

Introduction

Kier Group plc is a leading property, residential, construction and services group which invests in, builds, maintains and renews the places where we work, live and play. We operate across a range of sectors including defence, education, housing, industrials, power, transport and utilities. We operate in the UK, Hong Kong, Middle East and Australia and our supply chains are global.

Policy statement

The Kier code of conduct sets out the minimum behaviour we expect from our employees and supply chain partners. This policy deals with the specific issues associated with modern slavery and human trafficking.

Modern slavery is a crime and a violation of an individual's fundamental human rights. It takes various forms, such as slavery, servitude, forced or compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain. We

have a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in within the businesses making up the Kier Group or in any of our supply chains.

We are also committed to ensuring there is transparency in our own businesses and in our approach to tackling modern slavery throughout our supply chains, consistent with our disclosure obligations under the Modern Slavery Act 2015. We expect the same high standards from all of our contractors, suppliers and other business partners, and as part of our contracting processes, we will include specific prohibitions concerning modern slavery, whether of adults or children, and we expect that our suppliers will hold their own suppliers to the same high standards. Kier's approach will be to work with our supply chain partners to improve performance standards but ultimately, we may have to review whether we can continue on-going relationships if our standards cannot be met.

Who does this policy apply to?

This policy applies to all full and part-time employees, as well as temporary staff, whenever they are working. It also applies to agents, contractors and other third parties acting on our behalf in any capacity.

This policy does not form part of any employee's contract of employment and we may amend it at any time.

Responsibility for the policy

The board of Kier Group plc has overall responsibility for ensuring this policy complies with our legal and ethical obligations.

The Group's Compliance Department, with assistance from the Group's Procurement function, has primary and day-to-day responsibility for implementing this policy, monitoring its

use and effectiveness, dealing with any queries about it and engaging internal audit resource to audit internal control systems and procedures to ensure they are effective in countering modern slavery.

Management at all levels are responsible for ensuring those reporting to them understand and comply with this policy and are given adequate and regular training on it and the issue of modern slavery in supply chains.

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Compliance with the policy

You must ensure that you read, understand and comply with this policy.

The prevention, detection and reporting of modern slavery in any part of our businesses or supply chains is the responsibility of all of us.

You are required to avoid any activity that might lead to, or suggest, a breach of this policy.

You are expected to report as soon as possible:

whether you know or suspect any instance of modern slavery is occurring in any part of our businesses or supply chains; and

whether you know or suspect a breach of this policy is/has occurred to your line manager, or a member of the Group's Compliance Department, or if you don't feel comfortable doing this for any reason, to the confidential Speak-Up whistleblowing helpline (contact details are set out at the end of this policy).

Where relevant, this policy should be read in conjunction with the [Strategy for Responsible Procurement](#).

If you are unsure about whether a particular act, the treatment of workers more generally, or their working conditions within any of our businesses or supply chains constitutes any of the various forms of modern slavery, raise it with your line manager, or a member of the Group's Compliance Department or through the confidential Speak-Up whistleblowing helpline.

We aim to encourage openness and will support anyone who raises genuine concerns in good faith under this policy, even if they turn out to be mistaken. We are committed to ensuring no one suffers any detrimental treatment as a result of reporting in good faith their suspicion that modern slavery of whatever form is or may be taking place in any part of our businesses or in any of our supply chains. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavourable treatment connected with raising a concern. If you believe that you have suffered any such treatment, you should inform Group Compliance immediately.

Communication and awareness of this policy

Regular training on this policy and on the risks our businesses face from modern slavery in its supply chains will be provided as necessary.

Our zero-tolerance approach to modern slavery must be communicated to all suppliers, contractors and business partners at the outset of our business relationship with them and reinforced as appropriate thereafter.

Breaches of this policy

Non-compliance with this policy by employees may result in disciplinary action up to and including summary dismissal, and by contractors, agents or other third parties working on our behalf, in termination of contract.

Speaking up

If you have a concern or suspect a violation of this policy, we want you to speak up immediately. Speaking up can be a difficult thing to do, so be reassured that all information received will be treated seriously and investigated appropriately. If you act in good faith, believing your information is accurate, we will protect you even if you are wrong. Some concerns can be addressed by speaking to the person whose conduct is the cause for concern. We understand that this is not always possible, so we suggest that you speak to your line manager. If, for whatever reason, you do not feel comfortable doing this, you can contact any member of the Compliance or Legal departments. Alternatively, you may prefer to use the Speak-Up line, which is run by an independent, external company.

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Kier contact information:Speak-up mailbox: speakup@kier.co.ukDavid Foster: E-mail david.foster@kier.co.uk

Mobile: 07580 905917

Amish Chauhan: E-mail amish.chauhan@kier.co.uk

Mobile: 07834 800 193

Safe call, independent speak-up contact information:

- If you are calling from the UK the number is 0800 915 1571
- If you are calling from Hong Kong the number is 800 90 8258
- If you are calling from the UAE the number is 8000 4413376
- If you are calling from Saudi Arabia the number is 800 8442067
- If you are calling from Australia the number is 0011 800 72332255

The line is available 24 hours a day. Calls are free of charge and can be made in complete confidence. You can also make a report via the website: www.safecall.co.uk/report or email kier@safecall.co.uk

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