



Kier Group

# At a glance

2025











# A history of innovation & technical excellence

**1928**

## Kier founded

Kier founded in Stoke on Trent by Olaf Hector Kier (born Kiaer)

**1944**

### Mulberry Harbour

Prefabricated harbours taken to D-Day



**1963**

### Ironbridge Cooling Towers

3ft high rings of concrete poured each day



**1977**

### Itchen Bridge, Southampton

Innovative method of launching precast concrete beams



**1983**

### Gatwick Airport North Terminal

Enabled Gatwick to become the world's second largest airport



**2025**

### A417 Missing Link

UK-first trial to reuse vegetation to make significant carbon savings



**2025**

### HMP Millsike

The UK's first all electric prison, designed to reduce re-offending



**2022**

### St Sidwell's Point

The UK's first Passivhaus leisure centre



**2021**

### Farringdon Station

First central London Elizabeth line station to be handed over to TfL



**2020**

### Nightingale Hospital

Rapid response in supporting the NHS during COVID-19



**1992**

**Maentwrog dam**

Unique pre-cooling technique used to prevent thermal cracking



**2015**

**DTTCP Lyneham**

90% pre-fitted modular single living accommodation

**2000**

**Wellcome Wing**

Technical innovation to extend the London Science Museum



**2015**

**National Highways Area 9**

First area to lay 1000 tonnes of surfacing material in one shift

**2006**

**Channel Tunnel Rail Link**

Wins British Construction Industry Awards – major project of the year



**2014**

**Hinkley Point C**

10,000 linear metres of precast concrete culverts used to divert the Holbrook stream

**2009**

**Crossrail**

Precast segments were manufactured offsite. The segments formed rings to line the tunnels



**2012**

**The Sainsbury Laboratory Cambridge**

RIBA award winning research laboratory



# Get to know us...at a glance



Kier's purpose is to sustainably deliver infrastructure which is vital to the UK. We are a leading provider of infrastructure services, construction and property developments. We are committed to delivering for communities and leaving lasting legacies through our work.

At the core of Kier's project delivery is technical excellence, utilising the latest building methods, innovations and technology to ensure we offer the best value for our clients. We design, build and maintain nationally important projects for our clients across the UK.

## Fast facts about us:

- **400+ live projects** across the UK
- **Strategic supplier** to the UK Government
- Long-term frameworks **valued at c.£156bn**
- **c.10,000** employees
- Glassdoor rating of **4.3**
- **80.5%** employee engagement score



