



The Contingent Worker Handbook



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Introduction

Kier is a leading UK infrastructure services, construction and property group and everything that we achieve as a Group is a reflection on our people – you and your teams bring our projects to life.

Our purpose is to sustainably deliver infrastructure which is vital to the UK, and we are committed to leaving lasting legacies through our work.

We value our people and together, we all play a critical role in supporting our purpose.

Culture matters

Our culture is built by brilliant people. It's what makes Kier unique.

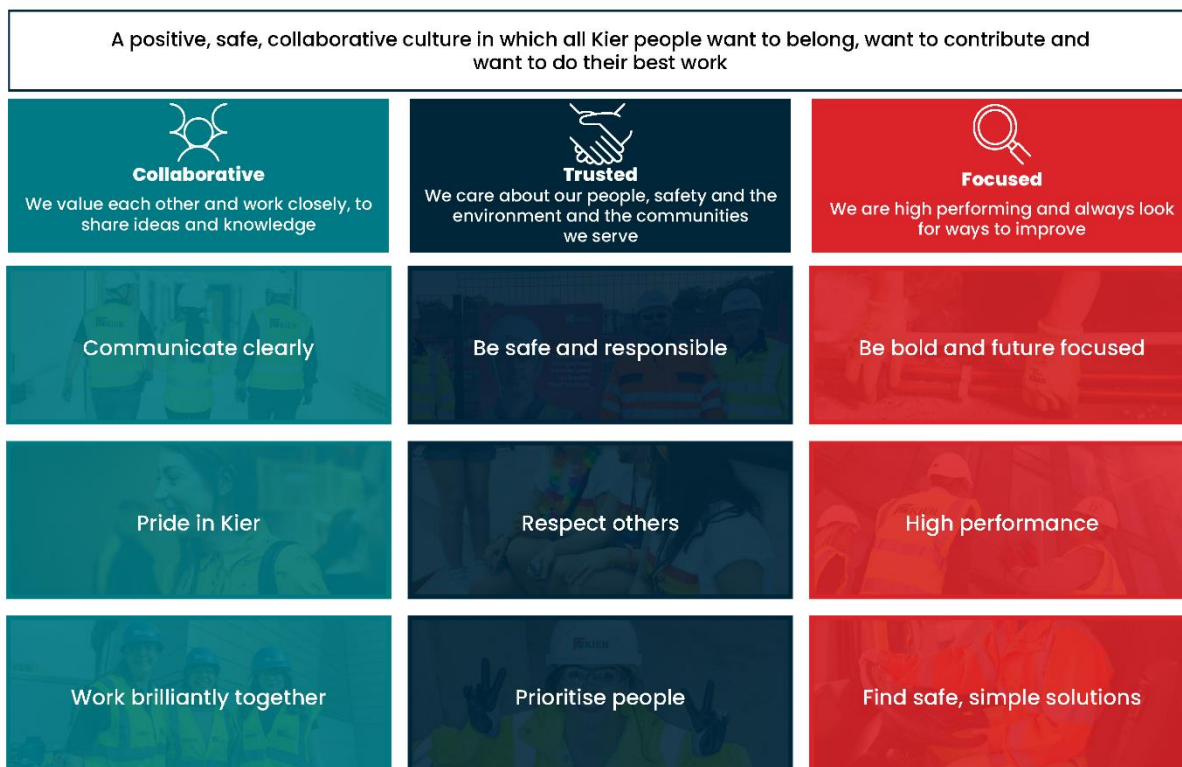
Our culture mission is to create a safe, collaborative and high-performing culture where we all belong, contribute and thrive.

When you work with us, you'll feel the difference our culture makes to the projects we deliver and the lasting legacies we leave.

We all have something to bring to our culture. We speak up and challenge, share different perspectives and bring fresh thinking.

Our culture starts with our nine healthy behaviours (as detailed on the image below). These underpin our culture aspiration and our values. We can all demonstrate these through our work and interactions.

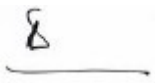
The collective Kier culture is something that everyone can contribute to and supports the individual identities of Construction, Transportation, Natural Resources, Nuclear and Networks, Property and Group. All of us have a part to play in shaping this, with everyone responsible for living out the behaviours shape our culture. You can find out more about our culture on [here](#).



