



Kier Group plc

At a glance

2024





Get to know us... at a glance

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. 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.

We design, build and maintain nationally important projects for our clients across the UK.

Fast facts about us:

- 400+ live projects across the UK
- Strategic supplier to the UK Government
- Long-term frameworks valued at c.£144bn
- c.10,000 employees
- Glassdoor rating 4.1
- 67% employee engagement score (up 2% from FY23)

Our full year results 2024:

£4bn revenue

(up from £3.4bn in FY23)

£150.2m adjusted operating profit

(up from £131.5m in FY23)

£10.8bn order book

(up from £10.1bn in FY23)

£167.2m net cash

(up from £64.1m in FY23)



Our people

Kier is Built by Brilliant People™

12.3% of our colleagues on training and development programmes

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

57 future graduates on work experience

c.100 graduates on our graduate programme

35 serving prisoners given employability training

Real **Living Wage** accredited employer

78 armed forces reservists and veterans offered employment in FY24

6.5% of our workforce are apprentices



Our Kier inclusion networks have **1,156** members



Winner European Foundation for Management Development's Excellence in Practice (EiP) Awards for our talent development programmes with Cranfield University.

What we do

Get to know our businesses

Infrastructure Services

Transportation



Natural Resources, Nuclear & Networks



Construction



Property



We have four business divisions all committed to delivering nationally important infrastructure and adding value to the communities they operate in.

Transportation

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

We provide transport solutions that are sustainable, long-lasting and that promote various methods of transport; and we enable thousands of journeys every day.

We handle everything from planning, programming, design and delivery of major schemes to routine maintenance and operations. Collaborating with strategic partners and our supply chain, we embrace digital solutions and technology to drive successful outcomes for our clients and customers.

Our clients include:

- National Highways
- Network Rail
- HS2
- Transport for London
- Shropshire Council
- Birmingham City Council
- North Northamptonshire Council
- West Northamptonshire Council
- Somerset Council



Fast facts about what we do

We are responsible for maintaining over

21,000km

of **local authority and strategic roads**

In 2024,

we officially completed the new

A585

Windy Harbour to Skippool

bypass in Poulton-le-Fylde

for **National Highways**

We **manage** and **maintain**

16 of the 38

road tunnels in England

Appointed to **Network Rail North West & Central Region CP7**

Framework for Capital Delivery Works on projects between

£7m-£200m

in value

In **April 2024**, we successfully mobilised our eight-year,

£225m

road maintenance contract for **Somerset Council's 6,600km** road network

428,000m³

of earth moved to the end of FY24 on the A417 upgrade between **Gloucester and Swindon**

October 2023

saw the opening of our

£80m

Headbolt Lane station project, marking the first expansion to the Merseyrail network in **29 years**

Our impact

189

work experience weeks
for people looking to learn more
or have a career in our sector

15,875

training days delivered
to our colleagues in the
past year

Our Joint Venture

for HS2, EKFB, has cut the carbon footprint of
its works on the C23 stretch of HS2 Phase 1 by

37%

compared to the baseline forecast

We believe

we are carrying out

**the 1st
laboratory trials
in the world,**

looking at a plant based material to
create biochar to remove microplastics
found in the run off in our roads, in
conjunction with our partners **TerrAffix**

Natural Resources, Nuclear & Networks

Natural Resources, Nuclear & Networks delivers long-term contracts in maintenance and capital projects to the water, nuclear and energy sectors; and protection of habitats and communities in our natural environment and waterways.

