

Building for a Sustainable World

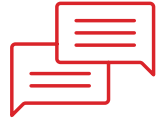
Financial Year 24-28



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CEO Foreword



The challenges facing society continue to evolve. The need for resilient infrastructure, a lower-carbon economy, greater social mobility and a skilled workforce has never been more important. As one of the UK's leading infrastructure and construction groups, we have an opportunity, and an obligation, to help address these challenges through the way we do business.

This makes sustainability a key business priority for Kier, with our business strategy aligned to our aims through this Building for a Sustainable World framework. Through both added social value and environmental benefits, we want to leave a lasting legacy in the communities we operate in and play a leading role within our industry. Building climate resilience and strengthening our ability to adapt are also essential to protecting our operations, supporting the communities we serve and creating long-term value in a changing environment.

We take these responsibilities seriously and are making clear progress. For example, in May we were this highest ranked in sector in the Financial Times European Climate Leaders list, as well as being the third highest UK company overall. Over the past financial year we also generated over £400m in added social value, in addition to winning multiple industry awards for our ESG and D&I initiatives.

Our decision to refresh this framework at its midpoint reflects the fact that the sustainability challenges we face continue to change, and we know we must remain agile to that. Building for a Sustainable World remains the framework that guides our approach. It ensures sustainability is embedded in our decision-making and is focused on the areas where we can have the greatest impact. Through our three pillars, Our People, Our Places and Our Planet, we are working to build a stronger, more inclusive and more sustainable future.

We are proud of the progress we have made so far but recognise that there is more to deliver. We must continue to adapt to these challenging operating conditions while contributing to a more sustainable world.

Stuart Togwell - Chief Executive

September 2026



Framework overview



Building for a Sustainable World

At Kier, our purpose is to sustainably deliver infrastructure which is vital to the UK. For nearly 100 years we have been delivering for communities across the UK, and now, more than ever, it's important that we do this sustainably.

Our evolved sustainability framework focuses on building on the good work that we've previously undertaken in environmental protection and the creation of social value in the communities we work in.

Our sustainability approach aligns with our company's goals, ensuring we're running a business that's both purposeful and sustainable.

What the framework includes

Our Building for a Sustainable World framework has three pillars that represent the sustainability areas where we can make the biggest difference: Our People, Our Places and Our Planet.

Each pillar includes several topics that are aligned to the priorities of our people and stakeholders.



www.kier.co.uk/sustainability



Building for a Sustainable World

Our purpose To sustainably deliver infrastructure which is vital to the UK

Strategic Pillars	 Our People	 Our Places	 Our Planet
	Building a workforce & supply chain for the future ----- Developing our workforce Ethical labour	Making a positive difference in our local communities ----- Investing in local communities Raising aspirations	Improving the environment now and for future generations ----- Climate Action Nature restoration Resource Efficiency
Measures	% of apprentices and people in training and development programmes ----- % within compliance of our modern slavery training programme	% Spend with SME and VCSEs ----- Number of beneficiaries from community or educational outreach	Tonnes of carbon emissions (scope 1-3) / £m revenue ----- Significant Environmental Incident Rate ----- Tonnes waste / £m revenue
	% of Group revenue as added social value % of Group revenue with net environmental benefit		
	How: Collaboration / Design / Innovation / Governance / Naturally Digital		
	Underpinning Strategies: Diversity & Inclusion / People / Health Safety Wellbeing / Procurement		

Our three pillars



Our People

Building a
workforce &
supply chain for
the future



Our Places

Making a positive
difference in our
local
communities



Our Planet

Improving the
environment now
and for future
generations

Developing our workforce

We will attract, retain
and develop a skilled
and diverse workforce
enabled to deliver our
success.

Ethical labour

We will work to ensure
fair and equal treatment
for our entire workforce
and value chain.

Investing in local communities

We strengthen local
communities by
prioritising spend with
local business and social
organisations.

Raising aspirations

We will work to support
under-represented
communities to
provide access to work,
development and
opportunities

Climate Action

We will reduce carbon
emissions and adapt
operations and
infrastructure to climate
change.

Nature restoration

We will work to protect
and enhance nature
across land and water.

Resource Efficiency

We will optimise the use
of resources, including
water, and materials
across our supply chain
and project lifecycle.

Our measures

Measures to ensure we deliver our purpose

Each pillar has a number of clearly defined non-financial measures, chosen to help demonstrate continual improvement and aligned to the priorities of our people, our clients and our customers.

