

Introduction

Since I joined Brett Aggregates last year I had the pleasure of meeting many of you at the Business Roadshows, and in the months since then I have enjoyed getting out and about around our sites. What has stood out for me is the enthusiasm within the Brett community and the sense of pride that resonates strongly across the various teams. Your warm welcome has made my transition into the Brett Group really enjoyable, and I am genuinely grateful for the opportunity to work alongside all of you.

Summing up 2023, it was another changeable year with a number of external factors such as high inflation and interest rates creating a difficult trading environment in many areas but especially for our sand and gravel business. However, other areas of Brett Aggregates fared better with drystone, recycling and asphalt particularly, performing better through 2023, which confirms our strategy to trade across multiple areas and offer a complete solution for our customers.

I have enjoyed reviewing the operational projects that have taken place in the past year, some of which are included in this newsletter; Brett has a real drive to keep investing to maintain and grow the business. Two surveys have delivered very positive results; our Customer Satisfaction Survey revealed some great comments from our customers and some helpful insights into things we could improve such as how we interact and communicate with both our delivery and collect customers. The Brett Employee Opinion Survey, which many of you took the time to return, demonstrated an improvement in the majority of topics. There are some areas we'd like to improve and your managers will talk through the results with you and what we can do in your area to keep improving.

As 2024 gets underway, we are seeing some continuation of difficult trading conditions. With that in mind, we are going to need every bit of our focus and commitment to great service to navigate the challenges successfully. However, I am confident that with teamwork we will deliver our targets for 2024. If you see me around the business, say hello and share your thoughts and ideas on how we can strengthen and improve.



Phil Coupland, Managing Director, Brett Aggregates.

Contracts

The M25/A3 Project With Balfour Beatty Group

We have supplied around 80,000 tonnes of material to Balfour Beatty for the M25/A3 Project since August 2022.

Junction 10 is the busiest section of the M25, with over 300,000 vehicles passing through every day. The improvement project aims to reduce congestion, create a smoother flow of traffic and provide safer journeys for thousands of people every day. Improvements include a new and safer route for cyclists, pedestrians and horse-riders, as well as an additional lane on the A3 in both directions from Ockham and Painshill junctions towards the M25.

We are also looking into the possibility of recycling some of the materials coming off site at our Hithermoor recycling centre.

During the project, the transport team have held various inductions for the drivers including an upcoming safety talk attended by Balfour Beatty. This has been the first major project where "what.three.words" has been used for all the different locations instead of postcodes.



Brett Aggregates have been supplying the M25/A3 project since 2022.

Contracts

Meeting Customer Demand Through Expertise And Teamwork

In Ipswich, we have been working with construction company Magrock Ltd. to supply subbase material to industrial warehouse units on the Eastern Gateway project – a large and well-connected industrial and logistics park. The park contains five large warehouses on an eight-acre site just off the A14. So far, 11,000 tonnes of material have been supplied to the project in just over two weeks, with more material to go over the next few months.

Joe Sheekey, Sales Manager for Brett Aggregates Eastern, said: “The customer was really pleased we managed to supply such a large amount of material in a short period of time. The team worked hard arranging additional material deliveries from our suppliers overseas and moving material out of other sites to meet the daily tonnage required for this project – it was a great effort all round.”



The Eastern Gateway project – a large and well-connected industrial and logistics park.

The Ash Road Bridge Project

We are currently supplying the Ash Road Bridge project from our Hithermoor site in west London. This scheme aims to encourage traffic away from rural roads and remove the safety hazard posed by the present level crossing.

The level crossing currently closes around 150 times a day. The barriers are down for 25 minutes of every hour.

The construction project will see vehicles re-routed across the new bridge and the level crossing permanently closed.



We have supplied the Ash Road Bridge Project with 24,000 tonnes to date.

