

# Code of Sustainable Business

## CCS has the following sections:

- › Appearance
- › Community
- › Environment
- › Safety
- › Workforce

A cross-comparison shows Kier's minimum standards cover 80 per cent of the CCS criteria. The Code of Sustainable Business better reflects both our minimum standards and the CCS requirements. The Build UK business will continue to comply with CCS, while the rest of the Group will comply with Kier's Code for Sustainable Business, helping to improve our performance.

An assessment tool, to help with reviewing the implementation of the code on sites and projects, will be stored on Airswab and a modular approach will be taken. The modules will mirror the themes of the RBPO (people and communities,

environment, marketplace and governance). When working on site, an auditor can select a module to assess against the criteria in the Group standard for Audit, Inspection and Weekly monitoring (SHEMS-STD-GR-0008), placing each site against one of the following categories:

**Very Good** – Exceptional conditions or management, which surpass Kier standards and current recognised industry best practice

**Satisfactory** – Meets Kier standards and current industry best practice

**Improvement** – Conditions, situations or management issues require improvement to meet Kier standards and current recognised industry best practice

**Unacceptable** – Fails to meet Kier standards and recognised industry best practice

The following section outlines the Kier Code of Sustainable Business, which takes into account the CCS criteria and the aspirations Kier has set in RBPO. We are not reproducing the exact CCS requirements, but producing a code that reflects both our aims. For each criterion of the code, we have marked up relevant documentation respectively:

- › Which minimum standard it supports (in **red**)
- › Which element of the CCS Code of Considerate Practice it supports (in **teal**)
- › If neither, then which part of RBPO it relates to (in **green**)



## People and communities

**Vision:** To provide safe and sustainable outcomes for our employees, supply chain partners, clients and communities. We want to make Kier a great place to work, where all our employees feel included and supported to perform, and can develop professionally. We will help communities by supplying jobs, interacting with schools, supporting local wellbeing and contributing to charities and voluntary organisations.

- › The safety of the workforce, visitors and members of the public is a main priority
- › Everyone is responsible for their own safety
- › Kier employees behave in a way that is respectful to the communities in which we work
- › The impact of works on our neighbours is minimal

## Criteria

### 1. Does the site portray a positive image of Kier and the industry?

A positive image refers to a clean and tidy site, with the correct accommodation and welfare in place. Hoarding and fencing is put up correctly and corporate signage and site-specific information boards/hazard signage must be displayed. Vehicles are appropriately and considerately parked. Both emergency access routes and pedestrian access are maintained correctly. Effective protection of the public is in place – particularly protection against falling materials, dust, noise or hot work where necessary.

- › **SHEMS-MST-CIS-0012 Site Accommodation & Welfare Units**
- › **SHEMS-MST-CIS-0019 Protection of Public Occupied Premises**
- › **SHEMS-MST-CIS-0024 Site Organisation – Housekeeping**
- › **SHEMS-MST-CIS-0026 Site Organisation –**

### **Pedestrian Segregation & Access**

- › **SHEMS-MST-CIS-0027 Security Hoardings Fencing & Signage**
  - › **SHEMS-MST-CIS-0028 Site Organisation – Vehicle Parking**
- **1.1, 1.4 and 2.10**

### 2. Does the workforce behave in a way that is respectful to the community?

Pedestrian walkways are created and maintained throughout the duration of the project. Vehicles are appropriately and considerately parked, and emergency access routes are maintained. Deliveries are planned to minimise congestion and security lighting must be directed away from residential neighbours. The site is clean and tidy, and fencing and hoarding poses no risk to the general public from collapse, sharp edges, splinters, protruding wire or other defects.

- › **SHEMS-MST-CIS-0012 Site Accommodation & Welfare Units**
  - › **SHEMS-MST-CIS-0024 Site Organisation – Housekeeping**
  - › **SHEMS-MST-CIS-0026 Site Organisation – Pedestrian Segregation & Access**
  - › **SHEMS-MST-CIS-0027 Security Hoardings Fencing & Signage**
  - › **SHEMS-MST-CIS-0028 Site Organisation – Vehicle Parking**
  - › **SHEMS-MST-CIS-0034 Pedestrian Walkways**
- **1.4**

### 3. Is corporate signage used to promote the corporate image and company values?

Proprietary fencing and hoarding are put up correctly and corporate signage and site-specific information boards/hazard signage are displayed.

