



Sustainability at Keller

Building the foundations for a sustainable future



ESG and sustainability



Peter Hill CBE
Chairman

Our corporate purpose, 'building the foundations for a sustainable future', is at the heart of everything we do. As the Director responsible for ESG and sustainability on the Board I am passionate and committed to this topic.

To reflect the growing importance of ESG matters and to provide greater focus and oversight, we announced in July 2021 that the Board had established two new Board Committees: the Environment Committee and the Social and Community Committee. In addition, the Audit and the Nomination Committees were renamed the Audit and Risk and the Nomination and Governance Committees respectively, to better reflect their remits.

This new Committee structure allows for greater depth of engagement and conversation and clear focus in driving forward our ESG agenda; a quarterly report on all ESG initiatives and deliverables by the Group Company Secretary and Legal Advisor, to the Board, assures a clear reporting line on all ESG matters to me. In 2022 we have put in place a number of measures and targets to both reflect Keller's ESG priorities and meet increased reporting and compliance obligations in this area.




We structure our approach to ESG and sustainability according to the four Ps – Planet, People, Principles and Profitable projects – and align our sustainability strategy with the United Nations Sustainable Development Goals (SDGs). See page 4. These provide a holistic language to communicate our sustainability framework with all our stakeholders, regardless of size, complexity or location. Of the 17 SDGs, we specifically focus on those that are most closely aligned to Keller's core business and where we can have the greatest impact. We actively target SDGs 3, 4, 5, 10, 11, 12, 13, 15, 16 and 17, spanning a range of environmental, social and economic priorities.



We have set our first net zero targets by 2050.



Our key ESG and sustainability metrics

ESG and sustainability area	UN SDG alignment	Objective	2021 KPI performance	Further reading
Planet 	Carbon reduction	We are committed to reducing the carbon intensity of our work and increasing the quality and granularity of our carbon reporting.	CDP score, B	↑ Page 7
			Absolute tonnes of CO ₂ e per €m revenue, 85	→ Page 8
People 	Safety	We want every person who works for us, or with us, to go home safely at the end of each day.	Accident frequency rate, 0.07 per 100,000 hours worked	↓ Page 18
			Total recordable incident rate, 0.63 per 100,000 hours worked	↓ Page 18
	Gender equality	We are Keller recognises and embraces the broadest definition of diversity. Gender equality and empowerment is a UN sustainability development goal we have committed to progressing.	% of women in senior leadership, 18%	↑ Page 16
			% of women engineers, 13%	↑ Page 16
Quality education	We are committed to investing in our emerging talent and building diverse capability for the future.	% of women engineering graduates and apprenticeships, 13%	↑ Page 16	
Principles 	Good governance	We want an effective internal framework of systems and controls in place which clearly defines authority and accountability and promotes success whilst permitting the appropriate management of risk.	ESG Committee structure and reporting framework in place	Page 24
	Partnerships	We want to partner with 'like-minded' organisations to drive change in our organisation and the wider geotechnical industry.	Donation to UNICEF's Vaccines Appeal, €300,000	Page 25

This year we saw continued progress against our four global SDG initiatives, focused on carbon reduction, gender DEI, safety, and good governance. There are a number of additional local initiatives, where our business units can focus on areas of sustainability that are most relevant to their local markets.

Importantly, in respect of carbon reduction, we have set ambitious and achievable net zero targets by 2050. We believe that carbon targets are essential to mitigate global climate-related risks while we pursue climate-related opportunities in our operations and contracts. We divide our emission targets using the scopes set out in the Greenhouse Gas Protocol. We will be net zero across all three emission scopes by 2050; net zero on Scope 2 by 2030, net zero on Scope 1 by 2040 and net zero by 2050 on Operational Scope 3. We have started the journey to implement the short, medium and long-term actions required to achieve these goals. We have also started to report against the requirements set out in the Task Force on Climate-Related Financial Disclosures; however, understanding the costs and opportunities of climate change to our business will take some time and we are actively progressing this understanding in 2022. Further information can be found on page 12.

I was pleased that our CDP score improved in 2021 to a B and would like to thank our workforce for their efforts across the ESG agenda.



Our role in building the foundations for a sustainable future

Sustainability is at the heart of Keller's strategy for building the foundations for a sustainable future. At Keller, we are committed to better understanding our contribution to sustainable development and work collaboratively with our customers and stakeholders to improve sustainability. We define what sustainability means to Keller using the four Ps:

How we define ESG



Planet

We are helping to build a sustainable future by using less resources, reducing carbon emissions and reducing waste across our operations, whilst playing a positive role in our local communities, the environment and wider society.

 **For more information**
See pages 5 to 12



People

We operate in a way that respects people and their health, safety and environment, always striving for zero harm. Our motivating and inclusive culture makes us a good employer that people are proud to work for.

 **For more information**
See pages 13 to 23



Principles

An effective framework of systems and controls ensures we manage risk and run our company well, and we seek out partners who understand our principles and the standards we operate by.

 **For more information**
See pages 24 and 25



Profitable projects

We continually innovate to support more environmentally sustainable construction, actively transforming our product portfolio to help our customers use fewer resources, reduce their carbon emissions and improve their environmental impact. Making sustainability core to our business helps differentiate us from our competitors and helps us achieve long-term profitability and growth.

ESG and sustainability continued

Beneath each of the four Ps, we align our initiatives to the UN Sustainable Development Goals (SDGs).