So far Brett has supplied around 24,000 tonnes of primary aggregates; between 1,000–1,500 tonnes of material per day is being supplied from Hithermoor to site. In addition, 8,000 tonnes of recycled material have also been supplied. Ayana Ollerhead, Sales Manager for West London says: “This has come with some challenges with strict testing schedules – on top of standard testing we have had to conduct leachate testing on all recycled materials. We are looking at the feasibility of removing materials from the project back to Hithermoor once the project is complete, which would be great for sustainability. Thanks to the fantastic work done by Scott Miller and the team, everything ran smoothly and the customer is pleased.”

Supporting A Circular Economy On A Warehousing Project

Brett Aggregates has supplied 12,000 tonnes of Opti-mix subbase to Elson Group Construction Limited, a ground works and civil engineering contractor based in Chelmsford. This will be used for the construction of 12 commercial units.

In addition to the supply of recycled material, Brett Aggregates has also removed over 680 loads of topsoil from the project, which has been taken back to Shrublands for recycling.



Supplying our Opti-mix product for 12 commercial units in Chelmsford.

Sizewell Nuclear Power Plant

Since March this year we have been supplying granite from our site at Ipswich to the Sizewell C contract for enabling works.



Sizewell C Nuclear Power Plant.

Site News

Shrublands Quarry Landfill Update

The operational team at Shrublands has been working with the commercial team to produce a 10/63mm permeable product to supply local demand. The team reconfigured the screening process in the recycling area and the new product is now being sold to customers.

A project is ongoing at Shrublands to switch to mains power from its current diesel generation. A new wash plant switch room is also being installed. Mains power offers greater sustainability and improved safety features.

We have also installed a fixed dust suppression system on site.



Portsmouth Is Open For Business

Brett Aggregates' new deep water marine aggregates facility at Portsmouth opened in August 2023 and is progressing well. Equipped with a new washing plant, it can feed, screen, wash, and stockpile aggregate, processing up to 2,000 tonnes of aggregate material per day.

The waterfront site will process and distribute marine aggregates around parts of the southeast for use by local contractors and builders' merchants, and even reaching projects as far as London.



Being a deep-water wharf, the new Portsmouth site doesn't depend on tides to receive deliveries, making it possible for ships like Britannia Aggregates' dredging vessel, the Britannia Beaver, to continuously supply material. Our dredger has been making enough deliveries to the wharf to offer a constant supply of material to the local area and beyond.



Dave Isham, Area Production Manager, said: "Setting up the site was like having a blank canvas; we worked hard to figure out the best placement for everything. The team also had a lot of input into health and safety, site access and traffic management plans, which helped maintain a steady throughput of vehicles even with the additional port checks.

"All their hard work resulted in the site passing its first Construction Products Certification audit with flying colours – it's been great to see the entire team come together in setting it all up."

Bentonite Wall At Fairlop

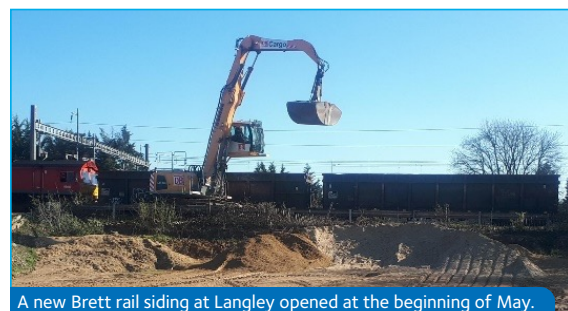
Work has completed at Fairlop, near Romford, to construct a 'bentonite wall'. This has formed an impervious barrier between our quarry and a neighbouring landfill, enabling extraction of over one million tonnes of ballast in the East London market.

Conveyor At Manor Farm

The works at Manor Farm to install a conveyor linking Manor Farm to Queen Mary Quarry (QMQ) are progressing. The project involves cutting a culvert under the public road that runs alongside Queen Mary Quarry to accommodate the conveyor which will transport approximately one million tonnes of material back to QMQ for processing. Excess water and silt will be pumped back to Manor Farm using the same conveyor route, helping to facilitate the site's restoration scheme.

