“Long after a contract has been delivered, communities remember us for what we leave behind. We believe passionately that being a good neighbour matters and giving back to the people and communities who live and work alongside us is important. This makes our teams feel proud.”
Andrew Davies, Chief Executive, Kier Group

Our social value definitions:

- **Action** – the activity is started.
  E.g. apprentices are employed.

- **Output** – what actually takes place.
  E.g. the number of apprentices employed.

- **Outcome** – the consequence of what gets delivered.
  E.g. the apprentices develop their skills and feel they have contributed.

- **Impact** – the outcome and value that is delivered.
  E.g. the contribution and difference that the apprentices make on the project and to themselves.

- **Value** – the financial benefit.
  E.g. the financial benefit that accrues to the individuals plus wider society over time.
In 2018, Kier was the first construction company in the UK to achieve the **Social Value Quality Mark** – a stamp of approval for businesses that are committed to achieving positive social impact through their work. Awarded by independent social value specialist **Social Value Business**, the mark recognises those organisations that strive to create social value and impact.

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**Chief Executive Andrew Davies meeting Kier apprentices**
Local passion, national reach

Kier is a £4.5bn business which invests in, builds and maintains essential assets, delivering economic and social infrastructure vital to the growth of the UK and its communities. **We have set ourselves a target of delivering social value equivalent to 10% of Group revenue.**

We are a business with local passion and national reach. In each community, we leave what we call positive footprints by operating in a way which adds financial and non-financial value to the local economy, to society and the environment. This is not a new approach for Kier, but a way of working we have developed over many decades. Put simply, the principles of creating positive social value are an important part of the Kier make up, our operations and people.

For example, we buy most goods and services locally and our teams generally live close by, helping us to fully understand how we can contribute to local issues – employment, skills shortages, health and wellbeing and community engagement. In 2018, the monetary equivalent of social value for Kier Group was £157m.

With so much jargon around the topic, we focus on the impact of our activity. Social impact is defined as the financial and non-financial contribution Kier makes to society.

Kier has been consistently improving the reporting of its work over the last five years and is on target to reach its 10% of revenue target by 2020.
Social Value Act

In 2012, the Government launched the Social Value Act which calls for all public sector commissioning bodies to factor in economic, social and environmental wellbeing in connection with public service contracts in England and Wales. Similar legislation or requirements exist across the United Kingdom. To assist us in monitoring our progress, we have introduced the innovative Kier Shaping Our Communities Calculator (SOCC) which is used across our business to record data on projects.

Social Value Business

Over the past three years, we have improved the way we capture and record social value across Kier Group and through our recent work with Social Value Business, we know we have been conservative in our reporting. We are determined to build on this strong foundation by applying our tried and tested methodology, backed up by the SOCC, to ensure consistency of reporting across the Group.

Kier social impact breakdown

- Kier apprentices and work experience placements
- Apprentices supported in our supply chain
- New and sustained employment
- Skills development and community projects
- Cash donations
Kier social value activity in 2018 totalled £157m, up from £50m in 2017 due to improvements in recording.

£1.8m equivalent social value went to community projects in 2018 – time and donations.

£2.6m of social value was generated by working with social enterprises.

More than 60% of subcontractor spend was with SMEs.

Local jobs were created through our network of over 60 regional offices, giving local economies a boost.

Our focus

We focus on creating social impact by:

• **Supporting** local economies by creating local employment and making good use of local supply chains, particularly small and medium-sized businesses (SMEs) and voluntary, community and social enterprise organisations (VCSEs).

• **Operating** responsibly and ethically by creating a diverse and balanced business, which is a good place to work, and being mindful of topics such as anti-bribery, modern slavery and payment terms.

• **Narrowing** the skills gap by encouraging more young people to consider a career in the built environment.

• **Taking** clear action to minimise negative impact on the environment.

• **Donating** money, time and skills to the good causes close to the hearts of our employees, often in communities close to our projects.