These goals provide a common language for us to communicate sustainability initiatives globally, both to our internal and external stakeholders. We have four global SDG initiatives, with the whole Keller Group focused on carbon, gender DEI, safety and good governance. We then have a number of other local initiatives, where our business units can focus on areas of sustainability that are most relevant to our local markets. To measure progress on these SDGs, we use metrics from GRI and the SDG compass.

Keller's Chairman has ultimate responsibility for ESG and sustainability on the Board, including climate change topics. This reflects the importance of these issues to our core business, ensuring sustainability-related risks and opportunities are viewed at the highest level.

Both the Executive Committee and Keller's divisions are represented on the Sustainability Steering Committee. This Management Committee allows divisions and functions to raise sustainability challenges, including climate-related topics, to the executive and ultimately to the Board. It also acts as a place to share sustainability best practices between divisions and discuss sustainability strategy. Meetings are held quarterly and are structured around Keller's four Ps, dedicating time to Planet, People, Principles and Profitable projects.



Planet

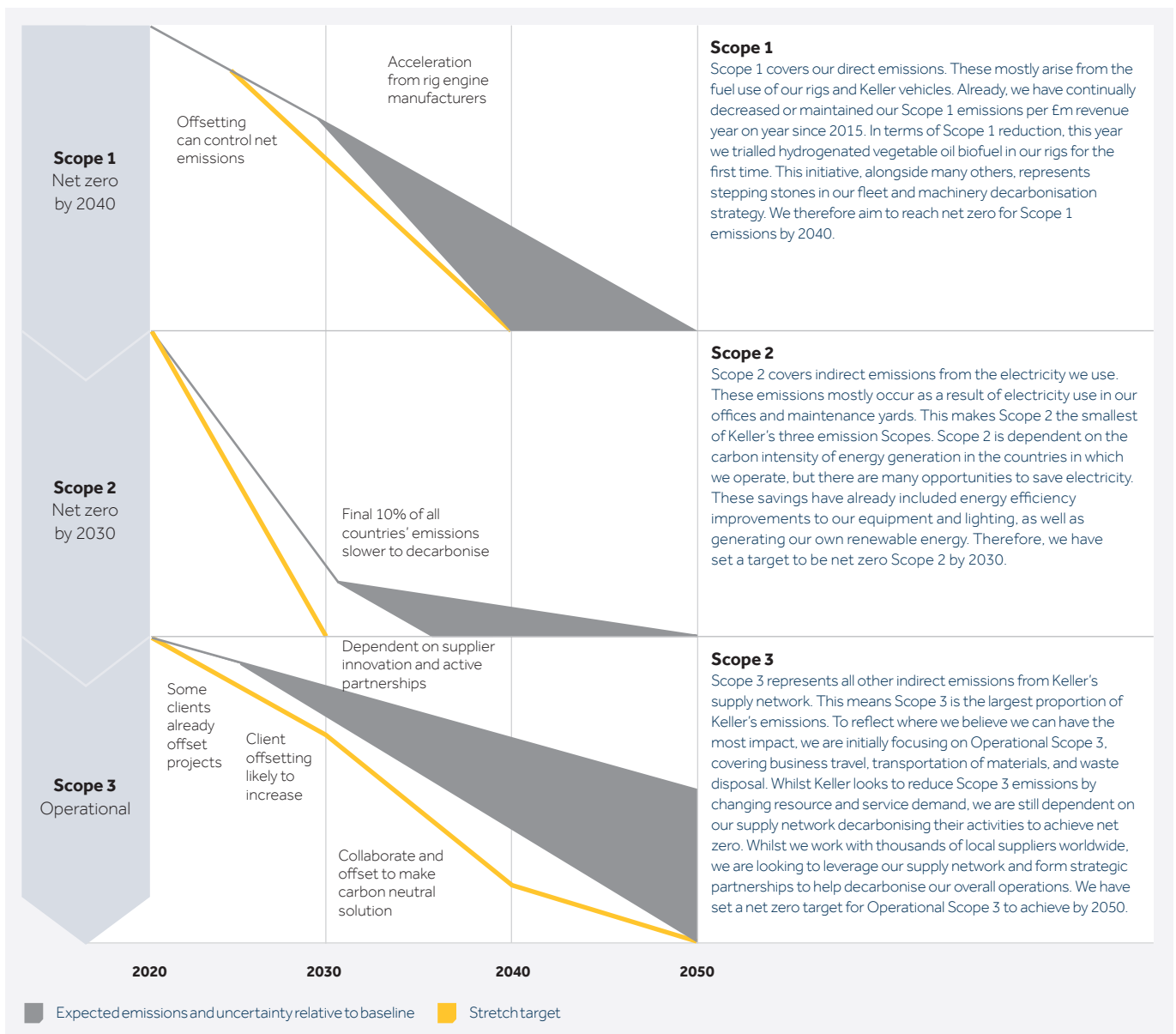
Journey to net zero

This year, we set our first-ever net zero carbon targets. These targets represent Keller's commitment to the planet as we build the foundations for a sustainable future.

These absolute targets will help us mitigate future climate-related risks and recognise climate-related opportunities. We divide our emissions targets using the scopes set out in the GHG Protocol.

Emissions targets

Scope	Net zero target
1	Net zero by 2040
2	Net zero by 2030
3 Operational	Net zero by 2050



ESG and sustainability continued

Planet continued

The time frame and leading targets we set for each net zero commitment reflect the size and the level of control we have over each emission Scope (see below).

