



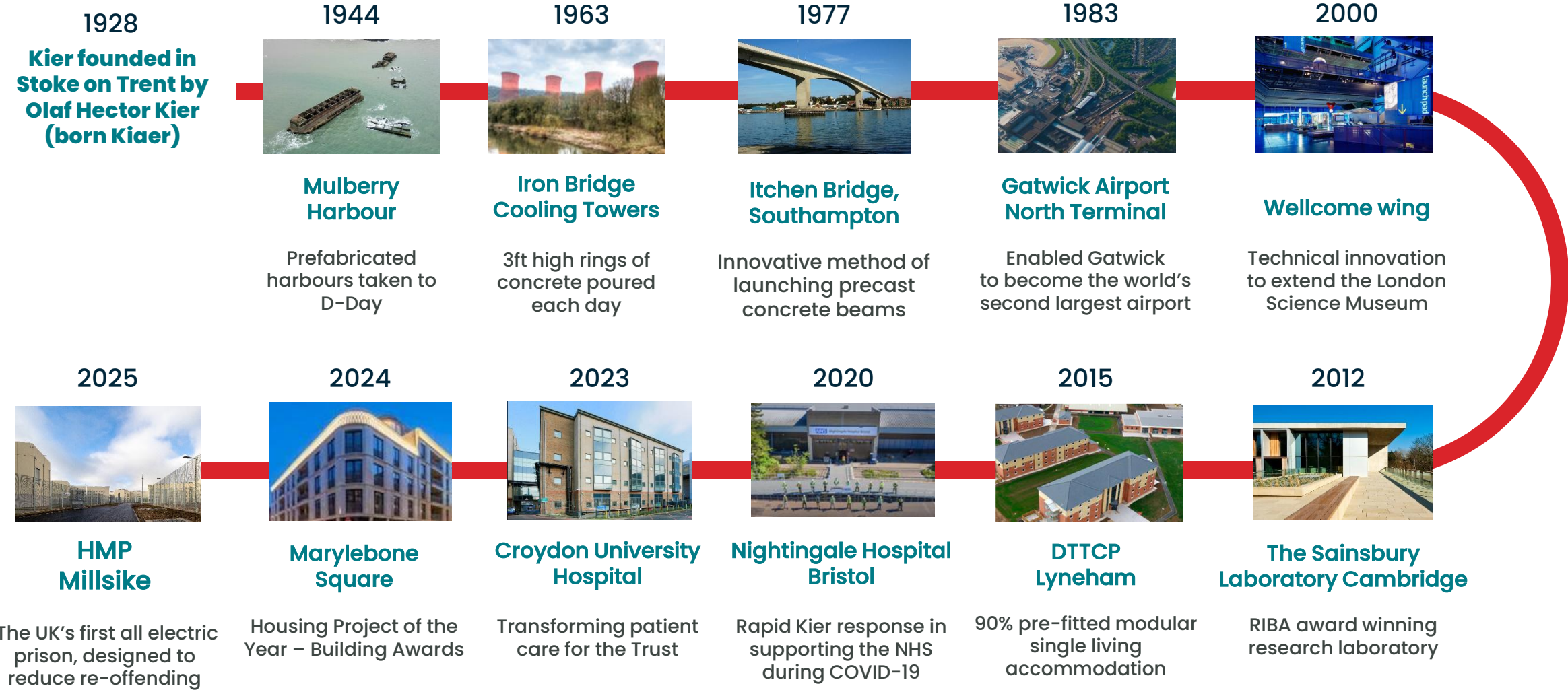
# Construction

Stuart Togwell  
Group Managing Director



Mulberry Dock Academy

# A history of continued excellence





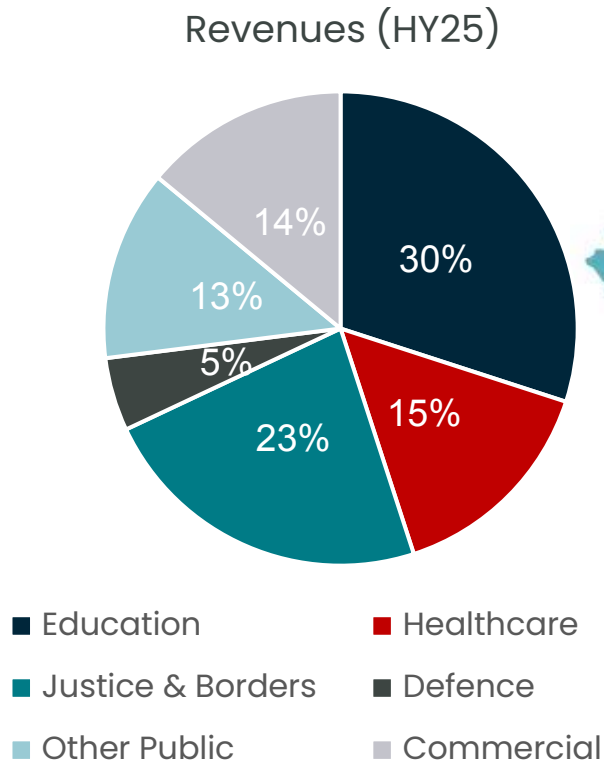
# Introduction

## We build:

- **One of the largest regional based builders**  
Delivering over **200** projects
- **Breadth of capability**  
From smaller works to £680m+ projects delivered by our Strategic Projects team
- **Technical expertise**  
Dedicated mechanical & electrical services using the latest MMC
- **Net promoter score**  
Industry-leading score of +59 (industry standard is +50)

## We maintain:

- Facilities Management services provided to more than 5,500 buildings
- Delivering Housing Maintenance to more than 98,000 homes



## We work for:

- Department for Education
- Ministry of Justice
- Department of Health & Social Care
- Crown Commercial Service
- Heathrow Airport Limited
- Derwent, Stanhope and M&G
- Ministry of Defence

**>70%** contracts won with client worked with in the last 5 years

## Across 8 sectors:

- Education
- Justice & Borders
- Healthcare
- Defence
- Science & Technology
- Commercial
- Central & Local Government

