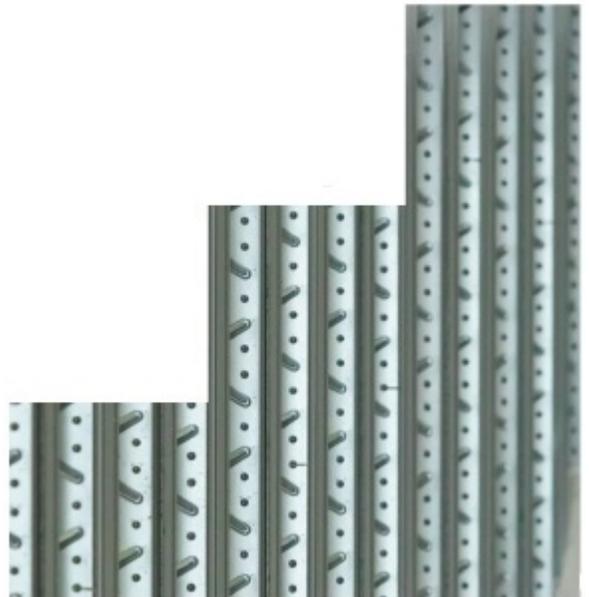




Kier Group plc
Reporting Guidelines

Responsible business, positive outcomes

September 2018



Introduction

The Reporting Guidelines support the preparation and reporting of non-financial key performance indicators (NFKPI) in relation to people and communities, environment, marketplace and governance in the Kier Corporate Responsibility Report 2018.

Basis and scope of reporting

Kier Group is a leading property, residential, construction and services group. We operate across a broad range of sectors including bioscience, education, health, highways, housing, power and energy, property, transport and utilities.

Except where stated otherwise, NFKPIs are reported at a group-level and include data from businesses that are wholly owned or, for joint ventures, where Kier has a controlling interest (>50%).

Acquisitions are included in reported figures from the earliest practical opportunity, but only when the data and underlying systems, processes and controls meet with reporting standards. Excluded acquisitions are disclosed.

Divestitures may be excluded from reported figures to provide comparability of year-on-year figures when appropriate. Excluded divestitures are disclosed.

Approach to reporting

Kier's reporting, including the Annual Report and Accounts, and Corporate Responsibility Report, have been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. This document includes our material issues and their relationship with the GRI standards sustainability reporting framework.

We endeavour to ensure that:

- The reported information reflects our performance and serves the decision-making needs of all users.
- The data is meaningful and is consistent with the stated definitions, scope and boundaries.
- Any specific exclusion is stated clearly and explained. We use consistent methodologies wherever possible to allow for comparisons over time and if we make any changes they are transparent to all users.
- We describe openly any assumptions made and our accounting and calculation methods.
- We aim for sufficient transparency to enable users to have confidence in the integrity of our report.

Re-statement of reported data

Where information is available, we will restate figures in prior years to make data as comparable between years as possible. Restatements will be disclosed when necessary.

Reporting Specifics – NFKPI subject to limited assurance

Parameter: UK RIDDOR accident total

Definition: Number of major injuries sustained by employees and contractors during work under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) during the fiscal year.

This specifically includes:

- The death of any person in line with RIDDOR guidance
- Specified injuries to workers in line with RIDDOR guidance
- Injuries to workers which result in their incapacitation for more than 7 days in line with RIDDOR guidance and excludes:
 - Dangerous occurrences
 - Occupational diseases

Scope: UK businesses.

Units: Incidents.

Method: Sum of incidents.

Parameter: Total absolute Scope 1 and Scope 2 greenhouse gas (GHG) emissions

Definition: Scope 1 GHG emissions occur from sources that are owned or controlled by the company, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc. and emissions from production in owned or controlled process equipment for the 2017 calendar year.

Scope 2 GHG emissions are emissions from the generation of purchased electricity consumed by the company. Purchased electricity is defined as electricity that is purchased into the organisational boundary of the company. Scope 2 emissions physically occur at the facility where electricity is purchased for the 2017 calendar year.

