



Kier Group plc

At a glance

2023



Kier Group

Kier's purpose is to sustainably deliver infrastructure which is vital to the UK.

As a leading provider of infrastructure services, construction and property developments, we are committed to delivering for communities and leaving lasting legacies through our work.

At the core of Kier's project delivery is technical excellence, utilising the latest building methods, innovations and technology to ensure we offer the best value for our clients.

Kier Group



c.10,000
employees



400+
live projects
across the UK



Strategic supplier
to UK government



£137bn
value of long-term
frameworks on which
we have a position



98
framework
positions



92%
customer
satisfaction

FY23 results

£3.4bn

revenue
(up from £3.3bn in FY22)

19.2p

adjusted earnings per share
(14.3% increase on FY22)

£64.1m

net cash
(up from £2.9m in 2022)

£10.1bn

order book
(up from £9.8bn in FY22)

Kier Group *continued*

Our people

2.6%
growth in headcount

c.9%
of employees on formal
learning programmes

Gold member
of The 5% Club, in recognition of
our commitment to graduate
and apprentice opportunities

Real Living Wage
accredited employer

4.2
Glassdoor rating

c.6%
of UK workforce are apprentices

Committed
to all apprentices joining on
permanent contracts

900+
colleagues are members
of our employee networks

First UK
construction company to support
prison apprenticeships

Supply chain

c.£1.78bn
net subcontractor spend

52%
of revenue subcontracted
to supply chain

c.69%
subcontract spend with SMEs

34 days
Payments in line with
Prompt Payment Code

Sustainability

At Kier, our purpose is to sustainably deliver infrastructure which is vital to the UK.

This year we have evolved our sustainability framework, 'Building for a Sustainable World', to further support our ambitions to protect the environment and our people, and to create social value in the communities we work in.

Our evolved framework focuses on three key pillars where we believe we can make the biggest difference: 'Our People', 'Our Places' and 'Our Planet'.

Our sustainability commitments



2045

Net zero business operations and value chain



100%

renewable energy use by 2030



2039

Net zero scope 1 and 2



2045

Net zero scope 3



66%

carbon reduction by 2030



2030

100% electric/PHEV company cars and LCVs

What we've delivered

19%

year-over-year reduction in scope 1 and 2 emissions

6.7%

reduction in scope 3 emissions

33%

reduced volume of non-hazardous waste

c.8%

year-over-year reduction in cost of water as % of operational spend

£5bn

we have reached our aim of delivering £5bn in social value

£487,000

raised during our partnership with Every Youth

Working sustainably

Partnered

with The Lighthouse Club to offer emotional and wellbeing support to workers and their families

One new

corporate charity partner, The Trussell Trust, voted for by employees

Trialling

a clean hydrogen generator at one of our sites

Digital

A focus on digital is one of our two performance excellence workstreams, and this is something we look to implement across the Group.

From providing state-of-the-art technical solutions to clients, to upskilling our people through apprenticeships, we are committed to a digital-first approach in our work.

