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# Smart Working Policy



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## Scope of this Policy

People are at the heart of our business and the wellbeing of every employee is important to us. Supporting the wellbeing of our people helps create an environment where people can thrive and be the best they can be.

This policy outlines Kier's approach to smart working, which is the term we use to describe agile and flexible working practices.

Kier wants to support its employees by enabling working practices that achieve better productivity and a balance between work and other priorities, such as caring responsibilities, leisure activities, further learning and other interests.

Encouraging smart working practices aligns with our commitment to build a balanced and sustainable business, and ensures we are using our workspaces efficiently and cost effectively. Whether you work a more traditional working arrangement or in a smart working arrangement Kier is committed to equal opportunities for all and you will have access to the same development and role opportunities regardless of your working arrangement (subject to the individual requirements of each role as mentioned below).

**Agile Working:** Agile working is an informal arrangement made between the employee and their line manager, such as ad-hoc working from home and core hours. Agile working arrangements may be requested by the business (for example when we wish to maximise the use of work locations), or by employees.

**Flexible Working:** Flexible working is any type of working arrangement that gives some degree of flexibility on how long, where and when an employee works. At Kier, flexible working is a formal, contractual arrangement that is agreed between the employee and their line manager to make a permanent change to the employee's working arrangements.

Kier recognises that smart working is more suitable for certain roles than others. There are some aspects of roles that cannot be completed away from, or are best suited to being carried out in, a specific location, i.e., site, project, depot or client office. It is Kier's policy to encourage open discussion with employees in relation to smart working arrangements and line managers will ensure that discussions take place to explore the options.

The benefits of smart working, for both teams and employees, will be considered by local business leaders, in line with operational needs. Any decisions will be discussed with employees and will be at the discretion of the appropriate business leader. Decisions to implement smart working will consider a number of criteria including (but not limited to) the following:

- Costs associated with the proposed arrangement
- Work locations/facilities available
- The need for, and effect on, supervision, training and development
- The existing structure of the department and any impact on other team members
- Collaboration/face to face meeting time needed in the role
- Details of the tasks specific to the role
- The workload of the role
- Whether it is a request for a reasonable adjustment related to a disability
- Health, safety and wellbeing issues
- Specific bespoke IT equipment to deliver (some design-based hardware)
- Productivity and performance in role and any impact on this

This policy applies to all our employees unless it is superseded by an alternative contractual policy. It does not have contractual effect and may be reviewed or amended at any time.



## Agile working

Agile working arrangements may vary from week to week depending on business and personal needs. Agile working arrangements are informal and do not result in a change to contractual terms – agile working arrangements will only be confirmed in writing if they result in a change to terms and conditions of employment. The employee's contracted base location will remain unchanged, and they will be required to continue to fulfil their contracted working hours.

The following agile working options are typical arrangements that the business or employees may request, but there may be alternatives or a combination of options which are suitable to both:

- Ad-hoc or regular working from other Kier offices, site offices, client offices or partner sites
- Working from home an agreed number of days a week.
- Working core hours or days in a specified office and working from another office or home outside of this.
- Flexible start and/or finish times.

The employee and their line manager should discuss how agile working could be implemented in a way that works for the employee and Kier. A trial period may be offered to determine if the working arrangements can be adopted. The arrangement is expected to be supported by clear objectives and performance measures/work outputs. Agile working is intended to be adopted informally and there is an expectation of flexibility so that if you are reasonably requested to attend your base location within your normal working hours, you will do so.

## Flexible working

Flexible working arrangements are contractual and can include changes to working hours and location. As a result, the employees' salary and holiday entitlement may change.

Key examples of flexible working are:

- **Compressed hours** – an arrangement where an employee works their usual hours in fewer days by starting earlier and finishing later. For example, a five-day week is compressed into four days, or a 10-day fortnight into nine days.
- **Part-time hours** – this covers any arrangement where an employee is contracted to work less than typical full-time hours. For example, where an employee works three days a week.
- **Job sharing** – an arrangement where a full-time post is divided into part time-roles (normally two) and more than one colleague shares working hours to fulfil a single role.