Scope: UK and overseas operations (excluding joint ventures and joint operations unless Kier has the majority share). For joint operations where Kier has the majority share, only Kier's share of purchasing is recognised. For joint arrangements where Kier undertake 100% of operational work, including purchasing of all the fuel and energy, the emissions will be included within Kier's figures, irrespective of the interest held by Kier.

Units: Carbon dioxide equivalent (CO₂e) emissions.

Method: Energy consumption by fuel type multiplied by DEFRA's or IEA's CO₂e equivalent location-based conversion factors.

Parameter: GHG emissions intensity ratio (Scope 1 and Scope 2 GHG emissions per £m revenue)

Definition: Scope 1 and 2 GHG emissions measured in relation to revenue for the 2017 calendar year. Revenue is defined as income for all UK and overseas operations for the 2017 calendar year.

Scope: UK and overseas operations (excluding joint ventures and joint operations unless Kier has the majority share). For joint ventures and joint operations where Kier has the majority share, only Kier's share of purchasing and corresponding revenue is recognised. For joint arrangements where Kier undertake 100% of operational work, including purchasing of all the fuel and energy, the emissions and corresponding revenue will be included within Kier's figures, irrespective of the interest held by Kier.

Units: CO₂e/£m of revenue.

Method: Total Scope 1 and Scope 2 GHG emissions (CO₂e) / £m revenue for the 2017 calendar year.

Parameter: Amount of non-hazardous construction material waste per £100,000 of revenue

Definition: Non-hazardous construction material waste measured in relation to revenue for in-scope UK operations for FY18. This includes any material that a project, contract or framework has paid for, brought onto site and then has thrown away. This includes packaging but excludes hazardous waste.

Scope: UK Construction Building and Living projects as they comprise the major construction-based activities in Kier. This excludes joint ventures and joint operations, unless Kier has the majority share. For a joint arrangement where Kier is the operational delivery partner purchasing all the materials and waste disposal services, all waste and revenue is included within Kier's figures, irrespective of the interest held by Kier.

Units: m³/£100,000 of revenue.

Method: Amount of non-hazardous construction material waste / £100,000 revenue for FY18.

Cubic metre volume of waste produced is calculated based on container volume minus industry standard void space:

- 40% for normal/uncompacted waste
- 25% for slightly compacted waste
- 5% for machine compacted waste

Parameter: Customer satisfaction score

Definition: Overall satisfaction with Kier.

Scope: UK business clients.

Method:

Q1 'Overall satisfaction with Kier' in the customer satisfaction survey is rated on a scale of 1-10 and the ratings are defined as:

1-2 Totally dissatisfied

3-4 Mostly dissatisfied

5-6 Neither satisfied or dissatisfied

7-8 Mostly satisfied

9-10 Totally satisfied

Overall satisfaction with Kier is calculated as a percentage of interviewed clients who are totally or mostly satisfied with the service out of clients who responded to the 'Overall satisfaction with Kier' question in the survey.

NFKPI not assured

Parameter: Accident incidence rate (AIR)

Definition: The overall sum of all fatalities + major specified injuries + >7-day injuries (as per RIDDOR definitions) over a rolling 12 months period multiplied by 100,000 and divided by the average number of employees for the same 12 month rolling period.

$$\text{AIR} = \frac{\text{No of fatalities} + \text{RIDDOR major specified injuries} + \text{>RIDDOR injuries} \times 100,000}{\text{No of employees over 12 months rolling period}}$$

Note: The accident frequency rate (AFR) is the AIR rate divided by 2,163 (the number of hours a person works in a year – according to the Labour Force Survey).

Scope: All persons, fixed workplaces and operations in our Construction & Infrastructure Services Division, Development, Property and Business Services Division and our Strategic and Corporate Development Division.

Method: The sum of incidents.

Note: Frequency and severity rates are a normalised measure of performance. Appropriate data is collected to calculate frequency and incidence rates using the Health and Safety Executive (HSE) national accident incident rate (AIR) based on the numbers of accidents reported under the Reporting of Injuries, Disease and Dangerous Occurrences Regulations (RIDDOR) and calculated using the HSE Formulae.