Underpinning our three pillars we have strengthened our robust corporate governance framework, and policies to ensure we achieve our sustainability outcomes.

We have identified key measures for each topic, or outlined our approach to establish a baseline and determine a measure in the coming year.



Our People

% of apprentices and people in training and development programmes

% within compliance of our modern slavery training programme



Our Places

% spend with SME and VCSEs

Number of beneficiaries from community or educational outreach



Our Planet

Tonnes of carbon emissions (scope 1-3) / £m revenue

Significant environmental Incident Rate (SEIR)

Tonnes waste / £m revenue

% of Group revenue as added social value

% of Group revenue with net environmental benefit

Strategic foundations



In evolving the framework, we listened to our people and our stakeholders when they told us to simplify our approach and focus on what's important.

But we also know that we'll only achieve the impact we're aiming for with strong foundation of sustainability – identified at the bottom of page five.

To do this we've identified:



How we'll work,

embedding key sustainable ways of working.

We understand that embedding sustainability into our ways of working is critical for success. Examples include designing in sustainability from the beginning of our projects, making sure our people have the knowledge and skills to contribute, and ensuring high levels of cross-value-chain collaboration. These are all essential to solve the big problems we face today.



Who we'll work with,

collaborating with key functions across our business.

We have designed our framework to deliver in partnership with Kier functions due to the interconnectivity of these topics. For example, we can only build a workforce and supply chain for the future by first ensuring their safety and wellbeing, requiring us to bring our people and safety teams together.

Contributing to global priorities



Alignment to the UN's Sustainable Development Goals (SDGs)

The UN's SDGs are a globally recognised set of goals covering three focus areas: environmental, social and economic, demonstrating that all three must go hand in hand when progressing towards sustainable development. While our operations have indirect impacts on all of the SDGs, we have taken steps to align our strategy to the SDGs where we have the greatest direct impact.

We have identified 10 priority SDGs aligned to our BfaSW framework, where we have a material impact across our business.

**SUSTAINABLE
DEVELOPMENT
GOALS**



[www.kier.co.uk/
sustainability](http://www.kier.co.uk/sustainability)



Building for a sustainable world midpoint review



In FY26, we conducted a midpoint review of both our double materiality assessment and Building for a Sustainable World strategy. This involved desktop research, internal and external stakeholder surveys and targeted focus groups to identify whether any updates were required at this point to support the framework's continued success to 2028.

The findings were consolidated and the minor proposed changes agreed with senior divisional leadership, Building for a Sustainable World pillar and topics owners, and approved by the Executive Committee.

The changelog on page 34 explains the changes made and rationale behind these. Overall, the changes were minor wording updates to support improved internal understanding of those topics and in one instance, an enhancement to the existing measure to reflect the progress made within this area and align with external reporting expectations.



Our People



Building a workforce and a supply chain for the future

Our people are at the heart of our business and the success of Kier depends upon our ability to attract and retain a dedicated workforce.

As a business, we are committed to shaping a safe, collaborative and high-performing culture where our people feel they can belong, contribute and thrive.

We will do this by:



Developing our workforce

We will attract, retain and develop a skilled and diverse workforce enabled to deliver our success.



Ethical Labour

We will work to ensure fair and equal treatment for our entire workforce and value chain.



Developing our workforce



To deliver our business and growth plans, we need to attract and develop people to build the skills for the future and ensure we have the right people with the right skills in our business. We recognise that our industry faces demographic challenges such as an ageing workforce and skill shortages and this is a high priority material topic within Kier's double materiality assessment.

Our people use their skills, knowledge and creativity to provide solutions to clients and customers. We want to attract emerging talent into our sector whilst retaining our existing expertise.

We offer a variety of programmes and opportunities to provide entry points into the Group, including graduate and apprenticeship opportunities which allow us to bring a new generation of talent into the construction industry. Our employees are encouraged to take part in a range of development and training courses and programmes to continue their development.

Kier also offers our colleagues a comprehensive rewards and benefits package, an inclusive work environment, and well as a range of family-friendly policies and wellbeing initiatives.





Progress to date

As we implement our long-term sustainable growth strategy, we have been focusing our efforts in addressing some of the demographic challenges facing our industry, such as an ageing workforce, attracting younger talent, and retaining existing expertise. We are doing this by investing in training and development programmes to upskill our people, attracting emerging talent and retaining our existing expertise. We are supporting our supply chain to do the same.

