



D&I Roadmap
2026 – 2030



Contents

Foreword	4
We will be strategic in our approach	5
Giving direction and accountability	6
Using our networks	7
Measuring maturity	8
Using data to evolve	9
We will champion inclusion for all	10
Promoting inclusive recruitment	11
Growing the brand	12
Upskilling our managers	13



We'll embed inclusive practices into our everyday

14

Promoting inclusive cultures

15

Providing inclusive spaces

16

Embracing smart working

17

Offering fair pay and reward

18

We will ensure Kier is a great place to work

19

Celebrating diversity

20

Embracing positive action

21

Understanding our people

22

Developing Milestones that Matter

23

Nurturing our talent

24



Foreword

At Kier, inclusion is integral to our culture, our projects and how we work.

We want our business—and the wider industry—to be a place where everyone feels they belong, can contribute and thrive. With significant opportunities across our sector, we're committed to shaping a more inclusive culture through both what we do and how we do it.

We've achieved culture, through a great deal already, but there is more to deliver. Our 2026–2030 diversity and inclusion roadmap outlines the actions we will take and how we will hold ourselves accountable.

For more information, contact:
inclusion@kier.co.uk.

Together, we will bring about change.

Tracey Collins,
sustainability director, Kier Group



We will be
strategic in
our approach



Giving direction and accountability

Across our business areas, we will ensure that inclusion is key.

Through our D&I Steering Group and our D&I Committee we will ensure our teams work together, delivering focused actions that support our D&I strategy.



Using our networks

Our inclusion networks will continue to support our people as safe-space communities for lived-experience sharing and growth of allyship.

We will focus our networks to ensure the right support is offered to leads and sponsors, as well as increasing opportunities to support in the delivery of our strategy.



Measuring maturity

We will continue to partner with Clear Assured (our diversity and inclusion accreditation and assessment partner) to assess our diversity and inclusion maturity levels to ensure we continuously improve and progress.



Using data to evolve

We will continue to develop our data-led approach, promoting confidence in colleagues sharing their D&I data. We will ensure that we hold ourselves accountable for progress through reporting in our balanced business scorecards.



**We will champion
inclusion for all**



Promoting inclusive recruitment

We will continue to drive inclusive recruitment practices, by ensuring our processes are inclusive and by providing training to all our hiring managers and hiring teams.



Growing the brand

We will ensure our communications show both internally and externally authentic representation of our people and showcase role models.

We will showcase and communicate best practice through external recognition and awards.



Upskilling our managers

We will identify gaps in our managers' skillsets and work with them to create and launch meaningful, impactful interventions that support them to become empowered leaders.



We'll embed
inclusive
practices into
our everyday



Promoting inclusive cultures

We will embed our Kier Cares commitments in all that we do.

Continuing to raise awareness of our Expect Respect principles through engaging and accessible learning experiences, prioritising proactive approaches to ensuring people at Kier feel they belong.



FIVE RESPECT BASICS

We should all expect respect at work. That's why Kier has created the five respect basics, which everyone working for us is expected to follow.

1. Banter is not an excuse

The joke's not funny when it upsets someone else.

2. Call it out

Heard or seen something offensive or that makes you or someone else feel uncomfortable? Say something or report it on the confidential Speak Up line on 0800 915 1571.

3. Be open minded

Take the time to learn and listen to what others have to say.

4. Respect each other

Everyone's experiences are different, and they all matter.

5. Take action

Kier has a zero-tolerance approach to harassment and bullying.



EXPECT
RESPECT

Visit www.kier.co.uk/diatkier to find out more.

Providing inclusive spaces

We will create a framework for inclusive offices and sites, focusing on culture and accessibility.



Embracing smart working

We will continue to drive our smart working culture, empowering our colleagues and managers to support agile and flexible working arrangements across our sites and offices.



Offering fair pay and reward

We will continue to ensure that everyone at Kier has access to fair pay and reward, and work to identify any pay gaps, developing clear and concise action plans to close gaps and address inequity.



We will ensure Kier
is a **great place to
work**



Celebrating diversity

We will showcase role models, celebrate diverse talent and cultures and raise awareness of how diversity of thought and experience drive success.



Embracing positive action

We will enhance our positive action programme to ensure that our industry is as accessible as possible to people from all backgrounds and experiences.



Understanding our people

We will use our employee engagement surveys and our inclusion networks to ensure our people feel belonging in Kier.

We will provide clear reporting mechanisms via our 'Call it Out' process when we fall short.



Developing Milestones that Matter

We will ensure that we offer support and guidance at key life milestones (including family and caring, menopause, and retirement) that our people are likely to experience.

Our policies and processes will reflect these milestones and ensure that inclusion is a priority from early to later careers and beyond.



Nurturing our talent

Using data to inform our decisions, we will ensure all our employees are given access to talent development opportunities and progression, improving our processes and challenging bias.





Kier Limited

Registered in England and Wales

No. 01611136

Registered office:

2nd Floor,

Optimum House,

Clippers Quay,

Salford,

M50 3XP.

kier.co.uk

Copyright © 2025 Kier Limited



Kier Group



[wearekier](https://www.instagram.com/wearekier)