• **Supporting** organisations helping the most vulnerable in society, especially those in most need, such as the homeless, long-term unemployed and ex-offenders, trying to find a route back into work.
Over £350m worth of social value created through minor building works

Kier has created the equivalent of over £350m of social value in the last three years as part of a framework offering hundreds of public sector organisations – from healthcare to education – easy access to procurement for smaller projects.

The Scape National Minor Works framework, where Kier is the sole supplier, creates added value by using local supply chains, labour and apprenticeships, and through engagement with local schools and colleges. In the first three years of the contract, over 500 projects were commissioned by 164 public bodies actively using the framework. This generated:

- Over £350m of SME social value
- Over 550 new jobs
- Over 480 apprenticeships
- 657 work placements
- Engagement with 30,000 school pupils
- 99% of spending with local SMEs

Big build with BBC DIY SOS

Few community schemes have created social value on the scale of the collaboration between Kier and DIY SOS, the popular BBC TV show which recruits volunteers to take part in big build projects.

In 2015, the Kier team led an ambitious scheme to transform a dilapidated street of 62 properties in Manchester. The project, completed in just two weeks, included full renovation of eight homes and the creation of a Walking With the Wounded advice and therapy centre for veterans who would take up occupancy in the new homes. At its peak, there were more than 250 tradespeople working on the project, many from Kier and our supply chain partners. Thousands of hours were donated with the project culminating in a special visit from Princes William and Harry. Kier has since returned to Manchester to work on 17 further homes in part two of the scheme and a team of veterans and reservists working for Kier helped to refurbish the last house on the street with BBC DIY SOS.
Close links with the Armed Forces and veterans

Kier has a track record of working with the military and in the defence sector. Activity includes:

- Signing the Armed Forces Corporate Covenant in 2013 – one of the first companies to sign this pledge.
- Receiving the Defence Employer Recognition Scheme (ERS) Gold Award in 2016 (pictured) – recognising our work supporting the Armed Forces.
- Accelerating the route into Kier for service leavers – we collaborate closely with the Career Transition Partnership.
- Reducing the number of young unemployed and promoting involvement in the Armed Forces reserves – participation in the design of the Armed Forces Employability Pathway (AFEP), a joint Department for Work and Pensions and Ministry of Defence initiative.

Challenging perceptions of our industry with young people

We are promoting careers in the built environment to the next generation, to help fill the skills gap in our industry. Through our award-winning Shaping Your World™ (SYW) campaign, launched in September 2017, over 480 Kier employees have become SYW ambassadors, visiting schools to promote careers in our sector. By overcoming some of the preconceptions of our work as being muddy, manual and male dominated, our ambassadors are persuading more students to seriously consider a career in construction ahead of making their GCSE choices.

- 22,000 students engaged in the first year of the SYW campaign.
- Over 50 Virtual World Plaques™ installed on Kier projects providing access to stories about working in our industry.
- 150 schools visited by SYW ambassadors in the last 12 months.
- 4,600 visits per month to the SYW website www.shapingyourworld.co.uk
Kier employees running through planned works with NHS colleagues
Supporting local communities

The Kier team spans the entire UK, including Northern Ireland, generally living close to where they work. Alongside this, we have a network of 14,000 supply chain partners who provide services, capacity, goods and materials for our projects. Many of these are small and medium sized businesses, based or operating locally.

Unlike many businesses, whose local focus is a recent trend prompted by new Government-set targets, this is an established way of working for Kier. A particular area for focus more recently is working with social enterprises (VCSEs).