We are part of the 5% Club and achieved Platinum status in FY25, marking three consecutive years with more than 10% of our workforce on 'earn and learn' programmes such as apprenticeships and graduate schemes. In FY26, we were recognised as one of the UK's top 100 apprenticeship employers for the second year running.

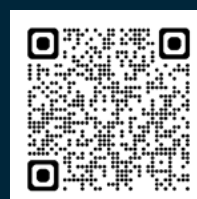
We have a number of bespoke training programmes across our business to support our employees' development; ranging from leadership programmes, including those for new and future managers, to digital skills and technical training. We support people to become professionally qualified, with our people holding professional memberships in over 100 different organisations.

We support flexible working practices at Kier and aim to create flexibility that helps our people do their best, including family friendly policies such as enhanced maternity and paternity leave, as well as fertility and fostering policies. We were recognised in FY26 as one of Glassdoor's Top Places to Work.



Measures & targets

% of apprentices and people in training and development programmes



[Read more about our approach online](#)

Ethical labour



According to the Unseen Modern Slavery Helpline, slavery experts estimate the number of people in modern slavery in the United Kingdom to be more than 100,000.

As a strategic supplier to the UK Government, we support the aims in PPN 02/23 to tackle modern slavery in government supply chains.

At Kier, we are committed to following best practice and collaborating with our peers to combat modern slavery in our industry. We implement policies to establish our approach and set out our position on modern slavery.

We report on the effectiveness and progress against our targets in our [modern slavery statement](#).





Progress to date

We're committed to ensuring that our supply chain is fair and ethical, sustainable and resilient, and that we protect the human rights of everyone we encounter in our business operations and the wider communities where we operate.

We have policies in place to identify good practice and strengthen our approach. In FY26, we launched our Sustainable Procurement policy, Ethical Labour policy and Supplier Code of Conduct, setting clear expectations, aligning with international standards and supporting our ethical labour approach. We have introduced internal and external training, including mandatory modern slavery awareness training for all Kier colleagues, with additional supervisor-level training now being rolled out. We worked with the Supply Chain Sustainability School to create a modern slavery training pathway for suppliers.

Our supplier due diligence process supports our aim to work with UK Real Living Wage employers with public commitments to preventing modern slavery.

Since launching our Building for a Sustainable World framework, we have implemented new auditing procedures, and an Ethical Labour Dashboard. The dashboard provides visibility of ethical labour due diligence activities across regions and divisions and has incorporated agency working hours data. Planned FY27 enhancements include modern slavery hotspot mapping based on National Referral Mechanism (NRM) data. This dashboard supports our work to identify and assess areas of higher risk across the UK, enabling a more targeted and proactive approach to mitigating labour exploitation risks and strengthening our modern slavery prevention efforts.

In 2024, we partnered with Unseen, a leading UK modern slavery charity, 10 other major construction firms and labour agencies to release a short film highlighting the risks and realities of labour exploitation in the UK construction industry.



The risks relating to modern slavery and human trafficking can apply anywhere in our operations.



Measures & targets

% within compliance of our modern slavery training programme

Our Places



Making a positive difference in our local communities

We deliver benefits to many communities through the creation of employment and continued support of employees. We are focused on social sustainability by ensuring our actions directly and positively impact the communities we serve, and this in turn generates wider value for society.

We will make a positive difference in our local communities by:



Investing in local communities

We will strengthen local communities by prioritising spend with local business and social organisations.



Raising aspirations

We will work to support under-represented communities to provide access to work, development and opportunities.



Investing in local communities



Our work and investment in local communities remains a key way in which Kier leaves a lasting positive legacy in the places we operate. We partner with our clients to deliver on their ambitions and ensure positive, lasting impacts from our work.

We invest in local communities through the delivery of construction and infrastructure projects, as well as property developments that offer green spaces, reduce carbon emissions and create places sitting at the heart of local community. However, this is not the only way we leave a legacy for local communities. Activities like using local goods and labour, helping unemployed people gain qualifications or employment opportunities, providing school children with hands-on learning experiences and even making donations of much needed items into a community all positively support and invest in the local communities where we operate.

We also recognise that working with small and medium enterprises (SMEs) and voluntary, community and social enterprises (VCSES) across our contracts and projects is another key way we can invest in local communities and deliver positive impacts.

