

# Kier Construction – UK



## ENVIRONMENTAL MANAGEMENT SYSTEMS

### Overview:

#### Needs

- Demonstration to stakeholders of environmental commitment

#### Benefits

- £25,000 savings made in 2000
- Acknowledgement by clients of environmental achievements
- Helped Kier obtain award
- Improved levels of staff awareness
- Reduction of risk of prosecution
- Cost savings

### The Company

Kier construction provides major civil engineering and building works to power, highways, rail, nuclear and marine industries throughout the UK. The company has approximately 1000 employees (inclusive of subcontractors) with an annual turnover of over £100 million.

### The Issue

Kier wished to demonstrate to its clients that they consider the environmental issues on their projects a very serious subject.



## **The Benefits**

The response and support received by Kier from its clients clearly demonstrates that they welcomed what had been achieved by ISO 14001.

It gave clients the confidence that Kier was managing the various projects environmental issues. This was demonstrated by Kier receiving the railtrack chairmans Environmental Award in 1998. This was in recognition of the work carried out at Brighton. (Second project to receive 14001 registration.)

Staff awareness of environmental issues and legislation has risen by an immeasurable amount, which has led to problems being identified at a very early stage. On two occasions, this has probably led to the prevention of prosecution by the Environment Agency.

For the year 2000, Kier calculate that around £25,000 of savings were made resulting from the implementation of ISO 14001.

## **BSI's role**

BSI performed several reviews and audits at early stages of the registration process. This included several environmental specialists provided by BSI, to fully interrogate the management system. This enabled Kier to close any gaps and strengthen any identified weaknesses in the system as it was being implemented. This led to a comparatively speedy and smooth process of registration.

From the various audits and reviews described above, Kier were able to appreciate that their original targets and objectives were probably unrealistic, so these were reduced to more focused achievable objectives. This resulted in time and resource savings for establishing and implementing the management system.



## **Unique**

The Kier system operates on project specific registrations rather than just a blanket company accreditation.

Therefore, when new projects are awarded that require 14001 accreditation, the client manager organises the BSI assessments in addition to the continuing assessments at the existing locations including visits from specialists.

## **Staff**

Since the implementation of ISO 14001, staff are demanding environmental training, which was not available before 14001.

The training that is now available ranges from half-day general awareness through to a 16 week environment auditors course (in partnership with the University of Hertfordshire). None was available prior to 14001

The overall effect on staff is that the philosophy, which was introduced to the company through 14001, has spread to cover all its activities.