Colleagues on site  
at A417



## Our FY25 full year results:



**£4.1bn revenue**

(£4bn in FY24) ↑



**£159.9m adjusted operating profit**

(£150.2m in FY24) ↑



**£11bn order book**

(£10.8bn in FY24) ↑

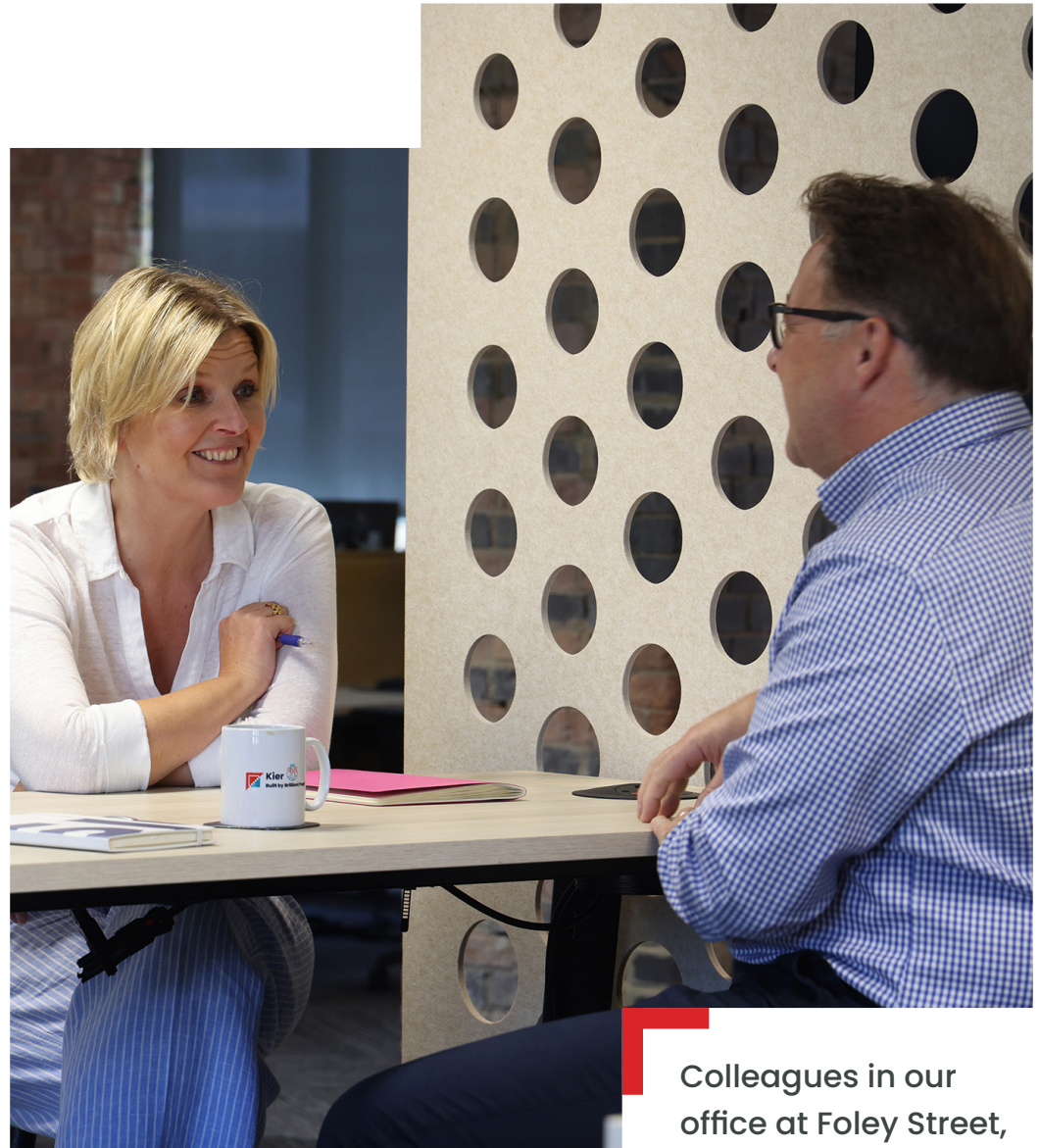


**£204.1m net cash**

(£167.2m in FY24) ↑



Scan the QR code to see  
our FY25 year in review



Colleagues in our  
office at Foley Street,  
London



# Our 360 approach

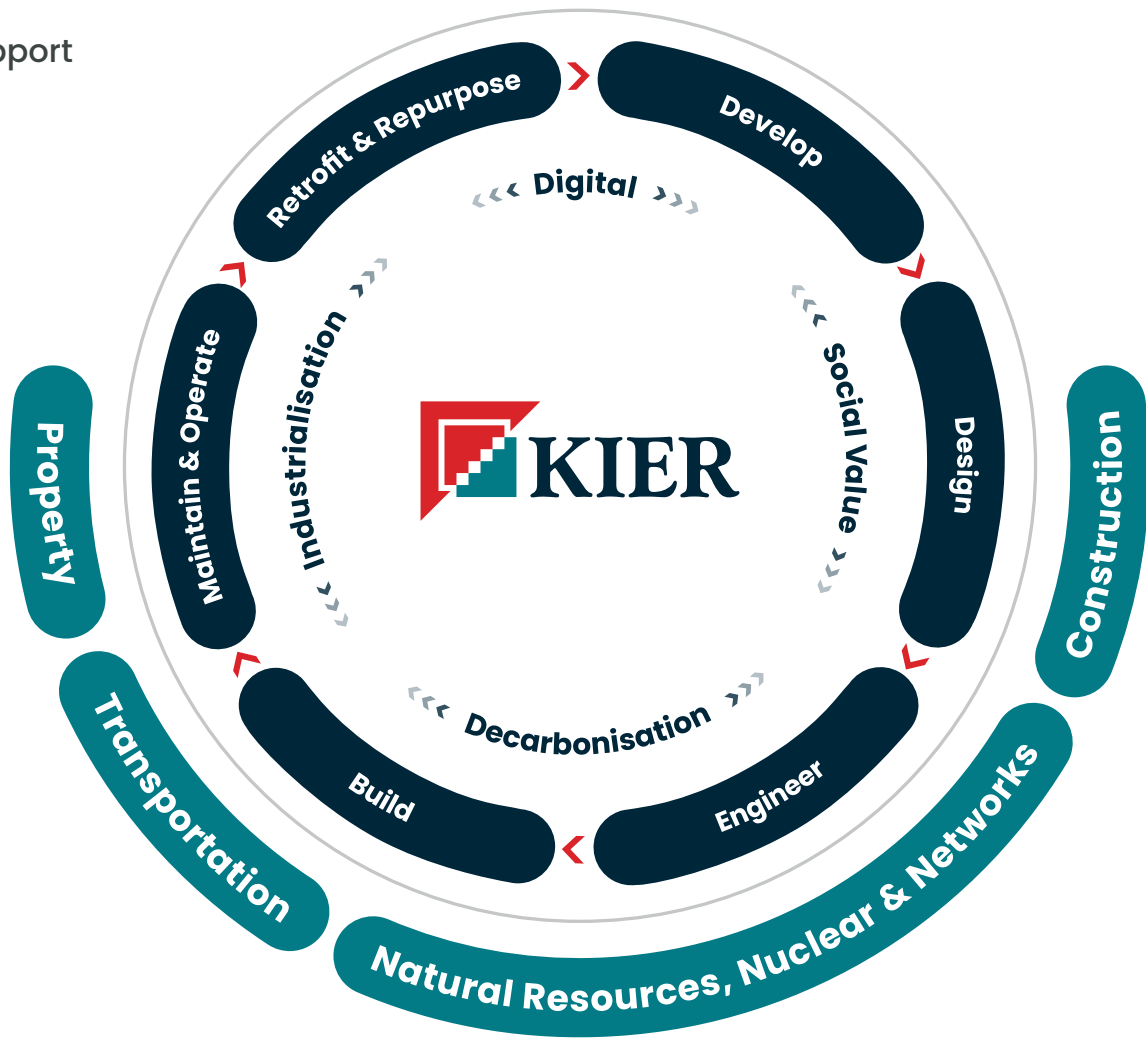


At Kier we have the full breadth of capability to support clients at any stage of an asset’s lifecycle.

We deliver projects and programmes of all sizes, from the development of land to design and construction, through to maintaining and operating the asset.

Our 360 approach embodies who we are and how we operate. Collaborative, trusted and focused, we combine national reach, local delivery and engineering excellence.

Our teams of dedicated, diverse and highly-skilled people and supply chain partners will work to ensure best-in-class outcomes.



Scan the QR code to read more about our 360 approach



# HMP Millsike



Kier used expertise from across the Group to deliver the UK's first all-electric prison at HMP Millsike. In addition to our major projects team, experienced in delivering large-scale, complex projects, our in-house professional services team delivered the temporary works design to support the civil engineering works required across the site.

In addition, digital experts used innovative digital processes and programmes to provide a trackable and accurate build process from design and manufacture through to installation, while our Mechanical & Electrical team managed complex installations, deploying large volumes of offsite-manufactured riser units and horizontal distribution racks across six houseblocks and ancillary buildings.