The value of each Kier pound multiplies in value because of the way we operate locally

When Kier spends with local supply chain partners and employs people who live close to our activity, the local economy benefits and the spend increases in value. Based on research by Social Value Business, for every £1 Kier spends, up to £2.65 is generated for the local community – the reason for this sharp increase is down to the way we operate our business with a local focus. The calculation considers not just the money Kier spends on wages, supplies and local labour, but the effect this spending has on the wider economy such as goods and local services purchased through household budgets which include a Kier wage or a wage funded through our supply chain.
For every £1 Kier spends, the local community receives up to £2.65*

*Based on a detailed project study by the independent Social Value Business
Hundreds of jobs and training opportunities for local people on the Luton DART

Following the award of a joint venture contract in 2018, Kier has recruited a workforce from within a 20-mile radius of the Luton Direct Air-Rail Transit (DART) project to build a new state-of-the-art £225m transit system linking London Luton Airport to mainline rail connections. During the project, due for completion in 2020, we are committed to training 750 local residents, including hard-to-reach and under-represented groups, and providing a full range of construction-specific training opportunities in the area. We are also committed to providing job opportunities, apprenticeships and work experience to those who successfully complete training programmes.

Keeping the Barnsley pound local

Kier has provided housing maintenance services in Barnsley since 2010, creating employment opportunities for 120 local people. More than 80% of our team live in a Barnsley postcode and we are developing new talent locally. As well as a full programme of school visits and mentoring opportunities, Kier has provided 180 work placements over the past eight years, 29 apprenticeship opportunities, leading to 26 people finding full-time employment either with us or our local supply chain. 96% of all materials are purchased locally, with over £22m spent in the supply chain since 2010. We have also made a significant contribution to community events and sponsorship, with £21,000 going to local good causes.

Social value generated over the last two years is equivalent to c.£4m, including:

- £938,000 equivalent value through skills and employment
- £14,279 equivalent through community activity
- £136,405 equivalent by diverting waste from landfill
- £3m economic benefit by spending with SMEs
Jobs, skills and training for a South Wales community

A multi-million-pound project to design and build the first phase of SA1, a waterfront innovation quarter for the University of Swansea, was another great opportunity for Kier to create local jobs and apprenticeships, particularly for young people not in education or employment (NEETs), as well as other community benefits.

Between 2016 – 2018 social value generated for this project was equivalent to £26m, including:

- **36** work placements created
- **31** jobs for NEETs created
- **496** community hours given
- **21** apprenticeships created
- **86** visits, presentations and educational engagements made
- **£22,600** equivalent of ‘in kind’ contributions to education.

Local jobs in Somerset

A workforce of 1,500 people prepared the site and infrastructure for the Hinkley Point C nuclear power station, boosting the Somerset economy through the creation of jobs and the demand for supporting services such as catering and accommodation. This included 1,000 apprenticeships gaining experience across client, contractor and consultant organisations. Recruitment was targeted at those not in education, employment or training (NEET) and 90% of the workforce lived within 20 miles of the project. Effort was made to organise the work in a way which would create local jobs by basing a concrete batching plant on site and by offering smaller groundwork packages to local SMEs.

Social value generated for this project was equivalent to £3m since 2016, including:

- **1,000** apprenticeships working for client, contractor and consultant organisations
- **90%** of the workforce from within 20 miles of the project
Our impact – social

Part of leaving positive footprints is enabling our employees to contribute their time and enthusiasm to fundraise and support good causes. Our employee proposition encourages our teams to leave a legacy.

The Kier Foundation

We have donated £1.67m to good causes since setting up The Kier Foundation in 2012. The Kier Foundation is an independent registered charity that supports the Kier corporate charity partner and other charitable causes close to the hearts of our employees and the communities we operate in. Every two years, our employees are asked to choose a corporate charity partner, currently the British Heart Foundation (BHF). Our current target is to raise £250,000 for lifesaving BHF research by 2020 and having already reached our target to train 1,500 Kier volunteers in delivering life-saving CPR, this target has been increased to 3,000 by 2020.

Each Kier business is encouraged to raise £10,000 a year to enable the work of The Kier Foundation to continue.

“Heart and circulatory disease kills around 150,000 people each year in the UK – that’s one person every three minutes. We urgently need to fund more research to help end this heartbreak and save lives. So, we’re absolutely delighted to have been chosen as Kier’s charity partner. It’s thanks to the support of companies like Kier that we can fund life-saving research to help the seven million people in the UK living with heart and circulatory disease.”