To achieve our net zero targets, we have set a number of leading targets. These are mostly initially focused on improving our measurement and innovation. To achieve these leading and net zero targets, we apply the carbon hierarchy to reduce the carbon intensity across all our operations. This helps us decarbonise all our functions, from procurement to our site operations. First, we look to eliminate emissions

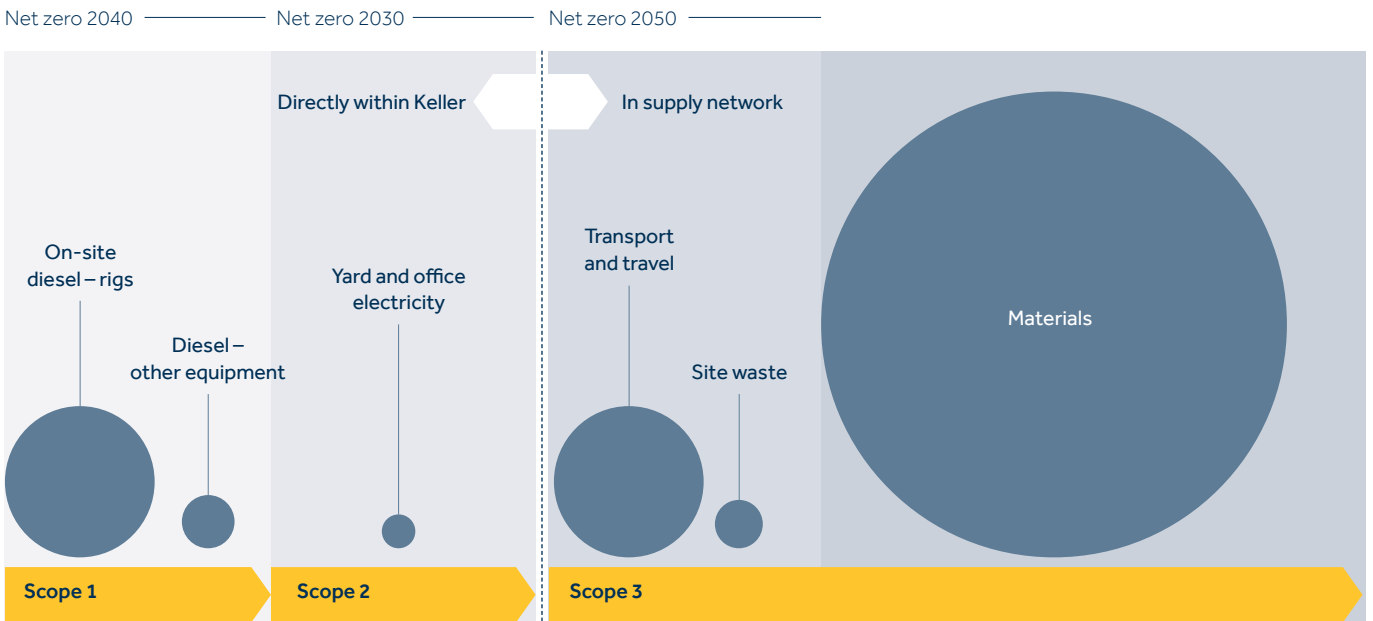
completely; this includes using Microsoft Teams rather than travelling, or using ground improvement to eliminate the need for concrete and steel foundations.

Next we look to reduce emissions, such as through reducing the number of piles on a project, reducing pile diameter and length, and through using more energy-efficient equipment. From there, we look to substitute emission sources, such as using lower carbon cement, recycled materials or lower carbon energy. Finally, for those remaining emissions, we will ultimately look to use accredited carbon schemes to offset

these emissions. Additionally, multiple Keller business units already offer clients the ability to purchase carbon offsets for the embodied carbon of their foundations.

Many carbon savings, such as eliminating travel, using ground improvement or reducing the size of piles, offer financial savings. However, we acknowledge that some innovations, such as the use of biofuels or upgrading our rigs, will represent an initial capital expenditure or cost to the business. This will be captured in the TCFD scenario analysis in next year's annual report disclosure.

Relative size of our emissions (approximate)



The carbon hierarchy





Carbon reduction

As we highlight in our journey to net zero, Keller is committed to reducing the carbon intensity of our work and increasing the quality and granularity of our carbon reporting. Throughout 2021, we continued to measure our performance on carbon reduction, and wider climate change governance, in a number of different ways.

As in previous years, Keller disclosed our performance to CDP; CDP assesses the carbon intensity of Keller's operations, as well as our ability to identify and mitigate climate-related risks and opportunities. In 2021, we achieved a score of B. This is an improvement on our score in 2020, with improvements in all disclosure categories. This means Keller remains above the global average CDP score of a B-. Since this CDP score reflects our progress in 2020, the score does not include our progress on setting net zero targets, nor our improvements on TCFD climate risks and opportunities disclosures. These should be reflected in next year's CDP score.

Keller has a number of ongoing initiatives to improve the energy efficiency of our operations. In terms of Scope 1 reductions, all the rigs we produced in 2021 were electrohydraulic or fitted with the latest tier 5 engines. This reduces our emissions on site, improves fuel efficiency and reduces our fuel consumption. Through our in-house rig manufacturers, we are constantly innovating to develop the rigs of the future; this includes developing more efficient machinery and trialling biofuels in our rigs. Our vehicle fleet is also a large source of emissions. Therefore, in North America, where vehicle emissions are largest, we are trialling hybrid trucks as a way to reduce carbon emissions and improve air quality.

