

## 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.

To realise our vision of being the UK's leading infrastructure services and construction company our management system should deliver the highest levels of quality, assurance and governance. Kier is committed to the implementation of a management system that meets the requirements of BS EN ISO 9001, National Highways Sector Schemes (NHSS) 2A, 8, 10B, 12A/B, 12C, 12D, 13, 18 and 22, Railway Group and Network Rail Standards and relevant industry standards and appropriate regulatory and legislative requirements relevant to the areas in which we work. This commitment is supported by senior management.

We recognise the importance of achieving high standards of quality management and quality control and the impact this has on the effectiveness and sustainability of our business. We also recognise the need for continual improvement and achieve this through our framework for setting and reviewing objectives and measurable targets as part of the management review process. This is supported through the implementation and maintenance of a quality management system that is certified to BS EN ISO 9001 by a UKAS accredited certification body.

We expect everyone working for us, or on our behalf, to comply fully with the provisions laid down in this policy, the management system and Kier Group's quality arrangements.

## Policy details

To ensure effective implementation of this policy we will:

- Provide the necessary infrastructure and work environment to meet the requirements of the management system.

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- Ensure the availability and competence of resources to meet the requirements of this policy.
- Set measurable objectives to support continual improvement.
- Monitor and measure the effectiveness of our business processes and company objectives through our management review and internal audit processes.
- Measure and monitor customer satisfaction.
- Analyse the causes of any nonconformance and take appropriate action to prevent recurrence.
- Encourage all employees to identify problems and make suggestion to improve all aspects of our working practices.
- Proactively identify opportunities for improvement and implement the necessary actions to ensure they are achieved.

Senior management will review this policy annually, or following a major operational or organisational change, and set objectives and targets, and preview progress against them, as part of the Annual Management Review process. This policy will be shared with our employees and organisations working on our behalf, displayed at our offices, on our intranet, on our external website, and shared with interested parties.

For and on behalf of Kier Group plc

**Stuart Togwell, Chief Executive**

November 2025

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