# Digital first

Kier's award-winning digital experts support clients to optimise the design, delivery and operation of their assets. Our work extends from individual buildings to a whole-estate approach – covering everything from greater efficiency through improved asset maintenance to the real-time digital twinning of buildings.

## Fast facts about digital:

Completed Phase 1 of the **UK's first public sector Digital Twinning Project** with the Ministry of Justice

**Championing digital apprenticeships** through our Data Academy



Using VR headsets for project efficiency



# Industrialisation



Kier provides an award-winning choice of factory-based solutions to drive quality and value on the projects we deliver. We provide Modern Methods of Construction (MMC) solutions, uniting suppliers and consultants for optimal client results using our ChoiceFactory® approach.

As part of our approach we maintain architectural intent whilst maximising the standardisation of design and components – leading to greater repeatability, quality and performance alongside more efficient construction.

## Fast facts about industrialisation:

**Delivered 17 standardised T60 houseblocks**

for the MoJ at prisons across England

Won Project of the Year at the  
**Offsite Awards 2025** for HMP Millsike



HMP Five Wells

# Building sustainably and leaving a lasting legacy



## Taking action for the climate:

### Our commitments to climate action:

- Net-zero **scope 1 and 2 by 2039**
- Net-zero **scope 3 by 2045**
- **100% electric/PHEV** company cars and light commercial vehicles (LCVs) by 2030

### What we've achieved:

- **70.9% reduction** in scope 1 and 2 emissions since FY19
- **4.3% reduction** in scope 1 and 2 emissions year on year
- **29.5% reduction** in scope 3 emissions since FY22
- **13% reduction** in scope 3 emissions, year on year
- **71% of revenue derived** from projects with a net positive environmental benefit



Solar PV and Hydrogen Trial Installation at Bridgwater Tidal Barrier site



## Leaving a lasting legacy:

**c. £1.5bn**

spent with SMEs and VCSEs

**Real Living Wage**  
employer

**£531m** of added  
social value  
generated  
in FY25

**11.3% of our people**  
are in formal training  
and development  
programmes

**Top 100**

Apprentice  
employer

Platinum member of  
**The 5% Club**

**39,000 people**  
**benefited** from  
community or  
educational outreach

**£250,000 raised**  
for Trussell over a  
two-year charity  
partnership



**Scan the QR code** to read  
more about Kier Group



## Protecting communities against flooding: Mansfield SuDS

Working on behalf of Severn Trent, we have helped build the UK's largest retrofit sustainable drainage system (SuDS), designed to tackle the growing challenge of extreme rainfall events, increasingly common due to climate change.

This network of green infrastructure reduces flood risk to 90,000 people, prevents localised flooding and reduces pressure on combined sewer systems, helping to avoid overflows and drains to cope.

The new features have also created nature-rich, accessible green spaces that improve biodiversity and provide attractive areas for communities to enjoy, demonstrating how climate adaptation, infrastructure resilience, and community wellbeing can be delivered hand in hand.

# Design

As a core part of our 360 approach, we provide expert design, engineering and technical advice, across the built environment.

Our wide-ranging expertise and flexibility allows us to deliver the full range of design projects from the smallest through to the largest and most complex, including both permanent and temporary works.

Our designs are fully integrated to ensure they are construction focused, safe to build and keep future operation and maintenance in mind. Our wide-ranging expertise and flexibility allow us to deliver the full range of design projects from the smallest to the largest and most complex projects, which include permanent and temporary works.

## Fast facts about our design work

We have a team of

**750+ experts**

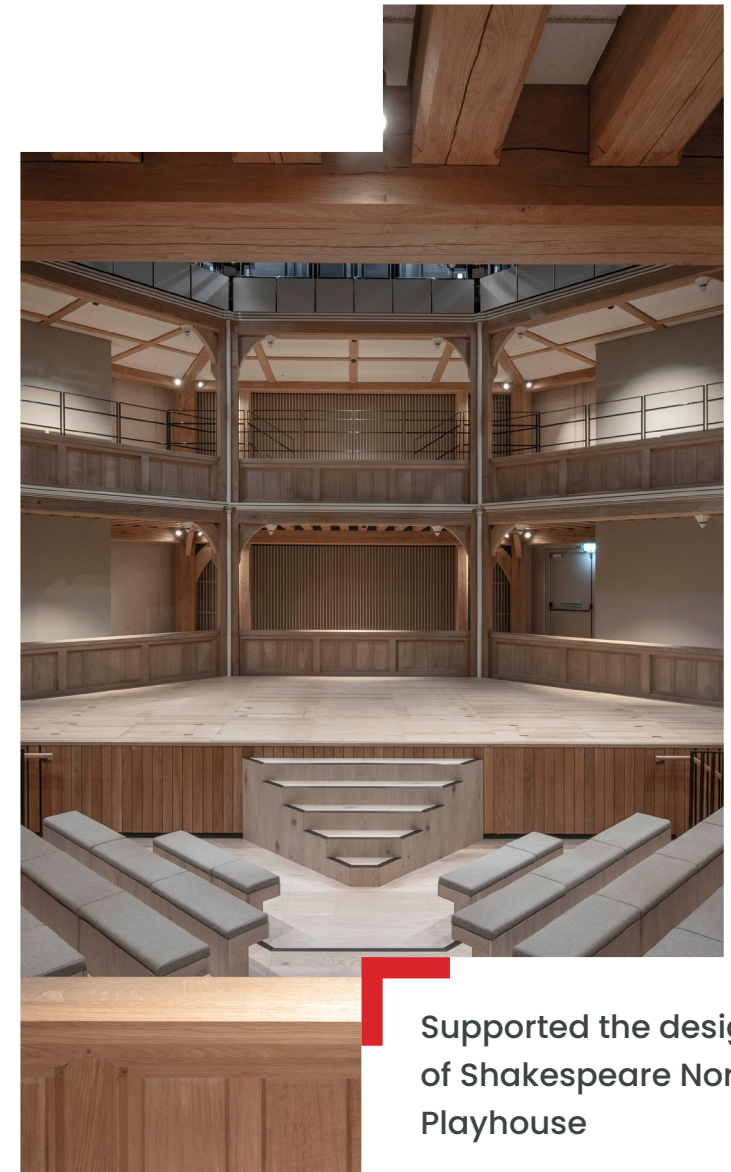
We have helped design

**over 30** Special Education Needs (SEN) schools since 2007, **over 270 primary schools and over 130 secondary schools** (both since 2017)