Whatever your role, and wherever you work in the business, your contribution and personal development is key to achieving our vision of being the UK's leading construction and infrastructure services company.

This handbook is one of a range of publications that provides you with information about Kier and sets out what is expected of you – and what you can expect from us.

Please make yourself familiar with the contents of this Kier contingent worker handbook. If you have any queries, please contact the HR Shared Service (HRSS) via the askHR portal or on 0333 005 0499.

A handwritten signature in black ink, appearing to read "A. Davies", is positioned above a horizontal line.

Andrew Davies

Chief Executive Officer



May 2024



Fairness and Inclusion

Equality, Diversity and Inclusion Policy

We recognise that our success depends upon our people reaching their full potential and that employee and workforce diversity is an asset to Kier. People of different age groups, from different backgrounds, genders and cultures, with a range of different experiences and capabilities, help us understand and serve our customers, and reach our business objectives.

We want Kier to be truly inclusive where everyone can bring their whole selves to work.

Statement of intent

We are fully committed to the elimination of unlawful and unfair discrimination and value the differences that a diverse workforce brings.

We will not discriminate because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (which includes colour, nationality and ethnic or national origins), religion or belief, sex or sexual orientation.

We are committed to building a culture that values openness, fairness and transparency, where everyone can succeed and that is why Respect Others is one of our 9 healthy behaviours. This Policy applies equally to the treatment of our visitors, clients, customers and suppliers by our employees and workers and the treatment of our employees and workers by these third parties. We value the diverse nature of our people, everyone has the right to expect respect in the workplace and we have a zero-tolerance policy on harassment and discrimination.

We all have a duty to act in accordance with this policy and treat colleagues with dignity at all times. We will not tolerate any discriminatory practices or behaviours.

In accordance with our statement of intent, we are committed to the following:

- We recognise that our success relies on fully developing the potential and ability of all our people. In order for this to occur, all employees and workers will be given equality of opportunity and encouragement to develop within the organisation.
- Everyone is responsible for the success of this policy, and you are required to take responsibility for your personal involvement in the practical application of it.
- Managers have a specific responsibility to set appropriate standards of behaviour, to lead by example and to ensure that those they manage adhere to the Policy.

All legal obligations under the Equality Act 2010 and other relevant legislation will be recognised.

Appropriate action may be taken where contingent workers fail to observe their own responsibilities for this Policy. A confidential Call It Out helpline is provided for any employee or contingent worker who believes they have been treated unfairly or subjected to discrimination, harassment, bullying or victimisation.

Raising a concern

You can raise concerns in a number of ways, including informing your line manager or calling the confidential Call It Out helpline 0333 005 0499 (option 2, then option 3) or report it online through our anonymous form [here](#).



Working in an Inclusive Environment

We want to support all our employees and contingent workers, and make appropriate and reasonable adjustments as required, for instance in relation to a disability. If you require any reasonable adjustments please talk with your line manager in the first instance.

Please advise us of any disability you may have when you start working for the company. If you develop or are diagnosed with a disability in the course of your engagement, you should ensure your manager is informed.

The Right to Dignity at Work

Everyone at Kier deserves to feel respected by their colleagues. That's why we created our 5 Respect Basics.

These are principles that everyone who works for us should follow;

- 1. BANTER IS NOT AN EXCUSE**
(The joke's not funny when it upsets someone else)

- 2. CALL IT OUT**
(Heard or seen something offensive or that makes you or someone else feel uncomfortable? Say something or report it on the confidential Call it Out line 0333 0050499 option 2 then option 3)

- 3. BE OPEN MINDED**
(Take the time to learn and listen to what others have to say)

- 4. RESPECT EACH OTHER**
(Everyone's experiences are different, and they all matter)

- 5. TAKE ACTION**
(Kier has a zero-tolerance approach to harassment and bullying)

Relevant guidance:

- More information can be found here <http://www.kier.co.uk/diatkier>
- Equality, Diversity and Inclusion Policy



Supporting Your Performance

Perform

Everyone should experience a consistent and fair approach to performance management.

You and your manager have responsibility for setting objectives and having regular reviews on how you are performing.