Parameter: All accident incidence rate (AAIR)

Definition: A work related injury resulting in lost time for Kier and subcontractor's employees.

$$\text{AAIR} = \frac{\text{No of (fatalities + all types of lost time Incidents)} \times 100,000}{\text{No of employees over 12 months rolling period}}$$

Scope: All persons, fixed workplaces and operations in our Infrastructure Services, Buildings, Developments & Housing and central Group support services.

Method: The sum of incidents.

Parameter: Referrals seen on time

Definition: Referrals for occupational health issues.

Scope: All UK Kier employees in our workplaces and operations across Infrastructure Services, Buildings, Developments & Housing and central Group support services.

Method: The sum of the number of appointments for referrals arranged within 10 days.

Parameter: Reduction in absence rate

Definition: a reduction in lost time working caused through illness or injury.

Scope: All UK Kier employees in our workplaces and operations across Infrastructure Services, Buildings, Developments & Housing and central Group support services that are absent for half a day or more.

Method: Trends of sickness absence, by cause and job type.

Parameter: Construction waste reused, recycled and recovered

Definition: Construction waste diverted from landfill. Construction waste including any material that a project, contract or framework has paid for, brought to site and then has thrown away. This includes packaging but excludes hazardous waste.

Scope: UK Construction Building and Living projects as they comprise the major construction-based activities in Kier. This excludes joint ventures and joint operations, unless Kier has the majority share. For a joint arrangement where Kier is the operational delivery partner purchasing all the materials and waste disposal services, all waste and revenue is included within Kier's figures, irrespective of the interest held by Kier.

Units: % of construction waste re-used, recycled and recovered.

Parameter: Employee engagement

Definition: The level that employees feel connected to the business strategy and enabled to perform and grow.

To be "engaged", a response of *agree* or *strongly agree* is required to the following questions in our employee survey:

1. I feel proud to work for my company
2. I would recommend my company to family or friends as a place to work
3. I feel motivated to go beyond my formal job responsibilities
4. My company motivates me to contribute more than is required
5. Given your choice, how long would you plan to continue working for your company?

The responses are rated on a scale of favourable, neutral and unfavourable:

Strongly disagree – unfavourable

Disagree – unfavourable

Neither agree nor disagree – neutral

Agree – favourable

Strongly agree – favourable

Scope: All Kier group employees.

Method: All employees are invited to participate in a biannual employee engagement survey. The number of employees that respond positively to questions 1-5 is reported as a percentage of total respondents.

Parameter: Diversity

Definition: Ratio of male to female new recruits, who are graduates, apprentices or trainees.

Scope: All Kier group employees.

Method: Sum of new recruits.

Parameter: Training days

Definition: Deliver an average of five days training and development per employee per year.

Scope: UK businesses.

Method: Sum of formal structured learning events, further education college and university provision, coaching, mentoring, short duration training.

Parameter: 5% Club

Definition: The 5% Club is a business-led network of employers which requires its members to commit to achieving 5% of their workforce in apprenticeships, sponsored education or as a graduate over a five-year period.

Scope: UK businesses.

Method: Sum of workforce undertaking an apprenticeship, or on a sponsored education programme or graduate development programme.

Parameter: Water

Definition: Potable water consumption.

Scope: 38% of UK operations.

Method: Sum of annual water consumption.

Parameter: AEIR – All environment incidence rate(AEIR)

Definition: This is an indicator of any incident that results in harm to the environment.

$$AEIR = \frac{\text{Total number of environmental incidents in the month} \times 100,000}{\text{No of persons working for Kier in the month}}$$

Scope: Types of environmental incidents from UK operations:

- Unauthorised discharge to a surface water drain or controlled waters
- Unauthorised discharge to a foul drain
- Unauthorised waste activity, including escape of waste
- Unauthorised water abstraction or impoundment
- Unauthorised discharge to air
- Unauthorised discharge to ground
- Damage/blockage of watercourse
- Damage to wildlife, trees and habitat
- Damage to archaeology or cultural heritage
- Nuisance
- Breach of permit, notice or licence condition
- Allowing the spread of an invasive non-native species
- Timber or timber-based products not purchased in accordance with Kier timber procurement policy

The AEIR for Kier, for the 12 months to the end of June 2018, is measured across Kier UK operations.

Method: The sum of incidents.