We have invaluable local

knowledge, with teams **operating from offices throughout the UK,**

facilitating our integrated delivery model



Supported the design of Shakespeare North Playhouse



## **We are experts across our 7 capabilities:**

1. Architecture and building consultancy
2. Civil engineering
3. Construction engineering
4. Digital design
5. Environment and sustainability
6. Mechanical, electrical and technology
7. Structural and geotechnical engineering

## **We have 3 functions to support our clients:**

1. Fire engineering
2. Principal designer
3. Temporary works assurance

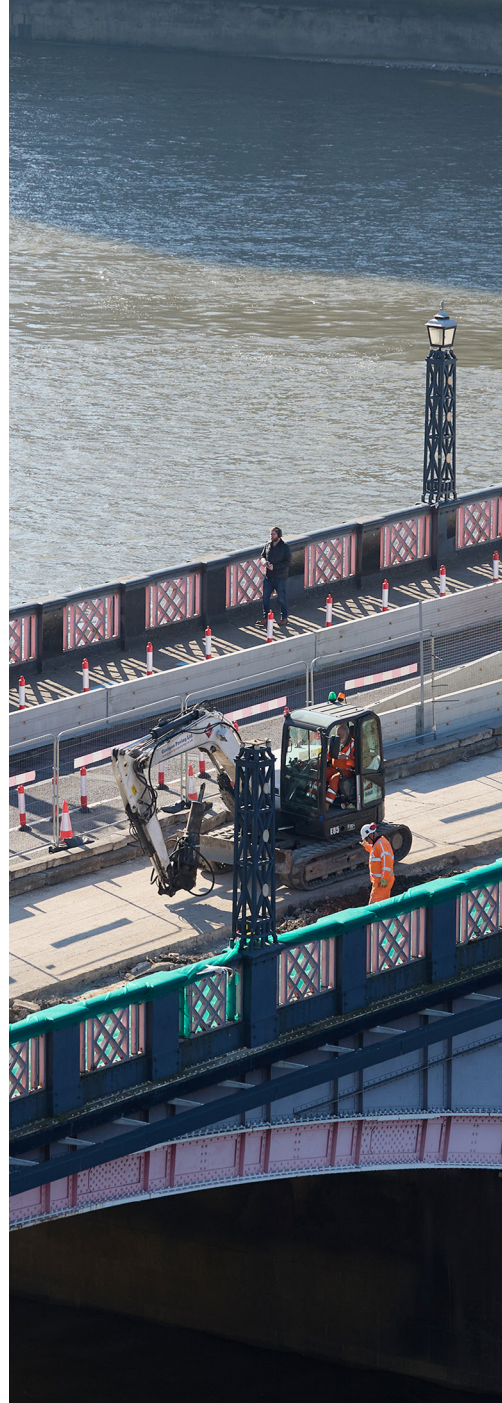


### **Design in action: M6 Lune Gorge**

We are delivering a bridge renewal scheme for National Highways along a six-mile stretch of the M6 between junctions 37 and 38. As part of our Professional Services Alliance (PSA) with Tony Gee and RPS, a Tetra Tech company, we are delivering the design works for the project, which includes 8 structures that are coming to the end of their serviceable life. The works being delivered include permanent and temporary works design.

Construction is scheduled to begin in 2027, with completion expected by winter 2031.





**Scan the QR  
code** to read  
more about  
our projects





**Scan the QR  
code to read  
more about  
our sectors**





# Construction

Our Construction business, which is currently delivering over 200 projects, is made up of regional build, strategic projects and Kier Places. Kier Construction is a leading UK national contractor, providing project delivery and property maintenance for our public and private clients across a number of sectors, including education, healthcare, justice and borders, defence, and commercial.

## Fast facts about Construction:

Strong **order book of £4.5bn** and **revenue of over £1.9bn**

In FY25 we delivered added social value **worth over £275m**

**4,151 hours** spent on community volunteering

**1,672 weeks** of work experience completed, and **734 apprenticeship** opportunities created across Kier Construction and our supply chain



The High School  
Leckhampton,  
Cheltenham





## Our clients include

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Department for Education

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Ministry of Justice

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Department of Health & Social Care

