



Carbon Reduction Plan

Kier Group plc

November 2025

Our business

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, and committed to delivering for communities and leaving lasting legacies through our work. At the core of our project delivery is technical excellence, using the latest building methods, innovations and technology to ensure we offer the best value for our clients.

The data, targets, and initiatives presented within this carbon reduction plan apply to and are structured in line with all business divisions within our organisational boundary. These divisions and their bidding entities are:

Business Divisions

Natural Resources, Nuclear & Networks



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

Spanning several sectors, including water, nuclear, flood management, sustainable urban drainage, reservoirs, waterways, wetland creation, gas, telecoms and electricity.

Transportation



Connects people by delivering design, build, and maintenance 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.

Construction



Comprises our regional build, strategic projects and Kier Places businesses. We are 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.

Property



Investing in and developing mixed-use commercial and residential sites across the UK, with a focus on creating vibrant communities and breathing new life into underused spaces. We specialise in urban regeneration, delivering residential-led mixed-use schemes, last mile logistics and industrial developments, sustainable modern offices, and dynamic retail and leisure environments.

Bidding entities

Kier Infrastructure and Overseas Limited, Kier Integrated Services Limited, McNicholas Construction Services Limited

Kier Transportation Limited (formerly Kier Highways Limited), Kier Integrated Services Limited, Kier Infrastructure and Overseas Limited, Kier Transportal Limited (formerly Clearbox Limited)

Kier Construction Limited, Kier Services Limited, Kier Facilities Services Limited

Kier Project Investment Ltd, Kier Property Ltd

Reporting Standards & Scope

The calculation of Kier’s carbon footprint is in line with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. Our current carbon footprint accounts for carbon emissions over which Kier has financial control.

Kier employs Energise as a climate consultant, providing accountancy services and support in strategy development and implementation. Energise undertake a series of quality assurance checks in line with industry best practice to ensure the Greenhouse Gas statements are as accurate as possible. The process follows the principles of ISAE 3410, Assurance Engagements on Greenhouse Gas Statements standard, which is undertaken to ensure that the statement is considered materially correct, a fair representation of the greenhouse gases emitted and is prepared in alignment with the Greenhouse Gas Protocol and the relevant scope of activities of Kier as a group.

During the reporting year our GHG data across scopes 1, 2 and 3 was third party verified to ISO 14064-1 with reasonable assurance. The data presented in this report for FY25 reflects the verified data within our GHG report in line with the verification opinion statement.

Note: within this document, “FY” refers to full year ending March. FY25 therefore refers to the period April 2024 – March 2025.

Consolidation approach



Financial control

Verification status



ISO 14064-1 (reasonable assurance)

Changes from previous carbon reduction plan and Verification

In line with the requirements of PPN06/21, this carbon reduction plan is updated annually to present the most recent financial year of data.

> Verifying our data

During the reporting year our GHG data for scopes 1, 2 and 3 FY25 was third party verified to ISO14064-1 with reasonable assurance. The data presented within this report is aligned with the verification opinion statement.

The next planned revision of this carbon reduction plan is October 2026.



Verification Opinion

Verified with Comments	
Based on the process and procedures conducted, the GHG statement contained in the GHG Report 'ISO 14064 FY25 Climate & Nature Report V1' produced by Kier Group Plc:	- Is materially correct and is a fair representation of GHG data and information. - Has been prepared in accordance with ISO14064-1:2018 and it's principles
With the following caveats	Commuting estimated and extrapolated based on survey responded by 33% of employees. The deliveries of unknown purchased materials that could not be categorised have been excluded of Upstream T&D. Emissions for the use of sold products have only been calculated for those assets in which Kier has design responsibilities and can therefore influence energy demands. Emissions for Joint Ventures (investments) have been calculated for scope 1 and 2 of JV projects and allocated according to equity share percentage.
Lead Verifier	Mahivi Vazquez Tarducci
Independent Reviewer	Stuart Rogers
Signed on behalf of BSI	Matt Page, Senior Vice President, Assurance Services EMEA
Issue Date	7/8/2025
BSI Assurance UK Ltd, Kitemark Court, Davy Avenue, Milton Keynes, MK5 8PP, UK	

NOTE: BSI Assurance UK Ltd is independent to and has no financial interest in Kier Group Plc. This 3rd party Verification Opinion has been prepared for Kier Group Plc only for the purposes of verifying its statement relating to its GHG emissions more particularly described in the scope above. It was not prepared for any other purpose. In making this Statement, BSI Assurance UK Ltd has assumed that all information provided to it by Kier Group Plc is true, accurate and complete. BSI Assurance UK Ltd accepts no liability to any third party who places reliance on this statement.