Parameter: Social value

Definition: The social value created through creating employment, securing a job with a third party, creating apprenticeships, providing work experience, NVQ opportunities, providing training, supporting the industry and supply chain, spend with small and medium enterprises, spending with Social Enterprises, diverting waste from landfill, supporting community events during the fiscal year.

Scope: All UK businesses.

Method: Additional social value created against revenue.

Scope: All staff group-wide.

Units: GBP (£).

Method: Social value for each employment and skills outcome is calculated as the total of non-pecuniary primary benefit, pecuniary primary benefit and secondary benefits. Non-pecuniary primary benefit is based on values as per the Social Value Bank produced by Simetrica and HACT. The pecuniary primary benefit is calculated as the estimated public benefit minus fiscal value. Secondary benefits are based on values as per the New Economy Manchester's Unit Cost Database.

Material topic and boundaries

Material issue	Internal boundary	External boundary	Mapping to GRI material aspects	
People and communities 	<i>Safety, health and wellbeing</i>	Kier Group plc	Health & safety standards of our, suppliers and the public working/visiting on our sites	Social – labour practices and decent work – occupational health and safety
	<i>Employee engagement and retention</i>	Kier Group plc		Social – labour practices and decent work – employment
	<i>Diversity</i>	Kier Group plc		Social – labour practices and decent work – diversity and equal opportunity
	<i>Training, education and apprenticeships</i>	Kier Group plc	Training provided to our subcontractors working on our sites	Social – labour practices and decent work – training and education
	<i>Society and community</i>	Kier Group plc	Added social value into the communities in which we work	None directly relevant
Environment 	<i>Carbon</i>	Kier Group plc, with exclusions as per our guidelines and covering 88% of Group	Carbon produced by our subcontractors working on our sites	Environmental – energy – energy intensity/emissions
	<i>Waste</i>	UK operations only, and only part disclosure approx. 41% of Group	Waste produced by our subcontractors working on our sites	Environmental – waste – total weight of waste by type and disposal method
	<i>Water</i>	UK operations only, and only part disclosure approx. 38% of Group	Water produced by our subcontractors working on our sites	Unable to report to GRI standards at this time
	<i>Biodiversity</i>	UK operations only		None directly relevant
	<i>Environmental incidents</i>	UK operations only		None directly relevant
Marketplace 	<i>Customer experience</i>	UK operations only		None directly relevant
	<i>Citizenship and community engagement</i>	Kier Group plc	The behaviour of our subcontractors and supplier on our sites	None directly relevant
	<i>Sustainable procurement</i>	Kier Group plc	Audits of supply chain on sustainable procurement	None directly relevant
	<i>Labour standards and human rights</i>	Kier Group plc		Human Rights – non-discrimination
	<i>Material standards</i>	Kier Group plc	Compliant materials sourced by our suppliers	None directly relevant
Governance 	<i>Stakeholder engagement</i>	UK operations only	Opinions of our stakeholders	Stakeholder engagement
	<i>Governance – reporting and assurance</i>	Kier Group plc	Limited assurance by independent body	Report Profile
	<i>Governance – risk and opportunity</i>	Kier Group plc		Governance
	<i>Business ethics</i>	Kier Group plc		Ethics and integrity
	<i>Reward scheme</i>	Kier Group plc		None directly relevant