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Crown Commercial Service

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Heathrow Airport Limited

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Derwent, Stanhope and M&G

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Ministry of Defence

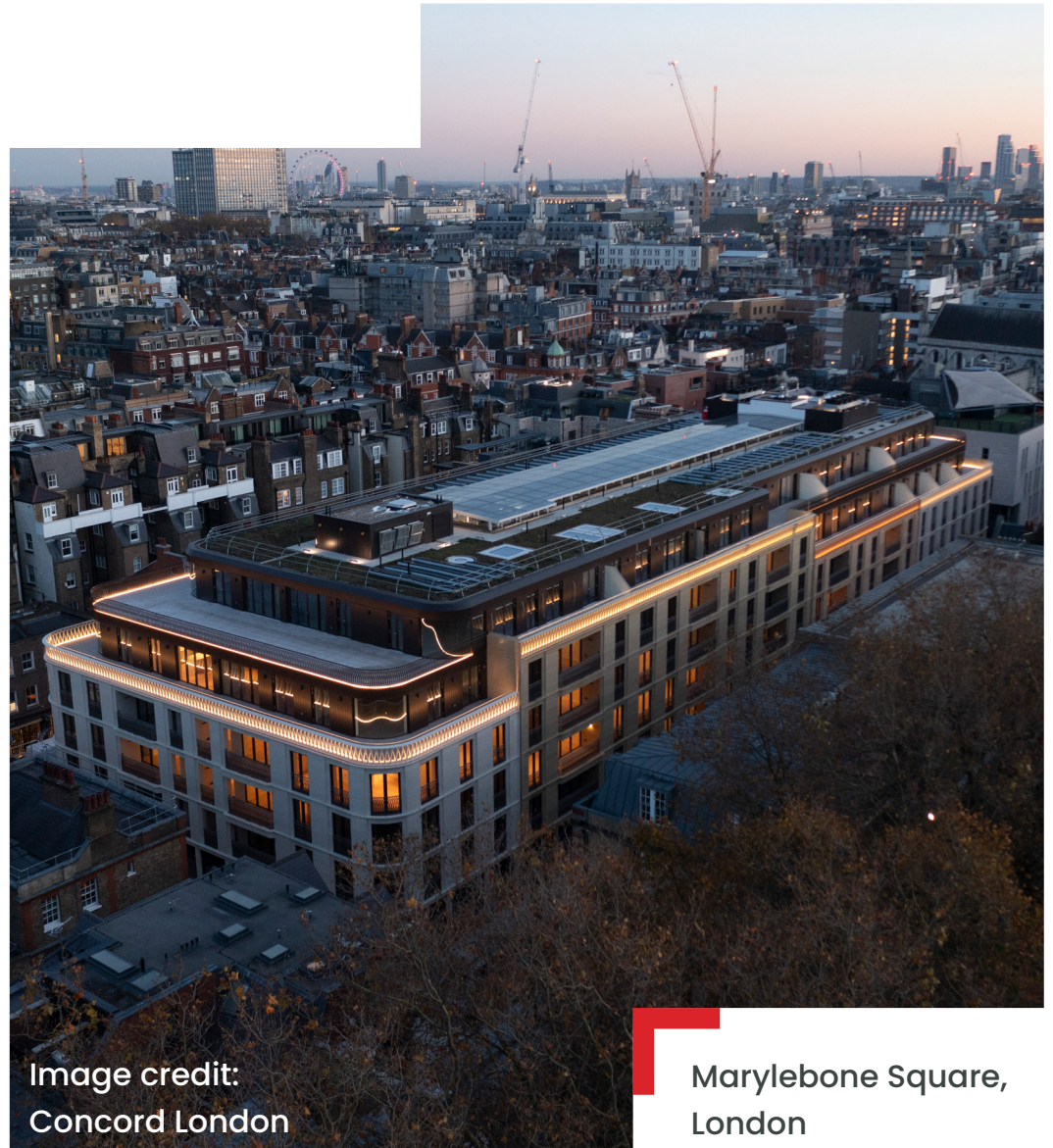


Image credit:  
Concord London

Marylebone Square,  
London



# Healthcare



At Kier, we have been leading the way in healthcare design, construction and maintenance for over three decades. We have extensive experience in live healthcare environments, which allows us to deliver state-of-the-art facilities that cater to the needs of staff, patients, and their families.

Our mission is to work in partnership to create high-quality healthcare spaces that provide invaluable care and support for our local communities.

## Fast facts about healthcare:

Since January 2024 we have **delivered 25 healthcare projects for the NHS totalling over £445m**. Resulting in:

- **19** Operating Theatres
- **19** Imaging Units
- **47** Recovery Bays
- **148** Inpatient beds
- **127** Assessment Rooms
- **Over 61,700m<sup>2</sup>** floor space
- Designed and delivered **over 100 clinical services**



## Luton & Dunstable Hospital

We delivered new clinical buildings with cutting-edge maternity, neonatal, theatre, and critical care facilities on an extremely constrained site, immediately next door to live and operational clinical facilities.

Spanning five storeys and 16,700m<sup>2</sup>, the hospital now has state-of-the-art facilities that will significantly enhance delivery for staff and enable more patients to receive life-saving care and treatment.

Luton & Dunstable University Hospital is the 25th healthcare project which Kier has delivered for the NHS since January 2024, totalling £445m overall.





# Education

Kier brings decades of expertise in transforming educational spaces, and has completed 266 education projects in the last six years. From primary schools to universities, we're proud to support institutions in creating and maintaining inspiring environments for learning and growth.

Our trusted teams deliver high-quality new builds, retrofit and refurbishments across mainstream, further, and SEND educational settings. Our innovative kSchool design platform ensures every project meets the latest Department for Education (DfE) standards, delivering flexible, cost-effective, and future-ready facilities.

## Fast facts about education:

**266 Education projects completed**

in the last six years

**Third largest contracting supplier**

for DfE in FY24/25

Completed 15 DfE framework projects in the last three years with a value of **over £260m, benefitting 9,376 pupil places**



## Mulberry Academy – a pioneering Passivhaus school in the heart of London

An energy efficient secondary school in London Dock, Mulberry Academy provides staff and pupils with bright classrooms, specialist suites for dance, arts and science, along with flexible learning spaces, a roof terrace, games court and recreational areas.

Opened by Her Majesty The Queen, this state-of-the-art school is one of the first in London to be designed to Passivhaus standards, creating a low carbon building and a healthy environment for the school and local community.



# Defence



Kier is trusted to deliver for the UK defence sector and is working across the country to bolster our defence infrastructure.

Our teams have vast experience operating in regulated and challenging environments across the defence estate including naval bases, air stations, army bases, defence laboratories and research sites.