Smart Working Policy

We recognise that smart working practices such as agile, flexible and homebased working can improve your performance, productivity, motivation and reduce stress.

We want to support you by enabling working practices that achieve a better balance between work and your other priorities, such as caring responsibilities, leisure activities, further learning and other interests.

It is our policy to encourage open discussion with you – if you think you may benefit from smart working arrangements, you should contact your manager to arrange an informal discussion to explore the options.

We recognise there will be more scope for smart working in some roles than others. There are some aspects of roles that are best suited to being completed in a specific location, i.e. a Kier or client office or site.

Health, Safety, wellbeing and sustainability at work

Nothing is so important that you cannot take time to do it safely. It is therefore vital that you comply with:

- Health, Safety, and Wellbeing Policy
- The Sustainability Policy
- The requirements of the Safety, Health and Environmental Management System

You are required to:

- Report all accidents and near misses in accordance with the Incident and Near Miss management procedure;
- Actively participate in the implementation of the HS&W strategy;
- Report things you consider to be unsafe or a health hazard to your manager without delay.

Relevant guidance:

- [Health, Safety and Wellbeing Policy](#)
- [Sustainability Policy](#)

Occupational Health

Contingent workers in safety critical roles are required to have valid occupational health certificates prior to starting their assignment and it is the responsibility of the contingent worker to keep this



updated. Kier only accepts certificates provided by SEQOHS (Safe Effective Quality Occupational Health Service) accredited suppliers.'

Drugs and Alcohol

We want to ensure that our employees and contingent workers, customers and clients are working in a safe and healthy work environment. Whilst we are committed to supporting employees and contingent workers, if they have or are developing a problem with either drugs or alcohol, you are required to volunteer this information to your line manager without delay. You must not report for work if under the influence of alcohol or prohibited drugs.

You may be required to comply with additional requirements and rules depending on the nature of your particular workplace (e.g. rail working). You are required to comply with any local rules as agreed by directors which impact on the health and safety of employees, contingent workers or members of the public.

Please ensure you are familiar with the content of the Drugs and Alcohol Standard as failure to comply with this may result in your assignment being terminated.

You should be aware that all employees and contingent workers are subject to Random Drug and Alcohol testing in line with the company D&A policy. We conduct 10% random testing per year, and 'for cause' drugs and alcohol testing following any accident or incident.

You must notify your GP of the nature of your duties when being prescribed any medication and inform your manager if the medication could impair your ability to carry out your duties in a safe manner. .

Smoke-free Workplace Policy

The health, safety and welfare of you and your colleagues and our customers, is of prime importance. We therefore enforce a smoke-free workplace policy which conforms to the requirements of the smoke-free legislation.

All of our workplaces (including our vehicles) are smoke-free; you and our visitors have the right to a smoke-free environment.

Travel and Expenses

You may be reimbursed for certain expenses incurred wholly and exclusively on company business. Full details and the full list of expense claims that are reimbursable are found in the Expenses Policy.

Notification of Changes to Personal Circumstances

To ensure that records are kept up to date, you should notify your agency of any changes to the following personal circumstances:

- Name;
- Diversity information
- Marital status;
- Address and telephone number;
- Details of children/dependents;



- Emergency contacts;
- Qualifications;
- Driving license; or
- Immigration status.

Data Protection

We need to process information about you for legal, personnel, administrative and management purposes and to enable us to meet our legitimate interests and our contractual and legal obligations.

You must comply with our Data Protection Policy when handling and processing the personal data of others in the course of your work assignment with us including, without limitation, the personal data of employees, officers, workers, consultants, customers, clients, suppliers and agents of any company in the Kier Group. Please ensure you are familiar with the Data Protection Policy as failure to comply with this may result in appropriate action being taken, which may include termination of your assignment with Kier.

Relevant guidance:

- [Data Protection Policy](#)

Corporate Ethics

We expect the highest standard of conduct and business integrity from everyone. However, from time to time, things can go wrong, and if they do, we expect everyone to speak up and report any suspected wrongdoing or breaches of the law or internal policy. You can raise concerns in a number of ways, including informing your line manager or calling the confidential Speak up helpline 0800 915 1571.

