

Statement of intent

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.

Our sustainability policy formalises our commitments to responsible operations which protect and enhance the environment, as well as contribute to social development. These commitments provide the foundations of our Building for a Sustainable World sustainability framework, which puts sustainability at the heart of our business strategy.

Policy Aims

this policy formalises the key actions Kier is taking through our sustainability framework, Building for a Sustainable World, formed of the following:

Framework pillars:



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Our planet: Improving our environment now and for future generations

We aim to accelerate our action; doing more with less; and playing our part to address the climate and nature emergencies. We will:

- Take **Climate action**, reducing carbon emissions and working with clients to build infrastructure which is resilient to the effects of climate change.
- **Value nature**, working to protect and enhance biodiversity by managing nature risks and enhancing green spaces.
- Embed **resource efficiency** within our supply chain to use resources in a sustainable way throughout a project's lifecycle.

Our places: Making a positive difference in our local communities

We aim to benefit our local communities; make a positive difference; and generate value for society. We will:

- Deliver **social impact** and leave a positive legacy in the communities we work in by providing vital infrastructure and services, creating inclusive employment opportunities, and supporting our employees.
- **Enable social mobility** and address inequality by giving individuals and communities tools and opportunities to develop and thrive.

Our people: Building a workforce and a supply chain for the future.

We aim to create a safe; diverse and inclusive; collaborative, and high performing culture where our people feel they can belong, contribute and thrive. We will:

- **Prioritise all our people** to build a workforce that has the skills and capabilities needed for the future.
- Ensure **ethical labour** in our business and our supply chain, working towards fair and equal treatment for our entire workforce and value chain.

Framework enablers:

We will:

- **Collaborate** with our value chain to meet the aims of this policy by communicating our policies, commitments, and expectations to our supply chain as part of their business relationship with us and by consulting with communities living locally to

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our operations, throughout the project lifecycle.

- **Design in** sustainability throughout the lifecycle of our projects to support our customers, clients, and local communities to meet their own sustainability objectives, as well as to further the aims laid out in this policy and leave a positive legacy from our operations.
- Incorporate **innovation** into our sustainability strategy by exploring new methods and technologies to simultaneously reduce the environmental impact of our business and enhance the positive legacy we leave.
- Develop and nurture **sustainability literacy** within our workforce and in our supply chain by sharing training and innovation; raising awareness of sustainability issues, trends, and regulations; and communicating regularly with our stakeholders on our progress.
- Ensure sound **governance** of our sustainability framework at Board level by consulting regularly with our internal and external stakeholders on sustainability topics and by reporting transparently on our impacts and progress against our metrics.
- Group procurement practices are certified to ISO 20400 standards, with reassessment every three years.

Foundational policies

Our sustainability framework is underpinned by the policies and strategies from the wider business. For a comprehensive understanding of sustainability at Kier, this sustainability policy should be read in conjunction with:

- [Code of Conduct](#)
- [Environment policy](#)
- [Diversity and inclusion policy](#)
- [Health, safety and wellbeing policy](#)
- [Modern slavery statement](#)
- [Responsible procurement strategy](#)

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For more on our sustainability framework and targets, consult our:

- [Building for a Sustainable World framework overview](#)
- [Double materiality assessment](#)

Senior management review this policy annually or following a major operational or organisational change. This policy is communicated to all our employees and organisations working on our behalf on our intranet, on our external website, and made available to interested parties.

Stuart Togwell, Chief Executive

January 2026

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