



The journey begins here



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Going forward together...

About Carillion:

Carillion is a leading integrated support services company with a substantial portfolio of Public Private Partnership projects and extensive construction capabilities. The Group had annual revenue in 2014 of some £4.1bn (approx. €5.7bn), employs around 42,000 people, and operates across the UK, in the Middle East and Canada.

www.carillionplc.com



About Eiffage:

Eiffage is one of Europe's leading construction and concessions companies. The Group's activities are organised as seven business lines: construction, real estate, roads, civil engineering, structural steel, energy and concessions. Thanks to the experience of more than 66,000 employees, Eiffage generated revenues of €14bn in 2014, including 16% outside France.

www.eiffage.com



About Kier Group:

Kier Group is a leading integrated property, residential, construction and services group operating across a range of sectors including defence, education, housing, industrial, power, transport and utilities. The Group employs over 21,000 people worldwide and with a turnover of £3.6bn (approx. €5.07bn).

www.kier.co.uk





In the world of construction, Carillion, Eiffage and Kier need little introduction. But as a joint venture, we are well aware, CEK may sound a little less familiar.

This brochure will tell you just who we are and what we stand for as a joint venture. We'll introduce our key themes, like safety and innovation. And we'll commit to a range of initiatives, like carbon reduction, supply chain collaboration, and local employment, training and skills.

How we'll approach this project...

As you'll soon discover, our values underpin everything we do. So it's critical that all our supply partners sign up to them, just as it's vital they understand our objectives and our vision. These shared goals bind us together as a single-minded team, a family even, united against every challenge and sharing in every success.



As befits a rail project, the first thing we bring is our **TRACK RECORD**

Carillion, Eiffage and Kier are experienced 'joint venturers'. So we are proven in the field of collaboration and alliancing. But what do we have in common?

Each of us brings experience of major projects that have the same components as HS2. Each of us has already delivered, or is currently delivering, high-speed rail here and abroad. And each of us has completed major infrastructure components - bridges, tunnels, highways and stations - across the UK and around the world.

Before now, this has included: the design and build of major earthworks and landscaping; a record of environmental achievements; a portfolio of positive community engagement; and a legacy of communities better served by work we've done, skills we've shared, and jobs we've created.

CEK will build on those credentials to the power of three, bringing together the very best practices from each partner, combining our strengths as a powerful, lead contractor, proposition. We know this will be compelling for HS2 Ltd and attractive to the best UK and European suppliers.



A high-speed line needs **HIGH-SPEED CONNECTIONS**

We don't just build tracks, we build relationships. Our core CEK team is already in place, already on the ground in Birmingham, and already working together.

Being connected means we embrace collaboration, we harness experience, and we drive creativity. What's more, our supply chain partners are essential to our core team.

Our fundamental design processes link up through our Integrated Design Management Team (IDMT). And our Integrated Building Management Systems (BMS) make for higher environmental standards, better quality assurance and a smoother transition between phases of the project.

In short, it means we're focussed on creating the very best collaboration between HS2 and ourselves, between ourselves and our supply chain, between our entire team and our other stakeholders.



To move forward, we bring **A SENSE OF DIRECTION**

CEK is already gathering momentum, and we have the motivation to carry that forward into every stage of the project and to continue beyond the expected. We know from experience, we can lead the journey to improvement, time after time.

Bright new thinking and best practice brought together from all across the three partner companies and our supply chain will deliver benefits for HS2 throughout its life.

We're looking right along the line, engaging suppliers early and making changes that drive value from beginning to end. We're driven by a desire to do better.

With collaborative behaviours embedded at our core, with personal connections all in place and with an established team ready to go, CEK will work closely with you.



Our final destination is the **POSITIVE IMPACT** we leave behind

Who wouldn't want to work on a world-class project that will redraw the map of Britain?

Along with better infrastructure, HS2 offers an opportunity to leave behind skills and even facilities that benefit the communities we pass through: those who will continue to live with HS2 once we've departed. We have a responsibility for HS2 to be a force for good in the local landscape.

The greater purpose of HS2 is about connecting people with opportunity. That's your people, our people, and local people. CEK puts the focus on people rather than profit, to make changes we can all be proud of.

Let's go to safety and wellbeing...

Health and safety is our primary value. Nothing has a higher priority, and there are no compromises. Everybody has the right to get home safely at the end of each day.

