

Kier recognizes that the people who work for and with us are key stakeholders in our success.

Statement of intent

Kier is an accredited Real Living Wage (RLW) employer, which recognises our commitment that eligible employees are paid in the RLW. We continue to take steps to ensure our employees earn a wage that goes above and beyond the government minimum, supported by regular reviews of the external environment by the Living Wage Foundation.

Everyone working within Kier should have the same opportunities and we are committed to implementing thw RLW for all our supply chain, contingent workers and contractors. Our objective is that everyone working on a Kier site is paid in accordance with the RLW.

Further details on RLW and current levels can be found on www.livingwage.org.uk

Policy aims

To ensure effective and timely implementation of this policy we will continue to:

- Maintain Kier’s accreditation as a RLW employer.
- Work with Subcontractors to help ensure their direct employees are paid RLW
- Work with our Subcontractors to implement this policy with their supply chain including requiring their agency workers, sub-subcontractors to meet our RLW objective.
- Include in our subcontracts and supply agreements a written commitment and declaration for all subcontractors, sub-subcontractors and Labour agencies to confirm compliance with the RLW.

Senior management will review this policy annually, or following a major operational or organisational change, and establish objectives and targets that are consistent with Kier’s strategy.

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This policy will be communicated to all our employees and organisations working on our behalf, displayed at our offices, on our intranet, on our external website, and made available to interested parties.

For and on behalf of Kier Group plc

Stuart Togwell, Chief Executive

November 2025

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