Simon Gillespie, Chief Executive at the British Heart Foundation

Helping the homeless

In 2019, Kier adopted End Youth Homelessness as a social cause for a period of four years. We will offer practical opportunities and hands-on support to help change the lives of young people who are homeless or at risk of becoming homeless. A value of £1.7m has been set for the partnership, which will be generated through fundraising and value in kind support.

Match funding

We encourage our employees to fundraise for good causes which mean something to them, from marathons to charity cycle rides, mountain climbs to community events, by providing match funding to their charitable efforts of up to £200 twice per year. Over the past two years, The Kier Foundation has granted 816 match funding requests and in 2018, donated £130,655 to good causes through match-funding.

Payroll giving and lottery

Employees can give to a registered charity of their choice via a payroll giving scheme which enables donations to be made via direct deductions from their gross pay. They can also participate in a monthly lottery called Winners Club, which offers the chance to win £5,000 with the proceeds split between prize money and good causes.

Community initiatives

Local teams are able to apply for funding for one-off initiatives, for example to renovate a youth club or old people’s home, or other community initiatives. The Kier Foundation awards grants of up to £5,000 to fund such schemes, and the community focus of these initiatives means they are often undertaken with the support of our supply chain partners, who are often willing to join us in offering their time for free and through the donation of materials.
Social impact

CPR training
2,308 Kier employees were trained in CPR during the first nine months of the partnership with the BHF.

Community projects
In 2018 we donated £1.8m and over 11,000 hours in support of community projects.

Alzheimer’s Society support
In the two years to 2018, Kier employees raised over £426,000 for the Alzheimer’s Society, which funded over 17,000 dementia support worker hours and 643 employees were trained as Dementia Friends.

BHF fundraising
In the first nine months of the partnership with the BHF, Kier employees raised £151,000.

CPR training
2,308 Kier employees were trained in CPR during the first nine months of the partnership with the BHF.

Community projects
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Alzheimer’s Society support
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Creating a business of different backgrounds and experience

Day-in, day-out, we rely on a having a healthy, safe, skilled and engaged workforce made up of both our employees and people working in our supply chain.

Kier has long recognised the importance of attracting and retaining the best talent, whatever their background. We believe a diverse workforce makes our business stronger.

To think collaboratively about what our business should look like in the future; we have set up equality, diversity and inclusion (ED&I) groups as part of our Balanced Business Network (BBN) initiative. The BBN focuses on creating a well-rounded workplace which is inclusive for all. We are actively encouraging a greater number of women and people from ethnically diverse backgrounds to join Kier, as well as those with disabilities.

While there is still work to do, by fostering a climate that openly embraces diversity and encourages people to bring their whole selves to work, we will create an environment where everyone – no matter their background – can thrive.

We focus some of the support we provide to communities by offering help to some of the most vulnerable people in society and take part in a number of programmes designed to help people get back into work. This involves working with ex-offenders, the long-term unemployed, young people not in education or work (NEETs) and those who have recently left the armed forces.
Accelerating leadership for women

As part of our strategy to accelerate the progression of female talent, Kier is a partner of the Women in Science and Engineering (WISE) campaign. This encourages people in business, industry and education to increase the participation, contribution and success of women in STEM and it promotes Kier as an employer of choice for young women. As a business, we continue to deliver a career development programme in partnership with WISE and Skills4UK. The programme enables employees to build the skills they need to accelerate their leadership journey.

More than 100 employees have so far attended the career development programme in partnership with WISE and Skills4UK.

Safety, health and wellbeing

Nothing is more important to Kier than the physical and mental health and wellbeing of our people. Which is why, wherever our employees work and whatever they do, they are given the skills and the tools to follow our safety, health and wellbeing basics.

We are acutely aware of the suicide figures among men – it is the main cause of death for men between the ages of 15-49 – and 200 people in the construction industry have taken their own lives in the last five years. We take the mental health of our employees extremely seriously.