So at CEK everybody is taught to take responsibility, to care for themselves and to look out for others. We train all our people to keep healthy, report risks, and take prompt action when things aren't compliant.

Safety and wellbeing is our primary value at CEK. We build in safety at the design stage. The sooner we manage risk, the less of it we encounter. By now CEK has considerable experience of designing away risk early on.

It's not just about legal compliance, it's about ethical values. And it's about being able to harness the talents and influence of our designers, to steer every stage of the plan in the safest of directions.

But progressive health and safety goes further than that. We look after all-round wellbeing all around CEK and our supply chain. This is thanks to better working conditions, occupational health services, plus health checks and lifestyle advice. We'll even encourage our teams to find healthier ways to travel to and from work.



Best Working Environments

We design and deliver the best and safest environments and the best and safest workplaces for all those who are involved in our operations. We maintain these through assurance and compliance, continuous focus on training, innovation, and employee engagement.

Best Working Practice

CEK has golden rules that no one breaks. And these are in place across a range of higher risk areas, such as underground services, use of plant, working at height, working near water, live rail, and transport around pedestrians and cyclists. We provide full training in these areas, and assess competence.

Let's go to sustainable...

Just as the world is getting smaller, the planet's resources are finite. So just as we connect our capital with the regions, we also plan to optimise our material assets and minimise whatever impact our project might have on the natural world.

Both the social and the environmental are fundamental factors. That's why CEK will base every last stage of our procurement lifecycle on sustainable procurement. We have high expectations of ourselves, expectations that we resource materials sustainably and engage with local community interest groups. But to meet objectives in this area, it's vital we work side by side with an equally committed supply chain.

Indeed, we see our suppliers as key providers of good training, best practice and positive outcomes.

Suppliers bring further expertise to the learning culture within CEK. And we'll ask them to help us deliver the widest curriculum possible to the widest part of our organisation.

We value diversity in our workforce. But when it comes to the environment, to sustainability and to a culture of training and skills, we value unity.



Environment

The generation that will build HS2 is a generation with environmental issues top of mind. These are reflected in every process and procedure that we put in place. You can be sure that our suppliers will be key to help define and develop those.



Sustainable Procurement

HS2 will bring economic benefits to communities right along the line, long before completion. CEK will ensure we help supply chains develop. We'll create employment with local businesses and show respect for local issues. And we'll show consideration for local wildlife; our environment is the new bottom line.



Training and Skills

Along with hard hats, expect soft skills on site. CEK ensures our operational staff feel valued and supported with the skills and motivation to deliver their best. To this end we invest in training, apprenticeships, mentoring and leadership programmes that bring out the full potential of all our people.

People

All of us want an inclusive workplace: a workplace that reflects the make-up of our communities. Only this can offer the range of perspectives and approaches needed for our future. CEK invests in attracting and retaining excellent people from all walks of life to create a vibrant, diverse and flexible workforce.

Let's go to advanced planning...

High-speed rail systems are being rapidly adopted across Europe. So HS2 could soon benefit from the appointment of a JV whose approach and designs are already proven and working.

Thanks to this, CEK has the experience required to meet the safety and quality expectations of today's passengers and stakeholders. Different phases of HS2 call for different skillsets and different specialisms. So they will also call for different suppliers.

A best-in-class, integrated supply chain is the key to successful delivery of any complex project. So at CEK we bring in the supply chain as early as possible to ensure advanced planning and to ensure a robust and structured approach to contract management.

Along the line, integration will be key to fit together individual packages of work such as bridges, tunnels, signalling and track.

Moving forward, we also have a strong commitment to maintenance and to management. It's fortunate that CEK has an enviable record of managing integrated rail systems in the UK and Europe. We have shared experience of transport infrastructure projects of this size, from design stage to delivery.



Design

A good design must be well tested to ensure it is both efficient and safe. At CEK we know our plans are both; our partners have a strong history of involvement in similar projects throughout Britain and mainland Europe.

Assurance

CEK is seeking suppliers who can pass on assurances to our own testing regime. As HS2 gets underway, we'll be looking for the inside track on each and every package. And we know our suppliers will be key knowledge brokers.

Systems Integration

As we link up Birmingham with London, we're also looking to integrate a raft of systems and partner organisations. And we'll be depending on our suppliers to provide us with data, information and systems to assist us with that. The resulting, fully joined-up, infrastructure project will be the most admired in the land.

Let's go to shared expertise...