We will invest in local communities and leave a positive impact in the communities we work in by:

- Considering the needs of the communities we work in and where we can deliver the most value
- Using local goods, labour and services
- Prioritising disadvantaged communities local to our operations, according to the indices of deprivation





Progress to date

We invest in local communities in a variety of ways from using local goods, labour and services, including SMEs and VCSEs, to directly engaging with local communities, business and charities to provide education, employment and collaboration opportunities. One way we invest in local communities is through the Kier Foundation. The Foundation is an independently registered charity that facilitates employee engagement to support both the Kier Group charity partner and other charitable causes close to the hearts of our employees and the communities in which we operate. The Kier Foundation began in 2012, with the purpose of offering financial support to charitable bodies throughout the UK.

Since its formation in 2012, The Kier Foundation has donated over £3m to charitable causes across the UK, thanks to the continued support of Kier employees.

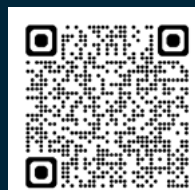
We are committed to leveraging local expertise and services to deliver on our projects. We generally have more than 400 live projects at any one time, so working with SMEs and VCSEs is one of our primary opportunities to generate social impact and invest in the communities in which we operate.

An example of this can be seen in two of the organisations we partner with for our Group signage requirements. Nuneaton Signs is a social enterprise and Nordis Sign, is part of Kier and a supported business that offers employment to people with disabilities and long-term health conditions.



Measures & targets

% spend with SME and VCSEs



[Read more about our approach online](#)

Raising aspirations



At Kier, we believe in raising aspirations and allowing people to unleash their true potential. We want to give everyone opportunities to progress their career and thrive. Our positive action programmes, educational and community outreach are a key part of how we support raising aspirations.

We aim to tackle inequality by giving individuals and communities tools and opportunities to gain meaningful employment, ensuring they aren't held back by invisible barriers.

We will raise aspirations by:

- Arming individuals and communities with tools and opportunities to develop themselves.
- Working with groups and programmes that give underrepresented groups opportunities
- Increasing youth engagement activities, targeting schools in more disadvantaged areas and supporting the UK Government's Youth Guarantee Scheme.





Progress to date

Kier runs several schemes aimed at supporting individuals from disadvantaged backgrounds both into employment, and to develop their career. Examples include Making Ground, our prisoner employment programme, and our Armed Forces recruitment programme which support veterans to return to civilian life.

We launched a new programme in Norfolk in FY26 for care-experienced young people. The six-week programme is designed to support them in taking their next step into work, training or further education and we have committed to run a minimum of one cohort annually for up to fourteen years as part of our Norfolk highways contract.

We also run initiatives to help school children find out more about the opportunities the industry has to offer and each year conduct hundreds of school visits to educate about careers. We have participated in Open Doors Week for several years, allowing students and members of public to see inside our sites and the opportunities a career in construction can provide.

Our award-winning Kierriculum programme directly supports schools in meeting Gatsby Benchmarks (4 and 5).



It provides age-appropriate resources for schools across Key stage 1-5, helping young people understand the opportunities in our industry, challenge perceptions of construction and see pathways into future employment, training or further education. In FY26, we committed to support the UK Government's Youth Guarantee Scheme, aimed at helping reduce the number 16-25 year olds not in education, training or further education and will include our Kierriculum programme, work experience placements and upskilling young people through skills bootcamps.



[Read more about Kierriculum here](#)



We believe that providing opportunities to all is a primary opportunity to sustainably strengthen our business and our societies. This is why we implement positive action programmes for inclusion and social mobility, which include two initiatives to support people to join, or rejoin, the workforce. Making Ground is our flagship positive action programme, providing employability training and employment opportunities to people with convictions, either during or following the completion of their sentence.

Since 2020, we have been able to offer Release on Temporary Licence (ROTL) or employment on release to over 250 people. We are also part of the Good Jobs Project, West Midlands Employer's Alliance. In FY26, we launched Tools for Tomorrow, a first of its kind women's mentoring programme in HMP Bronzefield, aligned to our partnership with Working Chance.

Measures & targets



Number of beneficiaries of community and educational outreach



[Read more about Making Ground here](#)



[Read our latest annual report to find out more about our progress here](#)

Our Planet



Improving our environment now and for future generations

Our planet does a lot for us: it cleans the air we breathe, protects us from flooding, provides us with food and natural resources. All essential elements for our everyday lives. However, climate change is putting increasing pressure on our planet and its ability to provide these services, whilst also causing more frequent extreme weather, loss of biodiversity, erosion of soil, and increased pollution. We need to both reduce our contribution to climate change and to adapt to our changing climate, to protect the lives and livelihoods of people and communities.

