



# Building for a Sustainable World

## Financial Year 24-28

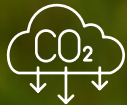


# A message from our chief executive

Since 2019 we have:

Cut our operational carbon footprint by

67%



Delivered

£5bn

of social value



The world has changed significantly, with COVID-19 and a cost of living crisis impacting our communities and the nature and climate emergencies becoming more obvious in our day-to-day lives.

We believe that to be a responsible business and to play a leading role in our industry, we must address both the impact of climate change and leave a lasting legacy in the communities we operate in.

To make sure we address the issues that are most important to our people and our stakeholders and where we can have the most impact, we have evolved our Building for a Sustainable World sustainability framework. As a responsible business, Kier understands that we must both adapt our organisation to be successful in these changing operating conditions, but also contribute to a sustainable world.



Andrew Davies,  
Chief Executive

# 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.

We're updating our sustainability approach to better match our company's goals, making sure we're running a business that's both purposeful and sustainable.

## What the framework includes

As part of the evolution of the Building for a Sustainable World framework, we have introduced three pillars that represent the sustainability areas where we can make the biggest difference.

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



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

<b>Building for a Sustainable World</b>  	<b>Strategic Pillars</b>  <b>Our People</b>	 <b>Our Places</b>	 <b>Our Planet</b>
	<b>Objectives</b> Building a workforce & supply chain for the future	Making a positive difference in our local communities	Improving the environment now and for future generations
	<b>Topics</b> Prioritising all our people Ethical labour	Social impact Enabling social mobility	Climate Action Valuing Nature Resource Efficiency
	<b>Measures</b> % of apprentices and people in training and development programmes Develop ethical labour plan	Spend with SMEs and social enterprises Develop a Social Mobility Plan inclusive of benchmarking	Tonnes of carbon emissions (scope 1-3) / £m revenue Significant Environmental Incident Rate (SEIR) Tonnes waste / £m revenue
<b>Our Purpose</b> To sustainably deliver infrastructure which is vital to the UK	<b>% of Group revenue as added social value</b> How: Collaboration / Design / Innovation / Sustainability Literacy / Governance With: Diversity & Inclusion / Emerging Talent / Health Safety Wellbeing / Talent & Organisational Development / Procurement		

# Our three pillars



## Our People

Building a workforce & supply chain for the future

### Prioritising all our people

We will build a workforce that has the skills and capabilities for the future

#### Ethical labour

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



## Our Places

Making a positive difference in our local communities

### Social impact

We will leave a positive legacy in the communities we work in

#### Enabling social mobility

We will help tackle inequality by giving individuals and communities tools and opportunities



## Our Planet

Improving the environment now and for future generations

### Climate Action

We will reduce carbon emissions and working with clients to build resilient infrastructure against the effects of climate change

#### Valuing Nature

We will work to protect and enhance biodiversity by managing nature risks and enhancing green spaces

#### Resource Efficiency

We will embed sustainable use resources in our supply chain and throughout a project's lifecycle



# Our measures

As we implement our new framework, we are also re-aligning the goals we set and the way we measure our progress 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

Deliver ethical labour plan



## Our Places

Spend with SMEs and social enterprises

Deliver a Social Mobility Plan inclusive of benchmarking



## 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



# 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 two. 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. For example we can only build a workforce and supply chain for the future by first ensuring their safety and wellbeing, bringing together 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.



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



# 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:

### Prioritising all our People



We will build a workforce that has the skills and capabilities for the future.



### Ethical Labour



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





# Prioritising our people




**Our people use their skills, knowledge and creativity to provide solutions to clients and customers.**

We want to ensure that our people have skills and experience from a range of locations, sectors and backgrounds to reflect the communities where we work. This is achieved by inclusive recruitment programmes. We have various entry points to the Group, including graduate and apprenticeship opportunities which allow us to bring a new generation of talent into the construction industry. Kier offers our colleagues a comprehensive rewards and benefits package, career development opportunities, an inclusive work environment as well as a range of family-friendly policies and wellbeing initiatives.