For a project to celebrate, we must all collaborate. It's the key to good relations with both client and supplier. Resources can be scarce in a complex project such as HS2. But close working across the supply chain can allow us to manage this. CEK will look for all partners to share expertise at the early project development stages.

In this way, we'll give everyone access to the bigger picture. Interdependencies will make for value engineering, whereby CEK and suppliers take a shared look at system design and improve effectiveness while reducing cost.

Together with diligent doers, we seek capable communicators. These let us offer our client an unbroken line of communication all along the supply chain. So we can assure HS2 their own critical success factors are understood and implemented.

Stakeholders will be just as interested in our work on this project. So we're ready to talk with local authorities, government agencies, utility providers, transport providers, and emergency services. No less important to us are community interest groups such as schools and employment agencies.



Communication and Stakeholder Management

At multiple stops on the BPL high-speed line, Eiffage engaged local communities and interest groups to understand and involve them every step of the way to a successful project. On Crossrail our Kier partner brought communication right into the heart of the project. Our three full-time community relations officers dealt with many of our stakeholders. Daily briefings, toolbox talks and an opportunity to quiz our designers kept everyone in the picture to ensure success.

Stakeholders are no less important for HS2. But CEK will identify them early on and bring them on the journey with us. Where possible we shall work together to bring benefits and reduce the impact of the works.



Supply Chain Collaboration

By aligning ourselves and our suppliers with the objectives of HS2, we can harness the numerous benefits of collaboration: well-managed interfaces; risk management; innovation; value generation; accurate reporting; continuous improvement; and, most important of all, a safe delivery.



Value Engineering

All suppliers we look to bring on board should offer solutions that deliver value, efficiency and quality, all the while reducing risk. The result is a win-win outcome for HS2, CEK and our supply chain.

Let's go to collaborative opportunities...

It's true we demand a lot from our suppliers. We challenge them to innovate, to communicate and to work hard on their proposition. But in return we offer our team a robust and fair procurement model. We offer the chance to be part of an open book culture, together with the trust that comes with that.

So forget the old notions of a vertical relationship between suppliers and clients. CEK values horizontal integration to cross-pollinate the work with best practice, innovation, capability, capacity, and whole life costing. And this extends to local SMEs, who can benefit from our 'local' strategy.

“

We've thoroughly enjoyed working with the contractor's team. The way they approach work and the outcomes we have achieved make this a project of which we can all be proud.

Linda Miller
Crossrail Project Manager

“

The contractor's team have approached the co-ordination challenges arising at our contract interfaces openly and collaboratively. They have proposed innovative solutions to complex problems and delivered them on time and budget.

Adam Evans
Crossrail Farringdon Business Manager

In the first year of the Mersey Gateway project almost half of the entire £80m spend went to SMEs in the North West.



On Carillion's A465 Heads of the Valleys project 84% of the cost was spent directly with Welsh companies. The resulting economic benefit of that investment circulating in the economy was £180 million.



Compliant Procurement

Given all we expect from our suppliers, it's no surprise we pick them with care. We believe in fair competition, together with objective, transparent, innovative and economical outcomes.

Open Book Culture

Our open book policy lets us identify the biggest cost drivers and work collaboratively to reduce them.

Whole Life Costing

We want our supply chain to consider whole life costing as part of their solutions and offerings. HS2 will create a legacy and a springboard for future generations. So it's worth keeping the bigger picture in mind.

Local Suppliers and SMEs

HS2 will be a catalyst for growth across the UK. This begins from the moment we break ground on the project. After all, we'll be using local suppliers and local labour as a critical success factor.

Let's go to innovation and best practice...

Thanks to collaborative working across our supply chain, we aim to deliver HS2 as an exemplar project, renowned for innovation, best practice, and excellence in delivery. In fact, we hope our example will stimulate the whole rail industry to be competitive worldwide.

We plan to enable HS2 with due process and good principles. So along with local opportunities, we are planning for sustainable procurement, a low-carbon supply chain, opportunities for jobs, apprenticeships, and sustainability from start to end.

In fact, we'll only consider our destination reached when we see all the outcomes in 2026. Those will include new jobs, new skills, minimal environmental impact and greener transport links between London and the Midlands.

But in order to set a new industry benchmark for HS2, we need our supply chain to develop, to continuously improve and to innovate with its products and with its methodologies. We can support this with a strategy of early engagement.