As a business we are committed to accelerate our action; doing more with less and playing our part to address the climate and nature emergencies. We will:

Climate action



We will reduce carbon emissions and adapt operations and infrastructure to climate change

Nature restoration



We will work to protect and enhance nature across land and water

Resource efficiency



Embed resource efficiency with our supply chain to use resources in a sustainable way throughout a project's lifecycle.



Climate action

Our climate is changing. Across the world, and within the UK, our weather is less predictable and increasingly extreme. It is essential that the places we live, work, travel, and play are designed and built to withstand the changing climate. The construction industry therefore has a vital part to play in delivering infrastructure in a sustainable way and adapt to tackle the climate emergency.

We are committed to do our part for the environment and our communities, both through carbon emissions reduction and adapting to our changing climate. Our approach, targets and commitments are aligned with the aim of the Paris Climate Agreement to limit global warming to 1.5°C and we've joined the UN's Race to Zero campaign.

We will take climate action by:

- Cutting carbon emissions from our operations and projects to mitigate climate change.
- Adapting to the impact of climate change by building resilience to flooding, droughts, heat and other climate-change related events.



Progress to date



FY19

Scope 1 & 2 carbon baseline set

Following several years of carbon reduction, we re-set our carbon baseline to FY19 for the new strategy period.



FY20

Building for a Sustainable World launched

14%

We launched our sustainability framework, including the announcement of our net zero targets.



FY21

Science based targets commitment

41%

We made a commitment to set net zero and near term targets with a business ambition for 1.5° in line with the latest science.

FY22

In-house carbon consultancy established

59%

Our Design & Business Services function established a consultancy to support our Construction and Property businesses with lifecycle carbon assessments.

Scope 3 carbon baseline set

We calculated a baseline following the launch of new reporting processes.

Scenario analysis and TCFD disclosure

We conducted scenario analysis and compiled our TCFD disclosure to support climate-related risk and opportunity management.

FY23

67%

7%

Science based targets submission

We submitted our targets and carbon data for SBTi, awaiting verification in FY24.

FY24

70%

19%

SBTi validation:

Our near-term and net zero targets were validated by the SBTi.

ISO 14064:

We received third-party verification (reasonable assurance) for our FY23 and FY24 scope 1, 2 and 3 emissions data.

FY25

71%

29.5%

PAS 2080:

Our Construction, Transportation, and NRNN divisions achieved PAS 2080 certification, ensuring we take a lifecycle approach to carbon within the projects we deliver.

CDP A Climate Score

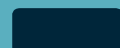
We achieved an A in our CDP Climate disclosure for the first time.

Kier 360 Climate Solutions

Our in-house design consultancy launched this initiative to improve our low carbon offering for our clients.



Scope 1 & 2 carbon reduction since baseline



Scope 3 carbon reduction since baseline



Measures & 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 scopes 1 and 2 by 2039.

To progress towards our net zero targets and align with the commitments above, we have committed to the following near-term targets:

- 71.5% reduction in absolute scope 1 emissions by 2030
- 98% reduction in absolute scope 2 emissions by 2030
- 42% reduction in absolute scope 3 emissions by 2030

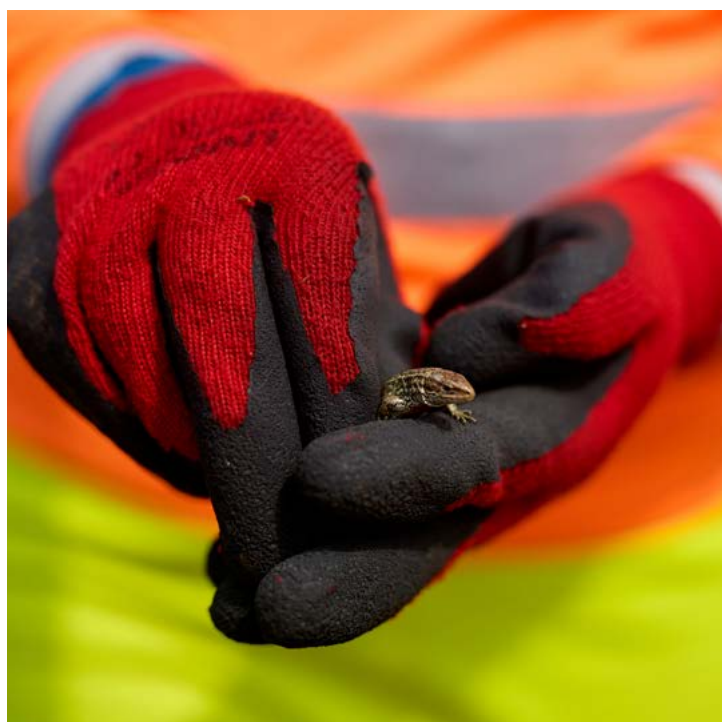
Nature restoration



Working with our suppliers, partners and clients, we're determined to leave nature in a better state than we find it.

