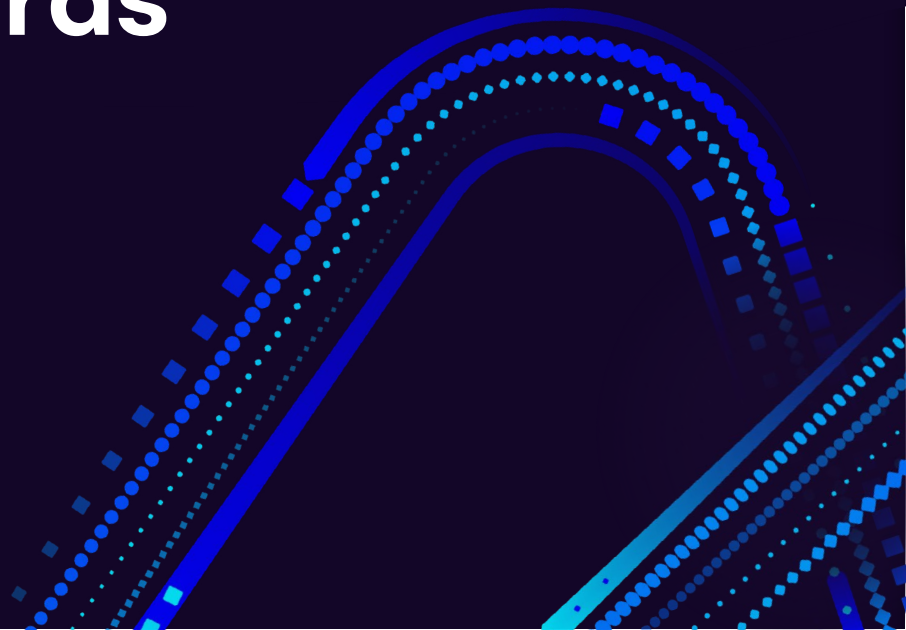




Part of the TTC Group



Kier Group steps up its driver risk management strategy and reaps the safety rewards



Kier Group and TTC working together to go above and beyond in road safety compliance

As a leading UK construction and infrastructure provider, Kier Group is committed to continually reviewing how it cares for its colleagues. Recognising road safety as an area where more could be done, Kier partnered with TTC and has since made significant progress alongside substantial savings, with road traffic collisions and non-compliance incidents reducing dramatically, demonstrating the value of focusing on driver competency and compliance.

The size of the Kier fleet



10,000 drivers



~8,400 vehicles

- 500 Heavy Goods Vehicles
- 1,800 Light Commercial Vehicles
- 1,400 Company Cars
- 4,700 grey fleet/car allowance drivers

In 2023, Kier Group and TTC continued to build on their established driver safety approach, working in partnership to enhance oversight across all employee drivers, including those using their own vehicles for business. This collaboration has since evolved into a more comprehensive, risk-based driver management programme, incorporating driver monitoring and personalised training, with TTC now playing a central role in Kier's fleet driver safety commitment.

Successes so far



93% of employees have completed their annual risk assessments



70% reduction in non compliance with Permit to Drive requirements



110,000 e-learning modules have been issued, with a completion rate of 90% in the first year



15% fall in road traffic collisions in the first year, increasing to 22% by the end of 2025

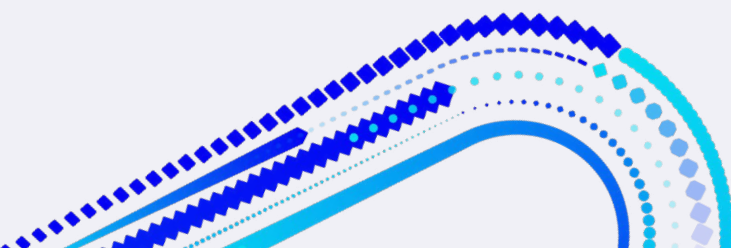


86% reduction in total speeding events (since March '25) by also using telematics partners

Elevating driver risk management

In 2024, Kier Group continued to evolve its risk management strategy for all colleagues, enhancing its established approach to driver safety. For those in specific roles, this included the introduction of Driver Safety Awareness on-road training, as well as Trailer Towing and bespoke Digger Load and Security courses, designed to develop competence and expertise beyond baseline compliance.

The success of implementing this level of intervention prompted an internal fleet audit in August 2024, which identified wider key compliance gaps. This triggered the launch of a more holistic driver safety and risk management programme developed by Kier and TTC and backed by the Executive Committee. The all-new end-to-end driver risk management solution was launched in summer 2025, featuring annual risk assessments, driver profiling, tailored training interventions and internal education.



A crucial element of the new driver risk management programme is TTC's Permit to Drive. This puts the responsibility for maintaining the right to drive for work firmly in the hands of the drivers. Together with TTC, Kier set mandatory requirements for its drivers to meet, such as verifying and keeping all documents up to date, and it only grants drivers their permit when information has been checked for compliance. For Kier's fleet managers this gives them complete visibility and an end-to-end record.