Our clients include:

- Anglian Water
- Yorkshire Water
- Southern Water
- South West Water
- Severn Trent
- Thames Water
- UKPN
- Firmus Energy
- Canal & River Trust
- United Utilities
- Environment Agency



Fast facts about what we do

Delivering four major reservoir upgrades on behalf of the **Canal & River Trust**, with a combined capacity of **more than**

3.5m m3
of water

Carried out

25,000+

reactive repairs in FY24 across the **South West Water network**

Constructing a new

13.7km

mains water pipeline linking Oxfordshire and Wiltshire to **supply high quality drinking water** to Swindon and the surrounding areas

Laid 102km

of electricity cable since **January 2023**

Appointed by Southern Water Services to its

£3.1bn

Strategic Development Partnership Framework for its **Asset Management Period 8 (AMP8)**

Delivering a multi-million pound upgrade of **Mogden sewage treatment works**, which serves

2.1m

people across south west London

Upgrading

Alderney Water Treatment works which has been serving Bournemouth for more than

100 years

800,000

hours worked at Hinkley Point C by our team in 2023, helping to build the **UK's newest nuclear power station**

Maintaining

c.24,000

telecommunications masts across the UK

Installed

45,000

water meters in **FY24 across the south west of England**

Our impact

Currently

operating on 15
water frameworks across the UK

Total added social value:

£108.4m

Creating 78 hectares of new
intertidal habitat at

Arne Moors, constructing

4,300 metres

of new embankments

Winner

of the diversity & inclusion
initiative of the year at the

**Water Industry
Awards**

for our Making Ground prison
engagement and employer
programme

Volunteering hours:

3,830

Local jobs created:

318

Winner

of the best practice for large-scale
mitigation, compensation and
enhancement category at the
**Chartered Institute of Ecology and
Environmental Management awards**,
for our work on the

**Lower Otter
Restoration
Project**



Construction

Kier Construction comprises our regional building, strategic projects and Kier Places businesses. Kier Construction is a leading UK national contractor, providing project delivery and property maintenance for our public and private clients across a number of sectors, including education, healthcare, justice and borders, defence, and commercial.

Our clients include:

- Department for Education
- Ministry of Justice
- Department of Health & Social Care
- Crown Commercial Service
- Heathrow Airport Limited
- Concord London
- Ministry of Defence

FY24 financial results:

£4.4bn
order book

£1.9bn
revenue

£69.2m
operating profit

Fast facts about what we do

16 healthcare projects worth **£167m** completed for **NHS Trusts** in FY24

16 education products worth **£195m** completed for the **Department for Education** in 2024

Providing facilities management services to more than **5,500** buildings

Delivering housing maintenance solutions to more than **98,000** properties

36 science and tech projects worth **£585m** delivered since 2021

Delivering our **17th fully electric prison** houseblock and **creating 4,199 prison spaces to support the Ministry of Justice** to improve safety, reduce violence and rehabilitate offenders

Completed Phase 1 of the **UK's first public sector Digital Twinning Project** with the Ministry of Justice at HMP Five Wells

Our impact

Delivered social value worth
£1.48bn

12,043
apprentice weeks delivered,
with 441 apprenticeship
opportunities created

30,955
training hours
delivered

4,636
education engagement hours

2,737
hours spent engaging
with communities

1,372
weeks of work experience
delivered

54
offers of employment for
prison leavers and prisoners
released on temporary
licence (ROTL)

7,747
hours spent on careers support

2,876
hours spent on
community volunteering

Raised
£75,000
for local communities

Awards

Won the BIM/Digital Construction Award
at the Offsite Awards for our work on Component
Tracking in Complex Supply Chains for HMP Millsike

Heartlands Hospital, delivering care to half
a million patients in the Midlands, **won**
Building Project of the Year at the
Constructing Excellence Awards

The Alliance 4 New Prisons **won the**
Collaborative Leadership Award at the
Institute for Collaborative Working
(ICW) Awards for our work on the Ministry of
Justice's New Prison Programme (NPP)

Property

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

Key joint venture partners

- Watford Borough Council
- Mole Valley District Council
- Network Rail
- Test Valley Borough Council
- Investec
- HGP (Housing Growth Partnership)
- Vistry
- ARA Venn

FY24 financial results:

£71m
revenue
(FY23: £37.6m)

8.7%
adjusted operating margin

£6.2m
adjusted operating profit
(FY23: £12.8m)

