>2</sub>) per turbine on our construction sites. To date Simple Power have 11 turbines in operation and have a goal of 200 turbines in Northern Ireland.

In addition, the construction of the turbine sites is done with as much recycled materials as possible. This is backed up with a database of a fully accredited and approved supply chain across Northern Ireland.

## EMPLOYMENT

As well as the 10 people Simple Power employ directly, there is also the work distributed to our consultants (legal, planning and engineering), electrical sub contactors, construction team, turbine erection, turbine maintenance, our construction supply chain, lightening protection and horticultural reintegration.

“IN ADDITION, THE CONSTRUCTION OF THE TURBINE SITES IS DONE WITH AS MUCH RECYCLED MATERIALS AS POSSIBLE. THIS IS BACKED UP WITH A DATABASE OF A FULLY ACCREDITED AND APPROVED SUPPLY CHAIN ACROSS NORTHERN IRELAND.”



# CONTACT DETAILS

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**Bros. Ltd.**