Another key strategy is offsite manufacturing, and once again we would ask any of our supply partners to adopt this as a process and principle of their own. And by implementing BIM we'd also work with our supply chain to create additional efficiencies.



Supplier Innovation

Suppliers must be up for a challenge and we promise we will challenge them. For example, CEK looks to its wider team to invest in research and development, and to look for innovation. That means innovative ways to collaborate, integrate and even to manage their onward supply chains.



Early Engagement

By giving our supply chain access to early plans and designs, we empower them to contribute to design and programming. Early engagement also means we can build a solution that has encouraged innovation and problem-solving from the outset.



BIM

There are two vital ingredients to collaborating with CEK: a readiness to share ideas and a familiarity with Building Information Modelling. By implementing this, we will identify efficiencies, remove waste and develop a lean whole life solution. Good use of BIM can keep us both tuned into the bigger picture and the finer details.



Carbon Reduction

Jobs, connections, industry, regeneration: this is what we want to leave behind. What we also want to leave is a small environmental footprint. So we are looking to reduce the output of carbon and if you're with us, you're on board with that.



Offsite Manufacturing

Procure, engineer, assemble. With offsite manufacturing it's as simple as that, and our design for manufacturing solutions ensures it stays that way. We want suppliers to understand every facet of the way we apply their products. And we seek opportunities to work with universities, start-ups, SMEs, innovation clusters and similar organisations looking to 'do things better'.

Let's go to:
EXCEPTIONAL



What exceptional looks like...

Our final destination is clear: the delivery of HS2, on time, on budget and on good terms with the stakeholders up and down the line.

The vision is for a high-speed network that will be the envy of rail users the world over. So that's where we want to be, and that's where CEK will take you.

We offer head starts to those we'll employ all along the line, giving training and skills to people who need it most.

Right now, HS2 is one of the biggest destinations in public works. Surely it is the most exciting rail project these shores have seen since the 19th century.

When the London-Birmingham line opens in 2026 it will redefine our economy, our geography, and our two leading cities. So it goes without saying that to be awarded this business will redefine CEK.

So, what does it mean to win? It means making a difference, it means making history. It means, bringing people from North, South and the Midlands even closer together.

Join us...

Do you:

- ✓ believe in the importance of diversity and equality within the workforce and that of your onward supply chain?
- ✓ have an ethical and responsible approach to your activities?
- ✓ invest in your people to help them develop and reach their potential?
- ✓ set new standards for industry best practice?
- ✓ strive for a better way to deliver your works?
- ✓ look for solutions that add value to all stakeholders?
- ✓ embrace innovation while designing for safety?
- ✓ want to be part of a world-class project?
- ✓ want to become part of our supply chain vision?

Then we'd like to hear from you.

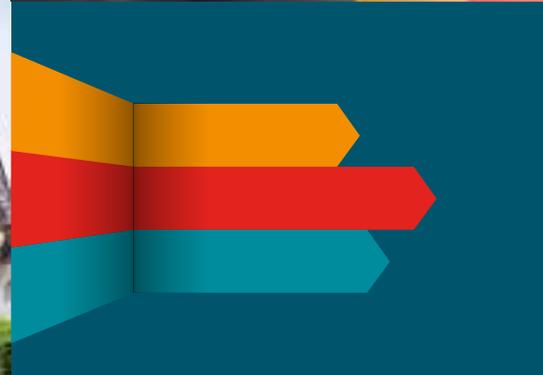
CEK knows best results come from the collaborative efforts of all suppliers and stakeholders. To achieve this we promote a culture where equality, diversity and inclusion flourishes, where fair employment practices are standard, where there is good communication between all stakeholders and where there is a healthy, happy and safe workforce.

CEK also brings a collaborative culture, which can deliver innovative, sustainable solutions and establish a world-class supply chain for the HS2 works. The building blocks for the quality elements of this vision are embraced in nationally recognised accreditation schemes.

We encourage suppliers to achieve ISO recognition for the project and the long-term benefit of the construction industry. These include the quality accreditation ISO9001, environmental accreditation ISO14001, health and safety accreditation OHSAS18001, responsible sourcing accreditation BES6001 and the key collaborative business relationships standard, BS11000.



CEK CARILLION
EIFFAGE
KIER





For more information:

Contact:

CEK Supply Chain Team

Email: supplychainenquiries@cek-hs2.team

www.cek-hs2.team

CEK JV

43 Temple Row

Birmingham

B2 5LS

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