Group Safety, Health & Environment Manual

Contents

1   Introduction

As Kier, we are a leading property, residential, construction and services group which invests in, builds, maintains and renews the places where we work, live and play. We operate globally across a range of sectors including defense, education, housing, industrials, power, transport and utilities.

Whatever a customer requires at any stage of the built environment lifecycle, one or more of our businesses can provide world-class solutions, individually or combined, locally or nationally.

This Group Safety, Health & Environment Manual (**SHEM**) documents our Kier Group Safety, Health and Environment Management System (**SHEMS**) defining its scope, policy, arrangements, and includes process interaction providing an overview and direction for all SHEMS documentation from Group, through Business Stream, Business Unit to Project Standards and deliverables.

The SHEMS forms part of the integrated management system (IMS) and is an enabler for ensuring our Legal and moral requirements are met, to continually improve whilst delivering our strategic objectives.

Kier's strategy for a sustainable business is documented in our annual report. Our strategy provides detailed commitment and strategic objectives built into all Kier businesses and highlights four key themes which support the financial targets set for our business;

▪ People and communities
▪ Environment
▪ Marketplace
▪ Governance

Given the wide diversity of our business offering, a key element of this manual is to provide an understanding of how we will deliver a consistent safe and healthy working culture, whilst collectively reducing our negative environmental impacts in all that we provide for our interested parties including, neighbours and clients.

The SHEMS is independently certified to the following standards:

ISO 45001	ISO 45001 Occupational Health & Safety Assurance Systems
ISO 14001	ISO14001 Environmental Management Systems
Constructionline	Register of Pre-Qualified Contractors
Safety Systems in Procurement	(SSIP) via BSI or CHAS verification, PAS91 compliant
Achilles	Supply Chain Risk Management

Our Kier SHEMS also complies with all Safety, Health and Environmental legislation as documented in Kier SHE Legal Register (SHEMS-REG-GR-005).

2   Scope of the System

This Group Standard applies to the business streams / units identified in SHEMS-STD-GR-001.

Exceptions that mean the requirements of this standard cannot be fulfilled or enhanced will be documented through a derogation form, see standard (STD-GR-2017) for further information. Derogations are to be authorised in line with the requirements identified in section 7 of the derogation form (FOR-GR-2099).

The Kier Management System Organisation and Arrangements document (GUI-GR-2001) provides guidance and signposting for the compliance, implementation, monitoring, audit and review of our management system, demonstrating continual improvement and achievement of our strategic objectives.

3   Structure of the System

3.1   Location

Kier SHEMS is accessible electronically via the IMS landing page which is available on MyKier. To support the structure of Kier the SHEMS may be transferred in whole or pertinent part to another database/intranet platform, or for Construction projects e.g. supplied. as a CD. All transferred versions will be authorised by the Head of Safety and updated following changes to Kier Systems, processes and HSE legislation changes. The IMS Landing Page represents Kier's operating model and allows each individual Business Unit, Stream to access the documents specific to their needs (these are referred to as tiles e.g. Local Highways, Housing Maintenance).

To support the flexibility and range of our delivery operations, it is expected that the use of SHEMS will be both electronic and via paperwork and pre-printed documents. To ensure that lessons learnt are regularly shared and improved upon within our systems; all SHEMS documents will include within the footer, date of issue and expiry date. This provides a best practice opportunity to instantly be aware of the status of the document/form and be clear as to its suitability of use. If the form on site e.g. Construction Phase Plan has an expiry date of April 2016, but the plan **was first created in January 2016 this form should continue** to be used and updated until the end of the project.
However, the Temporary Works form Permit to Load, which is signed off for individual Temporary Works tasks must only use an in-date form. Therefore, the Permit to Load blank form used in January (expiry date January 2016) can NOT be used for new inspections in February 2016 and the latest version must be downloaded/acquired for use in Feb 2016 etc.

3.2   Structure

Kier have adopted a process-based approach for the IMS. Our process-based approach is supported by a cascade of documented Group, Business Stream, Business Unit and Alliance/JV/Project SHEMS standards, safe systems of work/method statements.

Our library of documentation is consistent with our Group Policies and Standards, though relative and appropriate to the risks identified with the task, the Client requirements and environment where completed.