## Fast facts about defence:

Part of the SLA Alliance, tasked with **delivering 16,000 new bed spaces**

Part the Clyde Construction Framework, supporting the **£1.3bn investment at HM Naval Base Clyde**

A trusted delivery partner for DIO's **£5.1bn Defence Estate Optimisation (DEO) Portfolio**



## Royal Navy Air Station: Culdrose

RNAS Culdrose is an integral part to the UK's defence. Royal Navy personnel based here include Merlin Helicopter Force, which patrols UK waters and protects the country's nuclear submarine deterrent and aircraft carrier strike groups from threats in the air, on the surface and below the water.

The project at RNAS Culdrose will see the helicopter force's Engineering Training School replaced with a new training hub to ensure personnel have the best facilities to learn how to maintain this vital fleet of Merlin Mk 2 helicopters.

One of the helicopter squadrons, 820 Naval Air Squadron, will also have a brand-new hangar built, its headquarters building upgraded and two additional hangars on the site revamped.





# Kier Places

Kier Places is our building, estate and property management business which delivers end-to-end solutions for places where people live and work. We deliver our services across three key business areas – building solutions, residential solutions and workplace solutions – with a core focus on occupied buildings.

## Fast facts about Kier Places:

**Delivering residential solutions to over 70,000** properties

**Providing facilities management services to over 3,500** buildings and assets

**PFI portfolio covering 72** schools, hospitals and libraries



## Supporting quieter neighbourhoods around Heathrow Airport

Kier Places is Heathrow's delivery partner for its Quieter Neighbour Support Scheme – a major programme of noise insulation and energy efficiency improvements for 24,000 homes and 50 community buildings in neighbouring communities.

Techniques for surveying the domestic properties include digital scanning and mapping tools and the creation of digital models of homes by type, which enables improved planning and forecasting as well as better project outcomes.

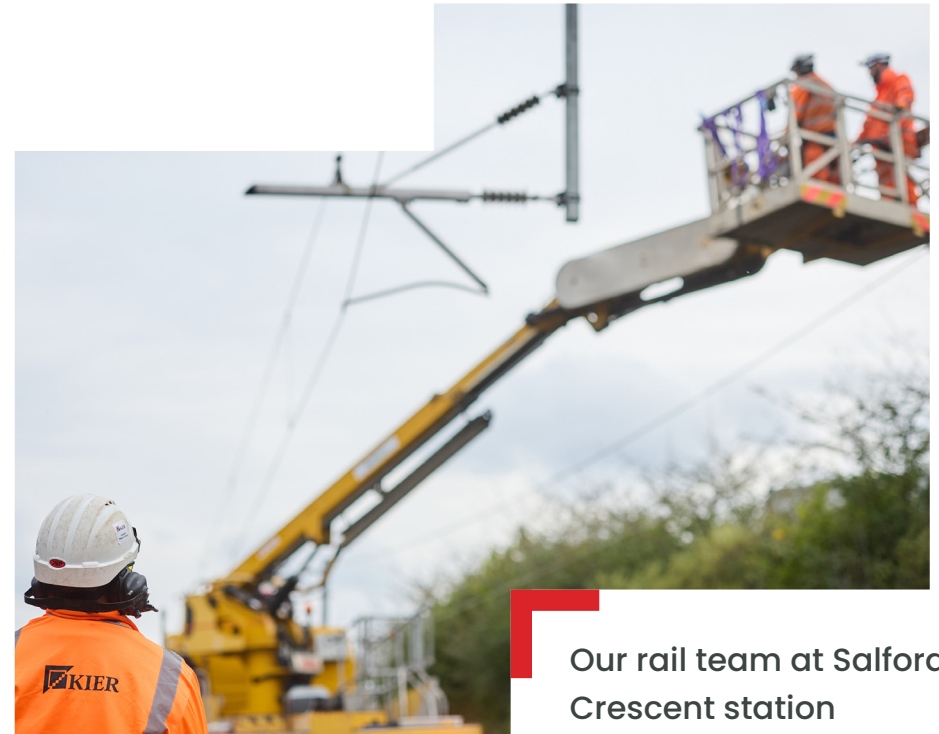
The project also includes an ambitious community engagement strategy with a programme of education outreach projects for schools and innovative methods of engaging with residents and local groups – including our award-winning social value initiative, Kierrriculum.



# Transportation

Kier Transportation connects people by delivering design, build, and maintenance of infrastructure services that are key to the UK's highways, rail, aviation, and ports sectors. Our transport infrastructure solutions are sustainable, long-lasting and enable hundreds of thousands of journeys every day.

We handle everything from the design, planning, programming and delivery of major schemes to routine maintenance and operations. We collaborate with strategic partners and our supply chain to embrace digital solutions and technology and drive successful outcomes for our clients, customers and the communities in which we work.



Our rail team at Salford Crescent station

## Fast facts about Transportation:

We were the first infrastructure organisation to achieve the **Carbon Trust Route to Net Zero Standard**

We are early adopters of the Science Based Targets Initiative. 75% of the Kier Transportation HGV fleet is now HVO-ready, with a reduction in Scope 1&2 emissions of **480tCO<sub>2</sub>e between FY24 and FY25**

Provided **7,650 apprenticeship weeks** and **delivered 12,666** volunteering hours In FY25





