

# ESG and sustainability

## People

### Progress in 2021

We developed 'We are Keller'; our commitment to making our sites and offices more inclusive in 2020.

Following its launch, we spent a significant amount of time delivering Inclusive Leadership workshops to our global leadership team and wider workforce.

This first step was critical to help our teams understand the broader concept of DEI and how it connects with our business, and to provide them with the means to contribute to our aspiration of becoming a diverse, equitable and inclusive workplace.

## Diversity, equity and inclusion: Recent progress



**Established Keller Women in Construction ('KWIC') in Europe and AMEA** and celebrated the one-year anniversary of KWIC North America.



**Developed a best practice toolkit** which provided our global leadership teams with tools and resources to identify activities and initiatives that will help us deliver on our strategy and drive change in the longer term.



**Delivered an extensive DEI communications campaign** across the Group based on our Inclusion Commitments to raise awareness.



**Developed and launched our Foundations of Wellbeing**, an inclusive, people-led approach to wellbeing (see page 57).



**Launched the Pitcairn Geotechnical Engineering Scholarship** to attract the best of the next generation of experts with a particular focus on improving gender and ethnic diversity.

### January



**Partnered with the 30% Club**, a global campaign committed to improving gender and ethnicity representation at board and senior management levels.



**Partnered with conscious and inclusive resourcing firms** such as FDM Group, who provide opportunities for ex-military, returners to work and graduates.



**Keller UK continued to partner with SCS, Women in Construction and Tideway** on a six-month pilot programme to develop their approach to gender diversity and DEI.

### April



**Held listening sessions** to understand the benefits, barriers and opportunities of working on site as an underrepresented minority. The outcomes were shared with local management to consider appropriate actions to retain and attract diverse talent.



### July



**Established a Race Advisory Committee.** This has focused on outreach events with underprivileged school kids in Chicago and raised awareness through targeted campaigns linked to key global events including Black History Month, Asian Pacific Islander Heritage Month and Juneteenth.



**Mandated diverse candidate slates for leadership vacancies** and introduced an internal recruitment process that advertises vacancies globally to encourage mobility and provide broader opportunities across the business.



**Key**



**Conscious leadership**

Improve accountability through inclusive and conscious leadership



**Evolve**

Continue to evolve as the employer of choice in our industry



**Listen**

Listen and engage with our workforce



**Partner**

Partner with 'like-minded' organisations through inclusivity



**Empower**

Empower and invest in our workforce



**Celebrate**

Celebrate our differences and all that unites us



**Continued to celebrate and recognise key global events**

that represent the breadth of our workforce. During the year we recognised Lunar New Year, International Women's Day, Ramadan, Eid ul-Fitr, Earth Day, Pride month, Global Day of Parents, International Women in Engineering Day, World Suicide Prevention Day, Global Diversity Month, World Mental Health Day, Diwali, International Men's Day, Hanukkah and Christmas.



**Took part in Construction Inclusion Week**

which unites the industry in celebrating diversity and building inclusivity. Keller crew toolbox talks covered leadership commitment and accountability, unconscious bias, supplier diversity, jobsite culture and community engagement.



**Keller India partnered with Bhumi**

to educate disadvantaged children, including educational sessions at schools for girls.



**Started a reverse mentoring programme**

for our executive team. Pairing them with colleagues from different backgrounds to broaden their understanding of DEI issues affecting our workforce and helping them develop additional inclusive leadership skills.

**September**

**December**



**Held diverse hiring webinars to share best practice**

across the Group and some regions adjusted their interview guides to recommend mixed gender panels.



**Built visibility of our female talent pipeline**

through the delivery of our Unearthing Potential talent development programme and are looking at targeted interventions to improve representation.



**Developed/enhanced inclusive workforce policies**

in some regions including improved parental leave, flexible working, phased return to work from maternity including advising managers on pregnancy safety, PPE requirements and arranging designated nursing facilities, implementing paid domestic violence leave for Keller employees and emergency accommodation.



**The National Centre for Diversity awarded Keller UK Senior Leadership Team of the Year.**

This celebrates excellence in promoting fairness, respect, equality, diversity, inclusion and engagement. Keller UK was also shortlisted for five categories at the Ground Engineering Awards including EDI Champion of the Year Award.