We have put in place measures which are designed to prevent fraud and to identify and investigate any instances of fraud which may occur. You should report suspicious and fraudulent behaviour to your manager or use the confidential helpline referred to above.

You must comply with the Conflicts of Interest Policy and make any disclosures of potential conflicts of interest in accordance with it; in writing or using the conflict of interest disclosure [portal](#).

You are responsible for ensuring you are familiar with the Code of Conduct, Conflicts of Interest Policy and all associated policies. A failure to comply with the Code of Conduct and the Conflicts of Interest Policy may result in appropriate action which may include the termination of your assignment with Kier.

Relevant guidance:

- [Code of Conduct](#)
- [Conflicts of Interest Policy](#)
- [Whistleblowing policy](#)
- [Anti-Fraud Policy](#)



Gifts and Hospitality

We adopt a zero-tolerance approach to bribery and corruption. You must not give or accept gifts or hospitality which may improperly influence our business decisions or outcomes which may be construed as a bribe.

Any gifts or hospitality must be authorised and recorded in a timely manner, in accordance with our gifts and hospitality policy.

Relevant guidance:

- [Anti-Bribery and Corruption \(including Gifts and Hospitality\) Policy](#)

Inside Information and Share Dealing

You must not profit from inside information and you must not deal in Kier shares if you are in possession of inside information, it is an offence to do so.

We have a Share Dealing Code, which regulates dealing in the Company's securities, and an Inside Information Policy, which regulates the control of inside information. You will usually be notified if the Code applies to you, if you are in any doubt, please contact the Company Secretarial team for guidance.

Relevant guidance:

- [Inside Information Policy](#)

Use of IT Systems

IT equipment is provided to help you successfully deliver in your job. All IT systems usage (e.g. laptop, mobile phone, tablets) should be used in line with our IT Security Policy and supporting standards, please ensure you are familiar with these as they may change.

All issued IT equipment and accessories, and information on a company-supplied device (as is company information on a private device) remain the property of the Group and must be returned on termination of your assignment with Kier.

You are responsible for the security of the equipment issued to you and if given access to email or the internet, you are responsible for the security of the Kier equipment supplied to you in line with your work.

You should lock your keyboard when leaving your equipment unattended and never share passwords. You are accountable for all activities carried out using your login details.

Don't use passwords you have used previously for personal accounts (e.g. social media) for Kier systems instead you should use unique passwords

You are responsible for ensuring you are familiar with the content of the IT Security Policy and associated Information Security Standards. A failure to comply with the policy or standards may result in appropriate action being taken which may include termination of your assignment with Kier.



Personal Relationships in the Workplace

We recognise that romantic and family relationships may develop in the workplace, however you should inform your manager. It is for you to consider the impact that such relationships have on your personal life, and it is the responsibility of management to act if such relationships in any way affect the work performances of individuals or the professional reputation of our business. This is particularly the case where there is a line management relationship between the parties. If such relationships and ensuing behaviour result in:

- Favouritism in the workplace;
- Unwanted attention or harassment;
- Doubts about business confidentiality;
- Any conflicts of interest which might arise;
- A work environment where a reasonable comfort level or ability to carry out your duties is undermined; or
- Embarrassment to the company

Management will act to resolve the issue in the interest of the parties involved and the business.

If the matter is not resolved appropriate action may involve the termination of your assignment with Kier.

Social Media

Social media should be approached in the same way as any other form of communication; by applying sound judgement and common sense, and by following the code of conduct. It is important that you are aware of the Communications Policy and Social Media Guidelines as non-compliance may result in termination of your assignment with Kier.

We recognise that you may use social media in a personal capacity. Whilst you are not acting on behalf of the organisation, you must be aware that you can potentially damage our reputation with inappropriate comments or actions. If you mention anywhere on your profile or in any of your interactions on social media that you work on behalf of Kier Group, you must include the following statement: "All views are my own"

If you are aware of any misuse of social media, or any other social media content that negatively affects our reputation, you should report this to the Group PR team on prteam@kier.co.uk

Public Statements

Our public relations are handled by the Group Corporate Affairs department. You must not communicate with the media on company issues and must refer any such enquiries to the Group Corporate Affairs department.

