

Kier Group plc is a leading property, residential, construction and services group which invests in, builds, maintains, supports and renews the places where we work, live and play. We operate across a range of sectors including defence, highways, education, housing, industrials, power, transport and utilities.

## Statement of Intent

To meet the company's Vision 2020 objective and become a top quartile performer in each of the sectors we operate in, there is a need for a management system that delivers the highest quality, consistency, 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, 2B, 2C, 8, 9A, 12A/B, 12C, 12D 12, 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 good 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 to continually strive for improvement and shall provide a 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 strive to achieve and maintain the highest standards of quality performance at all times and to comply fully with the provisions laid down in this policy, the management system and Kier Group's quality arrangements.

## Policy Aims

To ensure effective implementation of this policy we will:

- Provide the necessary infrastructure and work environment to meet the requirements of the management system;
- Ensure the availability and competence of resources to meet the requirements of this policy;
- Set measurable objectives for continuous 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 complaints and take appropriate action to prevent recurrence;
- Encourage all employees to identify problems and make suggestion to improve all aspects of our working practices.

Senior management will review this policy annually, or following a major operational or organisational change, and establish objectives and targets that are consistent with Vision 2020, Kier's five-year strategy.

This policy will be communicated to all our employees and organisations working on our behalf, displayed at our offices, on our intranet, and are made available to third parties.



**Andrew Davies**  
**Chief Executive**

For and on behalf of Kier Group plc

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