Our Scope 2 emissions are predominantly from permanent operations in our offices and yards. In particular, our rig manufacturing division, KGS, has one of the largest individual yard emissions in Keller Group. We have therefore placed particular focus on decarbonising this yard, with a specific carbon reduction strategy. This has been funded from KGS' existing rolling budget for improving their yard and equipment. All our European business units are implementing recommendations from Energy Efficiency/ ESOS audits, with improvements including installing LED lights, replacing old single-glazed windows and educating employees about saving energy. Certain offices, such as the UK and Austria, generate their own renewable energy using solar panels. Similarly, multiple branches, such as Germany and the UK, have switched to entirely green energy tariffs.

Both Keller's Scope 1 and Scope 2 emissions are independently third-party verified. This is an important step that we take to properly monitor progress on our carbon targets and mitigate key climate-related risks.

In 2021, we started proactively monitoring our Scope 3 emissions on key projects, training over 100 employees on the EFFC – DFI embodied carbon calculator. This has enabled us to offer lower-carbon solutions to our clients, as well as helping identify carbon-intensive Scope 3 hotspots to target with future carbon reduction initiatives.

Case study

Focusing engineering on sustainability

Kimberly Martin joined Keller in December 2020. As Senior Engineer for Innovation and Sustainability, she is North America's first engineer focused on sustainability.

Kimberly is a leading light in the geotechnical sector's sustainability journey. She is an active member of the Geo-Institute and Deep Foundations Institute sustainability committees. She has also been selected to sit on the board for the Institute of Civil Engineers' Engineering Sustainability journal.

As part of this journey, Kimberly has begun to roll out the sector's standard carbon calculator in Keller North America.

"To make it easy for project managers to use, we've connected the calculator to our estimation spreadsheet," says Kimberly. "This allows us to quickly compare techniques and highlight low-carbon options to our clients, putting us in a stronger position to win work."

Kimberly is also looking at how we can reduce the carbon footprint of our techniques. In a series of innovation projects, Kimberly is working alongside the North America Soil Mixing Product Team to investigate the use of lower-carbon materials and mix designs. The team's goals are to decrease Portland cement consumption and, in some cases, improve mixability which can lead to a reduction in diesel use.



As well as being the right thing to do, sustainability is becoming more important for clients, particularly those who want support in reaching their own targets."

Kimberly Martin
Senior Engineer for Innovation and Sustainability, Keller North America



ESG and sustainability continued

Planet continued

Third-party assurance statement

Independent verification in accordance with best practices required by ISO 14064-3 Standard on the Scope 1 and Scope 2 GHG accounts has been provided by Carbon Intelligence. Their summary opinion is provided below (full opinion and recommendations are available on request). Based on the data and information provided by Keller and the processes and procedures conducted, Carbon Intelligence concludes with limited assurance that the GHG assertion:

- is materially correct;
- is a fair representation of the GHG emissions data and information; and
- is prepared in accordance with the criteria listed above.

It is our opinion that Keller has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.

Keller's 2021 Scope 1 emissions increased since 2020. Scope 1 fuel emissions are highly dependent on the projects completed annually. Therefore, since we have completed more work this year than during the COVID-19 restrictions of 2020, our emissions have increased. However, the carbon intensity of our operations per £m revenue has remained level. Ongoing COVID-19 pressures on market pricing and operational disruption across our business meant this relative metric remained unchanged, despite a number of carbon saving initiatives. Scope 2 electricity emissions are mostly from office and yard operations. Therefore, the continued decrease in Scope 2 location-based emissions this year, even as some businesses returned to hybrid or office working, reflects the improving energy efficiency of our permanent site operations. The growing difference between location-based and market-based Scope 2 emissions also reflects how some of our business units are now procuring renewable electricity for the first time.

Since we work with local suppliers on each project, we have thousands of suppliers in our value chain. This complexity means that we have initially focused our Scope 3 reporting disclosure on business travel in key markets. Scope 3 business travel has increased since 2020 as COVID travel restrictions were lifted. We continue to develop our Scope 3 reporting to include the rest of our Operational target.

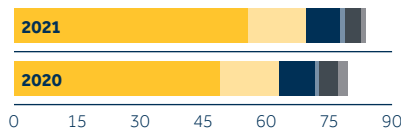
Group	2021	2020	2019	2018
Energy use MWh	741,579	691,074	811,881	817,256
Scope 1 tonnes CO ₂ e	183,112	169,216	198,289	202,238
Scope 2 (market-based) tonnes CO ₂ e	6,574	7,091		
Scope 2 (location-based) tonnes CO ₂ e	6,723	7,094	9,159	9,349
Total Scope 1 & 2 (market-based) tonnes CO ₂ e	189,686	176,307		
Total Scope 1 & 2 (location-based) tonnes CO ₂ e	189,835	176,310	207,448	211,587
Absolute tonnes of CO ₂ e per £m revenue	85	85	90	95

Keller UK	2021	2020	2019	2018
Energy use MWh	19,699	12,949	16,724	16,496
Scope 1 tonnes CO ₂ e	4,961	3,033	3,915	3,850
Scope 2 (market-based) tonnes CO ₂ e	0	218		
Scope 2 (location-based) tonnes CO ₂ e	69	219	265	295
Total Scope 1 & 2 (market-based) tonnes CO ₂ e	4,961	3,251		
Total Scope 1 & 2 (location-based) tonnes CO ₂ e	5,030	3,252	4,180	4,145
Absolute tonnes of CO ₂ e per £m revenue	50	53	64	66
Scope 3 business travel tonnes CO ₂ e	97	26		

Note that some of the fuel we use in our equipment is purchased by the main contractor and we are currently unable to report on these emissions due to difficulties with collecting accurate data.

