
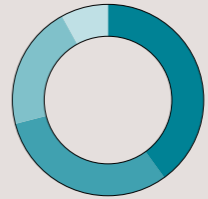



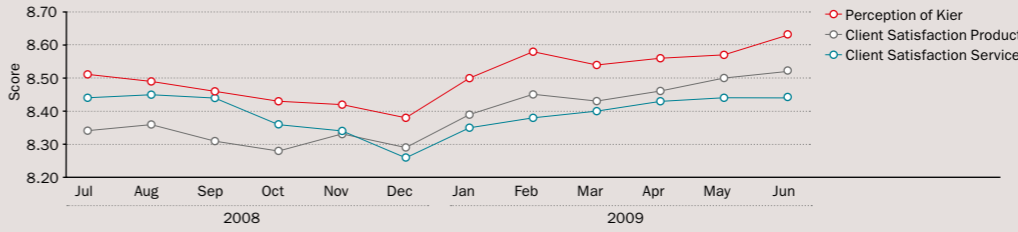




**SUMMARY PERFORMANCE TABLE**

This table has been based broadly on the BITC CR Index sectors of management practice used to benchmark, monitor and report on corporate responsibility and which we have adopted as key performance indicators. Following its first submission to the BITC CR Index in 2008, when it achieved a creditable 58.5%, the Group aims to achieve a target of 70% within the next three years based upon this improvement plan and the initiatives taken in each sector outlined in this table.

RESPONSIBILITIES	COMMENTARY ON PERFORMANCE	KEY PERFORMANCE INDICATORS																																																		
<p><b>1 ENVIRONMENT AND CLIMATE CHANGE</b></p> 	<ul style="list-style-type: none"> <li>June 2008 adopted 'SmartWaste' BRE waste management programme across all regional businesses</li> <li>January 2009 committed to 'Halving Waste to Landfill' initiative by WRAP</li> <li>Undertook 2009 Carbon Disclosure Project questionnaire – identified Construction division carbon footprint as 26,727 tonnes or 18.4 tonnes CO<sub>2</sub>/£m revenue</li> <li>KEEP – Kier Employee Environmental Pledge – launched to reduce energy consumption in offices and at sites</li> <li>Four Green Apple Awards nationally by Group companies</li> </ul> <p>➤ <a href="http://www.kier.co.uk/responsibility/environment">www.kier.co.uk/responsibility/environment</a></p>	<p><b>GREEN APPLE AWARDS</b></p> <p>Kier won no less than four 2009 Green Apple Awards for its environmental activities during the year, including:</p> <ul style="list-style-type: none"> <li>Kier Building Maintenance (Kier Sheffield) – District Boiler Maintenance Programme</li> <li>Kier Eastern – Bat Bricks and Bouquets, looking after and improving biodiversity in East Anglia</li> <li>Kier Construction Division – Make a Date With Waste, an initiative to disseminate waste management best practice by means of a calendar</li> </ul> <div style="float: right;"> <p><b>'SMARTWASTE' FIGURES FOR THE CONSTRUCTION DIVISION YEAR TO 30 JUNE 2009</b></p>  <ul style="list-style-type: none"> <li>Disposed 40%</li> <li>Reused 31%</li> <li>Recycled 21%</li> <li>Recovered 8%</li> </ul> <p>The benchmark for our commitment to 'Halving Waste to Landfill' by 2012 will be based upon WRAP's guidance for measuring such waste.</p> </div>																																																		
<p><b>2 WORKPLACE HEALTH AND SAFETY</b></p> 	<ul style="list-style-type: none"> <li>AIR – Kier: 404 per 100,000 staff and subcontractors (2008: 588)</li> <li>HSE benchmark: 906 per 100,000 staff and subcontractors (2008: 865)</li> <li>Site Supervisors Safety Training Scheme (SSSTS) – 63 courses completed by 168 employees and 610 supply chain members</li> <li>Safe and Unsafe Acts (SUSA) initiative launched and 1,431 delegates have attended the workshop</li> <li>Occupational Health – Women's health roadshow – Drugs &amp; Alcohol Policy introduced in January 2009</li> </ul> <p>➤ <a href="http://www.kier.co.uk/responsibility/health">www.kier.co.uk/responsibility/health</a></p>	<p><b>RoSPA/BRITISH SAFETY COUNCIL AWARDS</b></p> <table border="1"> <thead> <tr> <th>AWARD</th> <th>2009</th> <th>2008</th> </tr> </thead> <tbody> <tr> <td>RoSPA Gold Medal</td> <td>9</td> <td>12</td> </tr> <tr> <td>RoSPA Gold</td> <td>13</td> <td>10</td> </tr> <tr> <td>RoSPA Silver</td> <td>2</td> <td>1</td> </tr> <tr> <td>RoSPA Bronze</td> <td>0</td> <td>0</td> </tr> <tr> <td>British Safety Council National Award</td> <td>17</td> <td>17</td> </tr> </tbody> </table> <div style="float: right;"> <p><b>AIR*</b></p> <p><b>Kier: 404 per 100,000</b></p> <p><b>HSE: 906 per 100,000</b></p> <p>(*See graph on page 34)</p> </div>	AWARD	2009	2008	RoSPA Gold Medal	9	12	RoSPA Gold	13	10	RoSPA Silver	2	1	RoSPA Bronze	0	0	British Safety Council National Award	17	17																																
