

Statement of intent

At Kier, we are committed to our building for a sustainable world framework. This sustainable procurement policy aligns with the objectives of our strategy the principles of ISO20400:2017 Sustainable Procurement and the Chartered Institute of Procurement & Supply (CIPS) Corporate Ethics Code to promote ethical, sustainable and socially responsible procurement.

By embedding sustainable procurement into our procurement processes, we aim to create positive, lasting legacies through our projects, supply chain and the communities in which we operate.

Policy aim

We build long-term, strategic partnerships with responsible suppliers who demonstrate alignment with our sustainability and business objectives. Supplier sustainability performance is monitored through supplier engagement, risk-based audits, Environmental, Social, Economic and Governance Key Performance Indicators (KPIs). We integrate sustainability principles at each stage of the procurement lifecycle.

We evaluate suppliers' credentials of their products and services at the pre-qualification questionnaire stage to verify they meet our minimum standards. We consider their performance against KPIs throughout the entire procurement process when selecting new suppliers to enable us to make balanced decisions based on value.

We manage in-contract compliance and performance through business to business (B2B) meetings, 360 feedback and risk-based audit processes. At B2B meetings we enquire about commercial and environmental innovations and/or solutions that support our Building for a Sustainable World strategy.

We monitor supply chain risks, including environmental, social and governance factors. The Common Assessment Standard is used to verify all preferred suppliers that work on our construction sites. This will be supported by other initiatives, including running annual risk workshops with the wider business and creating action plans to mitigate the risks.

Kier's Group Procurement function has been independently evaluated against ISO20400:2017 and is accredited with 'Mature' status for sustainable procurement. We commit to being assessed to this standard every 3 years and to maintain our CIPS Corporate Ethics kitemark.

Scope

This policy applies to all preferred/strategic suppliers. All Kier employees that actively engage with these suppliers are required to adhere to this policy.

Policy Enablers

Set key objectives to support the aims of our [Building for a Sustainable World Framework](#):

Our People:

- Take steps to ensure fair and ethical labour practices are upheld within our supply chain and measures are in place to protect workers from exploitation, discrimination and modern slavery. The efforts under this workstream are supported by our Ethical Labour Working Group
- Through our partnership with the Supply Chain Sustainability School, provide resources and guidance that enable our suppliers to continually improve the sustainability of their operations

Our Places:

- Support local economies by engaging with SMEs and VCSEs from the local community by utilising Social Enterprise UK
- Create social value outcomes through contractual obligations with suppliers who can provide early careers opportunities, local employment and community benefits, and/or aim to generate social value for Kier in other ways

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- Capture and report social value activities from our teams, internal and external stakeholders

Our Planet:

- In line with business objectives, we prioritise goods and services that support the reduction of greenhouse gas emissions across their lifecycle, including low-carbon materials, energy-efficient products and suppliers with credible carbon reduction targets aligned to science-based pathways
- We require transparency and traceability for high-risk materials and commodities, enabling assurance of origin, legal compliance and responsible production through appropriate certification, data and evidence

Performance not in line with our sustainability objectives or non-compliance will be addressed through corrective actions and/or our dispute resolution process where necessary.

Risk-Based Due Diligence

We apply proportionate, risk-based due diligence to procurement decisions, focusing enhanced scrutiny on high-risk products, suppliers and geographies.

References:

Our sustainable procurement policy should be read in conjunction with our [Sustainability policy](#).

This policy will be reviewed annually or as may be required from time to time to align with changes in legislation, applicable standards and with Kier's strategy.

For and on behalf of Kier Group plc

Stuart Togwell, Chief Executive

August 2026

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