The TTC Continuum platform underpins the entire programme, from onboarding to data analysis and training intervention. TTC and Kier undertake frequent account reviews involving cross-divisional representatives, with TTC's agility ensuring it can meet Kier's specific business needs as they change.

Communication has been key to the success of the partnership. Working together, Kier and TTC tailored all driver communications to ensure supportive rather than punitive messaging, reducing driver resistance and increasing engagement.

"Our fleet and our driver risk has naturally grown as our business has developed, particularly the risk of speeding and collision incidents.

Carrying out a licence check when a new colleague joined us was a minimum requirement to comply with relevant regulations. We were ticking the box, but we knew it didn't go far enough to guarantee competence or reduce risk and costs.

So, by working with TTC we've covered a wider range of driver management strategies which has made a significant difference to risk awareness, but most importantly we're delivering greater protection for our colleagues on the roads."

Gary Rigby

Group Head of Fleet Compliance for Kier

Data delivers **valuable insights** and training opportunities

Utilising Continuum, annual risk assessments were rolled out to c. 8000 Kier employees across a three-month period. The data gleaned from the risk assessments and driver profiling enabled Kier to deliver e-learning courses tailored to driver requirements, achieving a participation rate of 93%.

Course uptake and completion rates continue to increase for both e-learning and on-road training. To further increase driver safety and mitigate risk, TTC trainers provide on-road training for employees who are identified as needing support in improving their driver behaviour.

With all driver data accessible in one centralised data platform, Continuum draws upon real-time insights to flag opportunities to deliver training that will enhance safety. For ease of access, Kier drivers can utilise the platform via the mobile enabled Continuum App, enabling them to view their personalised tasks and alerts in the palm of their hand.

In the first year of the training programme, 110,000 e-learning modules were issued based on needs identified within driver profiling activity, achieving a 90% completion rate. Courses were initially launched as quarterly e-learning, but more regular mini-modules were introduced to boost engagement. As a result of the positive impact targeted training modules have had on safety, Kier's risk rating improved from 1.53 in 2023 to 1.21 in 2025.



Placing an emphasis on driver accountability

"We have worked with TTC for more than three years, and our working relationship has developed into a real partnership. We work together as one team when we analyse results and design new ways to help our drivers be safer and grow their awareness and understanding of road safety. Through Continuum we gather an immense amount of data that provides valuable, actionable insights.

"The platform has made it possible for us to manage our 10,000 drivers and the entire grey fleet, efficiently and effectively. Before using Continuum we had to carry out the processes manually so we couldn't achieve nearly as much, and had to focus on meeting our compliance requirements. Today we can do much more and we know our drivers are not only compliant, but also much more competent and safer in their vehicles."

Sean Smales

Fleet Compliance Manager, Kier

The driver safety programme built by Kier and TTC has significantly improved driver compliance, competency and safety. However, plans are already in place to add enhancements to further increase compliance and engagement.

The existing Permit to Drive requirement has been integrated within the company expenses process, which means drivers are not reimbursed for mileage claims if they do not hold a valid Permit to Drive.

Furthermore, the Fleet Compliance team and Transport Managers from Kier, in conjunction with TTC, have developed a Driver Risk Matrix that defines risk indicators such as disqualifications, penalty points and collisions, to support a clearer understanding of driver behaviour. This data will initially be used as an additional layer of insight to identify where targeted training and support may be required as mitigation.

As the Kier and TTC relationship continues to develop, the partnership plans to investigate how to integrate Continuum data within Kier's learning management system for even more valuable insights.

The team is also working to expand its EV e-learning and manufacturer handover training delivered via Continuum, and confirming its commitment to Net Zero through employee education around eco-driving and behaviour change.



"As an organisation with a significant and diverse fleet, Kier recognises that driver safety goes far beyond basic compliance. Their commitment to supporting drivers with the right training and development, regardless of the vehicle they operate, has been central to their road risk strategy.

"Through a close and collaborative partnership with TTC, Kier has implemented a comprehensive approach to driver risk management that delivers far more than the minimum regulatory standard. By combining data-led insight with targeted training interventions, the programme has helped strengthen driver capability, improve road safety outcomes and embed a culture of responsibility across the fleet.

"This partnership demonstrates what can be achieved when organisations work together with a shared commitment to safety and continuous improvement."

Katie Wright

Chief Revenue Officer, TTC Group

About TTC

Protecting people on the move

Founded in 1993, TTC is a pioneer in road safety education to protect people on the move. Today it provides comprehensive competency management, compliance checks and driver insight for organisations with at-work drivers. Trusted by over 4000 customers and managing more than 770,000 drivers it delivers robust solutions, including driver licence validation, grey fleet checks, driver training and risk assessments.

Its driver training courses are available 7-days a week, including evenings, to ensure everyone can

access the courses they need, and it consistently delivers hundreds of online road safety workshops simultaneously, across a range of industries.

Its holistic approach to work-related road safety solutions can be tailored for clients of any size, type, budget or requirement. A flexible, scalable and adaptable solution underpinned by its online risk management platform - Continuum - to provide a range of services for the complete lifecycle of compliance, administration and driver risk management.



Part of the TTC Group

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