SHEMS provides detail for all activities/operations relevant to risk. SHEMS documents contain a mix of words and flowcharts
.
Our workforce is supported by competency-based learning, training and education, which supports the detail and suitability of all SHEMS documentation for the intended audience. The diagram in *figure 1* below describes the structure of our SHEMS.
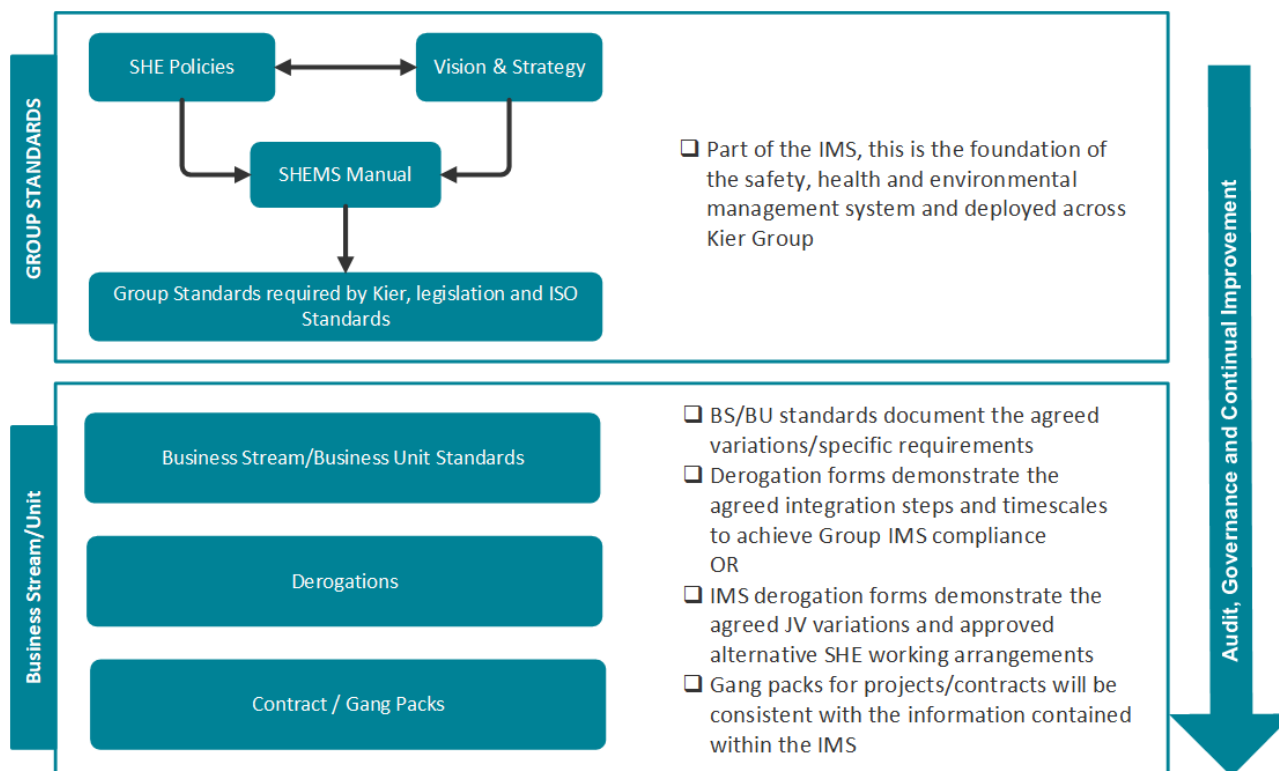
Figure 1, Structure of the SHEMS

3.3   Types of SHEMS documents

- **Policy:** Sets out our commitment to managing SHE effectively and identifies what we want to achieve in terms of our aims and objectives
- **Standard**: Deliver policy objectives and define the mandatory requirements associated with specific activities and risks
- **Minimum Standard**: Defines a specific section of a Standard allowing more specific details on requirements
- **Forms**: A specific record that documents an activity being undertaken. Forms must be associated with a standard or minimum standard
- **Guidance:** Information and instruction on how to apply the requirements within Standards and Minimum Standards
- **Safe Systems of Work / Method Standards:** Outline hazards involved and provide a step by step guide of how to do a task safely
- **Risk Assessment:** Identify appropriate measures to control the risks within our workplace

These are the most common types of document found in the SHEMS. Other types of document include plans, registers and processes.