We will prioritise our people by:

- Providing training and development opportunities
- Ensuring we are a diverse and inclusive employer

**12.3%<sup>1</sup>**   
**of our colleagues were enrolled on a formal learning programme in FY23**

1. Percentage of Kier's workforce in formal development programmes i.e., an accredited course of more than one year duration. It includes apprenticeships and excludes Kier's wider learning and development offering.



## Progress to date

We have several positive action, inclusive recruitment programmes to bring new diverse talent into Kier including Making Ground and partnering with BuildForce and Forces Transition Group. In addition to this, we are training our managers in inclusive recruitment and making our interview procedures more inclusive.

We also support flexible working practices at Kier and have a number of family friendly policies including updated maternity and paternity leave as well as fertility and fostering policies.

We have established employee networks covering gender, ethnicity, ability, LGBT and Allies, Armed Forces,

international colleagues and Kier Inclusion which act as a voice for our people to share experiences. We have over 900 employees engaged in the networks, which is over 9% of employees.

We continue to invest in talent and as well as offering apprenticeships, graduate learning programmes and other formal learning offerings. We are a gold member of the 5% club, a collection of employers committed to offering training and development opportunities to their workforce.





## Measure

To align with our commitments to prioritise our people above, we will target:

- The percentage of our colleagues that are on apprenticeships and training and development programmes.

### Case study

## Spotlight on upskilling our people's digital skills



As the world continues to change, we believe it's important that our people have the opportunity to learn how advancements in data and digital technologies can benefit them in their roles to become more efficient, safe and effective.

In 2022 we launched our digital apprenticeship open to all Kier colleagues, delivered in partnership with Multiverse, specialists in data skills training. The training is a 13-month course in Data Literacy. Participants learn to transform data into insights, to build narratives and present findings. At the end of the course participants should be able to use data to inform business decisions.

The course is equivalent to a Level 3 qualification, which is equal to two A Levels, or an advanced technical certificate.

**Natalie Webster (right)** – senior sustainability manager for our Construction business was one of the first to join the apprenticeship.

*"A lot of my role is about reporting; it's a huge job and I've been trying to find ways to make it easier."*

*"The on-the-job learning has been the best part," she explains. "We have to take a work problem and use what we're learning to help with the issue."*

She says the apprenticeship has opened her eyes to how digital tools can save her time, and taught her how to analyse, understand and present data in a way that people can relate to.

*"It's great that I have been able to work towards an apprenticeship while making my work easier and better," says Natalie. "I'm starting to understand how much more efficient I can be with the use of data and digital".*

It's changed the way she works too:

*"Now I think, if I spend more time on something, will it save me from putting much more work in later down the line."*



# 89



**people are currently completing or have completed our digital apprenticeship**



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.

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



### Progress to date

We have a number of policies in place to identify good practice and to develop opportunities to strengthen our approach. Furthermore, we trained more than 4,000 employees and people in our supply chain on our approach, as well as to recognise the signs of modern slavery and encourage action.

Our supply chain partners are a key part of our workforce, essential to delivering our projects and to the Group’s overall success.

We are 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 in the wider communities where we operate. Our supplier due diligence process supports our aim to work with UK Real Living Wage employers with a public commitment to preventing modern slavery.

Furthermore, our Ethical Labour working group meets regularly to strengthen our procedures and to enable us to develop campaigns to raise awareness of this important issue. The group is working with a modern slavery social enterprise to review our understanding of and response to modern slavery and labour exploitation risks within our business. This is allowing us to develop a focused plan that centres around education, audit and mitigation. We share our experiences in the Supply Chain Sustainability School’s Modern Slavery Working Group to drive industry-wide change. With our supply chain comprising 3,425 small and medium sized enterprises, it is important that we approach this collaboratively.



## Targets

Our work with a modern slavery social enterprise is allowing us to develop a focused plan that centres around education, audit and mitigation suppliers. programmes.

### Case study

## Responsible sourcing of solar panels



Solar energy is a key technology to enable the decarbonisation of the built environment, however, we need to ensure we consider the sustainability of the products we buy holistically. The Global Slavery Index 2023 report highlighted that the production of solar panels is very vulnerable to modern slavery practices. 45% of the world's solar grade polysilicon (a key component of solar PV panels) is produced in the Xinjiang Uyghur Autonomous Region of China. This region of China is an area known for products produced by the forced labour of the indigenous Uyghur People, such is the scale of the issue that there has

been a recent surge of legislation globally prohibiting the import of any goods from Xinjiang.