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Emission Reduction Targets

Kier is committed to achieving net zero emissions by 2045. This commitment includes scopes 1, 2 and 3, however in the interim we are aiming to achieve net zero for scope 1 and 2 by 2039 and a series of near-term reduction targets by 2030. These targets apply to all divisions as per our organisational boundary as defined in the introduction.

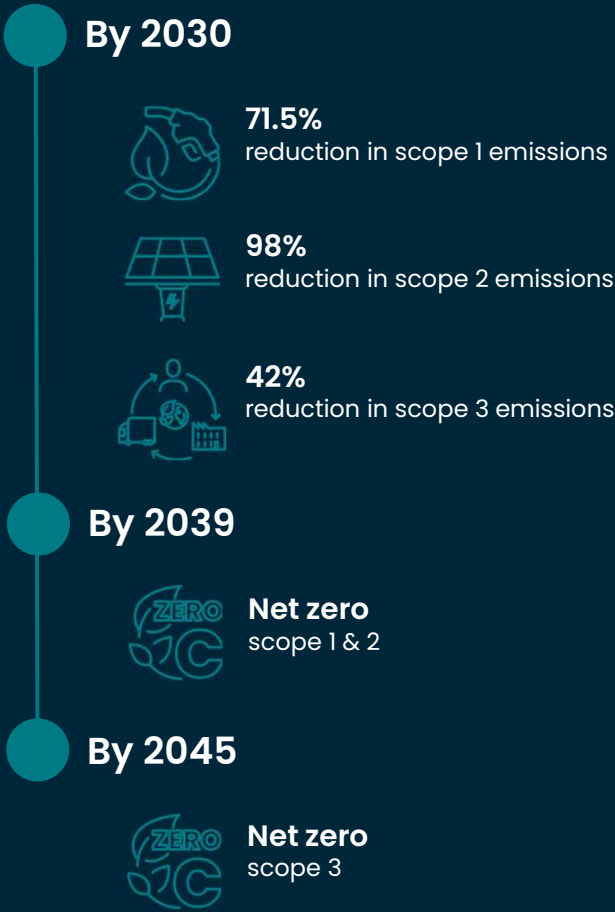
In 2023, our near-term and net zero targets were validated by the Science Based Targets Initiative (SBTi), ensuring that our targets are in alignment with the aim of the Paris Climate Agreement to limit global warming to 1.5°C. Our targets are based on absolute emissions using a market-based methodology and require a minimum reduction of 90% from our base year with a maximum of 10% being neutralised through offsetting. For our scope 1 & 2 targets we apply a base year of FY19, and for scope 3, FY22.

To progress towards our net zero targets, we have committed to a series of near-term targets shown opposite. Our near-term scope 1 & 2 targets have been amended since the publication of our previous carbon reduction plan following the SBTi validation process. As Kier had already achieved a significant reduction in emissions since the base year, the targeted reduction was increased to ensure we maintain suitable forward-looking ambition in the near-term.

To support delivery of our targets, we are members and signatories to various industry commitments with outcomes supporting our strategy, including:

- > Race to Zero: A campaign to build momentum towards a decarbonised economy.
- > Supply Chain Sustainability School: An industry-led organisation for driving the improvement of sustainability knowledge and skills throughout the whole value chain.
- > Contractors Declare: A public declaration of our climate and ecological crises and a commitment to take positive action.

To achieve our carbon budgets, near-term targets, and net zero targets, we have developed a medium-term milestone plan, setting out our strategic actions to improve efficiency and reduce emissions. This plan is detailed on the following page and further information on these initiatives is provided under ‘Carbon Reduction Projects’.



Emission Reduction Targets cont. – our milestone plan

The timeline below shows the milestones we have achieved, have planned, or are working towards in each calendar year to support the delivery of our near-term carbon reduction and net zero targets. Where actions are marked as complete, details are provided in the carbon projects section of this plan.

