

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.

Kier recognises its responsibility under current safety and health legislation and believes that incidents are preventable. This belief underpins our commitment to providing a safe and healthy work environment that protects the wellbeing of our people, supply chain, and stakeholders, in support of Kier's strategy.

We will achieve this through engaging with our workforce and providing strong, visible, and active leadership. This commitment is supported by all levels of senior management and includes formal assessments and performance reviews. Kier will provide adequate resources, information, and training to enable management teams to implement this policy and achieve its objectives. We are committed to preventing ill health and injuries from physical, mental, and psychosocial workplace risks and to providing a framework to support the physical and mental health and wellbeing of our staff.

Policy details

- Through visible and active leadership, ensure that employees are aware that working safely is a condition of employment.
- Identify and mitigate workplace physical and mental health, psychosocial and safety hazards to an acceptable level using the principles of prevention.
- Ensure employees are competent to undertake the tasks required.
- Ensure employees are empowered to delay or postpone any activity that is considered unsafe, through the promotion of an engaged safety culture.
- Integrate health, safety and wellbeing matters into our business decisions and actions.
- Engage with the workforce stakeholders, business partners and supply chain colleagues to ensure that their health, safety and wellbeing management standards and practices meet or exceed the expectations of this policy.

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- Identify and fulfil the compliance obligations relevant to our business under legislation, standards, and codes of practice.
- Strive for continual improvement in health, safety, and wellbeing performance, and publicly report our performance.
- Provide our employees with occupational health and wellbeing information, occupational health services and the optional mental, physical and financial benefits that we have in place to support them and their families.
- Provide our employees with mental health support and awareness and offer mental health first aid and wellbeing champion training to those that wish to support their colleagues.
- Share this policy with employees, stakeholders, business partners and members of the public.
- Comply with client specific requirements including, but not limited to, occupational health, working hours and fatigue management.
- Analyse the causes of any high potential incidents and nonconformances and take appropriate action to prevent recurrence.
- Enhance our performance using behavioural programmes, observations, training and health, safety, and wellbeing maturity tools.
- Manage and maintain a safety management system that aligns to HSG65 and is certified to ISO 45001.

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. This policy applies to all those working on behalf of Kier Group business divisions and operations, will be shared with 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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