

Date: 3<sup>rd</sup> April 2018

Our Ref: Safe Subcontractor March



CAL Decorators,  
232 Stroud Road  
Tuffley  
Gloucester  
GL4 0AU

Dear Colin,

**Re: SHE Standards on Shire Hall Recladding & Refurbishment**

On behalf of Kier, I would like to share with you Kier's recognition of your positive contribution in embracing our Safety, Health & Environment Management System requirements including our **Just and Fair Culture Standard**.

You have clearly shown how you have exceeded expected delivery of Kier's values of Collaborative, Forward Thinking and Enthusiastic, through the works you have completed as described below.

*Safe working at height: Requesting ladder permits and ensuring safe methods of access at all times*

We thank you sincerely for raising and promoting SHE awareness within your team and colleagues, it enables our projects to become more efficient when working collaboratively and without incidents.

Yours faithfully

A handwritten signature in black ink, appearing to read "Jeremy Mann", written over a horizontal line.

**Jeremy Mann**  
**Contracts Manager**



Authorised By: John Edwards	Page 1 of 1	SHEMS-FOR-GR-097
Author: Jem Bezodis	Date: April 2017	Version: 1.4
As part of our SHEMS review, this document is valid until April 2018		