Creating a digital workforce

Digital academy apprenticeship

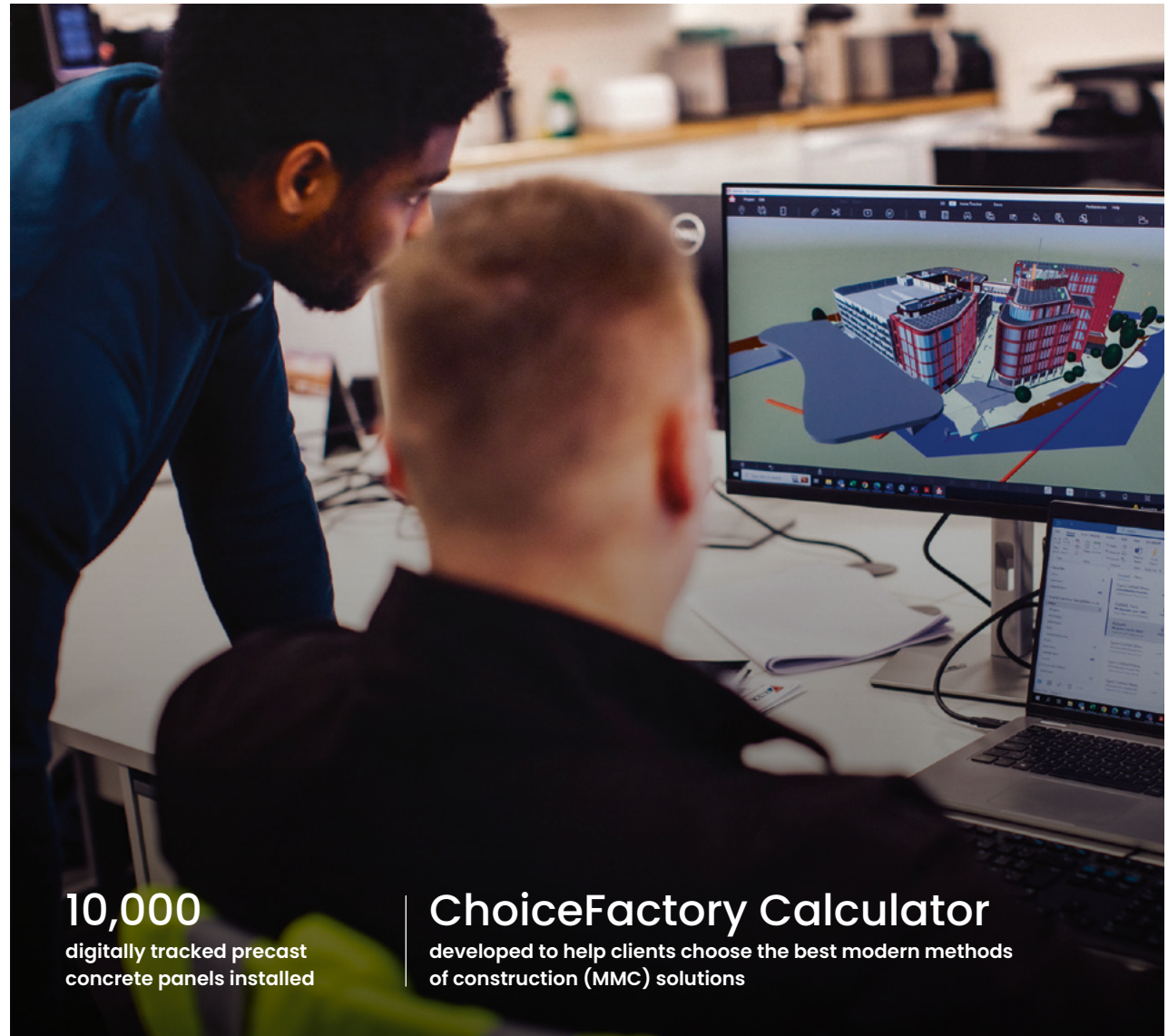
introduced for employees

Apprenticeship

open to all employees

108

apprentices have taken course so far



10,000

digitally tracked precast concrete panels installed

ChoiceFactory Calculator

developed to help clients choose the best modern methods of construction (MMC) solutions

Construction

Kier Construction is a leading UK national contractor, providing project delivery for the public and private sectors across sectors including education, healthcare, custodial and defence.

Our clients include:

Department for Education

Ministry of Justice

Department of Health & Social Care

Ministry of Defence

Crown Commercial Service

Our work

£4.3bn
order book

£1,653m
revenue

£69.5m
operating profit

26
offices across the UK

Working sustainably

£50,509
in community donations

£29,117.12
in community fundraising

86
apprentice opportunities created

5,900
apprentice weeks delivered

682
volunteering hours

909
community engagement hours

1,173
education engagement hours

126
weeks of work experience

17,666
training hours

6
employees trained to be
mental health first aiders

1,204
hours spent on careers support

Construction *continued*



200,000

properties which we provide housing maintenance for

c.2,100

buildings where we provide facilities management

£10bn

appointed to all six lots of Crown Commercial Services' OCS framework

97+ miles

of pipework laid by Kier Mechanical Engineering in the last year

250

education projects delivered

c.47,000

Department for Education school places created in last six years

135

healthcare projects delivered in the last five years

£1bn

pioneering alliancing between contractors through £1bn Alliance 4 New Prisons programme

Transportation

Kier Transportation designs, builds and maintains infrastructure for the roads, rail, aviation and ports sectors, with a common goal of connecting people.

We make a crucial contribution to the economic development and growth of the UK and for over 90 years we have helped clients to deliver a wide range of projects. We handle everything from planning, programming, design and delivery of major schemes to routine maintenance and operations. We work closely with our partners to find innovative solutions which improve our transport infrastructure.

