

## MODERN SLAVERY ACT 2015 STATEMENT

### Introduction

Kier is a property, residential, construction and services business and currently employs over 20,000 people across its operations in the United Kingdom and overseas. A full description of the business and services we offer can be found in our Annual Report and Accounts [here](#).

As well as delivering services directly, we also act as a principal contractor and provide contracts management expertise. Approximately two-thirds of our revenue is spent on the sub-contractors and materials required to perform contracts for our clients. We have relationships with a large number of sub-contractors and, every day, a significant number of their employees will be working on our sites, in addition to our own employees. We also rely on a number of manufacturers, suppliers and distributors which, in turn, will source products from their respective supply chains.

### Our policies

Kier has a number of policies that are designed to manage modern slavery and human trafficking issues, including our Employee Code of Conduct, Responsible Procurement Policy and Anti-slavery and Human Trafficking Policy. These set out our position of zero tolerance of modern slavery and human trafficking in any form in our business and supply chain. We are committed to acting ethically and with integrity in our business dealings and relationships and to maintaining systems and controls designed to ensure modern slavery and human trafficking are not taking place in our business or across our supply chain. Our Whistleblowing Policy provides a mechanism for our employees and others working in our supply chain to report suspected breaches of these policies.

### Our approach to assessing and managing risk

1. We have issued a Group-wide policy confirming our zero tolerance of modern slavery and human trafficking.
2. Our policies require that our sub-contractors and consultants acknowledge their responsibility for adhering to our policies.
3. We have undertaken a risk assessment to identify the key procurement risks categories in our supply chain.
4. We have issued minimum procurement standards for materials and products against certain of the identified risk categories.
5. We have updated our standard contractual terms to include obligations on our sub-contractors and suppliers to comply with our Anti-slavery and Human Trafficking Policy
6. Our policies require our subcontractors and suppliers to complete an assessment to confirm that they comply with Kier's zero tolerance policy.
7. We undertake checks on new recruits to ensure that they are eligible to work in the relevant country of employment.

We are aware that risks presented from modern slavery and human trafficking can occur anywhere in our operations, whether through direct employment, sub-contracted employees or the supply of materials. We expect our suppliers and subcontractors to ensure that there is no slavery or human trafficking in their supply chain. Where issues are identified (including through our audit process) that are not resolved to our satisfaction, we review the on-going nature of the relationship with that relevant organisation.

### Next steps

We will monitor the effectiveness of our actions against modern slavery and human trafficking. Next steps may include: developing further standards to support our existing anti-slavery and human trafficking policy (and related policies), keeping our pre-qualification standards for the appointment of new suppliers and subcontractors under review, providing training for our employees on identifying any potential unlawful or unethical conduct within our operations and supply chain; and continuing to assess the risks associated with our existing supply chain.

This statement is made in accordance with section 54(1) of the UK Modern Slavery Act 2015 and constitutes Kier Group's modern slavery and human trafficking statement for the financial year ending 30 June 2016. It was approved by Kier's board of directors on 14 December 2016.

Date: 14 December 2016

Signed by:

A handwritten signature in black ink, appearing to read 'H Mursell', written over a white background.

Haydn Mursell

Chief Executive  
Kier Group plc