Nature and biodiversity are under increasing pressure from human activity and climate change. As a major construction business, we understand our responsibility to protect, restore and enhance nature across our value chain.

We are committed to playing our part to address the nature emergency. To achieve this during 2024 we will develop a detailed assessment of our nature impacts and dependencies and the associated opportunities, including procuring and using natural resources efficiently, protecting habitats during construction, and the development of green spaces that leave a legacy for nature and communities and support climate resilience.



We're working to accelerate our understanding and to embed nature in our operations and projects. Being able to measure our impact is crucial to this and we're working to align our measurement to the Taskforce for Nature Related Financial Disclosure recommendations.

We will protect and enhance biodiversity:

- By respecting our neighbours and natural surroundings.
- By understanding and managing nature risks in our supply chains.
- Through the construction of green infrastructure and spaces that encourage people and nature to thrive.



[Read more about how we're working to protect the diverse wildlife along the Dorset coastline at Arne Moors:](#)





Progress to date

Kier's Environmental Management System has established controls to protect and enhance nature and biodiversity during our works. With the implementation of Biodiversity Net Gain, we are enhancing these systems to further embed nature into our design approaches. Over the last three years we:

- commissioned a nature baseline to quantify our permanent nature footprint, as an initial step to identify our material nature-related issues.
- Undertook a supply chain risk assessment to understand and manage key sustainability risks including to biodiversity.



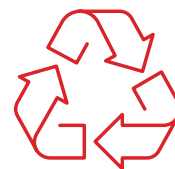
Measures & targets



We are undertaking an assessment to identify material nature-related issues. Following the LEAP approach to assess impacts, dependencies, risks and opportunities developed by the Taskforce on Nature-related Financial Disclosure.

Our initial measure during this assessment is our Significant Environmental Incident Rate.

Resource efficiency



Traditional linear take-make-use-waste production depletes natural resources and can worsen climate change, biodiversity loss and pollution.

We aim to embed a make, use, repair, remake approach, avoiding and minimising waste and taking care to use resources efficiently.

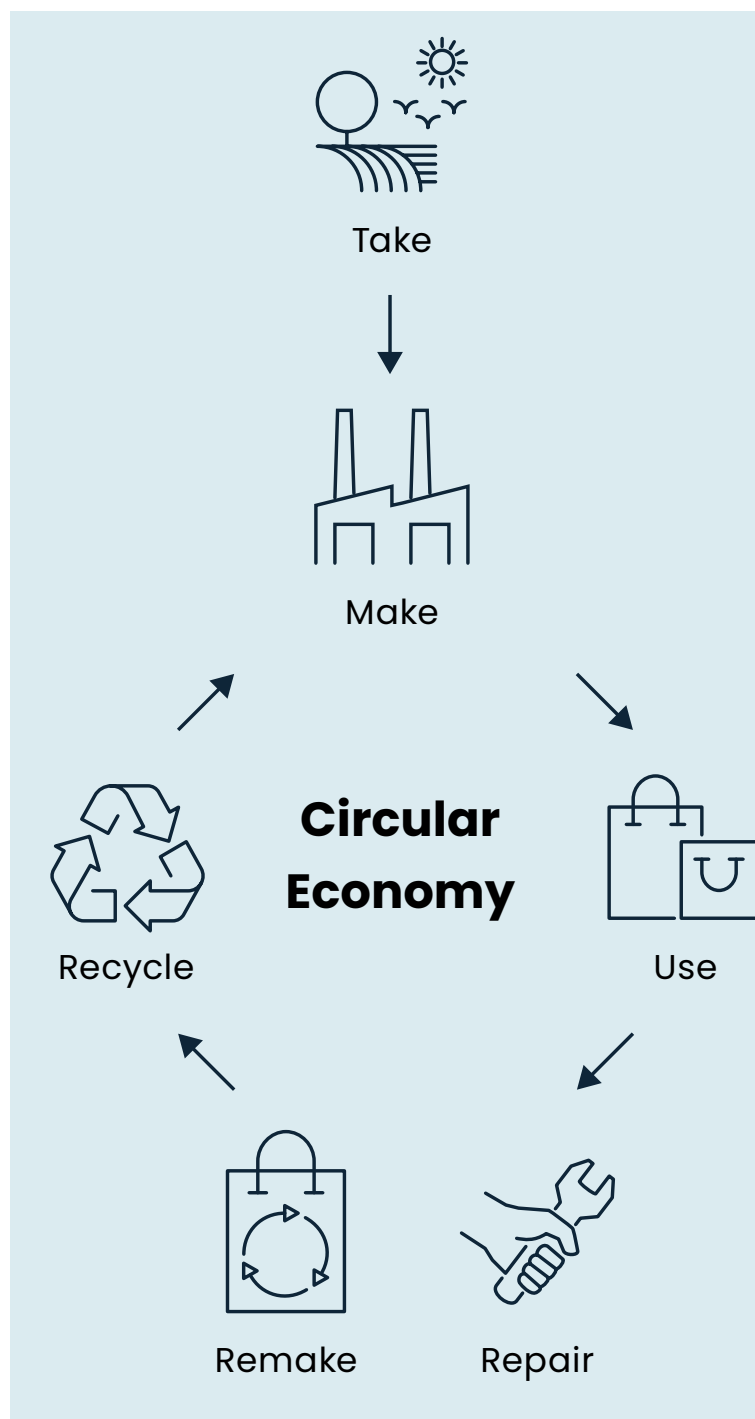
Unsustainable consumption and wastefulness is driving resource scarcity, pollution and unnecessarily accelerating climate change.