Brett Rail Siding In West London

In West London, a new Brett rail siding at Langley has been open and running since May 2023. It services customers for sand and gravel with material railed in from our marine wharves. There is room to expand on the site and we are keen to broaden the scope of the operations there.



Investments

Non-Tipping Trailers

We have taken delivery of four 'non-tipping trailers' - these are articulated vehicles carrying up to 28 tonnes and featuring a 'walking floor' that moves sand, gravel or asphalt off the back without the need to raise the body. These vehicles are safer, can access areas with height restrictions and are quieter when travelling empty.



The new trailers have a 'walking floor' that moves the sand, gravel or asphalt off the back without the need to raise the body.

Improvements At Ipswich

The marine aggregate plant at Ipswich Port has undergone a major upgrade. After a record breaking 2022, we have invested in a new sand plant and screen – both extending capacity – to serve the local market. The team on site worked hard to build up stockpiles ahead of the refit to ensure we maintained delivery to Brett Concrete and the local customers.



Ipswich Port has undergone a major upgrade.

New CAT Mobile Plant Order

We have confirmed contracts from CAT for 23 shovels and excavators for the year 2023-24. These are either extended contract or replacement vehicles. The new machines are fitted with the latest safety features and we will have the ability to monitor idling times and fuel usage.



New CATs arrive at Cliffe.

FORS Accreditation

We had a Freight Operators Recognition Scheme (FORS) audit in May 2023 for our Bronze accreditation. This accreditation lasts for a further two years. The business is currently both FORS Bronze and Silver accredited.



Brett Aggregates is a member of the Freight Operators Recognition Scheme.

SHE and Sustainability

The Quality Training Group Visit Queen Mary Quarry – May 2023

The Aggregates' QTG team had an informative day at Queen Mary Quarry (QMQ). Hosted by Will Taylor, the Area Production Manager, and the site team, the day focused on 'access in and around confined and restricted spaces on the plant'. This included viewing good practice and practical solutions around emergency extraction in the event of needing to evacuate people quickly from such a space. Plant access solutions for maintenance were also shared with the team.

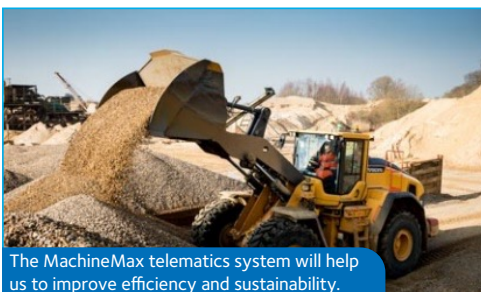


The focus of the Quality Training Group at Queen Mary Quarry was 'access in and around confined and restricted spaces on the plant'.

Jo Grant commented: "The walk round is a great opportunity for sites to receive observations and suggestions from their peers. As a response to the Quality Training Group input, additional handrails have already been added alongside the reservoir where pedestrians exit the access tunnel."

MachineMax Telematics Roll Out

Brett Aggregates has successfully rolled out a combined telematics system called MachineMax on its mobile plant fleet. This enables the operations team to capture real time performance and usage information on over 65 pieces of mobile plant equipment, allowing the site teams to better manage utilisation, identify under or over worked machines, locate idling hotspots on maps and assess vehicle routing. Critically, the system helps improve business fuel usage and CO²/t outputs and helps inform us on future machine lease and purchase options.



The MachineMax telematics system will help us to improve efficiency and sustainability.

Energy Savings For Asphalt

We have recently installed covered storage bays at Ridham, enabling the dry storage of aggregate. This will lead to energy savings since asphalt plants consume significantly less energy when heating dry aggregate for asphalt production.



Covered storage bays at Ridham enabling dry storage of aggregate.