# A proven track record



## Education

**266**

Education projects completed in the last six years



## Healthcare

**151**

Healthcare projects completed in the last six years



## Justice & Borders

**17**

T60 houseblocks delivered for the MoJ



## Defence

Appointed to **£5.1bn**

Defence Estate Optimisation Portfolio



## Private Sector

**689,613**

sq ft of London commercial space delivered since July 23



## Facilities Management

Facilities Management services provided to more than

**5,500**

buildings



## Housing Maintenance

Delivering Housing Maintenance to more than **98,000** buildings



## Strategic Projects

Delivering the

**£683.8m**

HMP Glasgow

# Long term relationships built on trust



Working together for  
**14** Years



Department  
for Education

Working together for  
**23** Years



Department  
of Health &  
Social Care

Working together for  
**20** Years



Crown  
Commercial  
Service

Working together for  
**6** Years



Working together for  
**16** Years



Adeiladu GIG i Gymru  
NHS Building for Wales

Working together for  
**14** Years



Working together for  
**16** Years



Working together for  
**5** Years



# Order book and pipeline



Strong order book and pipeline of **£4.5bn**



Underpinned by **33** national and **37** regional framework positions

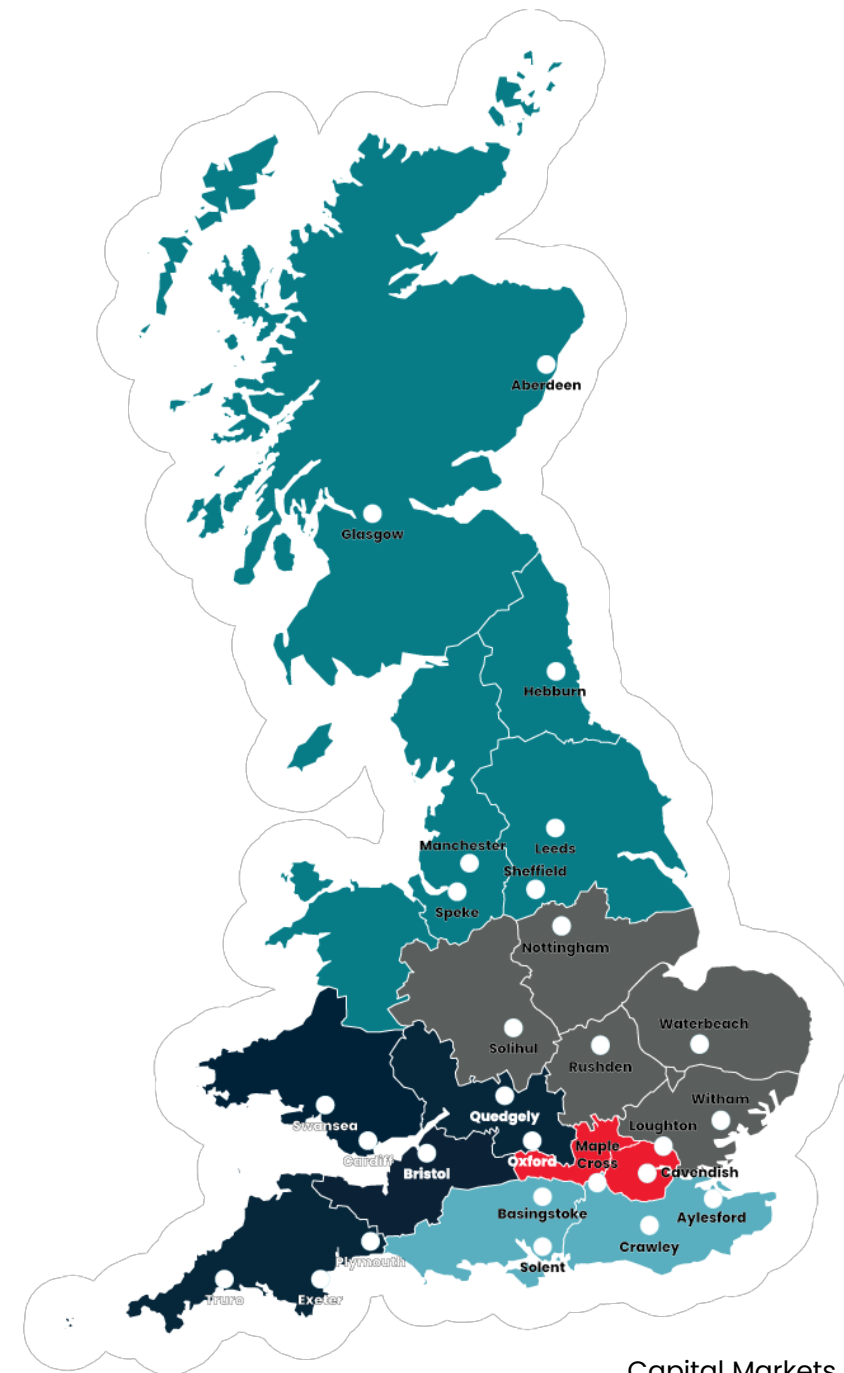


Access to frameworks worth a total advertised value of c. **£127bn**, on a two-stage basis



# Discipline at scale

- Stand-out delivery model with a network of **regional delivery** hubs – we can flex to suit client demand
- **On-the-ground expertise** combined with **robust national functional** support, guidance and governance
- A leadership team with exceptional industry experience
