

# Driving for Better Business

## Highways Infrastructure and Maintenance

### Business overview

Kier Highways is a specialist highways asset maintenance and management business, carrying out maintenance contracts and projects.

Our driving force is to improve safety, customer service and delivery through innovation and collaboration.

We design roads, bridges and intelligent transport systems (ITS), covering strategic and other nationally important roads, as well as local roads serving communities across the country.

Our projects range from major improvements to complete renewals of roads and highway structures. With specialist teams, we manage complex works from conception through to handover.

Collaborating with clients, we manage assets to maximise their value, supporting the economic and social wellbeing of communities.

On behalf of our clients and customers, we look after more than 31,000km of road network, providing a range of services for Highways England, London Highways Alliance, Transport for London and several local authorities.

We support our contracts in providing design solutions and asset inspection and assessments, environmental projects, street lighting and traffic management, as well as undertaking road safety audits, specialist structures investigation and value engineering.

We are committed to building a balanced and inclusive workforce that means we are the employer of talented people, with diverse experiences and backgrounds.

At Kier, our job is to keep the world working. But it's not just what we do; it's how we do it that sets us apart from other companies and their people.

### Our Vision

To be a world class, customer focused company that invests in, builds, maintains and renews places where we live, work and play.

### Our Values

**Collaborative** – We work together: we consult to reach the right solution and as a team achieve more

**Forward thinking** – We look ahead: we positively challenge the way we do things to excel, we care about our customers and the service we provide

**Enthusiastic** – We make things happen: we are skilled, resourceful problem-solvers, who enjoy what we do and get the job done.

### Summary of at-work driving activities

Kier operates a very diverse range of fleet, including company cars, grey fleet cars, LCVs and HGVs including specialist vehicles such as traffic management units, barrier rigs, gritters and enhanced customer response units.

### Work Related Road Risk Policy, Guidance and Rules for Drivers

Our Kier Group driver policy works alongside the Kier Group Fleet Compliance Management System (GFCMS). It sets out the procedure and regulations surrounding the provision of company vehicles and all driving on company business. The policy applies to any employee, manager or supervisor with staff who drive any

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### Our fleet

Drivers (total):	3,707
HGV:	509
LCV:	724
Company cars:	687
Grey fleet:	262



vehicle in connection with Kier business. This includes those who ride a motorcycle or bicycle at work and in particular those responsible for health and safety and/or fleet management. It also covers drivers actions as an individual and the specific responsibilities regarding the vehicle.



## Leadership in fleet safety

**Joe Incutti, Acting Group Managing Director – Kier Highways:** “Kier takes the safety of our employees and the public very seriously. We are recognised for safety excellence and have won many industry safety awards through valuing our people, our commitment to each other and our determination to ensure no injuries or fatalities arise as a consequence of our work or services we provide”

“In the year to June 2018 there were 1,770 people killed in road incidents, of which a third related to driving while on company business. This compares with 144 other fatalities whilst at work and clearly demonstrates there is a higher likelihood of our Kier staff coming to harm while driving rather than carrying out other work activities”

“Driver risk management plays an essential part, and as such, Group fleet and SHE have worked together in producing our own ‘Kier driver policy’ which has been endorsed by the Group Board. This policy is designed to keep staff and other road users safe, Kier’s fleet secure and to maintain our image and reputation”

### John Edwards - Group Safety, Health, Environment and Assurance Director:

*“Kier Highways as a forward thinking and collaborative organisation view implementation of the knowledge and best practice from the Driving for Better Business programme as a key driver to reducing road related safety incidents for our people and our supply chain partners.”*

*“We are enthusiastic about sharing our experiences and demonstrating the benefits we have achieved in improving work related road safety through intelligent use of our fleet information.”*

The Kier policy must be understood, managed and adhered to by both individuals and Kier business units.

The Kier Group driver policy covers guidance and rules for all types of vehicle operated by Kier drivers. These include specific vehicle driver types such as:

- Company cars
- Employees in receipt of car allowance
- LCVs (vans/tippers under 3.5t)
- LGV and PCV (LGV over 3.5t/PCV >16 seats)

In addition to the above driver policy, Kier has a specific Commercial Vehicle Drivers Policy Handbook. This handbook (Link to Drivers Handbook) is for Kier Highways LGV drivers, staff and operators.

As LGV operation has a high level of compliance to maintain the Kier Operators License, this handbook details Kier’s requirements which must be read in conjunction with the Highway Code.

Reading and compliance with the rules of the Commercial Vehicle Drivers Policy Handbook is mandatory.

### Group Fleet Compliance Management System (GFCMS)

This is a title for the processes, procedures and forms that identify how the contents of the Kier Driver Policy will be applied and recorded. These are live documents held in MyKier; they are not printed in book format. Reference to these processes, procedures and documents are included in the printed policy where relevant.

Policy update statement:

The Kier policy will be reviewed and if required, updated annually. It is produced by the fleet business, endorsed by SHE and approved by the Kier Group Board.

In intervening periods, changes to law or legislation where an amendment to the policy is required, updates will be provided to individuals via cascading relevant information through both your designated fleet and SHE contacts. It is the individual’s responsibility to ensure these updates are understood and adhered to.

### Additional WRRS-related activities

From late 2018, Kier Group HGV and LCV fleet are utilising new telematics to allow Kier to track location, speed, utilisation and time spent on site. It will be able to monitor and optimise its fleet and keep track of its emissions reduction target.

Telematics also allows Kier to monitor driver behaviours, providing data on braking, acceleration and cornering. Maintenance performance software will

also automate processes such as service scheduling.

### Our collective values and shared ways of working

We engage with the very best subcontractors and suppliers. These are teams we can confidently rely on day-in, day-out, across the breadth of our operations.

Most important to us is that supply chain partners share our ways of working. They align with our values, aspirations and culture, especially when it comes to safety, innovation, valuing people, getting involved in local communities and meeting client’s expectations.



## Contact us

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## Business benefits

Kier Highways has seen some benefits in the period 2015 to 2018 in relation to collisions:

- In measuring Kier 2015 vehicle collision frequency, this was at 37% with an average cost of £986 per vehicle repair
- Latest annual figures for 2018 – the figures now show a substantial reduction to 18% collision frequency and an average cost of £271 per vehicle.
- Overall reductions of 51% collision frequency and a drop of £715 (73%) repair cost per vehicle