We have produced a series of hard-hitting safety videos, called ‘Safety In Mind’ which follow the journey of a Kier Highways employee as he battles mental health issues following an incident while working. These videos highlight the help available to our employees if they are struggling, including the role of trained mental health first aiders across our business – www.kier.co.uk/media/blog-posts/safetyinmind/

Social value by operating responsibly and ethically

Kier is a responsible and ethical business and part of that involves being fair in how we deal with our partners e.g. paying our suppliers as agreed as well as working with them in effective partnerships. We prioritise their safety and physical and mental wellbeing, alongside that of our employees. We also operate in a way which promotes diversity, equality and human rights, and eliminates bribery and corruption and modern slavery.
A social enterprise helping disabled people find, and stay in, employment

Nordis Signs is a Kier company established to provide meaningful employment for disabled people in Northamptonshire. It currently employs 15 road signs specialists, 14 with a disability. Nordis helps disabled people with more complex issues find and stay in employment. Thanks to the success of Nordis Signs and other programmes to support the disabled, Kier has become the first company in the UK construction sector to become a Disability Confident Leader, under a scheme conducted by the Department of Works and Pensions (DWP) to raise employment levels for people with disabilities.

Nordis Signs: mapping social impact

- **100%** of Nordis Signs employees reported an increase in self-esteem and better emotional health due to their work.
- Their employment has resulted in a **100%** reduction in the need for welfare payments, alongside a **50%** reduction in CAM service intervention. **33%** reported improved confidence and reduced isolation, resulting in a **33%** reduction in social isolation and barriers to positive wellbeing.
- This could save local social services more than **£2,500** per employee, as befrienders and motivational workshops are not needed.

“Working for Nordis Signs has changed my life. It has given me purpose, pride and focus.”

Nordis Signs employee
Aberdeen Music Hall renovation creates employment opportunities

The multi-million-pound transformation of Aberdeen Music Hall to create modern performing arts facilities within a Grade 1 listed building also provided Kier with an opportunity to create local employment and work experience, and to fully engage with the community.

Through a programme of visits with local schools, colleges and universities, the team worked with 350 young people to raise awareness of the specialist expertise and technology used to support the redevelopment of this historic site and to engage them more generally on the potential career opportunities available in construction. In December, the project team collected and donated toys for local disadvantaged children, through the local North Sound One Mission Appeal, a charity event organised by the local radio station. Social value generated included:

- 60% of project spend with local SMEs.
- 20 local jobs created.
- 23 local apprentices and 12 trainees worked on the project.
- £7,000 donated to local charities.

Unemployed solve recruitment challenges

Kier Highways was struggling to recruit in Surrey for its local authority road contract, where unemployment is at a low level. The team developed the now award-winning S-Skills scheme which helped identify people out of work due to wider issues, such as multi-generational unemployment. By giving people a chance to prove themselves, Kier was able to give candidates a huge personal boost, provide work experience and at the same time, identify suitable candidates for permanent roles.

Induction weeks are hosted at Brooklands Museum, where candidates learn highway maintenance tasks without the risks of the live highway environment, with the museum benefiting from repairs to car parks and footways.

Social value generated over the last two years is equivalent to c.£4m, including:

- Each year £420,000 equivalent in social value is generated through the S-Skills scheme.
- 60% of project spend with local SMEs.
- 20 local jobs created.
- 23 local apprentices and 12 trainees worked on the project.
- £7,000 donated to local charities.
- This total contributed to £35m of social value created by all Kier Highways’ projects in 2018.

“Our mission at Brooklands Museum is to inspire young people into engineering, so this relationship provides mutual benefit to the museum, the highways industry and most importantly, the candidates.”