## Approach

At Kier, any employee is entitled to submit a request for flexible working regardless of their length of service. Employees wishing to request flexible working must submit an [application for flexible working](#) to their line manager.

Once a flexible working request has been received, the line manager will arrange to meet the employee to discuss the request. The employee can be accompanied by a Kier work colleague at this meeting if they wish.

The line manager will consider the proposed flexible working arrangement, looking at the potential benefits, and any adverse effects to the employee and Kier of implementing the proposed changes. Requests will be considered on a case-by-case basis. It should be noted that a flexible working request may also include agile working arrangements (for example, working three days a week, two days from an office/site or depot and one day per week from home).

The employee will be informed in writing of Kier's decision and reason for that decision as soon as is reasonably practical but within 2 months. Possible outcomes are that the request could be agreed in full, in part or refused.



Where requests result in a change to terms and conditions (for example, pay, holiday and other benefits), the employee will receive written confirmation. For more information contact the HR Shared Services (HRSS) via the [askHR portal](#).

## Permanent home-based working

We anticipate that permanent home-based working will only apply to a small number of roles within Kier. For most roles working in an agile way, homeworking will form an element rather than the entirety of the arrangements as there are clear benefits to both the individual and Kier of regular face to face contact and team interaction including, but not limited to, increased productivity, effective collaboration and social interaction / wellbeing.

Any arrangement for permanent homeworking should meet both the business and employee's needs and the decision will depend on whether the employee's work can be done permanently from home without any detriment to the company.

A permanent home worker will have home as their contractual base in the terms and conditions of their employment. A permanent home worker arrangement is only appropriate if an employee does not have a regular pattern of attendance at any Kier location (e.g., attendance at a Kier site twice a month to attend team meetings is deemed a regular pattern).

## Approach

Employees wishing to base themselves from home as a permanent home worker must submit an [application for flexible working](#) to their line manager. It will be considered in line with the flexible working process outlined above.

Any requests will be considered on a case-by-case basis. Every job is different, and every employee is different; Kier cannot guarantee that it will agree to every employee's request to work permanently from home. The approval of the relevant HR Director is also needed for any permanent home working arrangement.

## Trialing new working arrangements

A trial period may be agreed as part of a smart working arrangement, particularly if there is some uncertainty about whether the smart working arrangement is practical for an employee or Kier. If a trial period is arranged, Kier will allow sufficient time for an employee and their manager to implement and become used to the new working practices, before taking any decisions on the viability of a new arrangement.

## Home-work space and equipment

If during conversations around agile and/or flexible working an element of home working is agreed, it is the employee's responsibility to ensure that their home-work space set up is suitable, safe and practical. It is a condition of home working that the employee ensures the home working arrangements are suitable in line with a [DSE self-assessment](#). You will not usually be able to claim on expenses for a standard office chair and desk to be used at home. Exceptions and reasonable adjustments will be made for a health or disability related condition as determined through an Occupational Health referral as detailed in the health and safety section below.

## IT equipment

Kier will provide reasonable and necessary IT equipment to enable an employee to work on an agile basis, which will be maintained (and replaced when necessary) by Kier. It is the employee's responsibility to ensure that proper care is taken of all equipment and materials provided by Kier. Line managers should discuss what equipment is necessary for home working in line with the DSE assessment and ensure appropriate financial approvals are in place prior to ordering from the IT service catalogue.



## Health and safety

Kier has a duty of care to its employees. All employees carrying out **any** element of their work from home should complete a [home worker assessment](#). In line with Group policy, a [DSE self-assessment](#) should also be completed by all employees using display screen equipment to ensure employees can work safely from home. This should be repeated every 2 years as a minimum. If an employee is unable to work from home safely then they may be required to work from a Kier office.

