Code of Conduct

June 2026

MVKELLY
CIVIL ENGINEERING

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A Message from Our CEO

At M.V. Kelly Limited, people have always been at the heart of everything we do.

I know that because I've lived it. I started my career here as a trainee in finance, and over the years I've been given opportunities to learn, to grow, and to take on more responsibility, progressing to Finance Director and becoming the first female CEO of this business.

That journey wasn't handed to me; it was earned through hard work, perseverance, support from others, and a belief in what M.V. Kelly Limited stands for. It shows what is possible when you bring the right attitude, effort, and commitment.

At M.V. Kelly Limited, we never stand still. Success today does not guarantee success tomorrow. We stay competitive by focusing on the fundamentals, challenging ourselves to improve, adapting to change, and maintaining high standards across every part of the business.

That same opportunity exists for everyone at M.V. Kelly Limited. It doesn't matter your background, your age, or your gender. What matters is how you show up, your willingness to take ownership, and your desire to be part of a team that supports one another.

This Code of Conduct is designed to make that clear: what you can expect from M.V. Kelly Limited, and what we expect from you in return. It's about creating an environment where people feel supported, challenged, and empowered to succeed.

We are proud of how far we've come from a small family business founded by Vince and John Kelly to a £500m organisation, but what matters most is how we continue to grow together. That means staying true to our values, investing in our people, and building a culture where everyone has the opportunity to progress, thrive, and make a real impact.

I want M.V. Kelly Limited to be a place where people feel proud to work. A place where you are trusted, supported, challenged, and given the opportunity to build a career you can own.

I am proud of what this business has achieved and grateful to everyone who has helped build it.

But we are only at the beginning of what M.V. Kelly Limited can become.

The future will demand more from all of us, higher standards, greater adaptability, stronger teamwork, and a relentless focus on improvement.

That challenge excites me.

Because I know the strength of this business has always been its people.

If we continue to work hard, support one another, stay humble, and never become complacent, there is no limit to what we can achieve together.

Kelly Linnett

Our Story

M.V. Kelly Limited was founded by Vince and John Kelly, a father-and-son team with a clear and simple belief: “Bring in the right people, give them the right tools, and trust them to deliver.”

That philosophy has guided the business for over 30 years and continues to shape who we are today. Even as a £500m organisation, we remain family-run, with Vince and John’s influence visible in our values, standards, and the way we support our people.

Over the years, many individuals have helped build M.V. Kelly Limited into the business it is today. Paul Whelan, as Managing Director for 15 years, has been instrumental in creating strong teams and delivering consistent results and remains an important part of the company today.

Our CEO, appointed in 2024, began her journey here as a trainee in finance, progressed to Finance Director, and now leads the business. Her story reflects exactly what M.V. Kelly Limited stands for: real opportunity is earned through hard work, commitment, and the right attitude.

At M.V. Kelly Limited, what matters is not where you start, but how you show up, what you contribute, and how you take ownership. Our culture is built on people who are committed, proud of their work, and willing to support one another.

We are a business that grows through people, nurtures talent, and gives real opportunities to those willing to work hard and share our values. This is a place where:

- Hard work is recognised.
- Opportunity is open to all.
- Progression is based on effort, attitude, and values.
- People are trusted, supported, and empowered.
- Individuals are encouraged to grow, improve, and build careers they can be proud of.

Whether you are just starting out or bringing years of experience, what matters most is how you show up and what you contribute.

Our Values – The Foundation of Everything We Do

Everything at M.V. Kelly Limited is built on the company’s core values. They guide every decision, every action, and every interaction, and they provide the framework for safe, high-quality, professional, and responsible delivery.

Every person at M.V. Kelly Limited, at every level, is expected to operate within these values. They are non-negotiable and define how we work, treat each other, and succeed together.

Safety
Nothing matters more than ensuring everyone goes home unharmed every day. On every site, every task, and every decision, we put the wellbeing of our people first. This includes not just physical safety, but mental health and resilience. We support each other to speak up, ask for help, and make sure everyone gets home safely.

Our People
Our teams make us who we are. We invest in our people, support their growth, and create opportunities for those who show dedication, skill, and the right attitude. We succeed together.

Quality Always
We take pride in everything we deliver and continuously look for ways to improve standards, performance, and outcomes. Our work reflects skill, attention to detail, and a commitment to exceed expectations on every project.

Our Clients
Our clients are at the heart of everything we do. We listen, respond, and deliver solutions that meet their needs, always aiming to exceed expectations.

Integrity
Honesty, transparency, and ethical behaviour are at the core of everything we do. We do the right thing, even when no one is watching.

Make a Difference
We care about the impact we make on the environment, our clients, and the communities in which we work. Building responsibly is as important as building well.

These values form the solid foundation on which our culture, leadership, and growth are built.

