



CASE STUDY: Kier Construction (Northern)

Zero Tolerance Policy

This Zero Tolerance Policy is to be enforced on all Kier Construction (Northern) sites.

The Zero Tolerance Policy Rules:

Red Card Rule Examples

Personnel will be removed from site pending investigation of allegations involving (i) breaches of health and safety standards, (ii) the site rules and/or (iii) any criminal activities.

Examples of behaviour which may give rise to such investigations are listed below. The list should not be regarded as being exhaustive.

- Threatening or violent behaviour
- Unauthorised use of mobile plant and equipment
- Climbing external scaffold or tower
- Alterations of scaffolding / mobile towers by untrained unauthorised persons
- Removing or climbing on handrails
- Using scaffolding when tagged "not in use"
- Pulling or pushing podiums / towers with personnel on the platform
- Bombing materials
- Working at height without appropriate edge protection
- The use of stepladders is forbidden without a risk assessment & a permit
- Working without permit (hot work, confined space entry, excavation etc.)
- Having alcohol or unprescribed drugs in the body and/or being under the influence of drink/drugs during working hours
- Working outside of method statement and significant unsafe practice
- Acts which are hazardous to persons or property
- Acts of gross negligence
- Repeat yellow card offenders

Yellow Card Rule Examples

- Housekeeping - not maintaining a clean and safe working area
- Not using eye and ear protection when using abrasive wheels
- Not wearing appropriate PPE at all times
- Using radios on site
- Smoking on site – other than in designated areas
- Using mobile phones in site working areas – other than areas provided for safe use
- Use of incorrectly assembled mobile scaffold

Implementation of the Zero Tolerance Policy

1. Anyone found contravening the Zero Tolerance Policy must be stopped and moved to a safe place where an explanation of the breach is to be made. If the breach is a red card offence then they must be told to leave the site, if it is a yellow card offence then a corrective plan of action will be agreed and must be implemented.
2. For all red cards issued the Kier Construction (Northern) Safety Manager must be notified by telephone immediately.
3. For all breaches a red/yellow card form is to be completed and a copy of the form sent to the individual's Employer using the standard letter.
4. The red card letters must be addressed to the Managing Director and all yellow cards must be copied to the Managing Director of the company employing the individual.
5. For a **yellow card** offence the issue is to be reviewed by the Employers Contracts Manager (or similar) and the Kier Project Manager (or similar).
6. For a **red card** offence the issue must be dealt with at site level, as the yellow card above. Additionally, the issue is to be reviewed by the Employers Director, a Kier Director and the Kier Safety Manager. This review will decide whether an individual may return to site and if so when. This will be dependant on the remedial action, attitude and approach of the individual and his Employer.
7. The red card remains live for a limited period; the length of time is dependant on the response of the company employing the individual. The expiry date will be notified to the supply chain member in writing.
8. Any Kier employee found to be contravening the Zero Tolerance Policy will be subject to the Kier disciplinary procedure.
9. Where red cards are issued to more than one individual for a single event this will be deemed to be one red card event.
10. Where a supply chain member is required to attend a meeting with a Kier Construction (Northern) Director to discuss their overall unsatisfactory safety performance, this will count as a red card.
11. The issue of a second red card to a supply chain member whilst any previous red cards are still live will automatically lead to that company being placed on procurement special status. This means that the supply chain member will be unable to receive any further enquiries or contracts until the special status has been lifted.
12. Where a red card is issued to a Kier supplier's subcontractor the Kier supplier will be responsible for closing out the red card. However, the red card will be deemed to have been issued to both the Kier supplier and the supplier's subcontractor.
13. For companies placed on Special Status the length of this status will be decided by the Kier Construction (Northern) Managing Director.