Global Reporting Initiative (GRI) Content index for 'in accordance' – Core

Standard Disclosure	Report and page number and comment	In accordance with GRI	External assurance
CR = Corporate Responsibility Report / AR = Annual Report			
Strategy and analysis			
102-14 A statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability	AR – CEO statement p. 14-19 CR p. 1-3	✓	✗
Organisational profile			
102-1 The name of the organisation	CR FC & AR FC	✓	✗
102-2 The primary brands, products, and services	CR IC & AR IC	✓	✗
102-3 The location of the organisation's headquarters	CR BC & AR BC	✓	✗
102-4 The number and names of countries where the organisation operates	AR p. 44-49, 131	✓	✗
102-5 The nature of ownership and legal form	CR BC & AR BC	✓	✗
102-6 The markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	CR p.1 AR p. 3, 5 and 9 AR p. 44-49	✓	✗
102-7 The scale of the organisation including: <ul style="list-style-type: none"> total number of employees total number of operations net sales total capitalisation broken down in terms of debt and equity quantity of products or services provided 	AR p. 131, 132 and 135	✓	✗
102-8 The nature of the workforce of the organisation, including: <ul style="list-style-type: none"> total number of employees by employment type, contract and gender total workforce by employees and supervised workers and by gender total workforce by region and gender 	AR p. 135, CR p.19 Our current systems do not allow us to report by employment type, region and gender	partially	✗
<ul style="list-style-type: none"> statement confirming whether a substantial portion of the organisation's work is performed by workers who are legally recognised as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors 	On average 58% of the work carried out by Kier, is done so by self-employed members of our supply chain		
<ul style="list-style-type: none"> significant variations in employment numbers 	AR p. 16 and 173		
102-41 The percentage of total employees covered by collective bargaining agreements	3%	✓	✗
102-9 The organisation's supply chain	CR p. 23	✓	✗
102-10 Any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	AR p. 13, 16 and 57	✓	✗
102-11 Whether and how the precautionary approach or principle is addressed by the organisation	CR p. 2 and 3, AR p. 17 and 18	✓	✗
102-12 List of externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	Kier CR Reporting Guidelines p. 12	✓	✗
102-13 List memberships of associations and national or international advocacy organisations in which the organization: <ul style="list-style-type: none"> holds a position on the governance body participates in projects or committees provides substantive funding beyond routine membership dues views membership as strategic 	Kier CR Reporting Guidelines p. 13	✓	✗

Standard Disclosure	Report and page number and comment	In accordance with GRI	External assurance
CR = Corporate Responsibility Report / AR = Annual Report			
Identified material aspects and boundaries			
102-45 List of all entities included in the organisation's consolidated financial statements or equivalent documents and whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report	AR p. 176 - 181	✓	✗
102-46 The process for defining the report content and the Aspect Boundaries, and an explanation of how the organisation has implemented the Reporting Principles for Defining Report Content.	CR p. 10 - 11, AR p, 28- 31	✓	✗
102-47 List of all the material aspects identified in the process for defining report content	CR p. 10 - 11	✓	✗
For each material aspect, the Aspect Boundary within the organisation	Reporting guidelines p. 5	✓	✗
For each material aspect, the Aspect Boundary outside the organisation	Reporting guidelines p. 5	✓	✗
102-48 The effect of any restatements of information provided in previous reports, and the reasons for such restatements	No restatements to report	✓	✗
102-49 Significant changes from previous reporting periods in the Scope and Aspect Boundaries	No significant changes	✓	✗
Stakeholder Engagement			
102-40 A list of stakeholder groups engaged by the organisation	CR p. 26 - 27 AR p. 83 and 84	✓	✗
102-42 The basis for identification and selection of stakeholders with whom to engage	CR p. 26, AR p. 84	✓	✗
102-43 The organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indicator of whether any of the engagement was undertaken specifically as part of the report preparation process	CR p. 26 and 84	partially	✗
102-44 Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Detail the stakeholder groups that raised each of the key topics and concerns	AR p. 83 - 85	✓	✗
Report Profile			
102-50 The reporting period	CR p. 29, AR p. 118	✓	✗
102-51 The date of the most recent previous report	CR FC, AR FC	✓	✗
102-52 Reporting cycle	AR FC	✓	✗
102-53 The contact point for questions regarding the report or its contents	CR BC	✓	✗
102-54 The 'in accordance' option the organisation has chosen, the GRI Content Index for the chosen option and the reference to the External Assurance Report, if the report has been externally assured	Reporting Guidelines p.1	✓	✗
102-55 The organisation's policy and current practice with regard to seeking external assurance for the report	CR p. 29 Reporting Guidelines p. 6-10	✓	✗
Governance			
102-18 The governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts	AR p. 64-82 CR p. 27	✓	✗
Ethics and integrity			
102-16 The organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	CR IC & p. 26-28 AR p. 2	✓	✗