New De-Watering System At Newhaven



A new sand de-watering system has been installed at Newhaven.

We have completed a project to install a new sand de-watering system at Newhaven. This recovers water from the sand stockpiles via a network of buried suction pipes. The water is then reused in the aggregates washing process, reducing mains water usage.

New Tech Management Package For Brett Aggregates

A new technical management package, Lastrada, is being implemented by the Brett Aggregates technical team and IS, enabling site managers and supervisors to view their latest site testing information in real time. This is a vital step for Brett Aggregates to ensure we continue to meet current technical standards and prepares the business well for any future UK Accreditation Service (UKAS) requirements.

Replacement Red Diesel Generators

Brett is partnering with AFC Energy to trial hydrogen generators as an alternative to red diesel generators at quarry sites. The more sustainable "flex fuel" fuel cell systems provide clean electricity for on and off grid applications.



Brett is trialling hydrogen generators as an alternative to red diesel generators at quarry sites.

Community

Clarkes Soapbox Sponsorship

Brett Aggregates has sponsored Clarkes of Walsham Ltd. in the My WiSH Charity Soapbox Challenge. The challenge involves entrants creating their own vehicles, powered by nothing more than gravity and leg strength as they face a downhill descent. The charity event was held in support of the West Suffolk NHS Foundation Trust to further enhance the care of patients throughout West Suffolk. Over £1,700 was raised by Clarkes of Walsham as they took home the 'Fastest Soapbox' and, most importantly, 'Best Fundraiser' trophies.



Brett Aggregates has sponsored Clarkes of Walsham's entry into a charity 'soapbox challenge' for the My WiSH charity.

The Brett branded ramp for take-off!

Charity Football Match

Brett Aggregates has recently donated to Knight Group's annual charity event. Getting into the spirit of things were Lee Weeding, Field Sales Manager, and Joe Sheekey, Sales Manager, who both also took part in the match. The event saw Knight Group employees go head-to-head against its suppliers in a friendly football match.



Lee Weeding adding his skills - back row 4th from right taking part in the charity football match.

Team player Joe Sheekey back row 5th from right.

The game was held in support of Mates in Mind, a charity that aims to raise awareness and address the stigma of poor mental health.

Joe said: "We had a great game, the final result came to 10-2 and although the Knight Group employees took the trophy, everyone remained in high spirits as we all knew it had been for a great cause."

Betteshanger FC Under 9s



The Betteshanger team received a much-deserved promotion from division 4 to division 3.

Brett has recently sponsored the Betteshanger FC under 9s football team, part of the Betteshanger Welfare Youth Football Club (YFC) based in Deal, Kent, which runs football activities and teams for children aged four and up.

The young football stars have developed well under the supervision of their current coaches Aiden Marsh and Brett Aggregates' employee and surveying manager, Jon Carnell, who joined the team in October 2022. Jon received his coaching qualification in 2023, allowing him to assist the under 9s team to support the club's coaches, who have commitments to various Betteshanger FC youth teams.

Jon said, "Many of our Betteshanger Under 9s players have played together since the age of four, starting in the free Minnows academy sessions which allows the kids to develop fitness, skills, knowledge of the game and, most importantly, make friends and have fun."

Claydon U14 Girls Football Team Sponsorship

Brett Aggregates has sponsored Claydon U14 Girls Football team, which is being coached by Lee Weeding, Field Sales Manager, who is closely involved in the team with his daughter playing as goalkeeper for the under 14s squad. The girls all played together last season, finishing runners up in the league and making the semi-finals of the County cup, and will be participating in the Suffolk Women's and Girls Football 11 a-side league for the upcoming season. We wish them the best of luck in the future matches.



Claydon U14 Girls Football Team, coached by Lee Weeding, Field Sales Manager.