- › **SHEMS-MST-CIS-0027 Security Hoardings**

## Fencing & Signage – 1.10

### 4. Is the site clean and tidy? Is there evidence of good housekeeping?

Sites must be well maintained and free of any litter. Skirting is fitted to raised welfare units to prevent the accumulation of rubbish. A ‘tidy as you go’ ethos is established on site and regular cleaning of roads is carried out. Work areas and access routes are free from obstruction. All materials are stored correctly in suitably sized storage areas. Lightweight materials are secured to prevent them becoming airborne.

- › **SHEMS-MST-CIS-0012 Site Accommodation & Welfare Units**
- › **SHEMS-MST-CIS-0024 Site Organisation – Housekeeping**
- › **SHEMS-MST-CIS-0025 Site Organisation – Material Storage**
- › **SHEMS-MST-CIS-0034 Pedestrian Walkways**

– 1.2, 1.5, 1.6, 1.7 and 1.8

### 5. Are maximum efforts in place to minimise the impact of deliveries?

Deliveries are planned through the use of delivery schedules and in conjunction with the site traffic-management plan, to minimise disturbance to local traffic/residents.

- › **SHEMS-MST-CIS-0012 Site Accommodation & Welfare Units**
- › **SHEMS-MST-CIS-0024 Site Organisation – Housekeeping**
- › **SHEMS-MST-CIS-0025 Site Organisation – Material Storage**
- › **SHEMS-MST-CIS-0028 Site Organisation – Vehicle Parking**
- › **SHEMS-MST-CIS-0034 Pedestrian Walkways 2.2**

### 6. Is there a process in place to manage compliments and complaints effectively?

– 2.7

### 7. Are those affected by the works notified, kept updated and treated with utmost respect?

Correct protection from falling objects is in place

through the correct physical containment (brick guards, barriers, façade sheeting, netting and fan solutions), as well as exclusion zones. All pedestrian routes are to be made up of suitable surfaces, firm under foot and maintained level, and adequately illuminated, and include emergency lighting. Deliveries are planned to avoid congestion.

- › **SHEMS-MST-CIS-0006 Safeguarding Against Falling Objects**
- › **SHEMS-MST-CIS-0024 Site Organisation – Housekeeping**
- › **SHEMS-MST-CIS-0026 Site Organisation – Pedestrian Segregation & Access**

– 2.1

### 8. Are the correct safety systems in place to protect the workforce, visitors and members of the public?

Pedestrian routes are suitably established and a site traffic-management plan is in place (including a site speed limit). All access and entry controls are clearly defined. Vehicles are reverse parked and the correct protective measures are in place against falling objects. When carrying out works to the external envelope of occupied buildings, consideration is given to the public (for example, whether children are nearby, and whether anti-climb fencing and emergency access routes are needed).

- › **SHEMS-MST-CIS-0006 Safeguarding Against Falling Objects**
- › **SHEMS-MST-CIS-0012 Site Accommodation & Welfare Units**
- › **SHEMS-MST-CIS-0016 Preventing Unauthorised Access from Occupied Premises onto Scaffolding**
- › **SHEMS-MST-CIS-0019 Protection of Public Occupied Premises**
- › **SHEMS-MST-CIS-0024 Site Organisation – Housekeeping**
- › **SHEMS-MST-CIS-0026 Site Organisation – Pedestrian Segregation & Access**
- › **SHEMS-MST-CIS-0027 Security Hoardings Fencing & Signage**
- › **SHEMS-MST-CIS-0028 Site Organisation – Vehicle Parking**
- › **SHEMS-MST-CIS-0051 Demolition – Mobile rock**

crushing and/or screening operations

#### – 4.1

### 9. Are arrangements in place to effectively deal with emergencies?

Fire access and emergency routes are to be kept clear and maintained at all times.