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<p><b>3 WORKPLACE EMPLOYEES AND TRAINING</b></p> 	<ul style="list-style-type: none"> <li>1,031 employees in registered development programmes (2008: 864)</li> <li>Programme of e-learning core business issues launched – over 900 staff completed such courses</li> <li>Business Ethics Policy introduced (including Code of Conduct for employees)</li> <li>Employee engagement survey being undertaken in February 2010</li> <li>Winner of 2009 <i>Contract Journal</i> Construction Industry Award for training and three National Training Awards for 2008</li> </ul> <p>➤ <a href="http://www.kier.co.uk/responsibility/employees">www.kier.co.uk/responsibility/employees</a></p>	<p><b>NUMBER OF EMPLOYEES IN REGISTERED DEVELOPMENT PROGRAMMES</b></p> <table border="1"> <thead> <tr> <th></th> <th>2009</th> <th>2008</th> </tr> </thead> <tbody> <tr> <td>Day release/further education students</td> <td>274</td> <td>200</td> </tr> <tr> <td>Craft apprenticeships</td> <td>213</td> <td>160</td> </tr> <tr> <td>Foundation degree at Oxford Brookes University</td> <td>54</td> <td>45</td> </tr> <tr> <td>NVQ accreditation for plant operatives</td> <td>28</td> <td>67</td> </tr> <tr> <td>Construction management NVQs</td> <td>106</td> <td>70</td> </tr> <tr> <td>Sponsorships</td> <td>89</td> <td>102</td> </tr> <tr> <td>Graduate schemes</td> <td>267</td> <td>220</td> </tr> <tr> <td><b>Total</b></td> <td><b>1,031</b></td> <td><b>864</b></td> </tr> </tbody> </table> <div style="float: right;"> <p><b>267 Graduate schemes</b></p> <p><b>213 Craft apprenticeships</b></p> </div>		2009	2008	Day release/further education students	274	200	Craft apprenticeships	213	160	Foundation degree at Oxford Brookes University	54	45	NVQ accreditation for plant operatives	28	67	Construction management NVQs	106	70	Sponsorships	89	102	Graduate schemes	267	220	<b>Total</b>	<b>1,031</b>	<b>864</b>																							
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<p><b>4 MARKETPLACE CUSTOMERS AND SUPPLIERS</b></p> 	<ul style="list-style-type: none"> <li>Business Ethics Policy launched – combined existing policies and procedures</li> <li>Competition Law Compliance Policy introduced</li> <li>Undertaken Supplier Module of Carbon Disclosure Project 2009 – CHAS environmental questionnaire used for supply chain selection process</li> <li>Kier Regional benchmarking monitors and targets Zero Defects performance and customer satisfaction data: products, defects, service and perception</li> <li>Over 15% of projects completed are handed over with no defects. Our target for next year is 25%</li> </ul> <p>➤ <a href="http://www.kier.co.uk/responsibility/marketplace">www.kier.co.uk/responsibility/marketplace</a></p>	<p><b>KIER REGIONAL – CLIENT SATISFACTION TREND (ROLLING 12-MONTH SCORES)</b></p>  <div style="float: right;"> <p>Overview of rolling 12-month average trends for sections: Product, Service and Perception of Kier for Kier Regional</p> <p>All three indicators are now meeting the targets set at 8.3 and have continued to trend upwards during the year. A target of 8.5 has been set for 2010.</p> </div>																																																		