Community

Charity Charter Train Visit To Brett Newhaven

The team at Newhaven has received a visit from an old five-carriage passenger train organised by GB Railfreight (GBRf) to help support an event to raise funds for Prostate Cancer Care in memory of former GBRf colleague Paul Taylor. The train, filled with rail enthusiasts, took a tour along the south coast, with one of the stops being Brett Aggregates' Newhaven site. Here, the team helped set up a good show for the visitors by driving mobile plant and loading dumpers, showing them what a live site looks like.

Dave Isham, Area Production Manager, said: "We had a great day on site. When the train turned up and we started all the machines, everyone on the train gave us a cheer. We had some great feedback from the visitors, and it was nice to see everyone looking out of the windows and waving at us."



A charter train into Newhaven in support of Prostate Cancer Care.

Sponsored Charity Cycle Event

Joe Sheekey, Sales Manager and Lee Weeding, Field Sales Manager, have completed the annual Associated British Ports (ABP) charity bike ride. The 115-mile ride is a yearly event and sees a team of ABP colleagues, customers, tenants and suppliers cycle from Ipswich to Lowestoft Port and back again to raise as much as possible for the St Elizabeth Hospice in Ipswich, which works to improve life for those with a progressive illness.



Lee Weeding and Joe Sheekey took part in the cycling event to raise money for the St Elizabeth's Hospice – Lee pictured here.

Together with Brett's sponsorship, Joe and Lee raised over £1,000 for the charity. Lee said: "It was a great achievement and certainly the most mileage I have ever covered in a day. It was definitely a taxing ride. Joe and I are relatively novice cyclists, so it was a physical and mental challenge for us both. It was great to be involved in such an event and to see over £2,500 raised for St Elizabeths Hospice."

Our People

Promotions

Dean Kebby, Promoted from Cover Operative, to Site Operative to Eastern Maintenance Fitter.

Coral Levitt, Asphalt Internal Sales and Transport Supervisor.

Awards

Paula Worthington has passed her loading shovel licence to work for Ridham Asphalt.

Work Experience

Shania Warren, the daughter of Benn Warren, Area Production Manager, spent four days with Brett Group on work experience. Her experience included a day with the legal team, a site visit, a visit our to landfill in Essex, time with the eastern area commercial team and then back in the office for COSHH and waste management experience.



Our People

New starters

In the last twelve months we have welcomed into the business:



| EMPLOYEE | ROLE |
|-------------------|---|
| Adrian O'Grady | HGV Driver |
| Anthony Shaw | Weighbridge Operative |
| Antonio Williams | Site Operative |
| Ben Garrod | HGV Driver |
| Ben Johnson | Production Manager, Portsmouth |
| Ben Smith | HGV Driver |
| Carl Crabbe | HGV Driver |
| Caroline Buckley | Finance Manager |
| Catherine Toland | Field Sales Manager |
| Chloe Lodge | Internal Sales Coordinator |
| Chris Rosher | Transport Planner/Shipper |
| Claudiu Macovei | Transport Manager, East |
| Conrad Stuckey | Site Operative |
| Craig Burd | Area Production Manager Cliffe |
| Craig Radford | HGV Driver |
| Daren Harfield | Site Operative |
| Dave Chandler | HGV Driver |
| David Mann | HGV Driver |
| Dean Aldridge | HGV Driver |
| Drew Paterson | Operative - Cliffe |
| Elliot Sarbah | Transport Accountant |
| Gary Storey | HGV Driver |
| Gemma Johnson | HGV Driver |
| Harvey Cook | Apprentice Multi Skilled Engineer |
| Helen Curtis | HGV Driver |
| Ieva Katkauskaitė | Purchase and Sales Ledger Admin Assistant |
| Jack Paterson | Operative - Cliffe |
| Jamie-Lee Godfrey | HGV Driver |
| JeanPhilippe Boa | Business Improvement Analyst |
| John Hartnoll | Site Operative |
| Kayleigh Warren | Weighbridge Operative |
| Keith Gower | HGV Driver |