- › SHEMS-MST-CIS-0016 Preventing Unauthorised Access From Occupied Premises onto Scaffolding
- › SHEMS-MST-CIS-0019 Protection of Public Occupied Premises
- › SHEMS-MST-CIS-0026 Site Organisation – Pedestrian Segregation & Access
- › SHEMS-MST-CIS-0027 Security Hoardings Fencing & Signage
- › SHEMS-MST-CIS-0028 Site Organisation (Vehicle Parking)
- › SHEMS-MST-BUK-0080 Oil and Fuel Storage – Above Ground

#### – 4.6

### 10. Are site accommodation, office and welfare units kept in a clean and tidy condition?

Site accommodation, office and welfare units must be delivered and managed effectively. They must remain in a clean, tidy and serviceable condition, and are not to be used for storage.

- › SHEMS-MST-CIS-0012 Site Accommodation & Welfare Units

#### – 5.4

### 11. Are there the correct number of welfare facilities for the number of staff, in line with Kier's minimum standard?

Adequate toilet, changing and drying facilities are provided, and kept in a clean and tidy condition.

- › SHEMS-MST-CIS-0012 Site Accommodation & Welfare Units

#### – 5.4

### 12. There is a traffic-management plan in place to establish vehicle routes and pedestrian crossing points

All sites have a traffic-management plan in place, which includes site speed limits and segregation

of pedestrian routes from plant/vehicle routes.

Deliveries and storage of materials are planned and coordinated to avoid congestion/obstruction.

- › SHEMS-MST-CIS-0024 Site Organisation – Housekeeping
- › SHEMS-MST-CIS-0025 Site Organisation – Material Storage
- › SHEMS-MST-CIS-0026 Site Organisation – Pedestrian Segregation & Access
- › SHEMS-MST-CIS-0028 Site Organisation (Vehicle Parking)
- › SHEMS-MST-CIS-0034 Pedestrian Walkways

### 13. Pedestrian routes are provided and adequately marked/signposted

Pedestrian routes are considered when planning fencing and hoarding. All pedestrian routes are well maintained and clearly signposted.

- › SHEMS-MST-CIS-0026 Site Organisation – Pedestrian Segregation & Access
- › SHEMS-MST-CIS-0027 Security Hoardings Fencing & Signage
- › SHEMS-MST-CIS-0034 Pedestrian Walkways

### 14. Is nuisance and intrusion to the local community minimised?

Deliveries are planned and coordinated to avoid congestion/obstruction. Vehicles parked off site are parked according to the Highway Code. Security lighting is directed away from residential neighbours and sensitive wildlife.

- › SHEMS-MST-CIS-0012 Site Accommodation & Welfare Units
- › SHEMS-MST-CIS-0024 Site Organisation – Housekeeping
- › SHEMS-MST-CIS-0028 Site Organisation (Vehicle Parking)
- › SHEMS-MST-CIS-0034 Pedestrian Walkways

#### – 2.6

### 15. Is safety and risk information correctly displayed/readily available for operatives and visitors?

Site-specific information boards and hazard signing is displayed correctly.

- › **SHEMS-MST-CIS-0026 Site Organisation – Pedestrian Segregation & Access**
- › **SHEMS-MST-CIS-0027 Security Hoardings Fencing & Signage**

## Environment:

**Vision:** To reduce negative impacts by using the least material resource possible, influencing asset design and creating processes to deliver projects more efficiently, while increasing our profitability.

- › Look for innovations to minimise resource use and our impact on the environment
- › Manage environmental issues effectively
- › Ensure preventative measures are in place to reduce environmental incidents
- › Protect and maximise, where possible, the area's biodiversity

## Criteria:

### 1. Are maximum efforts being made to reduce waste of resources – for example by getting an accurate quantity of materials for a project and storing them correctly?

Kier will look to use recycled materials where possible, such as crushed demolition waste, recycled aggregate, metal products and reclaimed timber. All materials must be stored correctly to reduce the risk of damage to materials. Materials that can be damaged by weather will be suitably protected.

