

Introduction

As a company which is listed on the London Stock Exchange, Kier complies with the disclosure obligations which apply to listed companies and is required to keep investors informed about developments which may affect its share price.

All communications (whether internal or external) issued on behalf of Kier or one of its businesses need to be accurate, not misleading, clear and unambiguous.

Kier recognises the importance of social media and that its employees are likely to be active users of social media in their personal lives. Only officially-designated Kier spokespersons may use the Kier official social media accounts. When using social media in a personal capacity, all employees must be mindful of what they post and must not suggest they are representing Kier's views.

The Kier brand is a valuable asset. It is important that it is used in an appropriate way at all times in accordance with the Group's [Brand Guidelines](#).

This policy applies to all Kier employees (whether full- or part-time), as well as to temporary workers.

External Communications

- Only employees who are authorised to engage with the media are permitted to do so. Group Managing Directors are responsible for working with the PR team to authorise individuals to engage with the media.
- All external communications must be accurate, not misleading, consistent, clear and unambiguous and comply with applicable law and regulation.
- If an employee is approached by the media, (s)he must be professional and refer the approach to the Group PR team on 01767 355096. When engaging with the media, authorised employees should follow the guidelines set out in the [Kier Media Guidelines](#).
- Where a site or office location is visited by the media or any other group (such as a pressure group), please contact the PR team immediately for guidance. (**Note: where the visit is from a Regulator in connection with a regulatory incident or matter, then you are required to follow the Group's Dawn Raids Guidelines, which you can find [here](#)**).
- Employees who are authorised to do so may use Kier's social media accounts. When doing so, they must follow the guidelines set out in the [Kier Social Media Guidelines](#).
- Certain situations require prompt/urgent action by the Company. Accordingly, the Company has adopted (i) a [Major Incident Response Plan \(MIRP\)](#) and (ii) Crisis Communications Protocols (CCP) procedures and associated [guidelines](#). The MIRP and/or the CCP must be followed at all relevant times.

Internal Communications

- Internal communications are designed to help colleagues understand the depth and breadth of our capabilities across the Group, while improving knowledge sharing, best practice and lessons learned across teams and departments.
- All internal communications must be accurate, not misleading, clear and unambiguous and comply with applicable law and regulation.

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Marketing

- The Group's [brand guidelines](#) are necessary to ensure that its brand is correctly and consistently used and applied.
- Employees should not use their own personal social media accounts to comment on issues relating to the Group. It must be clear that any such views or comments are their own and not those of the Company. Employees must follow the [guidelines](#) for behaviours on personal use of social media. Employees must not bring the Group into disrepute when using social media accounts.

Disciplinary action

Non-compliance with this policy by employees may result in disciplinary action being taken and may also be a breach of law or regulation and, therefore, result in civil and criminal penalties.

Questions?

If you have any questions about this policy or would like further guidance on it or the related guidelines, please contact Lisa Sanders, Group Head of Communications and Marketing, DDI: +44 (0)7779 410959 E: lisa.sanders@kier.co.uk / prteam@kier.co.uk

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.

Kier contact information:

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

David 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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