£166m
rising to £225m
capital employed

3.9%
return on capital expenditure

Fast facts about what we do

Control a
residential pipeline of
4,000 units

Maintained
c.1.5bn GDV
pipeline of development
opportunities
(*In JV access to £3bn)

Watford Riverwell:

£31m
in infrastructure
investment

70
acre regeneration

c.1,000
new homes

71
people **directly**
employed

10
joint
ventures

c.£500m
gross development
value (GDV)

20 year
joint venture

Our impact

28

office schemes across the UK

28

retail and leisure schemes across the UK

50+

Industrial schemes totalling 6.7m sq ft

Latest developments include:

Leatherhead

joint venture with Mole Valley District Council

South Wokingham:

obtained planning consent to deliver

1,434

new homes

Industrial

Safestore Watford
Logistics City Milton Keynes
Trade City Maple Cross

Design & Engineering

Our design capabilities set us apart

Alongside our four business divisions, we have a first-class design team preparing technical designs and undertaking supporting building work on behalf of our clients, on some of the largest and most complex infrastructure projects across the UK.

Over 630

colleagues within our **Design & Engineering business unit**

23

new bridges and **15 significant junctions designed**

160

blue light projects to support emergency services **delivered**

We have helped design over

50

Special Education Needs (SEN) schools, 265 primary schools and 120 secondary schools

139

major power projects **in England**

12

year framework agreement with UK Power Networks to **deliver design & build schemes**

In 2024, our **specialist engineering business** undertook over

3,700

temporary works designs across the Group

Our supply chain

We rely on our supply chain partners and together we make successful teams. We have an established supply chain, made up of partners who share in best practice and provide industry-leading approaches.