2024	2025	2026	2027
Target validation Obtain SBTi validation on net zero and near-term targets	Internal Carbon Pricing Investigate opportunities for internal carbon pricing	Land use change** Review land use change and consider SBTi Forests, Land Use and Agriculture (FLAG) validation	Set concrete & steel targets This is reliant on the success of expanding the supply chain collection data
Data verification Obtain ISO14064 verification on GHG data	Expanded CDP Disclosure*** Expand our CDP disclosure to include water security survey	EV company car list 100% of company car list options to be EV/PHEV	Implementation of EV and PHEV for commercial vehicles Wider roll out of EV and PHEV commercial vehicles in line with our EV commitments
Company car fleet strategy Introduce a strategy to deliver on our EV commitments for our company car fleet	Energy excellence initiative* Introduce an initiative to improving monitoring, engagement and incentivisation of best practice for energy management	Expanded CDP disclosure*** Expand our CDP disclosure to include forests survey	Near term target review As we approach our near-term SBTi target year, review the need to set additional interim targets to support our net zero transition
HVO investigation Contribute to the SCSS HVO research paper to assess sustainability	Supply chain data collection Engage with our largest suppliers to improve our supply chain data capture and reporting	Expand supply chain data collection Engaging with more of our supply chain to gather better quality data for reporting and driving targets	
Corporate estate Make sustainability factors a consideration for office leases	Commercial vehicle strategy Introduce a strategy to deliver on our EV commitments for our commercial vehicle fleet	Explore opportunities for renewable energy generation Exploring opportunities with land that we own and the use of Power Purchase Agreements (PPAs)	
Site accommodation Enhance minimum sustainability requirements for site accommodation		Investigate alternatives to diesel Monitoring trials of hydrogen, EV, early grid connection and other emerging technologies in the market	
Concrete & steel Conduct a baseline assessment for low carbon concrete and steel use			

Action complete

Action in progress

Not yet started

*New action

**Moved to 2026 due to planned publication of GHG Protocol guidance

*** CDP Forests deferred to 2026

Baseline Emissions Footprint

The table opposite presents our emissions footprint in tCO₂e for financial year 2021/22 (FY22).

In other public disclosures, our base year for scope 1 & 2 and scope 3 are defined as FY19 (1st April 2018 – 31st March 2019) and FY22 (1st April 2021 – 31st March 2022) respectively.

To present a consistent base year for PPN 06/21 compliance, we have reported FY22 as our base year for all scopes in this Carbon Reduction Plan only. Our targets, strategy, and actions use the baseline years defined in our other disclosures.

The scope 3 categories included in the figure opposite include:

- > Upstream transportation & distribution
- > Waste generated in operations
- > Employee commuting (incl. teleworking)
- > Business travel

Downstream transportation & distribution is not included as it is not relevant to our operations.

Additional scope 3 categories are included within our other public disclosures, including our Climate Report, Annual Report and Accounts and our CDP disclosure.

A breakdown by business division is provided in the table. Data which is unallocated to any division, such as overhead and Group central functions emissions, have been excluded from the table but included in the emissions total.

	Scope 1	Scope 2 (market-based)	Scope 2 (location-based)	Scope 3 (included sources)	Total emissions (market-based, included scope 3 sources)
Total	38,643	324	4,569	61,676	100,643
Construction	8,979	85	2,528	21,901	30,965
Transportation	12,495	217	1,273	8,786	21,498
Natural Resources, Nuclear & Networks	14,359	4	166	23,248	37,611
Property	10	0	48	1,660	1,670

Footnotes to table:

¹Emissions associated with our Group central functions are not included in the breakdown by business division but are included in the total.

²The scope 3 totals include only the categories required by PPN06/21 listed opposite. Additional scope 3 categories are included within our other public disclosures, including our Climate Report, Annual Report and Accounts and our CDP disclosure.

Current Emissions Footprint

The table opposite presents our emissions footprint in tCO₂e for financial year 2024/25 (FY25).

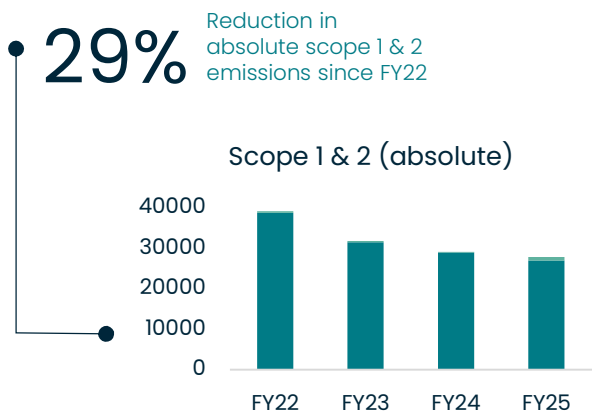
The scope 3 categories included in the figures opposite are the same as presented in the baseline emissions footprint.