These assessments will be reviewed by the employee's line manager and should then be submitted to the HRSS via the [askHR portal](#). If requirements for additional IT equipment are identified, these should be discussed and agreed with line management. If required, following a DSE Self-assessment employees should consent to a home or video DSE assessment with a Kier authorised provider. Requirements should be met by:

- Using existing Kier equipment where appropriate;
- Procuring approved items through the [IT service catalogue](#) (for example, if a monitor or keyboard is required)

If specialist needs are identified (e.g. ergonomic chair due to muscular skeletal issues), [Occupational Health](#) processes should be followed and the necessary office equipment should be procured through the [Procurement Shared Services Centre routes](#). Employees will not be able to claim expenses for these items.

All employees who work from home should ensure they work in a safe manner and follow all health and safety instructions issued by Kier. This includes ensuring that they are taking adequate breaks.

If circumstances should change, such as an employee moving to a new home or making significant alterations to the home working arrangements, then the [home worker assessment form](#) and [DSE self-assessment](#) should be re-visited and updated accordingly.

## Security

Kier assets and information have significant value to the Group. Accordingly, employees who work agilely are required to protect all such assets and information as well as client data in accordance with relevant Kier policies. Sensitive printed documents should be securely locked away and when they are no longer needed, should be shredded or use the confidential bins at Kier offices.

## Keeping in touch and attending Kier premises

Employees working on smart working arrangements will have regular communication with their managers and objectives should be agreed on an individual basis. All employees are required, on request, to attend the workplace for purposes such as collaborative working, meetings, training, performance reviews, team briefings and other reasonable requests from their line manager.

Employees should report any periods of absence, where they are unable to perform their duties (e.g., due to sickness or personal circumstances) to their line manager in the normal way.

## Insurance and permission requirements

All employees working on an agile basis or as a permanent home worker are responsible for checking that their home and contents insurance policies provide adequate cover for the fact that they work from home.

The employee is responsible for checking applicable mortgage or rental agreements to ensure that they are permitted to work from home, and for obtaining any requisite permissions to work from home.



## Expenses

Employees can claim limited working from home expenses with appropriate receipts. These reasonable expenses types and limits are included [here](#) and cover costs wholly and exclusively associated with being able to operate effectively from the employee's home environment. Employees should embrace digital options wherever possible, and when necessary, bulk printing should be undertaken in a Kier office.

## Tax relief

You can claim tax relief if your employer has not already paid your expenses and you have additional household costs as a result of working from home.

One of the following must also apply:

- there are no appropriate facilities available for you to perform your job on your employer's premises
- the nature of the job requires you to live so far from the employer's premises that it is unreasonable for you to travel to those premises on a daily basis

To claim tax relief, you cannot have just chosen to work from home. More detail can be found here: <https://www.gov.uk/tax-relief-for-employees/working-at-home>.

## Travel costs

As outlined in the Kier expense policy, Kier does not pay for travel costs for journeys between home and the employee's main place of work. This still applies for employees who operate under smart working arrangements. An employee's main place of work is normally outlined in their employment contract.

If an employee chooses to work from an alternative office or site closer to their home (compared to their contractual main place of work) to carry out day to day duties, they are not entitled to any travel cost reimbursements. This is on the basis the employee would not be reimbursed for travel costs to their normal main place of work.

## Agile working outside the UK

Employees working on an agile basis must work from a UK address. There are potential IT, international tax and social security implications for the employee and Kier if an employee did work from an overseas address and therefore working from outside the UK temporarily cannot be agreed locally in the business.

It is unfortunately not possible for Kier to support long term or permanent working from outside the UK however, in exceptional cases where an employee needs to work from outside the UK temporarily, approval from the IT Security team, the Group tax team, HRSS Payroll team and the Chief People Officer is required.

In these circumstances the employee should discuss their request to work from outside the UK with their Line Manager and local HR representative before applying formally to work temporarily from outside the UK using the ['Working Overseas Application Form'](#).