Specific standard disclosure	Report and page number and comment	In accordance with GRI	External assurance
Safety health & wellbeing			
403-1- The level at which each formal joint management-worker health and safety committee typically operates within the organisation	AR p. 81 - 82	partially	✘
The percentage of the total workforce represented in formal joint management-worker health and safety committees	Data not collated		
Employee engagement & retention			
401-1 The total number and rate of new employee hires during the reporting period, by age group, gender and region	CR p. 19	partially	✘
The total number and rate of employee turnover during the reporting period, by age group, gender and region	Data not collated		
Diversity			
405-1 The percentage of individuals within the organisation's governance bodies in each of the following diversity categories:	CR p. 19 AR p. 64-65	✓	✘
<ul style="list-style-type: none"> Gender Under 30 years old, 30-50 years old, over 50 years old Minority groups 			
The percentage of employees per employee category in each of the following diversity categories:	CR p. 19	partially	
<ul style="list-style-type: none"> Gender Under 30 years old, 30-50 years old, over 50 years old Minority groups 	Reporting Guidelines Appendix A p,12		
Training education & apprenticeships			
404-1 The average hours of training that the organisation's employees have undertaken during the reporting period, by:	CR p. 19	partially	✘
<ul style="list-style-type: none"> Gender Employee category 	Our current recording system does not allow to report by gender and employee category – this is a future development		
Society & community			
DMA Society & community to generate 10% additional social value, measured as a proportion of turnover	CR p. 20	No relevant indicator	✘
Carbon			
302-3 The energy intensity ratio	CR p. 24, AR p. 35	✓	✓
The organisation-specific metric (the ratio denominator) chosen to calculate the ratio			
The types of energy included in the intensity ratio: fuel, electricity, heating, cooling, steam, or all			
302-4 Reduction in energy consumption	CR p. 24		
Amount of reductions in energy consumption achieved as a result of conservation and efficiency initiatives			
Types of energy included in reductions			
Basis for calculating reductions			
Standards, methodologies and assumptions			
305-1 Gross direct (Scope 1) GHG emissions in metric tons of CO ₂ equivalent	CR p. 24	✓	✓
Gases included in the calculation	AR p. 35		
Biogenic CO ₂ emissions in metric tons of CO ₂ equivalent			
The chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions			
Standards, methodologies, and assumptions used			
The source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source			
The chosen consolidation approach for emissions (equity share, financial control, operational control)			

Specific standard disclosure	Report and page number and comment	In accordance with GRI	External assurance
305-2 Energy indirect (Scope 2) GHG emissions Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO ₂ Gases included in calculation Base year for calculation Source of the emission factors Consolidation approach for emissions, whether equity share, financial control or operational control	CR p. 24		
305-4 The GHG emissions intensity ratio The organisation-specific metric (the ratio denominator) chosen to calculate the ratio. The types of GHG emissions included in the intensity ratio: direct (Scope 1), energy indirect (Scope 2), other indirect (Scope 3) gases included in the calculation	CR p. 24 AR p. 35	✓	✓
305-5 Reduction of GHG emissions GHG emissions reduced as a direct result of reduction initiatives in metric tons of CO ₂ Gases included in calculation Base year Scopes in which reduction took place Standards, methodologies and assumptions	CR p. 24 and 25		
Water			
Insufficient data to be able to report to GRI standards	CR p. 25	Not available	✗
Waste			
306-2 The total weight of hazardous and non-hazardous waste, by the following disposal methods: Reuse, Recycling, Composting Recovery, including energy recovery Incineration (mass burn), Deep well injection, Landfill, On-site storage, Other Report how the waste disposal method has been determined: Disposed of directly by the organisation or otherwise directly confirmed Information provided by the waste disposal contractor Organisational defaults of the waste disposal contractor	CR p. 24	partially	✗
Biodiversity			
DMA 1 Biodiversity interest group (BIG) challenge delivered	CR p. 25	✗	✗
Environmental incidents (AEIR)			
DMA A reduction in all environmental incidents	CR p. 25	✗	✗
Customer experience			
DMA 90% client and customer satisfaction	CR p. 22	✗	✓
Citizenship & community engagement			
DMA 80% average score in Considerate Constructors Scheme	CR p. 22	✗	✗
Sustainable procurement			
DMA 80% of existing preferred suppliers audited on sustainable procurement upon renewal 90% of new preferred suppliers audited on sustainable procurement standards as part of approval	CR p. 23	✗	✗
Labour standards & human rights			
406-1 The total number of incidents of discrimination during the reporting period The status of the incidents and the actions taken with reference to the following: <ul style="list-style-type: none"> Incident reviewed by the organisation Remediation plans being implemented Remediation plans that have been implemented and results reviewed through routine internal management review processes Incident no longer subject to action 	CR p. 23 and 26	partially	✗
Materials – standards			
DMA 100% compliance with the company's material standards	CR p. 23	✗	✗