£1.4bn
spent with SMEs/VCSEs

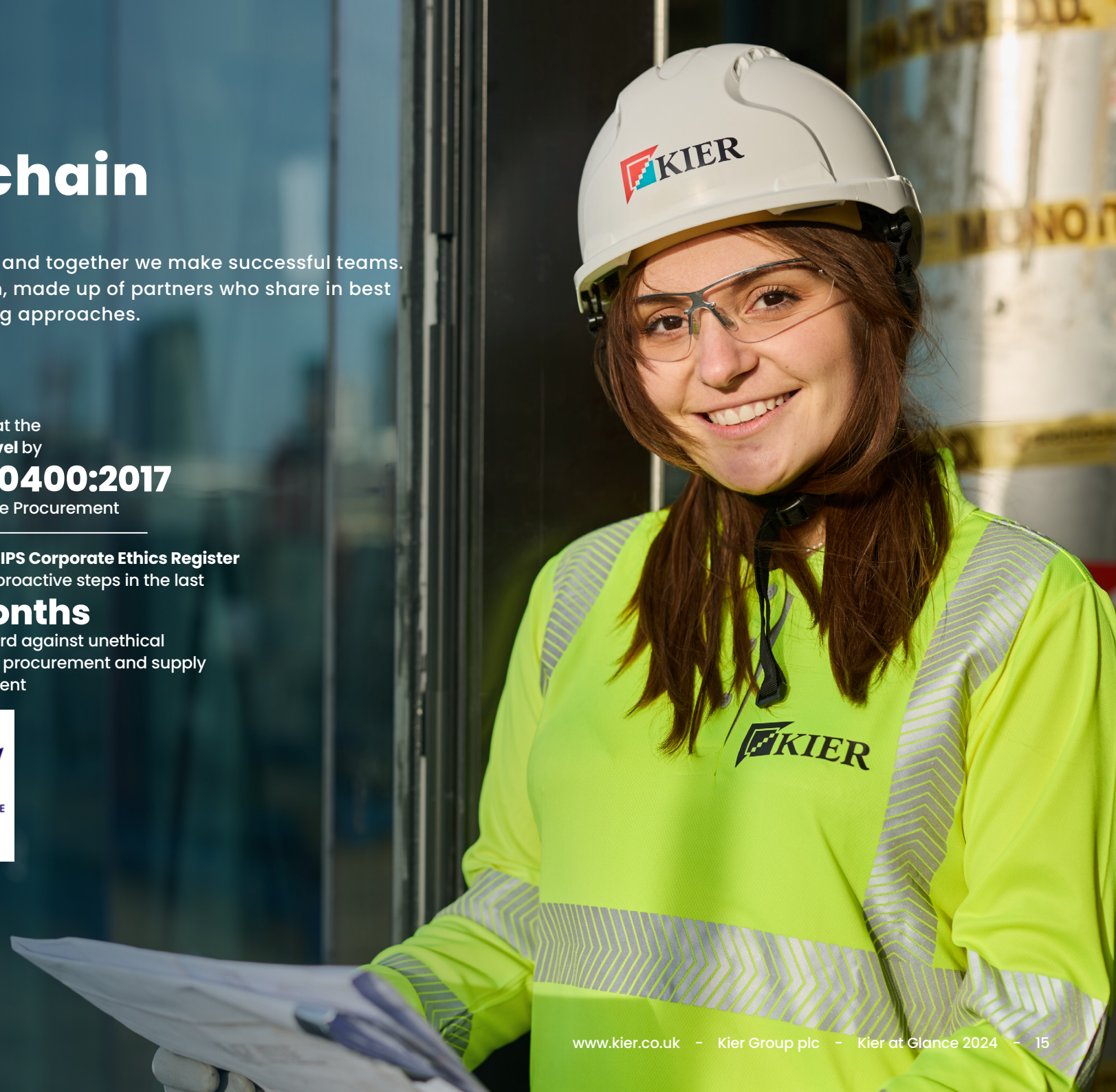
c.61%
subcontract spend
with SMEs

3,425
SMEs in our supply chain

Payments in line with
Prompt Payment Code at
34
days

Assessed at the
Mature Level by
ISO 20400:2017
Sustainable Procurement

Listed on **CIPS Corporate Ethics Register**
for taking proactive steps in the last
12 months
to safeguard against unethical
conduct in procurement and supply
management



We are a responsible business

At Kier, we believe that to be a responsible business and to play a leading role in our industry, we must address both the impact of climate change and leave a lasting legacy in the communities in which we operate.

Some of our commitments:

66%
scope 1 and 2 carbon
reduction by **2030**

**Net-zero business
operations** and
value chain by
2045

Net-zero
scope 1 and 2 by
2039

Net-zero
scope 3 by
2045

100%
renewable
energy use
by **2030**

100%
electric/PHEV company
cars and LCVs by **2030**

Leaving a lasting legacy

How we are supporting our people,
our places & our planet

69%

of revenue derived
from **green products
and services**

4,000

colleagues and supply
chain educated on
ethical labour

9%

reduction in scope 1
and 2 emissions
in **FY24**

824

**Mental Health First
Aiders** across the
Group

13%

reduction in **scope 3
emissions** in **FY24**

Awards

We have been recognised by **3 major organisations**
for our sustainability achievements and targets.



Leaving a lasting legacy

How we are supporting communities across the UK

£225,000

raised for UK charities through the Kier Foundation

£125,000

raised for The Trussell Trust to date, our corporate charity partner

We have provided employability training to over

35

candidates in custody

offered

41

prison leavers employment

47

sites and offices opened to visitors for Open Doors Week

Our people carried out

850

volunteering days this year

Part of the UK Government's Social Mobility Commission

employer advisory group

4,951

hours volunteered

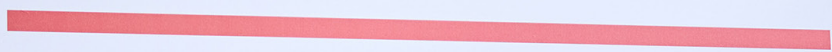
2,500

people supported at our on-site Learning Hub at The Forum, Gloucester

50

students trained at our award-winning Kier Construction Careers Hub in London

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to.





Kier Group plc

Registered in England No.
2708030

Registered office:

Kier Ltd
2nd Floor, Optimum House,
Clippers Quay,
Salford M50 3XP

Further Information:

E: marketing@kier.co.uk

www.kier.co.uk

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media platforms.



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