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Health & Safety Policy Statement

Kier Group is committed to providing a work environment that is safe and healthy for all employees and those affected by our activities. The Group's operations shall be carried out so as to ensure, so far as is reasonably practicable, that the health, safety or conditions of any person or property will not be adversely affected.

The Board is actively committed to the provision of strong and active leadership in such matters, the engagement of the workforce in the promotion and achievement of safe and healthy conditions and the formal assessment and review of the Group's performance. The Board will provide adequate resources, information and training to ensure that the management teams can deliver the objectives set by the Board for continuous improvement throughout the business.

This Policy is implemented via the policies of the individual divisions and companies of the Group. Divisional and company boards of directors are responsible for ensuring that standards and objectives set in the Kier Group Health & Safety Management System, held by each business, are delivered locally to appropriate business sector requirements.

The requirements of the Health & Safety Policy are communicated to all employees and the involvement of all individuals within Kier Group in the management of health and safety is actively promoted through effective consultation and involvement.

The health, safety and welfare of all employees and those who may be affected by our work is an integral part of our business performance. Compliance with legal requirements should be achieved at all times, and no breaches should be tolerated.

The Board shall review this policy and associated Management System, periodically taking action if necessary to ensure its effectiveness and compliance with changes in the nature of the Group's operations and structure, legislation, best practice and procedures.

A handwritten signature in black ink, appearing to read "J Dodds".

J Dodds
Chief Executive
For and on behalf of Kier Group Group plc
2009