Our People: Right People, Right Roles, Real Opportunity

Everything we do at M.V. Kelly Limited comes back to people.

We are proud to be a business where opportunity is open to everyone regardless of background, age, or gender.

What matters is your attitude, effort, and ownership.

Our approach is simple:

- **Right People** – We hire and develop people who care, work hard, and share our values.
- **Right Roles** – We ensure people are in roles where they can thrive and deliver value.
- **Real Opportunity** – We provide the tools, support, and guidance people need to succeed.

Our expectations are clear:

- Support your colleagues and contribute positively to the team.
- Speak up if something isn't right and ask for guidance when needed.
- Act professionally and represent the company in a positive light.
- Never become complacent; keep learning, adapting, and improving in everything you do.

If you have the drive, attitude, and fundamentals, we will invest in you, empower you, and celebrate your success.

Inclusion & Equal Opportunity

At M.V. Kelly Limited, we believe talent, attitude, and hard work exist in every background and every community.

We are committed to creating a workplace where people are treated fairly, with dignity and respect, and where opportunity is open to all regardless of age, gender, background, ethnicity, religion, disability, or any other protected characteristic.

We do not tolerate discrimination, bullying, harassment, or exclusionary behaviour in any form.

We value different perspectives, experiences, and ideas because stronger teams are built through diversity, collaboration, and mutual respect.

Every person at M.V. Kelly Limited has a responsibility to contribute to a positive, professional, and inclusive working environment.

Accountability & Standards

At M.V. Kelly Limited, opportunity comes with responsibility.

We believe high standards, strong fundamentals, and personal accountability are what drive long-term success for our people, our projects, and our clients.

Strong fundamentals drive successful delivery: safety, planning, communication, accountability, commercial discipline, quality, and teamwork.

Every individual, regardless of role or level, is expected to:

- Take ownership of their work and decisions.
- Deliver on commitments and communicate openly.
- Maintain high standards in safety, quality, professionalism, and behaviour.
- Challenge poor practices, complacency, and unsafe behaviours.
- Stay disciplined in the fundamentals that underpin successful delivery.
- Be adaptable, solutions-focused, and committed to continuous improvement.

We do not stand still as a business. The construction industry evolves constantly, and so must we. Success requires resilience, teamwork, commercial awareness, and a commitment to getting better every day.

At M.V. Kelly Limited, accountability is not about blame; it is about taking pride in what we do, learning from challenges, and holding ourselves to the standards our clients, colleagues, and communities expect from us.

Leadership – Setting the Standard

Leaders at every level, from site supervisors to directors, are expected to:

- **Lead by Example** – Show accountability, integrity, and ethical behaviour.
- **Be Hungry to Win** – Push standards, drive performance, and continually improve.
- **Develop People** – Coach, mentor, and support growth at all levels.
- **Drive Continuous Improvement** – Challenge inefficiency, strengthen fundamentals, and encourage better ways of working across every department.
- **Solve Problems** – Stay solutions-focused and proactive.
- **Show Resilience** – Maintain focus under pressure and adapt to change.
- **Demonstrate Pride & Passion** – Care about the work, the teams, and the business.

Good leadership builds strong teams, and strong teams deliver results.

Working Together

Our strength comes from teamwork and collaboration.

We are expected to:

- Treat everyone with respect.
- Communicate clearly and honestly.
- Take shared responsibility for results.
- Celebrate success and support one another through challenges.
- Work together to solve problems and improve outcomes.

Our culture is adaptable, client-focused, and proud and it is powered by every individual who shows up ready to contribute.

Client Focus – Building Trust Through Action

At M.V. Kelly Limited, our clients are at the heart of everything we do.

Financial Prudence & Project Sustainability
We plan carefully and manage resources responsibly, ensuring every project can be completed safely, on time, and to the highest standard. We deliver what we promise, without cutting corners.

Stronger Relationships
We aim to be the contractor of choice by understanding client needs, listening, and acting on feedback. We approach every client relationship with humility, professionalism, and a collaborative mindset.

Exceeding Expectations
We do not just sell a vision we deliver tangible results consistently and take pride in every project we complete.

Client focus is not limited to one department; it is everyone's responsibility. Every decision, action, and interaction should reflect our commitment to building trust and long-term partnerships.

Environmental & Community Responsibility

We take our responsibility to the environment and our communities seriously.

Caring for the Environment
We minimise our impact on every site through responsible waste management, sustainable practices, and careful use of resources.

Supporting Communities & Charities
We give back through donations, volunteering, and fundraising. Every team member is encouraged to contribute, making support for others part of our culture.

Leaving a Positive Legacy
We respect the communities in which we work and aim to create positive change and meaningful impact wherever we operate.

At M.V. Kelly Limited, doing the right thing extends beyond construction. Supporting communities and protecting the environment is part of who we are.