3.4   SHE Arrangements

Kier's key SHE arrangements are:

- A systematic approach to risk management
- Provision of adequate funding, resources and expert advice
- Provision of information, instruction, supervision and training sufficient to enable employees to carry out their duties safely and effectively
- Monitoring compliance and effectiveness of SHE arrangements
- Regular auditing
- Investigation and review of incidents
- Management Review and Improvement from Group to project implementation

Safety

- Persons are adequately trained and competent to carry out their assigned tasks
- Suitable and sufficient risk assessments are undertaken, and control measures implemented; thereby providing instruction and information when briefed
- The application of a hierarchy of risk minimisation controls e.g. ERIC (Eliminate, Reduce, Inform and Control with PPE being introduced as a last resort)
- Visible safety leadership via the involvement of Directors, Managers, Supervisors and operatives. This includes members of the supply chain and other stakeholders

Health

- Appropriate Occupational Health (Exposure) monitoring and Occupational Health planning, management, monitoring and interventions where necessary

Environment

- Reduce water consumption and carbon footprint at all levels
- Minimisation of waste at source and the promotion of Reduce, Reuse, Recycle, Recover
- Diversion of waste, whenever feasible, away from landfill
- To protect, conserve and enhance biodiversity.

Arrangements for business assurance and those that are common to SHEA can be found in section3 of the Management system organisation and arrangements documents (GUI-GR-2001). GUI-GR-2001 complements this SHEMS manual and provides a high-level overview of the IMS.

Further information on Safety, Health and Environment arrangements are contained within SHEMS.

3.5   Description of SHEMS

The table below describes the individual components of our Safety, Health and Environmental Management System (SHEMS).

Hierarchy	Description
Safety & Health Policy	▪ Our Safety & Health policy is developed by Kier Group Board and demonstrates our commitment to compliance with statute, industry requirements and ensuring all our employees and supply chain goes home injury free. Linked to our strategic objectives, it creates the path for Continual Improvement. ▪ Our policy applies to all Kier Group businesses and Joint Ventures.
Sustainability Policy	▪ Our Sustainability Policy is developed by Kier Group Board and demonstrates our commitment to compliance with statute and reducing the environmental impact created by all Kier operations. Linked to our strategic objectives, it creates the path for Continual Improvement. ▪ Our policy applies to all Kier Group businesses and Joint Ventures
Objectives & Targets	▪ To enable Kier to meet strategic objectives and targets, demonstrating compliance and effectiveness of Safety, Health and Environment delivery. Kier operate a Plan, Do, Check, Act methodology to improve culture, verifying continual improvement in all of our processes. ▪ Business Stream and Business Unit Objectives and Targets are agreed and monitored by local management through their Business Plan, with their results reported through the reporting line to Group.
Safety, Health & Environmental Manual	▪ Provides an overview describing the SHEMS including its scope, organisational structure, arrangements, levels of documentation and communication tools. ▪ Documents Kier's commitment and responsibilities for all Kier Directors, Managers, Employees and Contractors, who collectively support and deliver Kier services and projects on behalf of a variety of clients.
Documented requirements by ISO	▪ Kier endorses the ISO SL Annex requirements of a consistent management system. ▪ SHE and Assurance operate as individual functions, though recognising the benefits of an aligned IMS. ▪ In order to operate efficiently and effectively within operations, the SHE and Assurance teams work collaboratively and where possible to the same requirements e.g. Documentation, Audits and Management Review etc. The consistency of implementation and application allows synergised business efficiency at operational level. ▪ These requirements are identified in section 4 of this manual.
Pre-Contract and preparation	▪ SHEMS supports all processes as identified within the IMS as appropriate, in the identification of hazards, to allow control and reduction of risk and impact as they progress into live projects and/or delivery.