A divisional breakdown is provided in the table. Data which is unallocated to any division, such as overhead and corporate functions emissions, have been excluded from the table but included in the emissions table.

Performance to date

Kier has a proven track record in reducing carbon emissions and has delivered targets set through previous successful sustainability strategies. Since our baseline year (FY22), we have achieved an 29% reduction in our scope 1 & 2 emissions (using a market-based methodology) and a 34% reduction in our scope 3 emissions*.

This equates to a 44% reduction in emissions intensity for scope 1 & 2 and a 49% reduction in emissions intensity for scope 3*.



*relevant categories only (see page 5)

	Scope 1	Scope 2 (market-based)	Scope 2 (location-based)	Scope 3 (included sources)	Total emissions (market-based, included scope 3 sources)
Total	26,873	860	2,266	40,688	68,421
Construction	5,488	305	1,336	13,063	18,856
Transportation	9,190	349	474	10,787	20,326
Natural Resources, Nuclear & Networks	12,001	89	129	15,871	27,961
Property	2	0.3	0.3	333	335

Footnotes to table:

¹Emissions associated with our Corporate Functions and any unallocated emissions are not included in the divisional breakdown but are included in the total.

²The scope 3 totals include only the categories required by PPN06/21 listed opposite. Additional scope 3 categories are included within our other public disclosures, including our Climate Report, Annual Report and our CDP disclosure.

Certifications & disclosures

To ensure that our strategy and activities are aligned with industry best practice, we regularly participate in voluntary certification and disclosure initiatives. These are in addition to our statutory disclosures, such as Streamlined Energy and Carbon Reporting ('SECR'), Task Force on Climate Related Financial Disclosures ('TCFD') and the Energy Savings Opportunities Scheme ('ESOS').

	What it is	First achieved	Construction 	Transportation 	NRNN 	Property 
ISO 14001:2015	Our environmental management system, used to identify and reduce environmental impacts	2005				
CDP	Annual disclosure of climate-related (and from 2025, nature- and water-related) matters	2010				
Carbon Trust Standard	Certification of the reduction of environmental impact of our operations and supply chain	2013				
SBTi	Validation of our near-term carbon reduction and net zero targets to demonstrate alignment to 1.5°C	2023				
PAS 2080	Certification for carbon management in buildings and infrastructure	2023				
CIPS Corporate Ethics Mark	Demonstrating our safeguards against unethical conduct in procurement & supply management	2024				
ISO 14064-1	Verification of our greenhouse gas emissions and removals data and management procedures	2024				
TNFD	Disclosure management of nature-related dependencies, impacts risks and opportunities	2025				
TPT	Outlining the transition actions, timelines, and governance to achieve our climate objectives	2025				

See our website for more details on our memberships and disclosures →

Read our annual report for more on statutory disclosures →

Carbon Reduction Projects cont.

Complete carbon reduction initiatives

The following environmental management measures and projects have been completed to support the delivery of the targets defined in this carbon reduction plan. This is not an exhaustive list, but details some of our most notable initiatives within the reporting period.

Title	Description	Division	Status
Biochar	Conduct a feasibility study to review how vegetation removed from highways projects can be processed to produce biochar and then used on site, supporting with plant growth and filtering out microplastics from highways runoff.	Transportation	Complete
Carbon Circuit	Develop the "carbon circuit", a process map to support the delivery of low whole life carbon buildings with clearly defined roles to support collaboration internally and externally	Construction	Complete
Corporate estate strategy	Introduce minimum EPC ratings, public transport links, and other sustainability aspects as considerations when entering new or renewing leases for our offices and depots.	Group	Complete
HVO Research	Contribute to the Supply Chain Sustainability School (SCSS) research project to investigate sustainability risks within the supply chain of HVO fuel.	Group	Complete
Hydrogen depot feasibility	Conduct a desktop feasibility study for a hydrogen-powered depot	Transportation	Complete
Minimum EPC performance	Within our Property division, set minimum EPC ratings for new projects	Property	Complete
Site accommodation standards	Work with our hire partners to develop minimum standards and guidance documents to improve energy efficiency of our site set-ups.	Construction / Transportation / Natural Resources, Nuclear & Networks	Complete

Carbon Reduction Projects cont.