- › **SHEMS- MST-GR-0003 Metal Fixtures and Fittings Purchasing**
- › **SHEMS-MST-GR-0007 Timber Purchasing**
- › **SHEMS-MST-GR-0008 Recycled Aggregate**
- › **SHEMS-MST-CIS-0012 Site Accommodation & Welfare Units**
- › **SHEMS-MST-CIS-0024 Site Organisation – Housekeeping**
- › **SHEMS-MST-CIS-0025 Site Organisation – Material Storage**
- › **SHEMS-MST-CIS-0051 Demolition – Mobile rock crushing and/or screening operations**
- › **SHEMS-MST-BUK-0080 Oil and Fuel Storage – Above Ground**

– 3.2

### 2. Is noise, air and light pollution kept to a minimum?

All sites must be clean and tidy in order to minimise litter; lightweight materials will be secured to prevent them from becoming airborne. Car sharing and public transport are promoted to help reduce carbon emissions. As well as this, security lighting will be directed away from residential areas and sensitive wildlife.

- › **SHEMS-MST-GR-0005 Natural Stone Purchasing**
- › **SHEMS-MST-CIS-0019 Protection of Public Occupied Premises**
- › **SHEMS-MST-CIS-0028 Site Organisation (Vehicle Parking)**
- › **SHEMS-MST-CIS-0051 Demolition – Mobile rock crushing and/or screening operations**

– 3.3

### 3. Maximum efforts are made to minimise pollution – for example, the risk of oil spills and concrete washout is avoided

The use of machinery that creates dust is kept to a minimum, concrete washout is avoided on site, and spill kits are always located next to oil/fuel-storage or refuelling areas. The spill kit must be the correct size for the volume of oil/fuel stored. Oil containers must be stored in an appropriate secondary containment (a bund) and stored in the correct storage area on site. Drip trays and plant nappies are also used where a potential leak or spill could occur.

- › **SHEMS-MST-CIS-0019 Protection of Public Occupied Premises**
- › **SHEMS-MST-CIS-0041 Concrete Washout**
- › **SHEMS-MST-BUK-0080 Oil and Fuel Storage – Above Ground**

### 4. Is the use of public transport and car sharing promoted?

Car sharing and public transport are promoted on site, where feasible, to reduce the demand for onsite parking, minimise local congestion and help cut our impact on the environment.

- › **SHEMS-MST-CIS-0028 Site Organisation (Vehicle Parking)**

**5. Is there appropriate parking for visitors? All vehicles parked appropriately and, where possible, reverse parked**

On all Kier sites, disabled and visitor parking bays are provided. Reverse parking is encouraged and, when parking off site, vehicles must be parked in accordance with the Highway Code.

- › **SHEMS-MST-CIS-0028 Site Organisation (Vehicle Parking)**

**6. Are lightweight materials secure and skips covered to prevent materials/waste becoming airborne?**

Where necessary, lightweight materials are secured and skips are covered to prevent material becoming airborne, thereby minimising litter and helping to keep the site clean and tidy.

- › **SHEMS-MST-CIS-0024 Site Organisation- Housekeeping**
- › **SHEMS-MST-CIS-0025 Site Organisation- Material Storage**

**7. Evidence of use of low-energy lighting, heaters with timers and lights fitted with PIR sensors in low use areas**

Low-energy lighting is promoted on site, and lights in low-use areas, such as the toilets and canteens, are fitted with PIR sensors.

- › **SHEMS-MST-CIS-0012 Site Accommodation & Welfare Units**

**8. All timber is procured through the Forest Stewardship Council (FSC)**

Kier only purchases timber through a supplier who can clearly show that it is fully compliant with the requirements of the European Timber Regulations No 995/2010 (EUTR), and requires timber products to be delivered with full chain of custody from an independent certification scheme, approved by the UK Government's Central Point of Expertise on Timber (CPET). If not through the FSC, then timber is purchased from the Programme for the Endorsement of Forest Certification (PEFC) or Grown in Britain (GiB).

- › **SHEMS-MST-GR-0007 Timber Purchasing**

**9. Spill kits are available where necessary**

Spill kits must be located near oil/fuel-storage areas and refuelling areas.

- › **SHEMS-MST-CIS-0019 Protection of Public Occupied Premises**
- › **SHEMS-MST-CIS-0028 Site Organisation (Vehicle Parking)**
- › **SHEMS-MST-BUK-0080 Oil and Fuel Storage – Above Ground**

**10. The surrounding landscape, wildlife and vegetation is given maximum consideration and there is evidence of efforts made to enhance biodiversity**

Maximum consideration is given to nesting birds, and any activity likely to disturb them should be undertaken outside of breeding season.