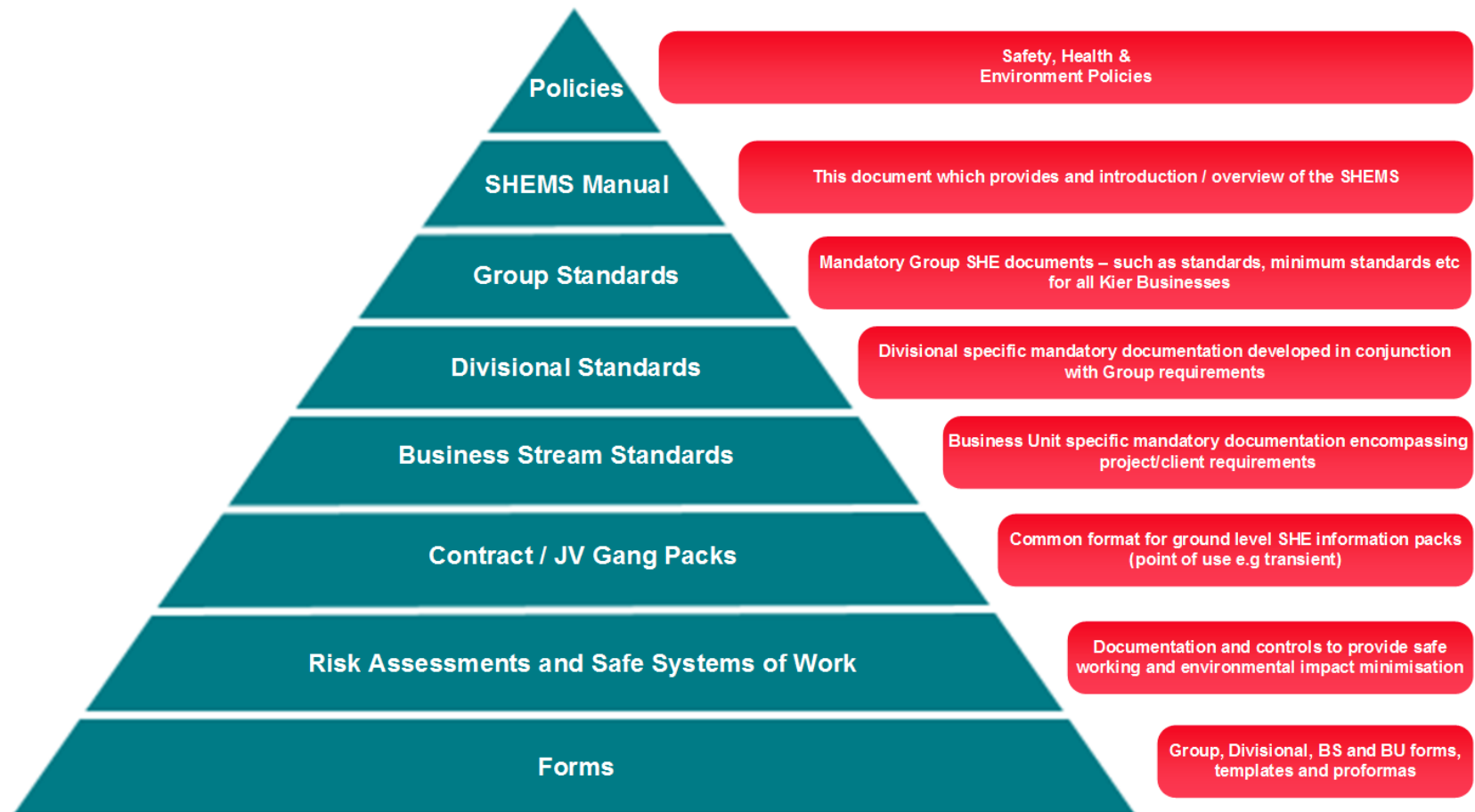| Hierarchy	Description
Delivery	▪ Our works range from a single project delivery involving 1000's of workers to a single worker completing a maintenance or service request. Working safely is the way we do business to ensure everyone goes home safely. ▪ Our delivery process focuses on the contract/project/task objectives and relate to the physical work completed by our workforce and supply chain.
Central functions/Shared Services	▪ We recognise the cohesive support from other business functions that support Kier's strategy for a sustainable business. Together and through effective consultation and communication we ensure SHE processes interlink into other functions e.g. HR, Learning & Development (L&D), Procurement and Fleet
SHEMS Landing Page (SharePoint)	▪ The SHEMS located on IMS landing page provides a central point for all SHEMS documents as described within the Document hierarchy and documentation required to support the Pre-Contract, Delivery and Support processes. The tile feature on the IMS landing page allows for governance and flexibility to Contract Level following application of the derogation process
SHEMS Business Unit/Project Derogation	▪ The derogation form (FOR-GR-2099) supports the SHEMS and connection to the individual Business Unit (BU). derogation forms identify controls and documentation specific to a BU, business function or contract, when their current operation is cannot comply with SHEMS due to integration/ contract specification or requirements etc. ▪ Derogation forms are Not required if additional controls are added to the current controls. A derogation form is only required when there is a derogation, i.e. not all of the controls are applied ▪ Derogation forms include local governance, local roles and responsibilities and outlines the timescales and process for integration into SHEMS and/or adoption of BU documentation into the SHEMS Document library. ▪ Derogation forms list the processes and supporting documentation applicable to the individual contracts and business functions or the adoption of an Alliance preferred method of working.