Complete carbon reduction initiatives

The following environmental management measures and projects have been completed to support the delivery of the targets defined in this carbon reduction plan. This is not an exhaustive list, but details some of our most notable initiatives within the reporting period.

Title	Description	Division	Status
EV charger partnership	Introduce partnership with an electric vehicle charging infrastructure provider to support the roll out of charging points across our corporate estate	Group	Complete
Internal carbon pricing	Investigate opportunities to use an internal carbon pricing mechanism to inform decision making and drive behaviour change	Group / Natural Resources, Nuclear & Networks	Complete
Expanded CDP Disclosure	Disclosure in the water security CDP survey	Group	Complete
Enhanced supply chain engagement	Engage with our largest suppliers to improve our supply chain data capture and reporting. Supporting improvements in scope 3 data quality.	Group	Complete
Solar/ green hydrogen energy trial	Successfully implemented a solar and green hydrogen fuel cell generator to power the main compound at our Tidal Barrier Bridgewater project	NRNN	Complete
Early grid connection trial	Effectively trialled a process for connecting sites that require a temporary grid connection faster saving carbon and cost	Construction	Complete
Sustainable road surface trials	Transportation division have been trialling Roadmender's latest technology Elastomac which is made from recycled products saving up to 85% of emissions	Transportation	Complete

Carbon Reduction Projects cont.

Planned carbon reduction initiatives

The following projects are planned, are in progress (working towards a completion date), or are ongoing (no end date) to support the delivery of the targets defined in this carbon reduction plan. This is not an exhaustive list, but details some of our most notable initiatives within the reporting period.

Title	Description	Progress to date	Division	Status
Biomethane feasibility	Conduct a feasibility study to assess the potential for biomethane as a suitable alternative fuel for HGVs, reviewing infrastructure, vehicle changes, and cost and carbon comparisons	The feasibility assessment for this initiative is current underway	Transportation	In progress
Carbon insetting	Investigate opportunities for carbon insetting across our portfolio	We have identified a site within our portfolio with opportunities for renewable energy generation, carbon offsetting, and other sustainability applications. Planning to realise this opportunity is currently underway.	Property	In progress
Carbon literacy programme	Develop a carbon literacy training course to upskill internal teams on Kier's targets and strategy	Training materials have been developed within our divisions and the courses are being rolled out to relevant internal teams.	All	Ongoing
Commercial vehicle strategy	Work with our fleet partner to develop a transition plan for the electrification of our commercial vehicle fleet in line with our EV commitments	We are working with our divisional fleet managers and our fleet partner to determine timelines for a transition to electric and PHEV options.	Group	In progress
Company car strategy	Develop a strategy to support the delivery of our EV commitments for our company car fleet	We are currently finalising our company car strategy to support delivery of EV commitments.	Group	In progress
Concrete & steel	Investigate opportunities to increase the proportion of low carbon concrete and steel used for our projects	We are currently undertaking baseline assessments on a sample of projects within each division to identify opportunities.	Group	In progress
"Energy excellence" initiative	Development of an initiative to monitor compliance, best practice, and innovation with regards to energy sourcing and energy efficiency across our offices, depots and sites.	We are currently analysing our location list to inform the development of this initiative.	Group	In progress
Expand CDP disclosure	Disclose in the forest section of CDP	We are currently gathering data from our supply chain in preparation for FY26.	Group	In progress
Internal carbon pricing	Implement selected carbon pricing mechanism to trial effectiveness	We are currently building the mechanisms within NRNN for the implementation stage.	Group / Natural Resources, Nuclear & Networks	In progress
Sustainability scorecard	Launch a sustainability scorecard to reflect project-level performance, best practice and innovation, including carbon reduction	All divisions have developed their own version of a scorecard specific to their operations. These scorecards continue to be used to monitor and encourage improvements in performance.	All divisions	Ongoing

Declaration & Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard and uses the appropriate Government emission conversion factors for greenhouse gas company reporting.

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the supplier:

Stuart Togwell, Chief Executive

Date: November 2025



Completed initiative: Solar and
Green Hydrogen generator

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Kier Limited

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