- › **SHEMS-MST-CIS-0043 Nesting Birds**

**11. Demolition of waste or crushing of concrete is promoted on site, where a U1 exemption is provided**

Crushing and screening of demolition waste is promoted to reduce waste produced and promote the recycling of material.

- › **SHEMS-MST-CIS-0051 Demolition – Mobile rock crushing and/or screening operations**

**12. Hazardous waste, such as asphalt containing tar, is dealt with correctly**

Hazardous waste is dealt with following the correct procedures.

- › **SHEMS-MST-INF-0046 Asphalt Containing Tar**

## Marketplace

**Vision:** To give an excellent experience to our clients and their customers. We will do this by working with the best-qualified supply network partners, setting standards for ethical and responsible procurement and delivering lower-impact products.

- › Responsible procurement of materials is promoted
- › The best service is provided for our clients and customers
- › Collaboration takes place with our supply chain to

find innovative solutions

- › All employees and contractors are treated legally and with respect. Compliance with the principles of the United Nations' Universal Declaration of Human Rights and the core International Labour Organization Conventions

### **1. Human rights are respected and there is full compliance with the modern slavery statement – employees receive the correct breaks, do not work excessive hours, and are paid at least the minimum wage**

Our approach to responsible procurement reflects our aim to meet the principles of the United Nations' Universal Declaration of Human Rights and the core areas of the International Labour Organization's Conventions. As part of this, all Kier employees must comply with our code of conduct (available on the Kier website and in the appendix) and must complete modern slavery and anti-bribery and corruption online training modules.

– **RBPO**

### **2. If applicable, site staff have the correct and most up-to-date training required for their role**

At Kier, one of our Safety, Health and Environment (SHE) 5 Basics is competency. To be competent, you must have the correct training, so it is a requirement for anyone operating machinery to have the necessary training and certification.

– **5.2**

### **3. Materials are stored correctly**

The correct storage of materials reduces damage, thereby minimising waste of materials on site. It also ensures that the site is clean and tidy, reducing the risk of slip, trips and falls.

- › **SHEMS-MST-CIS-0025 Site Organisation – Material Storage**

### **4. The responsible procurement of materials is promoted**

Materials are only purchased from our preferred suppliers list. A new supplier must undergo an audit and remain compliant with Kier's standards.

- › **SHEMS-MST-GR-0007 Timber Purchasing**
- › **SHEMS-MST-GR-0008 Recycled Aggregate**
- › **SHEMS-MST-GR-0005 Natural Stone Purchasing**
- › **SHEMS-MST-GR-0003 Metal Fixtures and Fittings Purchasing**

### **5. Evidence of community engagement**

At Kier, we are committed to positively contributing to the needs of the communities and contracts we serve. To do this, we must positively engage with our communities, whether it be involvement with schools, site visits or garden tidy-ups, evidence of this is needed for Kier to leave a lasting, positive legacy.

– **2.8**

## **Governance**

**Vision:** To continue working with stakeholders to identify the material issues for our business. We will set clear strategic goals, report our progress each year, and subject it to external scrutiny and assurance.

- › **We engage with our stakeholders to ensure we meet their needs and retain high levels of customer experience**
- › **Any whistleblowing incidents on site are recorded**
- › **Everyone must comply with our business ethics policy**
- › **Everyone must comply with our modern slavery statement**

### **1. Record of whistleblowing incidents**

– **RBPO**

### **2. Evidence of compliance with the business ethics policy**

Our business ethics policy is available on the Kier website and in the appendix.

– **RBPO**

### **3. Evidence of compliance with the modern slavery statement**

Our modern slavery statement is available on the Kier website and in the appendix.

Consultancy, design and production by CPL  
[www.cpl.co.uk](http://www.cpl.co.uk)

**John Edwards**  
Group Safety, Health, Environment and Assurance Director

**Kier Group plc**  
Tempsford Hall,  
Sandy  
Bedfordshire  
SG19 2BD  
Tel: 01767 355000  
[www.kier.co.uk](http://www.kier.co.uk)