Our clients include:

Network Rail	Transport for London
National Highways	Local authorities
HS2	Combined authorities

Our work

£700m

appointed to Manchester Airports Group Capital Works Framework

Appointed

by National Highways to refurbish eight bridges at Lune Gorge

£65m

project at Oxford Station will provide 50% increase in through-platform capacity

Awarded

an eight-year, £225m contract for road maintenance by Somerset Council

Working sustainably

12,878

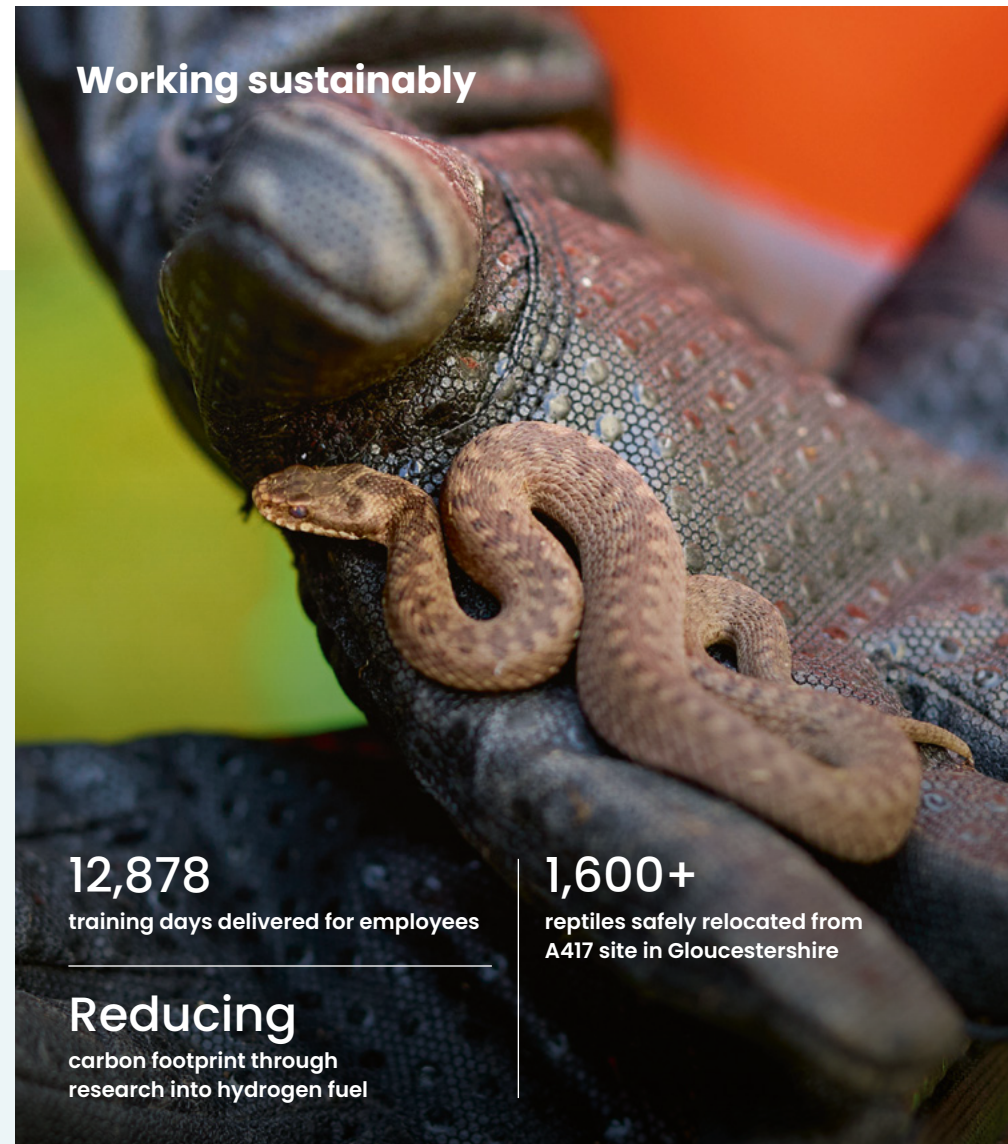
training days delivered for employees

Reducing

carbon footprint through research into hydrogen fuel

1,600+

reptiles safely relocated from A417 site in Gloucestershire



Transportation *continued*

What we do

21,000km+

of local authority and strategic roads maintained

3,400

temporary works designs undertaken

Delivering

two rail stations to give Willenhall and Darlaston direct rail network access for the first time since the 1960s