We are working across our value chain to embed resource efficiency, design out waste and pollution and to move beyond recycling. We aim to ensure the efficient use of resources, including energy, water or materials..

We are currently reviewing meaningful water related measures with a view to including these in the next update of our sustainability framework.

We will accelerate our transition to resource-efficient construction by:

- Doing more with fewer resources.
- Working with our supply chain to use resources in a sustainable way throughout a project's lifecycle.
- Designing for a low carbon/resource efficient/water efficient future.



We aim to embed a make, use, repair, remake approach.





Progress to date

We have worked to embed resource efficiency within our operations, delivering:

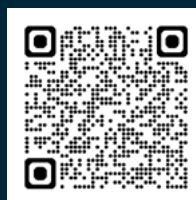
- A year over year reduction in waste per £m of revenue.
- 93% diversion of waste from landfill.

Resource efficiency is not a new concept to Kier, and we have continually improved our performance but understand the opportunity to design out waste and further efficiency with the use of modern methods of construction.



Measures & targets

tonnes of waste / £m revenue



[Read more about our resource efficiency approach on the Willenhall and Darlaston stations project](#)



Governance



We have put clear and effective governance structures in place to ensure effective sustainability decision making at every level of Kier, supported by standards and management controls.

Overall accountability for sustainability lies with the chief executive and the Executive Committee.

They are supported by the leadership and management groups, key stakeholders and subject matter experts across the Group.

We take care to ensure our employees understand our sustainability priorities and how they can contribute to making Kier a more sustainable business.

Leadership		
Board ESG Committee	Executive Committee	Strategic Sustainability Leadership Forums
Chair: Non-Executive Director Scope: Oversees all ESG matters, including climate-related issues, risks and opportunities; Weaves ESG priorities into strategic decisions, objectives and annual budget process; Advises on strategic direction. The committee is advised by the Executive Committees and Leadership Forums.	Chair: Chief Executive Scope: Monitors, challenges and provides direction on all Building for a Sustainable World and Built by Brilliant People topics. Advised by: Leadership Forums	Chair: Chief Operating Officer Members: Sustainability leaders, People leaders, Procurement leaders Scope: Leads implementation of Building for a Sustainable World and Built by Brilliant People strategic frameworks and commitments across all divisions.
Management		
Group Functions		
Sustainability, health, safety and wellbeing, governance and compliance, assurance and human resources		
Scope: Provide business-wide coordination and direction for ESG strategy; Chair management meetings and collaborates across business divisions; Manage governance and reporting; and lead relationships with internal and external stakeholders.		