Keller Group 2021 and 2020 greenhouse gas emissions (tCO₂e)

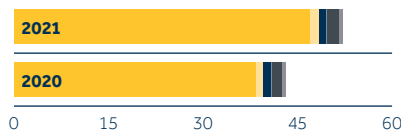
North America ('000s)



Europe ('000s)



AMEA ('000s)





Resource use and waste reduction

This initiative reflects the contribution Keller can make towards the circular economy. In particular, we look to reduce raw material use, increase our use of secondary materials, reduce waste to landfill and allow for pile reuse.

We recognise the large volumes of materials used and produced on our sites, so have started a number of projects to improve these impacts. Keller routinely promotes ground improvement solutions as a way to reduce raw material use on site. Ground improvement uses natural or recycled materials to improve ground load carrying capacity. This reduces or completely removes the need for heavy foundations. In turn, this reduces the volume of cement and steel used on site, saving primary resource use, and potentially offering a financial saving to our clients. The reduced need for heavy foundations also reduces the carbon intensity of the overall project.

As well as addressing our use of raw materials, we are also keen to reduce waste. Of all the geotechnical solutions we offer, our jet grouting solutions have traditionally used the most water and created the most waste spoil. Therefore, our research and development teams have been trialling ways to monitor and reduce these impacts.

Using a combination of filter chamber presses, centrifuges and shale shakers, we are now able to reduce the volumes of waste water and spoil produced on jet grouting sites. As well as reducing the cost of waste disposal, this has the added benefit of reducing the number of trucks required to transport materials off site. This reduces congestion around our sites, improving air quality and reducing our impact on the local community.

We also have a number of ongoing research projects looking to use alternative materials for jet grouting. Building on the success of our Halocrete® and Neutroge!® innovations announced in the 2020 annual report, we are now developing other, non-toxic, low-carbon grouts for other geotechnical purposes.



ESG and sustainability continued

Planet continued



Resilient cities

With this SDG, we focus on improving our impact on the local communities in which we operate. We also focus on ensuring our solutions offer resilience for cities and communities facing the physical risks of climate change.

Many of our business units work with local organisations and wildlife trusts to improve their local environment. For example, our Indian Business Unit used remaining cement left over from one project to make bricks for local community construction projects.

As subcontractors and contractors on site in urban areas, we make use of dust suppression and baffling to minimise the impact of dust and noise on the local environment. We also typically use local material suppliers to support local businesses, reduce transport distances and reduce congestion around our sites.

We recognise that every community and city that we operate in has different sustainability needs. Therefore, alongside our Group-wide commitments, each of our business units have their own local sustainability priorities. We take this same approach to our projects. For example, on treating the physical effects of climate change, Keller works on flood defence projects and projects focused on ground remediation treating desertification. We continue to develop our product portfolio to meet these growing markets. We promote these products both directly to clients and through our existing sustainability brochure.

Case study

Sustainable solution sets Keller apart



We are committed to improving our environmental impact by offering clients more environmentally sustainable solutions wherever possible. Strengthening weak soils with columns of compacted crushed concrete, recycled from other construction projects, is one such solution.

Tudor Park is an upscale housing development project in Hoofddorp, near Amsterdam. We proposed vibro stone columns for a multi-storey, 31-unit apartment block as the best technical, economical and sustainable ground improvement solution.

The technique involves penetrating the ground using a depth vibrator, filling the void with crushed recycled concrete and then compacting it with the vibrator. Each column is then checked for quality, and surveys are carried out to ensure the soils in between meet the required density.

The process is fast, easy to do and doesn't require any additives such as cement. The method is also ideal for contaminated ground, as it doesn't create any spoil that would otherwise have to be disposed of.

We estimate that using stone columns on this project, rather than a heavy foundation using cement and steel, saved around 260 tonnes of CO₂e. This is equivalent to saving 56 cars running for a whole year. Using recycled materials also saved some 2,500 tonnes of aggregate from being mined.

Solutions like this demonstrate our commitment to a more sustainable future. We look forward to offering many more clients quality, low-carbon solutions for both infrastructure and residential projects."

Richard Looij
Project Manager
Central Europe



Tackling pollution

Keller is committed to delivering its solutions in a socially and environmentally conscious manner. Over recent years reporting processes have improved and performance is generally encouraging.

We did not have any environmental prosecutions in 2021. The overall number of environmental incidents remained in line with those reported the previous year, with most incidents being minor hydraulic leaks. We have therefore begun implementing an updated equipment inspection process using our site software prior to each shift commencing, in an effort to reduce the number of minor spills.

We continue to work on our preventative maintenance programmes to ensure that we address any issues before the event occurs. In addition, we ensure that secondary containment is in place for stored equipment and materials. We continually seek to improve our processes on site, specifically around job planning, to ensure that we identify, mitigate and control our risks and minimise our environmental impact.

Whilst as subcontractors we have minimal control on biodiversity on site, multiple business units continue to engage with wildlife trusts to promote local biodiversity.