We are working with Action Sustainability and our industry peers on a project that was established based on a sector wide understanding that only a collaborative and strategic approach can address such a complex issue. While still ongoing, it has so far delivered an in-depth best practice procurement guide, which we are sharing with our supply chain, to ensure we can sustainably address the climate crisis.



# 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:

### Social Impact



Delivering social impact and leaving a positive legacy in the communities we work in.



### Social Mobility



Enabling social mobility and helping to tackle inequality by giving individuals and communities tools and opportunities.



# Social impact



**Social impact is the long-term effect on people and local communities that happens as a result of actions or activities. We will make a positive social impact by providing support that addresses needs in local communities, focusing on the most vulnerable and disadvantaged.**

At Kier, we already create social impact through the delivery of construction, infrastructure projects and property developments that offer new green spaces, reduced carbon emissions, and create places that sit at the heart of the local community. As well as this, our social impact activities include aspects like using local goods and labour, helping unemployed people to gain qualifications or employment opportunities, giving training to those who aren't confident in using digital technology, providing school children with hands-on learning experiences, and even making donations of much-needed items into the community.

We will deliver social impact and leave a positive legacy in the communities we work in by:

- Considering the needs of the communities we work in and where we can deliver the most value.

**Since its formation in 2012, the Kier Foundation has donated over**

**£3m**



## Progress to date



One of the ways we deliver social impact 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 also deliver impact by working to support small and medium enterprises (SMEs) as well as voluntary, community and social enterprises (VCSEs) across our contracts and projects. We use two social enterprises for our Group signage requirements; Nordis Signs and Nuneaton Signs. Nordis Signs is our in-house business which is dedicated to employing people with disabilities.

In our last financial year we spent 61% of our subcontracted spend with SMEs and £7.4m with VCSEs.





## Targets

To align with our Social Impact commitments, we will set targets in year one of our strategy to:

- Increase our spend with SMEs and VCSEs.

We will take the opportunity in year two of the strategy to look at new targets.



### Case study



## Skill Mill

Skill Mill is a social enterprise focused on providing employment opportunities for young people with convictions. Within our Transportation business, we supported them through our procurement processes and set them up on social enterprise finder website, supply change. We supported them gaining Constructionline Gold accreditation and have procured their services on our Tarmac and KierJoint Venture so that eight young people have gained six months supported employment. One has now progressed onto an apprenticeship. We will continue our relationship with Skill Mill and have plans to use their services on further Transportation contracts.



THE SKILL MILL

# Social mobility



Social mobility refers to change in a person's socio-economic situation, either in relation to their parents, or throughout their lifetime.

Social mobility is about allowing people unleash their true potential, recognising where merit exists and ensuring people can progress their career through their own talents and efforts rather than through who they know and the upbringing they had. At Kier, we aim to tackle inequality by giving individuals and communities tools and opportunities to gain meaningful employment and progress their career, ensuring they aren't held back by invisible barriers.

We will enable social mobility and help to tackle inequalities by:

- Arming individuals and communities with tools and opportunities to develop themselves.
- Increase school engagement activities, targeting schools in more disadvantaged areas.



## Progress to date

Sophie Timms, corporate affairs director, a member of our executive committee joined the Social Mobility Commission employer advisory group which was put in place to drive social mobility in the workplace in the UK and support the Commission's employer focused programme of work. This has led to a team looking into how we benchmark our current workforce so that we can understand where our focus needs to be to improve social mobility across the Kier Group. In addition to this, 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 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.





## Targets

To align with our social mobility commitments above, we will set a target to:

- Deliver a plan to support social mobility across our business divisions. We will also gather data from our current workforce to understand how socially mobile they are and to provide a benchmark for us to set meaningful targets moving forwards.
- In the short term, we will continue to engage young people in careers, targeting schools in more disadvantaged areas. Our commitment to the 5% club will also ensure we are offering development opportunities to all who join our organisation via Apprenticeships and formal development programmes.