- De-risking through **two-stage procurement processes**, ensuring a predictable pipeline of work





# How do we maintain our position as a leading contractor?





# 1. Innovation through digital

## Digital

- Our **award-winning** digital experts help clients optimise the design, delivery and promotion of their assets
- Cover the whole spectrum: individual buildings to a whole-estate approach
- Investment in cutting-edge digital twin solutions providing real-time insights that help clients:
  - optimise performance
  - drive efficiency
  - maximise value from day one through to maintenance and operation





## 2. Leaving lasting legacies

### Social Value

- Factored into everything we do
- In FY24 we delivered social value worth **£1.48bn**
- 2,876 hours spent on community volunteering
- **12,043** apprentice weeks delivered, and **441** apprenticeship opportunities created
  - A **platinum member** of the Government's 5% Club
- **29** offers of employment for prison leavers and **44** prisoners released on temporary licence at HMP Millsike
- Rolling out industry-training to support response to the Building Safety Regime





# 3. Forefront of energy resilience

## Decarbonisation

- Working with clients across the project lifecycle to provide effective carbon solutions
- Holistic 'design and build' retrofit services
- **71.5%** carbon reduction by 2030
- **100%** renewable energy use by 2030
- Net zero scope 3 by 2045

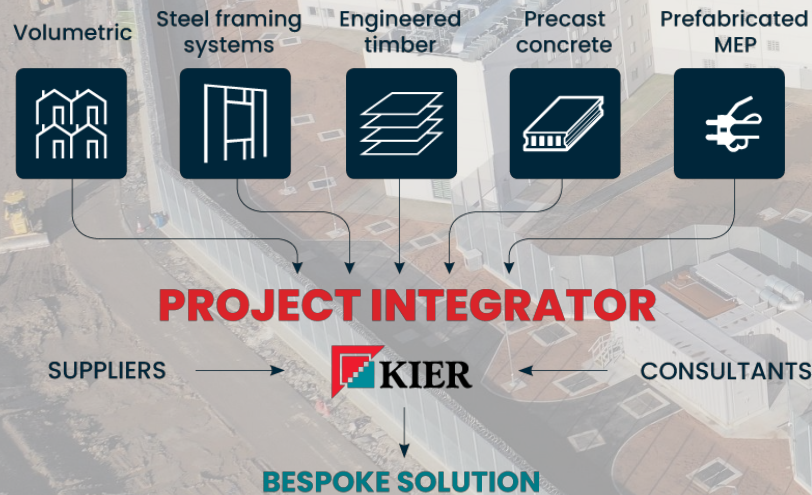




# 4. Surpassing our clients' needs

## Industrialisation

- Modern Methods of Construction (MMC) solutions, delivering optimal client results
- Standardisation of design and components = **better repeatability, quality and performance**
- Project integrator – Choice Factory