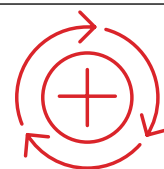
Sustainability Teams Building for a Sustainable World Pillar Groups		Subject Matter Experts Major risk, Working & task and finish groups	
Context: Each of the three strategic pillars of our Building for a Sustainable World framework has a dedicated per-pillar working group, so-called ‘Pillar Group’. Lead: Each working group is led by a senior member of the sustainability team. Scope: Coordinates strategy, activity and innovation with each strategic pillar.		Context: Material topics have dedicated per-topic working groups. Lead: Nominated Subject Matter Expert. Scope: Working Groups explore climate, ethical labour, social value, diversity & inclusion, and inclusive PPE; Task & Finish Groups develop improvements and tackle common challenges.	
Implementation			
Business Divisions Building for a Sustainable World and Built by Brilliant People™			
Scope: Coordinates and implements sustainability- and people-related priorities; deliver division-specific action plans, initiatives and policies; support and embed awareness, compliance and enhanced standards; share innovation and collaborate to continually improve.			
Foundations			
Sustainability Literacy	Learning & Performance	Health, Safety and Wellbeing Competencies	
Providing knowledge and skills, and fostering sustainability mindsets, both at work and at home, to support informed and effective decision-making for a sustainable future.	Supporting professional development and performance reviews to ensure an equipped, competent and confident workforce.	Ensuring appropriate skills and competency to manage health, safety and wellbeing in all areas of the business.	

Our commitments and memberships

Find out our full list of organisational commitments and memberships on our website.



Midpoint Review Changelog



Type	Change	Rationale
Overarching changes		
Layout	Use the full graphic as the core BFASW graphic that includes the <i>how</i> and <i>underpinning strategies (with)</i> rows across the bottom of the graphic	There was internal confusion relating to alignment with other people elements such as health and safety or HR measures.
Layout: How	Removed sustainability literacy from the How section	Suggested removal due to the fact this is now embedded within the <i>Our People: developing our workforce</i> topic
Layout: How	Added <i>naturally digital</i> to the How section	Reflects our focus on Kier's digital transition and how this can help support the strategy delivery
Layout: With	<i>With</i> renamed to <i>Underpinning Strategies</i>	It was agreed this makes the underpinning strategies clearer to address the earlier confusion mentioned
Our People		
Topics: Prioritising all our people	Topic removed the measure has been maintained within the new developing our workforce topic	There was feedback that the difference between the prioritising all our people (and wider people pillar) and our Built By Brilliant People strategy was unclear.
New Topic	Developing our workforce We will build a skilled and diverse workforce empowered to enable our success Measure: % of apprentices and people in training and development programmes	To reduce confusion and enable focus on the key ESG and material topics, the prioritising all our people topic was removed with a new Developing our workforce topic added with the existing apprentices measure. This aims to reduce confusion between strategies and maintain existing measures at the midpoint of this review while further metrics are considered for the future.

Type	Change	Rationale
Measure: Ethical labour	Change from number of people trained in modern slavery to % within compliance of our modern slavery training programme	This is reported in our modern slavery statement and is a more meaningful KPI, allowing comparison to peer performance
Our Places		
Topics: Social Impact	Updated description: Investing in local communities We strengthen local communities by prioritising spend with local business and social organisations.	Internal feedback showed confusion around the abbreviations and what we meant by this
Topic: Enabling social mobility	Raising aspirations We will work to support under-represented communities to provide access to work, development and opportunities.	We have reworded this topic to reflect internal feedback and confusion about the previous wording
New Underpinning Measure	% of revenue from projects with a net environmental benefit (Green Economy Mark)	Measure is currently within public domain and reporting and compliments the underpinning social value measure. There was internal desire for more disclosure/measures around nature or environmental impacts from our works. While we continue to work on identifying appropriate biodiversity metrics, this remains a credible measure to support BFASW goals.

Type	Change	Rationale
Our Planet		
Topic: Valuing Nature	Renamed to Nature restoration	There was some feedback in the focus groups that valuing nature did not feel like the correct term
Topic: Resource efficiency	We will optimise our use of all natural resources and materials in our supply chain and throughout a project's lifecycle	This new wording allows greater integration of water and other resource measures in the future. There was consistent feedback around water being included within the topics. We are currently working to strengthen water consumption data to support targeted action



Original Building for a Sustainable World Version



Building for a Sustainable World

Our purpose: To sustainably deliver infrastructure which is vital to the UK

Strategic Pillars	 Our People	 Our Places	 Our Planet
Objectives	Building a workforce & supply chain for the future	Making a positive difference in our local communities	Improving the environment now and for future generations
Topics	Prioritising all our people Ethical labour	Social impact Enabling social mobility	Climate action Valuing nature Resource efficiency
% of Group revenue as added social value			



Kier

Built by Brilliant People™





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