John Silver, Engagement Officer, Brooklands Museum
Our impact – environmental

Robust standards

Our work can impact the environment, both during construction and afterwards, in terms of the buildings and infrastructure we leave in communities. We aim to reduce the negative impact Kier has on the environment in a number of different ways, such as:

- Sourcing materials from sustainable sources
- Reducing waste
- Through efficient use of energy
- Preventing pollution of the air, land and water

As well as managing our own ecological and carbon footprint, we are actively encouraging the whole industry to think carefully about the environment when designing, constructing and maintaining the buildings that will make up our world for generations to come.

We have developed robust environmental standards and training, with 92% of our operations certified to ISO 14001, demonstrating we are protecting the environment at both temporary sites and on our permanent estate.

Our main focus is on:

- **Carbon** – we are working to reduce energy consumption by 30% by 2030. To do this we focus on our corporate estate, fleet of vehicles and temporary sites. For example, we are installing a range of products in our offices to improve energy efficiency, using telematics to improve driver fuel efficiency and implementing innovative tools and equipment on our sites to reduce energy consumption.

- **Waste and resource efficiency** – we have reduced construction waste by 27% through improved design and better management of materials.

- **Environmental incidents** – we capture and monitor data more effectively and by recording both the type and impact of environmental incidents, this helps us report successes and failures and learn from them.

- **Biodiversity** – we sponsor the annual CIRIA BIG Biodiversity Challenge and have won a number of awards including the BIG Biodiversity Champion 2018.

- **Water** – we are aiming to reduce water consumption by 10% by 2020. To help with this we are introducing more robust water monitoring and extending efficiency to our international operations.
Technology helps

By encouraging the use of the latest innovation and new technology, such as off-site manufacturing and modern methods of construction, we are pushing boundaries when it comes to incorporating environmental features into our developments. As well as focusing on the construction phase, we are often able to influence, through clever design and smart technology, the way buildings will be run and maintained during their entire lifecycle.

Energy advice

Our teams specialise in advising on how to save energy and reduce running costs. This could mean using solar panels or air source heat pumps, replacing ageing equipment with smart technology and using innovation to reduce the amount of energy consumed.

Biodiversity

From bridges for bats and re-homing fish, to new access routes for hedgehogs, we are constantly working to protect and enhance habitats for the wildlife around us. Find out more about our environmental work by watching the film www.kier.co.uk/animations
Saving natural resources and changing lives

We work with a network of social enterprises called Community Wood Recycling, which collect and reuse waste wood in an environmentally beneficial way. This labour-intensive activity provides a wide range of disadvantaged people – including ex-offenders, substance abusers, people with learning difficulties or mental health issues – with job and training opportunities to build confidence and self-esteem. They learn skills, helping them overcome many of the barriers to finding future work. All wood collected is reused or recycled – nothing is returned to waste – which is ten times more efficient than harvesting, milling and transporting virgin wood.

Since 2017, the Kier social enterprise value created through Community Wood Recycling is £173,889, including:

- **1,198** tonnes of wood rescued from waste of which **288** tonnes was reused, **449** tonnes made into firewood and **461** tonnes recycled as woodchip.
- **10** paid jobs created, and **23** people trained in 2018.

Creating woodlands to offset the carbon footprint from building homes

In 2018, Kier Living became the first housebuilder in the UK to mitigate its carbon footprint through projects certified under the Government’s Woodland Carbon Code. Since 2018, the business has created six new woodlands, totalling 65 acres and comprising c.50,000 trees. The projects have been completed over a three-year period in partnership with Forest Carbon, providing ISO14064 level quality assurance.

All projects support jobs in the UK forestry and woodland sector and contribute to the long-term challenge of adapting the UK’s landscape to a changing climate.
In 2018, the installation of a new gas pipeline under the River Foyle in Derry, Northern Ireland, had scope to be very disruptive for local people. The Kier team was determined to engage fully with the local community and Environment Agency to understand how to minimise the impact of the work. The development of positive relationships also enabled the team to better understand how they could bring additional value to the Derry community. They took measures to screen the work from residents using a bespoke hoarding and carefully moved trees, then replanted them towards the end of the project. They also welcomed local schools and engineering students to the site to enable them to see first-hand the technology and expertise being used. And the team’s commitment to the area is ongoing; since work finished, they have raised £1,250 for the local Foyle Hospice through the sale of calendars containing photos of the project.
Our track record

Social value is an emerging topic for many businesses and with increasing emphasis on the way it is reported, it is an area of focus for Kier. Given the importance of outcomes over outputs, we are particularly focusing on the quality of our efforts. For example, supporting an apprentice from a secure and stable family background is of inherently less social impact than helping someone from a less stable and more disadvantaged family.