Wellbeing, Resilience & Support

Construction is demanding, and we recognise the importance of supporting both physical and mental wellbeing.

At M.V. Kelly Limited:

- You can speak up if something is not right.
- You can ask for help without judgement.
- We provide guidance, practical support, and resources to help people succeed.
- We encourage resilience, teamwork, and a supportive culture.
- Our priority is ensuring everyone goes home safe every day – physically and mentally.

High standards and strong support go hand in hand.

Speaking Up & Reporting

Doing the right thing means speaking up when something feels wrong.

At M.V. Kelly we encourage a culture where concerns can be raised openly, respectfully and without hesitation.

Speaking up when something doesn't feel right helps us protect our people, uphold our standards and maintain a safe, professional and positive workplace.

- Concerns can be reported in a safe, supportive environment.
- Concerns will be taken seriously and handled fairly, sensitively and appropriately.
- Confidentiality will be respected wherever possible.

Speaking up is not about blame. It's about protecting each other, maintaining high standards, and doing what is right for our people, our business, and the environment we all work in.

Our Evolving Culture

Construction is fast-moving, and at M.V. Kelly Limited, standing still is not an option.

Our culture continues to evolve to meet the needs of our people, our clients, and our communities.

- We adapt to new challenges, market conditions, and client expectations.
- We embrace innovation and continuous improvement, learning from every project and experience.
- We listen, act on feedback, and refine how we work to become better every day.
- We challenge ourselves to strengthen the fundamentals that drive long-term success.
- We balance ambition with practicality, ensuring we deliver safely, sustainably, and successfully.

At M.V. Kelly Limited, evolution is not just about change – it is about becoming stronger, smarter, more resilient, and more capable together.

Our Commitment

We will continue to:

- Invest in our people and nurture talent.
- Provide the right tools, guidance, and support.
- Uphold our company values in everything we do – from health & safety to quality, compliance, and sustainability.
- Give back to communities and support charitable causes.
- Stay true to the foundations Vince and John Kelly established over 30 years ago.
- Continuously improve, adapt, and evolve to meet the demands of the future.

M.V. Kelly Limited is not defined only by what we build, but by the people, standards, and culture that make it possible.

Our future will be built the same way our success has always been built; through hardworking people, strong values, and a commitment to continually improve together.

Protecting Our Business

Protecting our business means acting responsibly, making ethical decisions and upholding company standards at all times.

At M.V. Kelly Limited, the way we work, communicate and make decisions has a direct impact on our people, our clients and our reputation.

Every individual is expected to help protect the business by:

- Always acting with integrity.
- Protecting confidential company information.
- Avoiding conflicts of interest.
- Using company resources responsibly.
- Protecting the health, safety and wellbeing of yourself and those around you.

Breach of This Policy

All employees and representatives of the company must act professionally, ethically and responsibly in line with this Code of Conduct. Failing to meet the standards, behaviours and expectations outlined within this Code is a serious matter and may result in action being taken in accordance with Company procedures, up to and including dismissal.

Examples of behaviour that may constitute a breach of this Code of Conduct include, but are not limited to:

- Bullying, harassment, discrimination or any form of inappropriate behaviour.
- Fraud, theft, dishonesty or unethical conduct.
- Conduct, either within or outside of work, that may negatively impact the reputation, values or interests of M.V. Kelly Limited.

Individuals are expected to use good judgement and seek guidance from HR when unsure how this Code applies to a situation.

We investigate all concerns and potential breaches fairly, objectively and on a case-by-case basis, taking into account the circumstances, available evidence, previous conduct and the level of cooperation and engagement.

Responsibilities

Employees

All employees are expected to:

- Understand and follow the principles set out in this Code of Conduct.
- Act professionally, respectfully and with integrity in their day-to-day work.
- Take responsibility for their behaviour and its impact on others.
- Contribute to a safe, inclusive and positive working environment.
- Raise concerns where behaviour falls short of expected standards.
- Seek guidance from their manager or HR where needed.

Managers and Directors

In addition to the responsibilities above, Managers and Directors are expected to:

- Lead by example and promote the standards set out in this Code of Conduct.
- Foster a respectful, inclusive and supportive team environment.
- Address concerns and inappropriate behaviour promptly and fairly.
- Encourage employees to speak up and ensure concerns are handled appropriately.
- Support the consistent application of Company values, standards and expectations.

HR

HR is responsible for:

- Supporting the communication and consistent application of this Code of Conduct.
- Providing guidance to employees, managers and Directors on expected behaviours.
- Supporting the fair and appropriate handling of concerns and complaints.
- Promoting initiatives that reinforce positive workplace culture, inclusion and wellbeing.
- Advising the business on people-related matters to help maintain a respectful and professional working environment.