Relevant guidance:

- [Communications Policy](#)



Inventions, copyright and confidentiality

Any invention, system, patent, plans, design, schemes or other material or intellectual property rights developed as a result of, in connection with or arising out of your engagement with the Company remains the property of the Company and you agree to waive all rights and do any act as may in the opinion of the Company be necessary to give effect to this clause. Such material must not be copied or reproduced in part or whole.

Computer software acquired, leased, licensed or developed by the Company or the Kier Group must not be copied or reproduced in part or whole. Abuse of copyright can lead to legal proceedings against the Company.

You have a duty of confidentiality to the Company, the Kier Group, its employees, its officers, its clients and its business contacts. You shall not (except in the proper course of your duties) use, makes copies of or disclose to any person, company or other organisation whatsoever (and shall use your best endeavours to prevent the publication or disclosure of) either during your engagement or at any time after the termination of your engagement with the Company or the Kier Group (however arising) any Confidential Information about the business or affairs of the Company or the Kier Group (or any of its officers or employees) or its clients or its business contacts.

You shall be responsible for protecting the confidentiality of the Confidential Information and shall use your best endeavours to prevent the use or communication of any Confidential Information by any person, company or organisation (except in the proper course of your duties, as required by law or as authorised by the Company). You shall inform the Company immediately on becoming aware, or suspecting, that any such person, company or organisation knows or has used any Confidential Information.

Confidential Information means: information in whatever form (including, without limitation, in written, oral, visual or electronic form or on any magnetic or optical disk or memory and wherever located) which is not in the public domain relating to the business, products, affairs and finances of the Company or the Kier Group (or personal data or information which is not in the public domain relating to any of its officers or employees) or its clients or its business contacts and trade secrets including, without limitation, technical data and know-how relating to the business of the Company or the Kier Group or any of its clients or its business contacts, whether or not such information (if in anything other than oral form) is marked confidential including (by way of illustration only and without limitation):

(a) all unpatented designs drawings data specification and manufacturing processing or testing procedures, the details of all research conducted by the Company or the Kier Group whether successfully or not including research methodologies;

(b) all financial information relating to the Company or the Kier Group including but not limited to management accounts, sales forecasts, dividend forecasts, profit and loss accounts, balance sheets, draft accounts, results, order schedules, profit margins, pricing strategies and any other information regarding the performance or future performance of the Company or the Kier Group;

(c) client or customer lists and contact details, details of the terms of business with, the fees and commissions charged due or by and the requirements of customers or clients, prospective customers or clients of, buyers from and suppliers to the Company or the Kier Group, price lists, discount structures, pricing statistics, market research reports;



(d) any information relating to expansion plans, business strategy, marketing plans, and presentations, tenders, projects, joint ventures or acquisitions and developments contemplated, offered or undertaken by the Company or the Kier Group;

(e) all information about any future research, and other technical business and similar information in relation to your engagement including all readable or computer or other machine readable data, flow charts, coding source or object codes listing or other material relating to or comprising software or hardware conceived originated made or developed during your work assignment by the Company or the Kier Group;

(f) any personal data or other information which is not in the public domain relating to any officer or employee of the Company or the Kier Group or any of its clients or business contacts;

(g) any information relating to existing and prospective officers and employees, their remuneration and other terms of their contracts, including commission and bonuses;

(h) any information given to the Company or the Kier Group in confidence by any officer or employee of the Company or the Kier Group or any of its clients or business contacts.

Nothing in this contract shall prevent you from:

(a) making a protected disclosure under Part IVA of the Employment Rights Act 1996 and nothing in this contract shall prevent the Company from making such a disclosure as it is required by law to make;

(b) making a disclosure to a regulator regarding any misconduct, wrongdoing or serious breach of regulatory requirements;

(c) reporting a criminal offence to any law enforcement agency; or

(d) co-operating with any law enforcement agency regarding a criminal investigation or prosecution.

Conclusion

We hope that you have found this contingent worker handbook helpful and it has provided you with some general information on your work assignment with Kier. This handbook is not intended to cover every situation nor to explain everything about your assignment with Kier.

For more information or if you have any queries about your work assignment, please speak with either your line manager or your agency contact.

