

Background

Kier's vision is "To be the UK's leading construction and infrastructure services company" and its ability to deliver this vision depends on maintaining its reputation for conducting business to the highest ethical standards. In turn, its employees must act in accordance with the Operating Framework, the Code of Conduct and Kier's values - collaborative, trusted and focused.

This Policy Centre contains Kier's core, mandatory policies, which are designed to provide the minimum standards of conduct and behaviour expected of all employees. Please ensure that you read each of these policies and, if you have any questions, please ask either your line manager or the Corporate Compliance department.

Who do our policies apply to?

Our policies apply to everyone at Kier – full or part-time employees and temporary staff wherever based. They also apply to business partners who supply services to Kier, including agents and intermediaries. In certain cases, we may also require third parties with which we work, such as joint venture partners, to comply with our policies. We also rely on the services of contractors, sub-contractors and consultants; we only want to do business with those who have similar rules to us.

What are the consequences if I do not comply with a policy?

All employees should be aware that any infringements of the policies, or the procedures or guidelines referred to in any of them, will be viewed seriously. We reserve the right to take disciplinary action in the event of non-compliance (up to and including summary dismissal). In some cases, non-compliance may mean that a criminal offence has been committed by Kier and/or by an individual.

Non-compliance may cause significant reputational damage to Kier. In addition, we may also face significant fines; loss of contracts; and exclusion from future public tenders.

Who can I contact with any questions?

If you have a question about any of the policies in this Policy Centre, please either speak to your line manager or contact the Corporate Compliance department:

- Corporate Compliance mailbox: compliance@kier.co.uk
- David Foster: E-mail david.foster@kier.co.uk Mobile: 07580 905 917
- Amish Chauhan: E-mail amish.chauhan@kier.co.uk Mobile: 07834 800 193.

How do I speak up?

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; if it is not, please speak to your line manager. If, for whatever reason, you do not feel comfortable doing this, you can contact any member of the Corporate Compliance department. Alternatively, you may prefer to use the Speak-Up helpline, which is run by an independent, external company (Safecall).

Speaking up can be a difficult thing to do, so please be assured 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 mistaken.

Owner: General Counsel and Company Secretary	Version: 1.0	POL-GR-000
As part of our system review, this document is valid until April 2022		Page 1 of 2

The relevant contact information is:

Speak-up mailbox: speakup@kier.co.uk

Telephone numbers to call:

- If you are calling from the UK the number is 0800 915 1571
- If you are calling from the UAE the number is 8000 441 3376
- If you are calling from Saudi Arabia the number is 800 844 2067.

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.



Andrew Davies
Chief Executive
Kier Group plc

Owner: General Counsel and Company Secretary	Version: 1.0	POL-GR-000
As part of our system review, this document is valid until April 2022		Page 2 of 2