| EMPLOYEE | ROLE |
|-------------------------|--|
| Kevin Ferguson | Weighbridge Operative |
| Kevin Ferguson (Senior) | Chargehand |
| Kimberley Cogger | PA to Managing Director |
| Kiran Squirrel | Site Operative |
| Lauren Strudwick | Customer Service Coordinator |
| Lewis Smith | Quality Control Technician |
| Luke Marjoram | Apprentice Transport Administrator/Planner |
| Luke Witherall | HS2 Maintenance Operative |
| Marisa Regan | Administrator - Cliffe |
| Michael Back | Site Operative |
| Michelle Mills | Whitstable Asphalt Plant Manager |
| Nathan O'Sullivan | Site Operative |
| Oliver Geal | Technical Quality Control |
| Perry Aldridge | Site Operative |
| Phil Coupland | Managing Director of Brett Aggregates |
| Rachel Crosby | Assistant Financial Accountant |
| Ricky Arnold | HGV Driver |
| Robert Parker | Apprentice Transport Administrator/Planner |
| Robert Underhill | Customer Service Coordinator |
| RoseMarie Hollywood | Finance Manager |
| Ryan Edwards | Management Accountant |
| Stephen Gibbard | Site Operative/Beltman |
| Stephen Platt | HGV Driver |
| Stuart Boys | Area Production Manager Cliffe |
| Stuart Cressall | HGV Driver |
| Terrance Devenish | HGV Driver - Relief Cover East |
| Tibor Vigh | HGV Driver |
| Tobias Perkins | HGV Driver |
| William Gaskin | HGV Driver |
| William Stowell | Site Operative |

Our People

Long service

We have many long serving colleagues at Brett Aggregates. From the beginning of 2023 to the end of 2024 I would like to congratulate the following who have or will attain significant service milestones:

| EMPLOYEE NAME | JOB TITLE | START DATE | CURRENT LENGTH OF SERVICE |
|------------------|--|------------|---------------------------|
| Daniel Haw | Sales Director | 25/03/2013 | 10 |
| Tim Smith | Commercial Director | 01/05/2013 | 10 |
| Jeffrey George | HGV Driver | 03/06/2013 | 10 |
| Garry Taylor | Site Operative | 22/07/2013 | 10 |
| Jason Tomlins | Area Production Manager | 06/01/2014 | 10 |
| Lee Oakley | HGV Driver | 06/01/2014 | 10 |
| Gary Vine | HGV Driver | 27/05/2014 | 10 |
| Stuart Spring | Area Production Manager | 14/07/2014 | 10 |
| Will Taylor | Area Production Manager | 01/09/2014 | 10 |
| Dennis Rowe | HGV Driver | 01/10/2014 | 10 |
| Michael Sinclair | Site Operative | 01/12/2014 | 10 |
| Kate Vincent | H&S Co-ordinator and Facilities Manager | 12/02/2003 | 20 |
| Steve Hillier | Waste Acceptance and Environmental Officer | 26/08/2003 | 20 |
| Benn Warren | Area Production Manager | 08/03/2004 | 20 |
| Jonathan Carnell | Engineering and Surveying Technician | 02/08/2004 | 20 |
| Gemma Andrews | Shipper | 16/08/2004 | 20 |
| Mark Campbell | Sales Manager South and East | 01/01/1998 | 25 |
| David Gent | Multi Skilled Operative | 27/07/1998 | 25 |
| Russ Spooner | Area Production Manager | 01/10/1998 | 25 |
| Carl Kitts | Chargehand / Crane Driver | 05/07/1999 | 25 |
| Karl Cooke | Supervisor Charing Quarry | 01/09/1999 | 25 |
| Andrew Back | Supervisor Whitstable | 25/10/1999 | 25 |
| David Petts | Quality Assurance Manager | 31/01/1983 | 40 |
| Alan Hook | Chargehand | 25/04/1983 | 40 |