Case study

Keller brings expertise to hospital project

Combining a range of geotechnical products and environmental innovation, Keller is helping create a new future for Norway's leading cancer hospital.

The Radiumhospitalet in Oslo is undergoing a major transformation, replacing outdated buildings with a state-of-the-art treatment centre.

Keller's foundation solution combined bored piles with a jet grout seal, and anchors. A back-flow treatment plant for jet grouting was also included. This filters the water in the spoil, which can then be reused, reducing the amount of spoil sent to landfill. To avoid overconsumption of the concrete caused by the soft clays, the ground was pre-stabilised using deep soil mixing.

Noise reduction was a priority on the live hospital site. Keller mitigated this through reverse circulation drilling. This involved water-powered, rather than air-powered, machinery, which is quieter, and also reduces vibration and the risk of settlement.



The government was looking for a quality solution, but also one that considered the environment. We were able to design a complete solution that reduced risk, noise and waste, and worked in difficult and low-headroom areas."

Dominik Gächter
Regional Manager
South East Europe and Nordics



ESG and sustainability continued

Planet continued

TCFD dashboard (Non-financial and sustainability information statement)

In meeting the requirements of Listing Rule 9.8.6.R we have concluded that:

- We comply with recommended disclosures around Governance, Risk management, and Metrics and targets.
- We partially comply with recommended disclosures around Strategy.

In the table below we cross-refer to where the disclosures are located or provide reason for partial compliance. On assessing compliance we took into consideration the guidance documents referred to in the guidance notes to the Listing Rules.

Status key

-  Complete
-  In progress
-  Not yet started

TCFD elements	TCFD recommended disclosures	Status	Next steps and other comments
Governance 	Board's oversight of climate-related risks and opportunities		A quarterly report on all ESG initiatives and deliverables by the Group Company Secretary and Legal Advisor, to the Board, assures a clear reporting line on all ESG matters, including climate change, to the Chairman and the Board.
	Management's role in assessing and managing climate-related risks and opportunities		The Sustainability Steering Committee oversees environmental matters and climate-related risks and opportunities.
Strategy 	Climate-related risks and opportunities Keller has identified over the short, medium and long term		As our maturity grows and we embark on scenario planning, we will incorporate insight from the wider business and across our value chain to identify and assess climate-related risks and opportunities.
	Impact of climate-related risks and opportunities on Keller's businesses, strategy and financial planning		The impact of these risks and opportunities was considered in the preparation of our sensitivity analysis for the 2021 viability statement. The longer-term impacts, including the costs of mitigation measures such as reaching our net zero goals, will be considered in our financial planning processes during 2022.
	Resilience of Keller's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario		As above. In addition, some qualitative assessment has been conducted to support our CDP disclosures. This is our starting point to prepare for full disclosure next year.
Risk management 	Keller's processes for identifying and assessing climate-related risks		We continually assess our overall risk management process to ensure it remains fit for purpose and will review the integration of TCFD requirements into our existing process to ensure we continue to gain maximum benefit through harmonising our risk management processes. We will strive to improve our approach to identifying, assessing and managing all risks and opportunities.
	Keller's processes for managing climate-related risks		
	How processes for identifying, assessing and managing climate-related risks are integrated into Keller's overall risk management		
Metrics and targets 	Metrics used by Keller to assess climate-related risks and opportunities in line with strategy and risk management process		These metrics will continue to develop as we grow our scenario analysis.
	Scope 1, Scope 2 and Scope 3 greenhouse gas (GHG) emissions and related risks		We will be net zero on Scope 2 by 2030, net zero on Scope 1 by 2040 and net zero by 2050 on Scope 3 Operational. We have already started to implement the actions required to measure progress and achieve these goals.
	Targets used by Keller to manage climate-related risks and opportunities and performance against targets		We continue to develop internal leading targets to mitigate climate risks and realise opportunities.

People



Diversity, equity and inclusion (DEI)

'We are Keller' sets out our Inclusion Commitments and brings together what we are doing to build a more diverse, equitable and inclusive workplace. While gender equality and empowerment remains a priority, 'We are Keller' recognises and embraces the broadest definition of diversity. This is important because our employees represent the broadest range of backgrounds, cultures, experiences, perspectives and insights. We believe this is fundamental to the successful delivery of our business strategy and to best serve our customers around the globe.

Our Inclusion Commitments

<p>Conscious Leadership</p> <p>Improve accountability through inclusive and conscious leadership.</p> <p>By empowering and equipping our leaders to excel in this space.</p>	<p>Listen</p> <p>Listen and engage with our workforce.</p> <p>Through employee-led affinity groups and workforce engagement opportunities.</p>	<p>Empower</p> <p>Empower and invest in our workforce.</p> <p>By creating an environment of continuous learning and development to support our people in reaching their full potential.</p>
<p>Partner</p> <p>Partner with 'like-minded' organisations through inclusivity.</p> <p>To drive necessary change in the industry.</p>	<p>Evolve</p> <p>Continue to evolve as the employer of choice in our industry.</p> <p>To attract, inspire and retain a more diverse group of talent.</p>	<p>Celebrate</p> <p>Celebrate our differences and all that unite us.</p> <p>Through earmarking key global events that represent the breadth of our workforce.</p>

Case study

New reverse mentoring programme

Keller introduced a reverse mentoring programme this year to enable senior executives to have in-depth conversations with employees with different backgrounds and life experiences to them.