Delivering

a major programme of restoration work at Whitley Bay Metro Station in North Tyneside

4.2million m²

of highways surface treatments laid

16

of England's 40 road tunnels managed and maintained

c.7,000

tonnes of emulsions manufactured

EKFB Joint Venture

80km

of civil engineering works being delivered by our EKFB Joint Venture for HS2

330

hectares of landscape planning being carried out

20million+

cubic metres of rock and earth moved

c.2,000

colleagues trained in environmental standards

Natural Resources, Nuclear and Networks

Our Natural Resources, Nuclear and Networks business division provides design, engineering, delivery and maintenance that protects and supports essential services across the UK. We deliver long-term contracts to provide repairs, maintenance and capital projects to the water, energy and telecommunications sectors.

It includes our utilities business, as well as infrastructure projects related to water, nuclear and other greener energy provisions, network connections and environmental restoration and protection.

Our clients include:

Anglian Water

South West Water

Northern Ireland Water

Firmus Energy

Thames Water

SGN Natural Gas

EDF Energy

Canal & River Trust

Working sustainably

£881m

total social value created

403

local jobs created

£20k

of community donations

2,084

hours of volunteering

What we do

16.6m

properties which we supply water to

c.10m

homes that we help to keep power on for

6,000km

of gas mains maintained

234,000

broadband connections made

85%+

of revenue secured from long-term contracts and alliances



Natural Resources, Nuclear and Networks *continued*

Work winning

£250m+

of work delivered for the Canal and River Trust since 2015

£55m

framework reappointment for South West Water and Bournemouth Water

£200m

Belfast Wastewater Treatment Works upgrade awarded to our Joint Venture

£42m

contract awarded to carry out wastewater treatment works for Severn Trent Water

£17m

North Devon Scheme won with South West Water

£68m

contract won with Phoenix Energy



Property

Kier Property invests in and develops sites across the UK - acting as a mixed-use residential and commercial developer. We specialise in urban regeneration, last mile logistics and modern, sustainable office developments. We work in joint venture with the public and private sector, helping our clients and partners bring economic life back to underutilised sites.

Our clients include:

Watford Borough Council

Liverpool City Council

Mole Valley District Council

Network Rail

Test Valley Borough Council

FY23 financial results

£38m

revenue

34%

adjusted
operating margin

9%

return on
capital investment

£13m

adjusted
operating profit

£150m

capital employed

What we do



4,500+

residential units in our pipeline

c.£1.5bn

GDV pipeline of development
opportunities maintained

75

people directly employed

ation and planning permission.