3.6   Document Hierarchy

All documentation contained within the SHEMS including processes is cascaded from Kier and accessible via the IMS. This hierarchical structure described below and referenced in figure 2, is identified in the header of each document.

Hierarchy	Description
Group Documents **Written, approved and owned by Group SHEA**	▪ A Group Standard is applicable across the Kier Group unless the activities described within are not applicable to a specific business stream/unit ▪ Group Standard documents detail Group and/or legal requirements which are applied across the Group. ▪ Group Forms are applicable across Kier Group unless local form provided via the derogation process.
Business Stream (BS) Document **Written, approved and owned by the business except for Minimum Standards which are approved by Group SHE**	▪ A Business Stream (BS) Standard and/or Minimum Standard are applicable to the BS identified in the document header/reference number. ▪ A BS document can be created where a Group document either does not exist or cannot be created due to Business Stream variation, confirmed via Risk Management. ▪ A BS document is created to document the individual requirements of the process or task as required within the BS. ▪ In some processes, more than one BS will adopt the same document, though identified by individual BS name the numbering will be consistent.
Business Unit Document **Written, approved and owned by the business except for Minimum Standards which are approved by Group SHE**	▪ A Business Unit (BU) document is applicable to the BU identified in the document header/reference number. ▪ A BU document can be created where a Group document either does not exist or cannot be created due to Business Unit variation, confirmed via Risk Management. ▪ A BU document is created to document the individual requirements of the process or task as required within the BU. ▪ In some processes, more than one BU will adopt the same document, though identified by individual BU name the numbering will be consistent.
Contract Standard e.g. JV/Alliance **Written, approved and owned by the business except for Minimum Standards which are approved by Group SHE**	▪ A Joint Venture/Alliance (JV) document is applicable to the JV identified in the document header/reference number. ▪ A JV document can be created where a Group document either does not exist or cannot be created due to JV variation, confirmed via Risk Management. ▪ A JV document is created to document the individual requirements of the process or task as required within the JV. ▪ In some processes, more than one JV will adopt the same document, though identified by JV name the numbering will be consistent. ▪ Kier SHEMS complies with SHE legislation and is therefore the preferred management system of JV/Alliances. Where a JV partners SHEMS is to be used as a basis for the project, an derogation form shall be issued and the JV partners SHEMS audited to ensure compliance against statute and ISO 45001

Hierarchy	Description
Generic and published Business Unit/Contract Safe System of Work (SSW) and/or Method Statement **Written, approved and owned by the business**	▪ A safe system of work is derived from a risk assessment having being carried out to document the controls required to control the risk and work safely. ▪ A Method Statement outlines the hazards involved and also details what control measures are to be implemented to ensure the safety of anyone who is affected by the task or process, and to reduce environmental impact.
Project specific Safe System of Work/Method Statement **Written, approved and owned by the business**	▪ A safe system of work is derived from a risk assessment having being carried out to document the controls required to control the risk and work safely. ▪ A Method Statement outlines the way a work task or process is to be completed. The Method Statement outlines the hazards involved and includes a step by step guide on how to complete the job safely.

Figure 2, Hierarchical structure of SHEMS documentation

Pyramid levels (top to bottom) with descriptions:

- **Policies** — Safety, Health & Environment Policies
- **SHEMS Manual** — This document which provides and introduction / overview of the SHEMS
- **Group Standards** — Mandatory Group SHE documents – such as standards, minimum standards etc for all Kier Businesses
- **Divisional Standards** — Divisional specific mandatory documentation developed in conjunction with Group requirements
- **Business Stream Standards** — Business Unit specific mandatory documentation encompassing project/client requirements
- **Contract / JV Gang Packs** — Common format for ground level SHE information packs (point of use e.g transient)
- **Risk Assessments and Safe Systems of Work** — Documentation and controls to provide safe working and environmental impact minimisation
- **Forms** — Group, Divisional, BS and BU forms, templates and proformas

3.7   Document Referencing

Group SHEA has chosen a simple mechanism for referencing documents. The document hierarchy described in section 3.5 is implemented by assigning properties to each document within the SHEMS.

Figure 3 below defines the document referencing mechanism.