Jose Martinez, Vice President Operations, Keller North America mentored Kerry Porritt, Group Company Secretary and Legal Advisor.

Jose says: "It was a little intimidating because Kerry is on the Executive Committee, but with a bit of training and time, I became more at ease with the process.

"I was born and raised in Puerto Rico, left home at 17 and didn't speak good English, but I went to college and got my degree. I talked with

Kerry about being treated differently because of the colour of my skin and times when I hid my culture to fit in."

Kerry says: "I was really fortunate to be partnered with Jose because he was so committed to the process and so open about sharing his life experiences.

"What the sessions highlighted is that, although the challenges and opportunities everyone has growing up can be so different, it seems to me everyone is looking for a sense of belonging—of being listened to and heard."

Conscious leadership is one of our Inclusion Commitments. It is a unique and critical capability that will help us adapt to diverse customers, markets, ideas and talent.



Kerry Porritt
Group Company Secretary and Legal Advisor



Jose Martinez
Branch Manager (Texas)

ESG and sustainability continued

People continued

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.

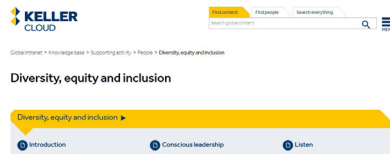
Diversity, equity and inclusion: Recent progress



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 19).



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.



KELLER
Senior Management Appointment Process

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.



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.



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.



September



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.



December

ESG and sustainability continued

People continued

Measuring and evaluating our success

Having an effective feedback culture is essential to drive improvement and monitor progress. At Keller, inclusion is primarily measured via engagement surveys and focus groups and we have spent a significant time during the year checking in with colleagues to understand whether our working environment is one where everyone feels respected, accepted, supported and valued. The following positive data points relating to inclusion are based on the four surveys undertaken during the year:

→ **'Keller respects individual differences'**

Current Keller score:

81%

(Score above global construction and heavy industry benchmark of 78%)

→ **'I can voice a contrary opinion without fear of negative consequences'**

Current Keller score:

73%

(Score above global construction and heavy industry benchmark of 70%)

We acknowledge that representation matters and are committed to measuring and monitoring gender diversity throughout the organisation. Building Balanced Teams, a new robust reporting framework, will enable us to measure representation at every level of the organisation and identify specific activities that will not only attract and retain a more diverse group of talent, but continue to enhance our culture of inclusion. The framework includes tracking key metrics relating to the talent cycle such as hiring, promotion and turnover rates which will highlight specific workforce processes that may need addressing. In addition, the Executive team provide quarterly updates on their divisional and functional DEI priorities and progress updates are shared with the Social and Community Committee.

Our inclusion and diversity data

Gender (female representation)	As at 31 December 2021		As at 31 December 2020	
	No	%	No	%
Board members	4	57%	4	57%
Executive Committee	2	18%	2	15%
Global leadership team	5	9%	5	9%
Engineers	200*	13%	106	7%
Engineering graduates and apprentices	20	13%	NR	NR
Total workforce	1,061	11%	955	10%

Notes: All data as at 31 December 2021. Global leadership team excludes Executive Committee members. NR: Not reported. *Engineers includes Engineering, Project Management, Business Development and Estimating workforce.

Our gender diversity statistics show an increase in female representation at Executive Committee (3%), engineering roles (6%) and total workforce (1%). Whilst global leadership team remains unchanged, we are committed to improving representation in this population.

Case study

Keller Women in Construction (KWIC)

KWIC are committed to improving gender representation and equality and continued to raise the profile of women at Keller.

KWIC (North America) celebrated their first anniversary in February and this was an opportunity to celebrate 'Girl Day Challenge' where employees were encouraged to engage with girls and younger women in engineering. The team also featured in the external publication Piledriver Magazine, hosted a women's health webinar at Keller, and successfully launched a female mentoring programme pilot for North America. They hosted three webinars and facilitated a discussion on women's health with the support of the local HR community. For women in the field, KWIC worked alongside providers to develop PPE specifically for women.

KWIC (Europe), established in April, are committed to attracting, inspiring, supporting and developing women in Keller. They have four working groups, each tasked with addressing one of their key 'pillars'. They are currently undertaking a gender pay gap assessment for Europe which will highlight underlying causes that may need addressing. In addition, they are collaborating with KWIC (North America) to understand best practice and lessons learnt in developing a mentoring scheme for the division.

KWIC (AMEA), established earlier this year, are committed to understanding female experiences in the workplace, career development, recruitment and retention and fostering a supportive environment. They have predominantly focused on facilitating listening sessions with a selection of women working across the division to understand where to focus their efforts. The outcomes of this exercise, together with that of business unit employee surveys, will give local management concrete actions in terms of next steps.

KWIC (Europe) are committed to attracting, inspiring, supporting and developing women in Keller

Attract	Inspire	Support	Develop
Education engagement	Role models	Talk	Communication
Community engagement	Allyship	Listen	Coaching
Onboarding and new starter support	Social media promotion	Tools and resources	Mentoring and reverse mentoring
Survey and engagement			

Case study

Keller colleagues tell it like it is

All leading companies want to get better – no matter how good they already are. One of the best ways to do this is to ask employees for their opinions and this is something we’re now doing more of at Keller.

Our culture and engagement programme encourages employees to share their thoughts in an anonymous survey, and then discuss the results and decide actions to improve as a team. One of the first business units to be involved was Moretrench Industrial.