**“I learned there is most likely a career in construction for you as there is a big variety to choose from.”**

Student (anonymous)

### Case study

## Spotlight on Open Doors

Kier is a partner for Open Doors, an annual event run by Build UK. The event goes ‘behind the site hoardings’ to showcase the range of careers available in the construction industry with projects ranging from tunnels to skyscrapers, as well as a wide range of virtual experiences. Each year we open sites across the country, and welcome hundreds of visitors from local schools, colleges and communities. Open Doors is a great opportunity for us to break down some of the stereotypes associated with the construction industry and encourage people into a possible career. The events are open to anyone with an interest in finding out more, but we focus on targeting schools, colleges and underrepresented groups to inspire the next generation of apprentices and graduates.



In March 2024, we opened the doors of 44 of our sites, depots and offices across the UK and welcomed over 800 visitors across the week. Visitors came from local schools, colleges, universities, prisons, charities, Job Centres and members of the public. We gave them the opportunity to come behind the site hoardings and witness firsthand the pivotal role we play in shaping the UK’s infrastructure. From delivering clean water to our homes, to ensuring the safety of our roads, from constructing vital infrastructure across the UK to championing sustainability in our built environment, every aspect of Kier’s impact was showcased with pride and passion.

**“I like solving problems to create things so the role of site manager looked really interesting.”**

Yigit, 15 years

**OPEN DOORS**  
Get into Construction





# 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



Take climate action, reducing carbon emissions and working with clients to build infrastructure which is resilient to the effects of climate change.



### Valuing Nature



Value nature, working to protect and enhance biodiversity by managing nature risks and enhancing green spaces.



### 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.

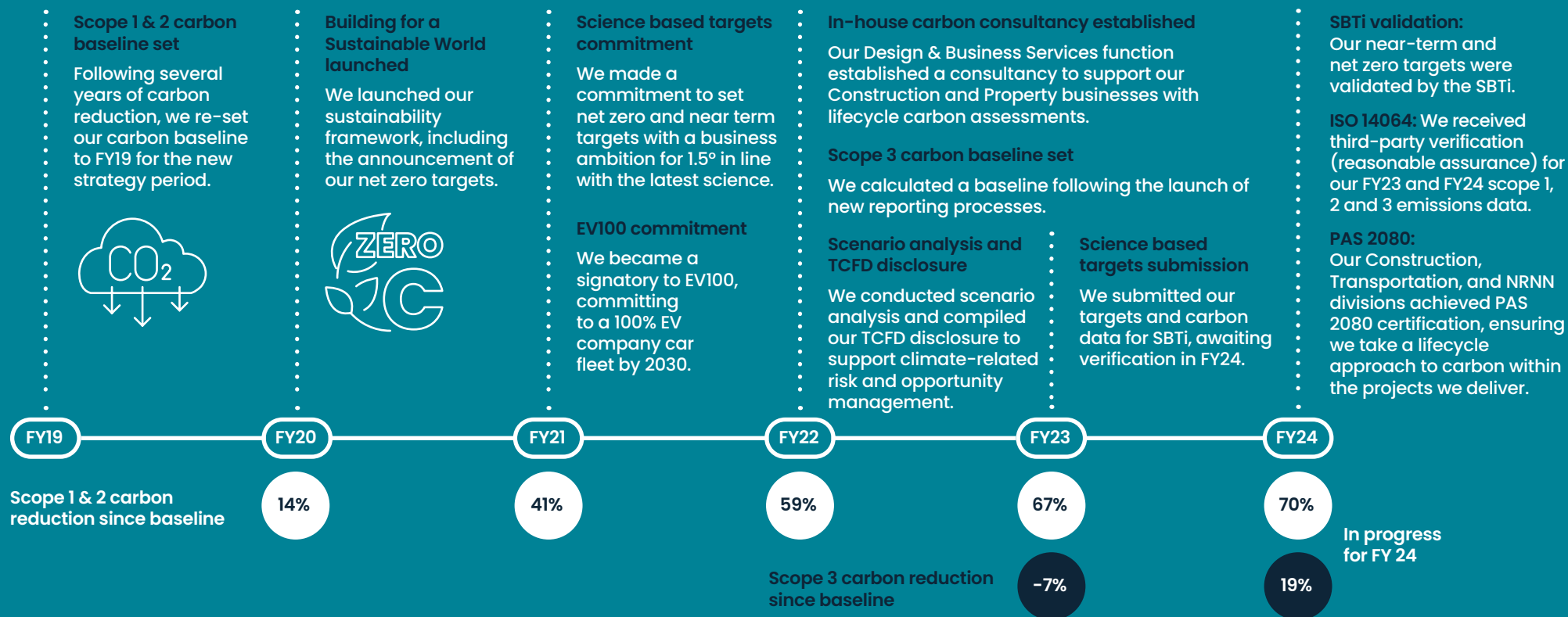
We will take climate action by:

- 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



## 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

Case study

[Find out more >](#)

## 19 Cornwall Street – Taking a lifecycle approach to deliver on climate action and resource efficiency



Targeting BREEAM 'excellent', this commercial building takes a whole life carbon approach. The building has been designed to align with the UK Green Building Council 'Energy performance targets for buildings targeting net zero carbon operational energy' with the potential to meet a 2030–2035 interim target for landlord operational energy (40% lower than current day 2020–2025 energy targets). The project is an all-electric, highly energy efficient design, achieving an EPC A rating with the provision of 400sqm of solar photovoltaic panels and air source heat pumps.

Embodied carbon has also been carefully considered during the design. The design retains existing structures to reduce unnecessary material use and avoidable waste, resulting in the total upfront embodied carbon impact being low and designed to achieve a LETI Rating Band A+.

Cornwall Street is officially registered to achieve a National Australian Built Environment Rating System (NABERS) Target Rating of 5 Stars.



**400**  
sq m of PV panels



# Valuing nature



**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.



## 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

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.



Case study

## Windy Harbour – delivering more than an 18% net gain in biodiversity



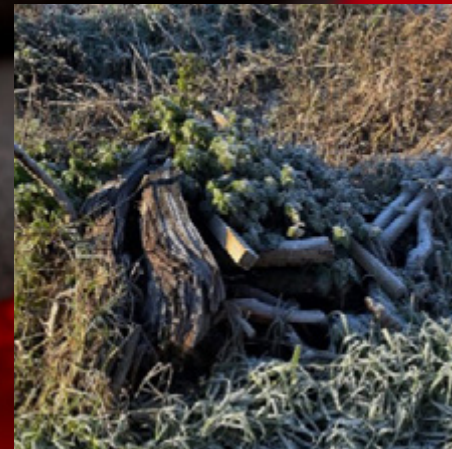
Contributing to an impressive 18% net gain in biodiversity against a 10% target, our efforts as part of the National Highways project at Windy Harbour have been substantial.

Through habitat enhancement and landscape improvements, we've significantly boosted biodiversity, through the development of four new wetland habitats, as well as the cultivation of 8.4 hectares of woodland and 6 hectares of species-rich grassland.

Our initiatives have included:

- The creation of six new mitigation ponds, 6 large hibernacula, and multiple smaller hibernacula and refugia.

- Implementation of amphibian gully pot ladders to effectively manage the potential impact of new road drainage on local amphibian populations.
- Installation of eight bee posts to provide shelter for solitary bees and other beneficial insects.
- Construction of five dry mammal underpasses integrated into the drainage system design, facilitating safe passage for species such as otters and badgers beneath the new bypass.
- Placement of 18 bird and 18 bat roost boxes throughout the project area.