	Document type	Code	Area	Code	Bus Unit	Code	Number	Specific
SHEMS	Policy	POL	Group	GR			011	
	Standard	STD	Environmental Services	ENV			012	
	Minimum Standard	MST	Regional Buildings	BUK				A=Anglian
	Safe System of Work	SSW	Utilities	UTL	See below, BU digit (e.g. L – Highways Local) is used as a suffix to the Area code			B=Bristol
	Method Statement	MET	Infrastructure	INF				
	Register	REG	Highways	HIG		L		
	Plan	PLA	Housing Maintenance	KHM				
	Form	FOR	Buildings	BUK				
	Guidance	GUI	Property	PRO				
	Risk Assessment	RA	Middle East	INT				
	Tool Box Talk	TBT	Living	LIV				

SHEMS-STD-GR-007	*Denotes as a (GR) Group Standard applicable to all businesses*
SHEMS-STD-HIG-025	*Denotes as a Business Stream Standard for (HIG) Highways and applicable to all Business Units within Business Stream*
SHEMS-STD-HIG-L-515	*Denotes as a Business Unit Standard for **Highways** and applicable to (L) Local Highways Business Unit*
SHEMS-MET-HIG-L-602-S	*Denotes as a Business Unit Method Statement for **Highways, Local Highways** Business Unit and (S) Surrey contract only*

4   SHEMS System Documented Requirements

SHEMS is aligned to and incorporates the requirements of ISO14001 and ISO 45001 standards.

4.1   Documentation

Records, including those of external origin, are controlled to ensure they are easily identifiable, stored correctly, protected, easily retrievable, and demonstrate conformance to customer and legal requirements. The method of retention and disposal methods for records are at the discretion of individual business areas. Retention periods are identified in the SHEMS Record Retention Register *(***SHEMS-REG-GR-010***)*

5   SHE Support to the Business Streams and Business Units

The SHEMS supported by various SHE teams provide SHE advice and support to the management and workforce in all of our Business Streams and Business Units. Each SHE team is specialised to support the variety of works undertaken by Kier businesses.

6   Governance of the System

Overall accountability for the SHEMS resides with the Kier Board; the Board members themselves partake in the Governance activities through audits and periodic review.

Each Business Stream has accountability and responsibility for the delivery of SHEMS, the Business Stream achievement of our strategic and subsequent objectives and targets through their Business Stream MD and Director responsible for Coordinating SHE. These Directors will be supported by respective Business Unit Senior Management Team, SHE managers and SHE advisors as the responsibility and requirements are cascaded into the business operations.

The Group SHEA Director shall ensure that the SHEMS is suitable and available with group technical expertise to support the individual BU operations. The Group SHEA Director shall ensure that Business Unit SHE management information reviewed at BU SMT by the BS/BU SHE Manager and the SMT team is also reported to the;

- Business Stream SMT
- ExCo
- Kier Board and
- Kier Group SHE committee.

