

3.1 Please list the core values of your organisation and explain how they are aligned to those of Eiffage Kier and HS2. (5,078)

Eiffage Kier and HS2's core values are very similar – leadership, respect, integrity, and safety – and align closely with Careys'. Careys started in 1969 with a simple set of principles: keeping promises, taking care of our people, and delivering the highest quality of works. As we celebrate our 50th birthday, these values are still at the core of our business. We call this The Carey Way and it is championed by the second generation of the Carey family, who still run the business today.

To make sure our values are fully aligned, we would like to hold a Vision and Values Workshop with Eiffage Kier. The purpose would be to understand and adopt your vision for what will make Calvert North a success, and to reiterate this vision in every induction, daily briefing, and progress meeting, making sure we all focus on the same end goal and the same priorities.

Leadership - The role of Careys' senior leaders is to create a positive, safe working environment for our staff.

Leaders in Careys are hands-on, with an appreciation of what each employee does and the pressures they can be under. 'Boots Back On' is an annual event in which senior leadership – including the joint CEOs Jason and Tommy Carey – take up their old trade for a day with a site team.

Boots Back On is complemented daily through site Golden Hours, described as a “game changer” by a client. Following the daily briefing, senior managers walk around the site and ask operatives, “How can we make your job easier, and how can we make your job safer?” There is no hierarchy during Golden Hour, and everyone from subcontract labourers to apprentices is encouraged to raise concerns and make suggestions. Rewards are given for any suggestion that improves our work.

Leaders are given bespoke, structured behavioural and cultural training called Leading Edge. The programme is centred around the basic principles of trust, understanding and proactiveness.

Integrity - Part of integrity is delivering high standards at every job we undertake, whether we are building a £100m central London skyscraper or voluntarily landscaping a local school's grounds. This isn't a 'nice to have' but essential, as 74% of our turnover is from repeat clients – satisfied clients.

To ensure consistent high standards, we developed the Careys Visual Standards – CGIs that guide site teams in setting up and running every aspect of a site according to best practice. Please see Section 3.5 for examples.

Part of integrity means carefully choosing the work we bid for. We choose clients like Eiffage Kier who are dedicated to raising standards of quality and safety across the industry and who invest in leaving a positive legacy in the communities they touch. Likewise, we only work with suppliers who will deliver to Careys' standards.

Integrity is also essential to our uncompromising safety standards: “Nothing that we are asked to do is so important that we can't take the time to do it safely.” – Jason Carey

Safety - Our employees are our most valuable asset. Looking after our staff means increased morale and motivation, fewer sick days, high staff retention and the long-term sustainability of our business. We work with four health and wellbeing providers and have a team of mental health first aiders.

As a complement to Leading Edge, we have a safety-specific behavioural training programme called SHED (Safe Home Every Day). Going beyond compliance into best practice, SHED is not a set of rules but a culture: an understanding that there is never an excuse to take short cuts that compromise

safety, that we are all responsible for site safety, and that anybody on site should say “No” to unsafe practices with the full backing of the Carey family. This includes subcontractor staff, who take SHED training with our teams.

To keep our staff safe, the business invests in the best training, equipment, and technology. Recent investments include biometric systems that monitors the number of Black Hat Supervisors, first aiders, and fire marshals are on site, and plant with 360-degree cabs that mean operators can face forward even when reversing.

Respect - We show respect to our staff by creating the safest, best working conditions possible. With mental health issues so prevalent in construction, we also respect staff’s personal lives, providing financial support for carers or those diagnosed with diseases like cancer, and emotional support through our 24/7 Employee Assistance Programme and mental health first aiders.

We show respect to subcontractors by treating them the same as Careys staff, with free seven-point PPE, invitations to all site training and toolbox talks, and the same high-standard welfare facilities.

And we show respect to the communities in which we work by minimising disruption, taking care to protect others’ assets, and contributing positively to the local area through supporting charities, donating materials and/or labour to local causes, engaging local suppliers, and providing SEE opportunities to local people.