<p><b>5 COMMUNITY ENGAGEMENT</b></p> 	<ul style="list-style-type: none"> <li>Donations to charity Group-wide £354,000 (2008: £252,000)</li> <li>Corporate Social Responsibility model and template 'Connecting' launched for all regional businesses March 2009</li> <li>2009 BITC Big Tick Awards for 'Creating Brighter Futures' city stewardship for 16 to 18-year olds in Sheffield</li> <li>Specialist skills and advisory support for the Homes and Communities Agency</li> </ul> <p>➤ <a href="http://www.kier.co.uk/responsibility/community">www.kier.co.uk/responsibility/community</a></p>	<p><b>KEY AREAS OF GROUP SUPPORT FOR CHARITABLE CAUSES (£000s)</b></p> <table border="1"> <thead> <tr> <th></th> <th>2009</th> <th>2008</th> </tr> </thead> <tbody> <tr> <td>Education</td> <td>21</td> <td>6</td> </tr> <tr> <td>Sport</td> <td>31</td> <td>17</td> </tr> <tr> <td>Wider community events</td> <td>199</td> <td>147</td> </tr> <tr> <td>Employee sponsored challenges</td> <td>15</td> <td>6</td> </tr> <tr> <td>Direct support for needy</td> <td>38</td> <td>41</td> </tr> <tr> <td>Other</td> <td>50</td> <td>35</td> </tr> <tr> <td><b>Total</b></td> <td><b>354</b></td> <td><b>252</b></td> </tr> </tbody> </table> <div style="float: right;"> <p>Some of the notable charities supported by Group businesses and individuals included Cancer Research, Children in Need, Macmillan Cancer Support, NSPCC, Comic Relief, Race For Life and the British Heart Foundation.</p> </div>		2009	2008	Education	21	6	Sport	31	17	Wider community events	199	147	Employee sponsored challenges	15	6	Direct support for needy	38	41	Other	50	35	<b>Total</b>	<b>354</b>	<b>252</b>																										
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<p><b>6 CONSIDERATE CONSTRUCTORS SCHEME</b></p> 	<ul style="list-style-type: none"> <li>Monthly average CCS score for Group achieved four record highs in year – highest 34.48 out of 40.00 in April 2009</li> <li>National CCS Awards up from eight in 2008 to 21 in 2009 including three gold and ten silver awards</li> <li>Overall Group monthly average up to 33.66 (2008: 32.41) and points exceeding the national average up to 2.06 (2008: 1.13). A target of 2.10 above the industry average has been set for 2010</li> </ul> <p>➤ <a href="http://www.kier.co.uk/responsibility/ccs">www.kier.co.uk/responsibility/ccs</a></p>	<p><b>CONSIDERATE CONSTRUCTORS SCHEME DATA FOR THE YEAR TO JUNE 2009**</b></p> <table border="1"> <thead> <tr> <th>Order by performance (out of 5.0)</th> <th>Third Quarter 2008</th> <th>Fourth Quarter 2008</th> <th>First Quarter 2009</th> <th>Second Quarter 2009</th> </tr> </thead> <tbody> <tr> <td>1 Safety</td> <td>4.23</td> <td>4.26</td> <td>4.30</td> <td>4.29</td> </tr> <tr> <td>2 Considerate</td> <td>4.16</td> <td>4.26</td> <td>4.26</td> <td>4.27</td> </tr> <tr> <td>3 A good neighbour</td> <td>4.18</td> <td>4.26</td> <td>4.24</td> <td>4.27</td> </tr> <tr> <td>4 Cleanliness</td> <td>4.16</td> <td>4.17</td> <td>4.22</td> <td>4.24</td> </tr> <tr> <td>5 Environment</td> <td>4.18</td> <td>4.15</td> <td>4.22</td> <td>4.22</td> </tr> <tr> <td>6 Responsible</td> <td>4.16</td> <td>4.18</td> <td>4.14</td> <td>4.24</td> </tr> <tr> <td>7 Respectful</td> <td>4.11</td> <td>4.12</td> <td>4.21</td> <td>4.24</td> </tr> <tr> <td>8 Accountable</td> <td>4.11</td> <td>4.15</td> <td>4.25</td> <td>4.17</td> </tr> <tr> <td><b>Overall average per quarter (out of 40.0)</b></td> <td><b>33.28</b></td> <td><b>33.52</b></td> <td><b>33.84</b></td> <td><b>33.92</b></td> </tr> </tbody> </table> <div style="float: right;"> <p><b>National CCS Awards</b></p> <p><b>Gold 3</b></p> <p><b>Silver 10</b></p> <p><b>Bronze 8</b></p> <p>(**See graph on page 34)</p> </div>	Order by performance (out of 5.0)	Third Quarter 2008	Fourth Quarter 2008	First Quarter 2009	Second Quarter 2009	1 Safety	4.23	4.26	4.30	4.29	2 Considerate	4.16	4.26	4.26	4.27	3 A good neighbour	4.18	4.26	4.24	4.27	4 Cleanliness	4.16	4.17	4.22	4.24	5 Environment	4.18	4.15	4.22	4.22	6 Responsible	4.16	4.18	4.14	4.24	7 Respectful	4.11	4.12	4.21	4.24	8 Accountable	4.11	4.15	4.25	4.17	<b>Overall average per quarter (out of 40.0)</b>	<b>33.28</b>	<b>33.52</b>	<b>33.84</b>	<b>33.92</b>
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