## Our clients include

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National Highways

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Network Rail

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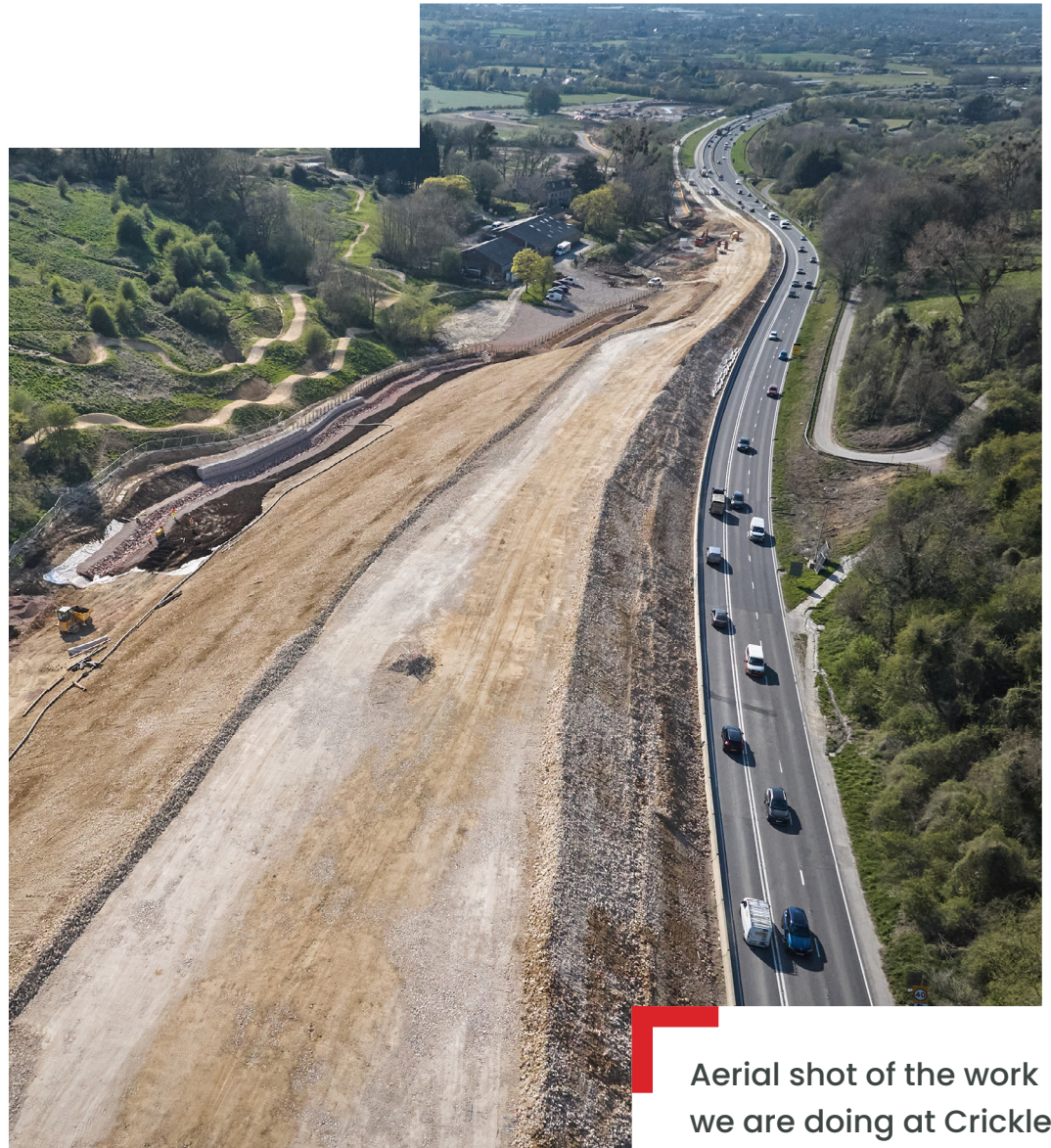
Local and combined authorities

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HS2

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Transport for London



Aerial shot of the work we are doing at Crickley Hill, A417 Missing Link



# Roads

We're a UK-leading highways service provider, providing end-to-end solutions for our clients' design, build and maintenance requirements. We manage large-scale, complex schemes that draw on the expertise of our multi-disciplined teams, as well as managing and maintaining 21,000km of local authority and strategic roads.

## Fast facts about roads:

We built the UK's biggest green bridge in Gloucestershire, at **37 meters wide and 60m long**

Our HS2 A43 road project has been ranked at the **top of the list 3 times** in National Highways customer audits

We manage and maintain **16 of the 38** road tunnels in England

**2 million hours** of work have been carried out on the A417 without a single Lost-Time-Incident



## Delivering Central London's biggest SuDS: Joe Strummer Subway

Together with Transport for London (TfL), Westminster Council, Marble Arch BID and Thames Water, Tarmac Kier Joint Venture (TKJV) designed and built central London's largest sustainable urban drainage system (SuDS) at the Joe Strummer Subway, enhancing resilience to climate change and reducing flooding risk.

The new rain gardens at the subway collect and store around 222,000 litres of rainwater, reducing the risk of flooding and sewer overflow. The green infrastructure has provided a safer area for the community, enhanced biodiversity and improved air quality, as well as surface water drainage.





# Rail

Our rail capability delivers complex, multi-disciplinary infrastructure projects across the UK. It combines our in-house expertise in design, civil engineering, structures, stations, permanent way enhancements, access for all schemes, power, signalling, and telecommunications. Our integrated approach enables us to deliver high-quality, cost-effective solutions that meet the evolving needs of our clients and communities. From electrification schemes to station upgrades, we're helping shape a more sustainable, accessible rail network.

## Fast facts about rail:

Our teams are **delivering a new 157m platform** at Salford Crescent for Network Rail

Installed 21km of power lines, reconstructed **6 road bridges and 1 footbridge**, made modifications to **17 bridges and 2-level crossings** on the Wigan to Bolton electrification

**We're building 2 new stations** in the West Midlands at Willenhall and Darlaston

As part of our EKFB joint venture, **we are delivering 80km of civil engineering work**, including 81 bridges and 15 viaducts for HS2



## Preserving and restoring a historic station: Whitley Bay Metro Station

Kier successfully led the restoration of a Grade II listed canopy structure for Whitley Bay Metro station, delivering a high-quality outcome that both preserved and enhanced the heritage asset. The team replaced outdated glazing with robust, modern alternatives and reinstated glass directly above the tracks, significantly improving shelter and user experience.