# 5. The sum of our parts – breadth of services across Group



# Kier Construction – summary



1

**Market-leading** position in construction. We **build** as a trusted partner to government and blue-chip clients and **maintain** public sector properties and housing



2

Strong order book and pipeline of **£4.5bn** and access to **£127bn frameworks**, procured predominantly on a two-stage basis



3

Regional build model enables **discipline at scale**, covering a varied portfolio of work across the country



4

Continuous innovation and solutions-driven



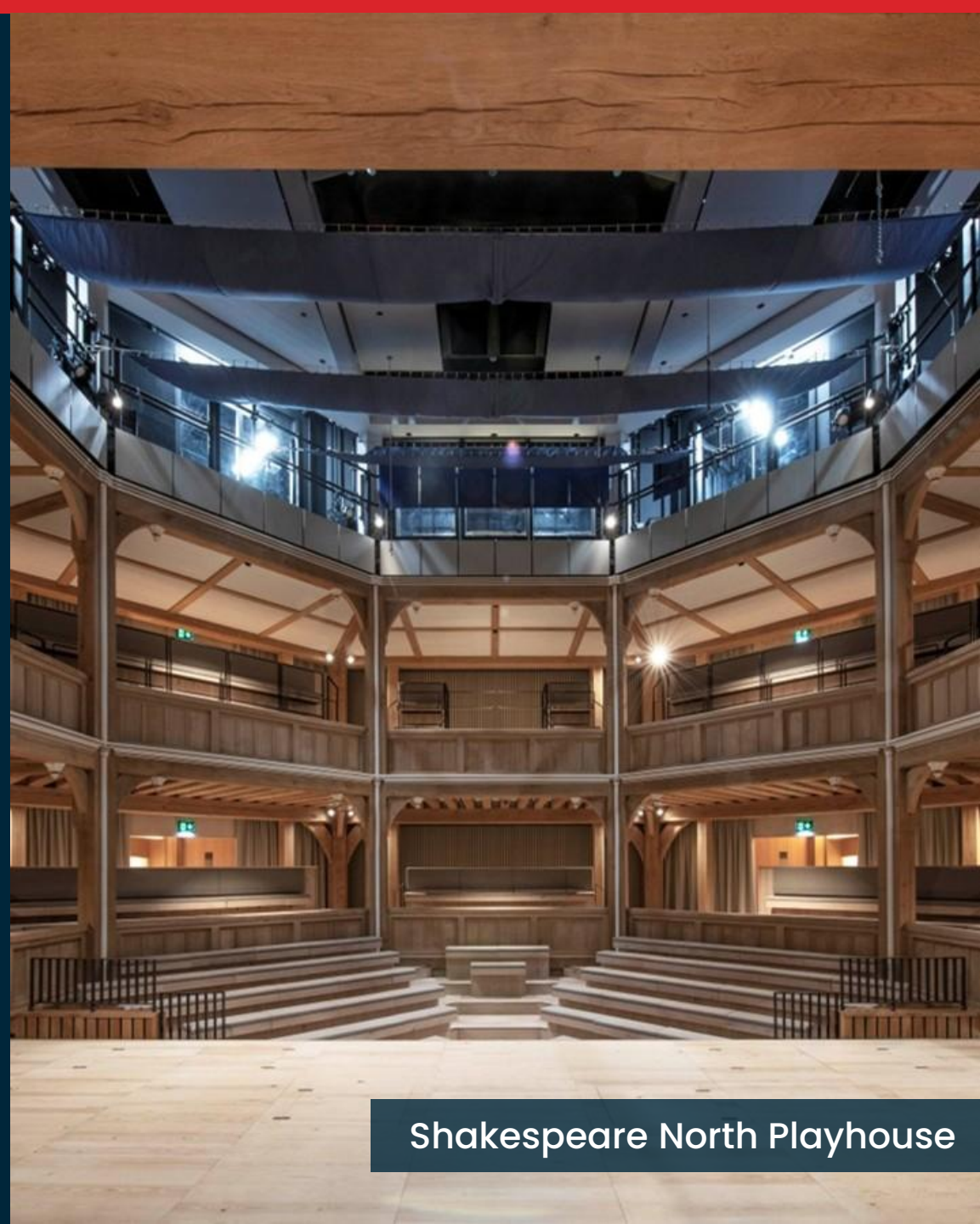
5

Our integrated **360** approach





# Q&A



Shakespeare North Playhouse