We have a long track record in building social value into all our projects. Put simply, the principles of social value are already part of the Kier make up – our operations and people.

The SOCC

As part of the Group’s Vision 2020 strategy, published in June 2014, we set a target as a Group of delivering social value equivalent to 10% of revenue. To assist us in monitoring our progress against this target, we have introduced the (SOCC), which is used across our business, albeit with varying levels of maturity, to record data on projects.

The innovative Kier SOCC focuses on five key areas – environment, skills and employment, communities, local partners and social enterprise – providing us a yardstick against which to measure future progress. The SOCC draws principally on the Simetrica-HACT Social Value Bank (SVB) and the New Economy Manchester Unit Cost database and is consistent with HM Treasury Green Book. Using the SOCC enables us to share quantifiable data with current and future clients and local communities showing the positive contribution Kier makes.

Standardising measurement

There is increased scrutiny from Government, devolved administrations across the UK and society at large on how businesses should record and report on social value and the extent to which this is considered when new contracts are awarded. We welcome this change. Currently different companies classify and record the social value in different ways and there are many definitions of social value, even across our own industry. We are looking to enhance our reporting on a greater number of projects, as reporting requirements are formalised. To aid this process, we have social value champions across our business.

Key trackers

Kier uses the BITC CR Index and the Global Reporting Index (GRI), which work with stakeholders to develop best practice reporting on economic, social and environment themes. We also report against the FTSE4Good, for FTSE 250 companies, demonstrating strong environment, social and governance practices. More details on our reporting are available at www.kier.co.uk
Social value gap analysis

In 2018, Kier engaged with an independent organisation, Social Value Business, to conduct a social value gap analysis. This involved putting 10 projects, worth approximately 10% of Group turnover, under the spotlight. This analysis showed there was significant under-recording of social value for these projects. Only £25m of social value had been recorded in the Kier SOCC but the true social value just on these projects was in the region of £300m. This has prompted renewed effort across the business to capture the full extent of social value created by projects.
Contacts and more information

Resources
Corporate responsibility pages on the Kier website
kier.co.uk/corporate-responsibility/

Social value pages on the Kier website
kier.co.uk/corporate-responsibility/social-value

Kier corporate responsibility report 2018

Responsible business, positive outcomes – Kier social impact strategy
kier.co.uk/media/3206/responsible-business-positive-outcomes.pdf

Kier reporting guidelines
kier.co.uk/media/2643/kier-cr-reporting-guidelines-2018-v3-20181008.pdf

Contact us
kier.co.uk/contact/
(select corporate responsibility from the dropdown list)
Kier Group: facts and stats

The Group is:
The UK’s number 1 regional builder

Top 3
infrastructure services player & provider of mixed tenure housing and associated services

In 2018 the Group delivered:
c.4,500 homes and residences across all businesses

30 highways contracts

69 health contracts

146 education contracts

19 utilities contracts

17 defence contracts

Recruiting a diverse workforce
Kier is focused on increasing its diversity (currently 78% male / 22% female / 5% BAME) and actively promotes the recruitment of new talent into the built environment through membership of The 5% Club and the Kier Shaping Your World™ campaign

>5% of employees are apprentices, graduates, sponsored students or in further education

Kier UK footprint

APPRENTICES AND GRADUATES
MEMBER OF
INVESTING IN A GENERATION

and the Kier Shaping Your World™ campaign

and the Kier Shaping Your World™ campaign

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