# Natural Resources, Nuclear & Networks

We provide design, build, maintenance and upgrade solutions to protect essential services and assets, across the UK.

Our work spans several sectors, including water, nuclear, flood management, sustainable urban drainage, reservoirs, waterways, wetland creation, gas and electricity.

## Fast facts about Natural Resources, Nuclear & Networks:

**6,502 weeks** of apprenticeships and work experience carried out in FY25

**81 mental health first aiders trained** to support staff and operative wellbeing in FY25

**3,722 hours spent** volunteering for local community groups, charities and environmental initiatives in FY25

**More than £265k spent** on small and medium enterprises in FY24/25

Working with **9 water customers** across **17 frameworks**

**For the 6th year in a row,** we've been awarded an International Safety Award by the British Safety Council



Alderney Water Treatment Works, Bournemouth





## Our clients include

EDF Nuclear New Build

Severn Trent Water

Environment Agency

Babcock International Group

Canal & River Trust

Phoenix Energy

Southern Water



Colleagues on site in Dorset



# Water

Kier delivers essential water infrastructure across the UK, combining national coverage with innovative, end-to-end solutions. We provide reactive maintenance and major capital upgrades to treatment works, canals, reservoirs, pipelines, pumping stations, sustainable drainage solutions (SuDS), and flood and coastal risk management schemes. We enhance resilience, drive sustainability, and support the UK's long-term water security.

## Fast facts about water:

### We're leading a £100m major project

to modernise and upgrade Alderney Water Treatment works

On our South West Water contract, **made more than 6,000 new water main connections in one year**

**Helped construct 60 stormwater storage** tanks across the Midlands, **creating 10,150m<sup>3</sup>** extra capacity, for Severn Trent Water

**Generated estimated savings of c. 20,000 litres of diesel** at Bridgwater Tidal Barrier, resulting in **c. 53,000kgCO<sub>2</sub> avoided** at the point of use



## Green hydrogen and solar power trial at Bridgwater Tidal Barrier

In partnership with the Environment Agency, we are trialling a zero-emission power solution, combining solar panels, green hydrogen fuel cells, and batteries to power our site compound.

We've already applied valuable learnings from planning, setup, and real-time monitoring. This includes adding a second fuel cell and sharing live energy usage data to encourage awareness and behavioural change on site.





# Nuclear

We deliver complex infrastructure across the UK's energy and defence nuclear sectors. Our work spans nuclear new build projects, advanced modular and fusion technologies, and secure facilities for the UK's defence capability.

We also enable the safe management and decommissioning of nuclear materials. With proven expertise across all markets, we are helping to shape a cleaner, safer and more resilient nuclear future.

## Fast facts about nuclear:

Since 2020, **we have delivered c. £1.2bn** of nuclear projects across the UK

Once operational, Hinkley Point C nuclear power station will provide **low carbon energy for around six million homes**

Our **KierBAM joint venture (KBJV)** has been a trusted delivery partner at Hinkley Point C for the last 13 years

Completed civil construction works for phase one of the extensive modernisation at **Devonport Dockyard's 15 Dock**, home to Astute class nuclear powered submarines, on behalf of Babcock



## Supporting the delivery of a major new power station: Hinkley Point C

Kier has been a trusted delivery partner on site since 2012, as part of the KierBAM Joint Venture (KBJV).

Originally commissioned to undertake the major earthworks on site, our scope of works has grown significantly since, with client EDF NNB leveraging our comprehensive experience of delivering large scale, complex civil engineering projects in highly regulated nuclear environments.



# Property

Kier Property invests in and develops mixed-use sites across the UK, transforming underused spaces. Specialising in residential-led urban regeneration, last mile logistics, sustainable offices and dynamic retail and leisure spaces.

By partnering with the public and private sectors, we reimagine places and unlock their full economic potential for the benefit of the wider community.

## Fast facts about Property:

- 6 long term** existing public sector partnerships

**60% of portfolio** currently consented

17 commercial developments and 23 residential developments, **totalling 40 projects across the UK**
- 5,100 residential units,** with 2,500 consented

**Targeting 15% ROCE** (Return on Capital Employed)

**£225m of Kier Capital** to deliver a pipeline of opportunity of up to £3bn (Net £2bn Kier) over 5-10 years



Swan Centre,  
Leatherhead





## Key Partners

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Watford Borough Council

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Mole Valley District Council

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Test Valley Borough Council

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Network Rail

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HGP (Housing Growth Partnership)

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Vistry, Investec, ARA Venn

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Liverpool City Council

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Birmingham City Council



Bracknell,  
Logistics City



# South Wokingham



The Kier Property and Vistry Joint Venture will deliver 343 new mixed-tenure homes in South Wokingham as part of a larger development of 1,434 homes. The overall consortium project, which involves Miller Homes includes 35% affordable housing and 65% private sale homes, a primary school, public spaces and a local centre.

Construction is set to begin later this year with the development aiming to create a sustainable, vibrant community with strong transport links.





Watford Riverwell is a £500m GDV, 70-acre urban regeneration scheme on the edge of Watford town centre, delivered through a 50:50 JV between Kier Property and Watford Borough Council.

To date 579 homes, including affordable homes, have been delivered together with a retirement village, a Trade City industrial employment scheme, a 1,455-space hospital multi-storey car park and other major infrastructure works.

Current phases include a new public square with a 131-bedroom Travelodge, Tesco and Greggs and a pre-let Safestore unit targeting BREEAM Excellent. Avenues Phase Two will deliver a further 110 homes of the 1,100 (total) new homes that will have been delivered at the end of the JV, continuing its vision for a vibrant, sustainable community where people can live, work and socialise.











## **Kier Limited**

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 Kier Group

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 Careers at Kier