The table in *figure 5* summarises the key SHEMS operating and reporting structure, key roles are as shown in Roles and Responsibilities table below*,* supported by Job Descriptions.
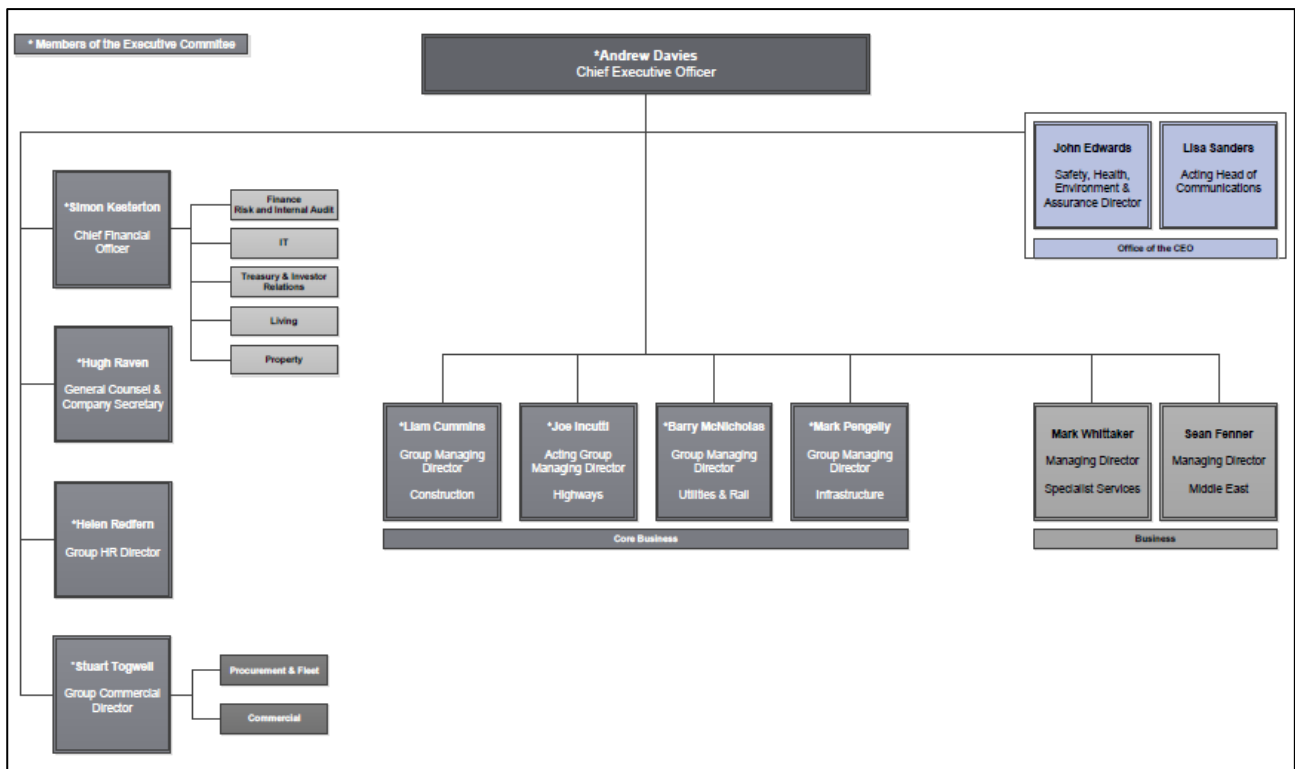
Figure 5 Kier Operating and Reporting Management Structure

6.1   Key Roles and Responsibilities

For further information on key roles and responsibilities please visit the SHEA+ Career Framework.

Structure	Key roles and responsibilities
Group Board	- Determine 'Strategy for a sustainable business', providing policy and targets. - Authorise Safety & Health and Environmental policies. - Quarterly review of SHEA performance data.
ExCo	- Provide executive leadership and commitment to the SHEMS. - Provide direction and support to allow the development of the SHEMS to meet Group objectives. - Monthly review of SHEA performance data.

Structure	Key roles and responsibilities
Group SHEA Director	▪ To implement and comply with Kier Group's SHEA policy and procedures, all legal requirements, and best practice ▪ To ensure the Group is compliant with all SHEA: statutory requirements, accredited processes and procedures, and contract specific requirements ▪ To report on SHEA performance to the Executive Management Team and the Board ▪ To define SHEA strategy and policy ▪ To manage the reporting and review of all SHEA accidents/incidents ▪ To ensure Kier is represented in the formulation of future SHE legislation. To anticipate / be aware of future SHE legislation changes and make plans to adapt to new legislation in a controlled / timely manner
Director Responsible for Coordinating SHE	▪ Responsible for the robust implementation of SHEMS within their respective Business Unit ▪ Ensure that the Business Stream / Unit is working towards delivering our strategic objectives and targets ▪ Ensure that the activities of the Business Stream/Unit are identified, and appropriate standards implemented in order to comply with the requirements of legislation, regulation and needs of the business ▪ Facilitate BS audits and review all audit (including group) and inspection findings at SMT, analyse for trends, report on actions ▪ Ensure a fully competent trained workforce within the Business Units – both directly employed and sub-contract ▪ Supports the BU SHE Managers, Environmental Managers, SHE Advisors and Environmental Advisors as they integrate SHE into operations ▪ Chair the BU IRB s and communicate lessons learned ▪ Leading internal and external audit
Business Stream Head of SHE(A) / SHE Manager	▪ To implement and comply with Kier IMS and best practice ▪ To ensure the Business Stream is compliant with all Kier IMS and contract specific requirements ▪ To report on SHE(A) performance to the Executive Management Team and the Board ▪ To contribute to the formation of SHE(A) strategy and policy ▪ To manage the reporting and review of all SHE(A) accidents / incidents ▪ To ensure Kier is represented in the formulation of future SHE legislation. To anticipate / be aware of future SHE legislation changes and make plans to adapt to new legislation in a controlled / timely manner