**40**  
special habitats to protect great crested newts and other reptiles



# Resource efficiency



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

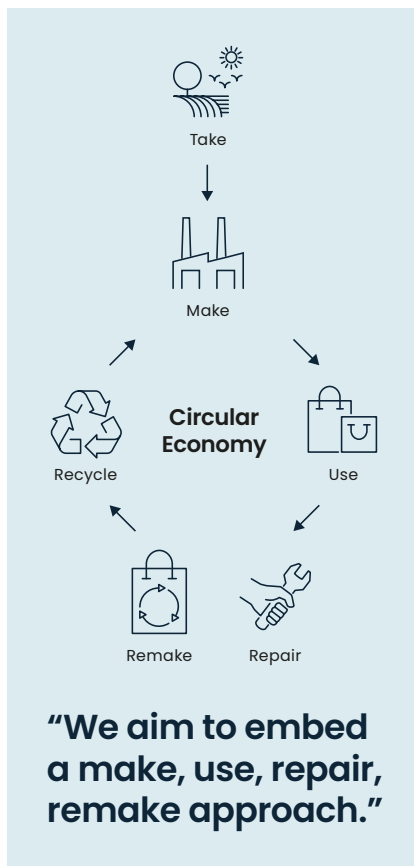
We aim to embed a make, use, repair, remake approach, avoiding and minimising waste and taking care to use resources efficiently.

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 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.



## 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



**tonnes of waste /£m revenue**





Case study

## Pre-manufactured value: HS2 Green Tunnels



Unlike a normal underground tunnel, the one-and-a-half mile (2.5km) Chipping Warden green tunnel in Northamptonshire is being built on the surface using a pioneering off-site manufacturing approach to speed up construction and improve resource efficiency.

This approach has seen more than five thousand giant concrete tunnel segments assembled on site. The completed tunnel will then be covered by earth, with trees, shrubs and hedgerows planted to fit in with the surrounding countryside.

This lighter-weight modular approach is focused on cutting more than half the amount of carbon embedded in the structure. It also requires less people and equipment on site, improving safety and reducing disruption for residents.



# 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 Board ESG 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.

## Our commitments and memberships

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



Leadership	<b>Board ESG Committee</b>  <b>Chair:</b> Non-Executive Director <b>Scope:</b> 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 Group Managing Director ESG Committee and Leadership Forums.	<b>Executive Group Managing Director ESG Committee</b>  <b>Chair:</b> Chief Executive <b>Scope:</b> Monitors, challenges and provides direction on all <i>Building for a Sustainable World</i> and <i>Built by Brilliant People</i> topics.	<b>Leaders &amp; Subject Matter Experts Leadership Forums</b>  <b>Chair:</b> Chief People Officer  <b>Members:</b> Health, Safety & Wellbeing, Human Resources and Sustainability Leaders & Subject Matter experts  <b>Scope:</b> Leads implementation of <i>Building for a Sustainable World</i> and <i>Built by Brilliant People</i> strategic frameworks and commitments across all divisions.
	<b>Group Functions</b> <b>Responsible Business Function (Health, Safety &amp; Wellbeing, Assurance &amp; Sustainability)</b> <b>Human Resources</b>  <b>Scope:</b> 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.		
	<b>Sustainability Teams</b> <b>Building for a Sustainable World Pillar Groups</b>  <b>Context:</b> 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'.  <b>Lead:</b> Each working group is led by a senior member of the sustainability team.  <b>Scope:</b> Coordinates strategy, activity and innovation with each strategic pillar.	<b>Subject Matter Experts</b> <b>Working Groups Task &amp; Finish Groups</b>  <b>Context:</b> Material topics have dedicated per-topic working groups. <b>Lead:</b> Nominated Subject Matter Expert.  <b>Scope:</b> Working Groups explore climate, ethical labour, social value, diversity & inclusion, and inclusive PPE; Task & Finish Groups develop improvements and tackle common challenges.	
Management	<b>Business Divisions</b> <b>Building for a Sustainable World and Built by Brilliant People</b>  <b>Scope:</b> 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.		
	<b>Sustainability Literacy</b>  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.	<b>Learning &amp; Performance</b>  Supporting professional development and performance reviews to ensure an equipped, competent and confident workforce.	<b>Health, Safety and Wellbeing Competencies</b>  Ensuring appropriate skills and competency to manage health, safety and wellbeing in all areas of the business.
Implementation			
Foundations			

## Kier Limited

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Registered in England No. 2708030

Registered office:

2nd Floor,

Optimum House,

Clippers Quay,

Salford,

M50 3XP

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

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