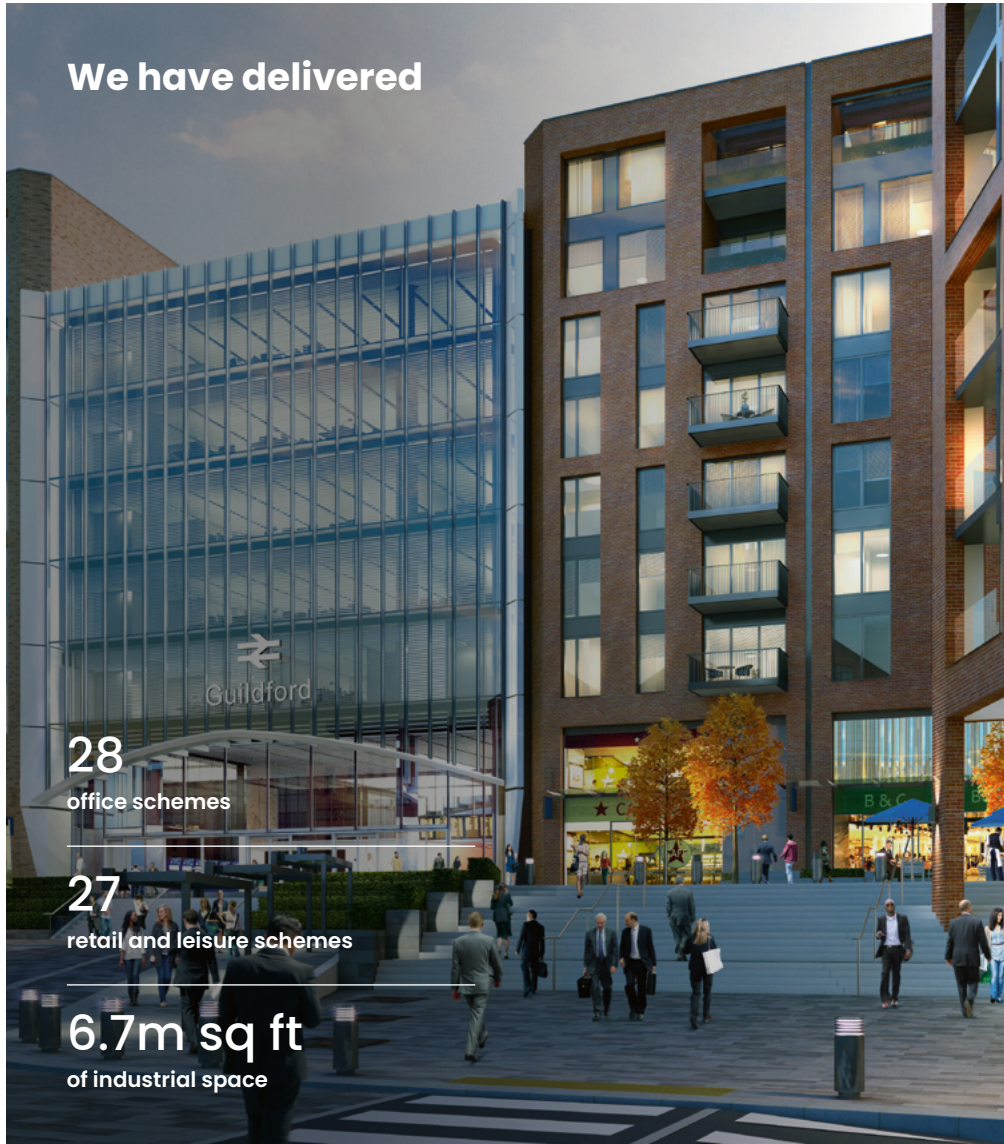
Property *continued*

We have delivered

28
office schemes

27
retail and leisure schemes

6.7m sq ft
of industrial space



Latest developments include

Started
work at 19 Cornwall Street, a net zero carbon in operation scheme in Birmingham

Entered
a JV with Countryside Partnerships to deliver South Wokingham development

Obtained
planning consent for wind farm on former Greenburn Mine site



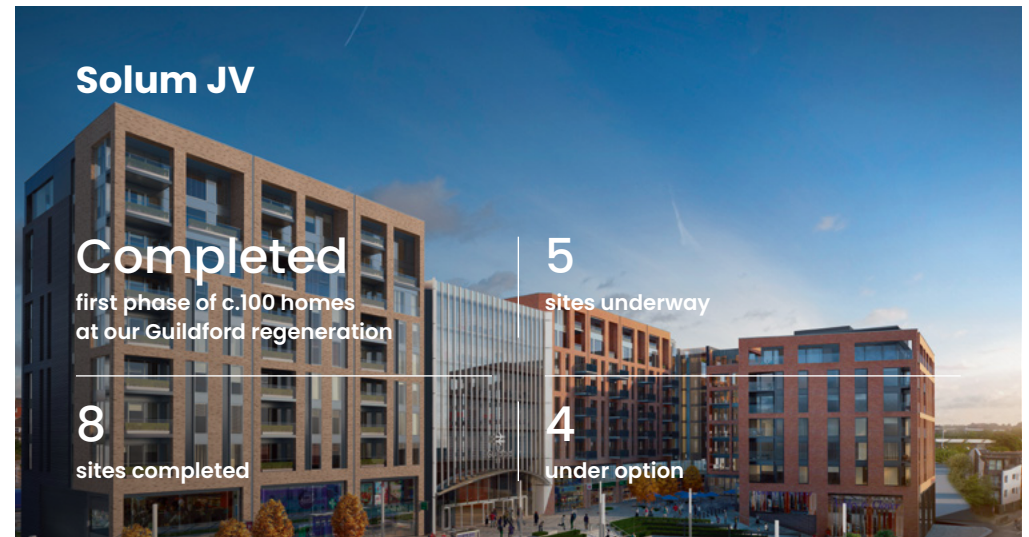
Solum JV

Completed
first phase of c.100 homes at our Guildford regeneration

8
sites completed

5
sites underway

4
under option





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