Structure	Key roles and responsibilities
Business Unit SHE Manager	▪ To implement and comply with Kier Group's SHE(A) policy and procedures, all legal requirements, and best practice ▪ To ensure the Group is compliant with all SHE(A): statutory requirements, accredited processes and procedures, and contract specific requirements ▪ To report on SHE(A) performance to the Executive Management Team and the Board ▪ To define SHE(A) strategy and policy ▪ To manage the reporting and review of all SHE(A) accidents / incidents ▪ To ensure Kier is represented in the formulation of future SHE legislation. To anticipate/ be aware of future SHE legislation changes and make plans to adapt to new legislation in a controlled / timely manner
Business Stream and Business Unit SMT	▪ Implement Kier standards to ensure business unit processes conform to SHEMS and all other relevant standards and codes of practice. ▪ All SMT management is responsible and accountable for effective SHE delivery and performance. ▪ BS/BU Risk Register regularly reviewed, updated. Identified risk communicated and shared within the business. ▪ Provide suitable resources to allow all employees, contractors and visitors to work in a safe environment without impact to their health or the environment. ▪ SMT shall ensure that all employees are provided with sufficient competence through Information, Instruction and Training, provided either from an external and certified provider or from in house L&D and/or Training academies. ▪ SMT shall hold monthly review of SHE performance dashboard including audit, SSIs and IRB reviews to ensure suitable corrective actions and lessons learnt are effective and communicated.
Operations Managers (Include Project, Premises)	▪ Maintain competence, knowledge and actively promote all SHEMS requirements to all, including supply chain and neighbours. ▪ Ensure that necessary risk and impact assessments are completed and risk minimisation controls implemented within their area of responsibility. ▪ Ensure all workforces under their control are suitably inducted, trained, competent and where necessary any health screening completed before commencement of work activities in accordance with SHEMS and identified risks and impacts. ▪ Complete all SHE audits and inspections as allocated by BU audit plan and Group standard to ensure that the requirements of Kier SHEMS are being maintained. Consult and co-operate with internal and external auditors. ▪ Review all SHE inspection/audit/incident reports and ensure implementation of items raised and recorded 'close-out' of corrective actions. ▪ Ensure that all facilities and equipment used in the workplace (including welfare, fire and first aid) are suitable and maintained, with records available. ▪ Ensure processes and standards are implemented, maintained and reviewed at appropriate project/contract level. ▪ Complete Incident Reporting notification timely and advise senior Management as appropriate of all enforcement contacts, near misses, incidents or a dangerous occurrence.

Structure	Key roles and responsibilities
Internal Auditors	▪ Coordinate all audits to target key areas and avoid duplication ▪ Carry out planned internal audits, report findings and act as a communicator of issues and good practice observed to aid continual improvement
Group Compliance Auditors	▪ Carry out planned audits against all sections of the safety section within the IMS, within each Business Stream ▪ Cross reference with ISO 45001
All employees and contractors	▪ Work with care to ensure the safety and health of themselves, their colleagues and the environment, adhere to Risk Assessment provided and/or complete Point of Work Risk Assessment. ▪ To understand key project and/or task SHE requirements and be competent ▪ Follow safety instructions, signage and other information sources. ▪ Only operate plant and equipment for which they have the necessary training, competence and certification for. ▪ Complete safety checks on equipment before use, please notify supervisor if concerned over any aspect. ▪ Wear appropriate PPE as defined by Risk Assessment and Instructions. ▪ Report all incidents and near misses on the day of occurrence ▪ Report any medical condition which may adversely affect you whilst at work.

7 Communication of the System

Communication relating to the SHEMS is achieved through the IMS, the company intranet, supported by consultation, Kier Newswire, Operational Meetings, webinar's and L&D training

Guidance of how SHEMS operates is provided through a multiple of channels, from training department to SHE support and regular workshops and updates. An IMS induction is also available.

SHEMS data collected via Airsweb and allows monthly performance status reports demonstrating SHEMS effectiveness to be produced and reviewed at BU/BS SMT, SHELT monthly meetings with Group SHEA Director and reported into Group ExCo (monthly), Kier Group Board and Kier Group SHE committee (quarterly).

The regular analysis of data at operational level within the individual Business Units by the MD and their SMT allows for ongoing corrective actions, communication and sharing with the workforce, resulting in continual improvement and achievement of Business Unit documented targets and objectives within their Business Plan.