Specific standard disclosure	Report and page number and comment	In accordance with GRI	External assurance
Stakeholder engagement			
DMA Annual independent review of our approach to our strategy for a sustainable business	CR p. 28 and 29	✘	✘
Governance reporting & assurance			
DMA Report to GRI	CR p. 28 Reporting Guidelines p. 1	✘	✘
Business Ethics			
205-2 Communications and training about anti-corruption policies and procedures	CR p. 10-11 and 26	✓	✘
Reward scheme			
DMA The introduction of an executive rewards scheme to create a clear link between performance across a set of environmental and social issues	CR p. 19 and 27 AR p. 35, 90 and 94	✘	✘

External participation and membership 2017/18

Organisation	Type	Nature of relationship
British Quality Foundation (BQF)		Premier member
British Research Establishment (BRE)		Consultee
British Safety Council (BSC)		Member
Build UK		Member Participates in Contractor Forum Training and Learning Group Pre-qualification Group Occupational Health & Safety Group Environmental Group BIM Group
Business in the Community (BITC)		Member
Business Services Association		Member
Civil Engineering Contractors Association (CECA)		Member
CL:AIRE		Principle member
Confederation of British Industry (CBI)		Member
Considerate Constructors Scheme (CCS)		Associate member
Constructing Better Health (CBH)		Member
Construction Industry Research and Information Association (CIRIA)		Core member Sits on Steering Group, Chairs Biodiversity Interest Group
Constructionline		Main forum member
Home Builders Confederation		Member Sits on planning, technical and safety committees
Strategic Forum for Construction		Member
Supply Chain Sustainability School		Founding Partner
The Green Deal Finance Company		Member
The House Builders Federation (HBF)		Member
The Public Health Responsibility Deal		Partner
The Royal Society of Public Health		Member
Zero Carbon Working Group		Member

External Accreditation – Kier Group

BITC CR index (BITC)	Corporate responsibility benchmark	Kier Group	93%
British Safety Council	Awarding and training organisation	Kier Group	
Carbon Disclosure Project (CDP)	Climate change programme	Kier Group	Places on the FTSE350 Climate Disclosure Leadership Index (CDLI)
Considerate Constructors Scheme (CCS)	Non-profit making independent organisation funded by the construction industry to improve its image	Kier Group	Recipient of 7 Gold, 22 Silver and 16 Bronze awards
Construction Skills Certification Scheme	Card scheme providing confirmation of construction workers' competencies	Kier Group	
Constructionline	Independent pre-qualification organisation	Kier Group	
Contractors Health and Safety Assessment Scheme (CHAS)	Independent health and safety accreditation scheme	Kier Group	
BS ISO 14001: 2004	International standard for Environmental Management Systems	Kier Group	
BS ISO 18001:2007	International standard for Occupational Health and Safety Management System	Kier Group	
BS ISO/IEC 27001:2013	Standard for the operation of an Information Security Management System	Kier Group	
Business Information Modelling (BIM)	The generation and management of digital representations of physical and functional characteristics of places	Kier Group	BSI Level 2 verification

Appendix A 405.1

Grades	Board	%	S1&S2	%	L1&L2	%	Other	%
Less than 50							2785	17
30-50	6	60	26	40	155	53	7962	48
50 plus	3	40	38	60	136	47	5714	35
Female	2	30	5	8	30	10	3981	14
Male	7	70	59	92	262	90	12,480	76
BME					7	2	913	6
Not stated			2	3	55	19	5768	35
White	9	100	62	97	230	79	9980	59

This data is based on a snap shot of staff numbers for UK operations only.

Gareth Rondel

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