

Statement of intent

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.

Business continuity needs to be managed and maintained to ensure that appropriate and proportionate measures are put in place to plan and respond to incidents and disruption.

Having appropriate measures in place when incidents occur ensures that Kier has the ability to continue to undertake its core business processes at a pre-defined level, meeting contractual customer and partner service expectations and wider legal obligations.

Kier Group will make appropriate arrangements to plan for business continuity situations.

Policy aims

To ensure effective implementation of this policy we will:

- Maintain a business continuity planning process for Kier Group locations.
- Establish a Group-wide business continuity approach and appropriate business continuity plans for offices and sites in compliance with this process to enable employees to continue to deliver key services and activities.
- Undertake appropriate business impact analyses and risk assessments.
- Identify critical activities and their supporting resources which need to be maintained.
- Communicate these plans to employees and undertake training as required.
- Periodically test the planned arrangements.
- Incorporate the lessons learnt from business continuity event and testing back into the planning process to ensure continual improvement.
- Audit compliance with the planning process.

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- Include the arrangements in the Kier Integrated Management System (IMS).

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

Simon Rogers, Group Head of Business Assurance

November 2025

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