"If we're going to attract the best people and get them to stay, we have to have the right culture. That means having a better understanding of what employees like, what they don't, and what's on their mind. This helps to address issues as they arise and keep people happy," says John Carpenter, President Moretrench Industrial. "The new Keller employee survey facilitates all of this."

Results across the board were broadly very positive, with the majority saying they were happy with the company and their position in it. Attention to health and safety scored particularly highly and people also said they believe the company is heading in the right direction.

A critical part of the survey process is acting on the results. John and his management team discussed the findings, which in turn were communicated to site teams as part of morning briefing sessions.

"The survey is very much a starting point for discussion; once you have that mechanism you can dig deeper and people are much more likely to open up," he says.

The survey made Justin Schuman, Equipment Manager, realise the value of talking to his team more. "I have all these analytics telling me what my equipment is doing, but you sometimes lose sight of the fact that we have these incredibly experienced operators who can give you so much more information when you talk to them."

Wanting to better leverage that experience, Moretrench is now implementing a mentor scheme. Other improvements to come out of the survey are a new employee-recognition scheme, and the introduction of more formal performance reviews for some colleagues.

"At the end of the day," concludes Justin, "it's our employees who are getting the work done, so giving them the chance to speak freely is the only way we're going to find out what they need, and what we need to do to support them and grow as a company."



→ **93%**
of employees are proud to work for Moretrench Industrial

→ **91%**
would recommend Moretrench as a great place to work

ESG and sustainability continued

People continued



Safety

We want every person who works for us, or with us, to go home safely at the end of each day. To achieve this, we are committed to effective HSE leadership and management, continually developing a positive safety ethos of understanding, transparency and learning, and the promotion of healthy behaviours to help avoid illness or injury arising from people's work or lifestyle.

Our safety performance continues to improve. The Group's overall accident frequency rate (AFR) for 2021 improved by 42% to 0.07 per 100,000 hours worked, and our AMEA Division had an excellent year, achieving an AFR of zero.

Our total recordable incident rate also improved by 32% in 2021 to 0.63 per 100,000 hours worked, meaning we had 37 fewer 'recordable' injuries.

We are very proud of our industry-leading performance and improving track record. And, holding safety as paramount, we continue to push for further improvement in pursuit of our goal of zero harm.

As our number of recordable incidents decreases, it is ever more important to identify and address near miss events that could have caused damage or harm. Year-on-year near miss reports are up and leadership site interaction is strong, even with the site access challenges created by COVID-19.

Keeping our people safe

Our AVA incident reporting and analysis system helps us understand incidents and root causes and use the lessons learned to further mitigate risk.

This system is supplemented by our Incident Review process that is jointly owned between our functions and operations. This provides us with a very healthy review of our incidents, an opportunity for our leadership teams to role model expectations and to share, learn and grow our culture collectively.

A major focus area over the last few years has been the education on our key health and safety risks, known as our Work Safe 6, and the subsequent Group standards relating to these.

We held a Platform Safety day in May to keep attention on the risks related to large plant and equipment. Collective progress on this topic has helped reduced rig topples from eight in 2018 to one in 2021 (not platform related).

At the beginning of the year, a tragic fatality occurred following an accident on a site in Austria in which we lost a long-serving and valued employee. Whilst it has been determined Keller was not at fault for the accident, the incident has caused us to re-double our efforts and we have continued to advance our safety programmes.

Responding to COVID-19 challenges

The local ebbs and flows of the global COVID-19 pandemic created additional operational challenges in 2021. We continued to provide guidance and support to our employees in line with World Health Organization guidelines, supplemented by local authority guidance in the regions in which we operate. This approach enabled us to work in a safe and productive manner on sites wherever the local regulatory regime allowed, using applicable personal protective equipment and social distancing.

The Group has actively encouraged and supported employees to become vaccinated against COVID-19 wherever possible. In recognition of the benefit of free vaccination that many of the Group's employees and their families have received from their national governments, we donated £300,000 to UNICEF's COVID-19 Vaccines Appeal. This amount approximately equates to the cost of vaccinating the Keller workforce and their immediate families and will help UNICEF to deliver 1.9 billion doses of vaccines this year for frontline health workers, social workers, teachers and those at highest risk.





Good health and wellbeing

At Keller, we already have a strong, established culture of keeping our people physically safe. To build on these strong foundations, we have increased our focus on all aspects of our people's wellbeing. We believe that prioritising wellbeing not only enhances our employees' health and happiness, it makes good business sense, improving resilience, productivity and performance.

This year we launched **Our Foundations of Wellbeing**, a global framework, which explains our overall approach to wellbeing at Keller. To equip our leaders with the tools to carry out wellbeing in a strategic way, we also created a Wellbeing toolkit, based on best practice specific in our industry.

Driving wellbeing means supporting our people's unique and individual needs. Our Foundations of Wellbeing underpin everything we do and ensure we give equal focus to each of them.

At Keller we define wellbeing as:

Being healthy and fulfilled – at work and at home, now and in the future

Community

"Being connected – building positive relationships with each other and our communities"

Our goal – To build a sense of belonging in the workplace and create opportunities for shared positive experiences

Body

"Being at your best physically by keeping fit, eating and sleeping well"

Our goal – To encourage balanced and healthy lifestyles and the ability to thrive in life

Financial security

"Being financially fit – managing your money well for greater security"

Our goal – To provide educational tools and resources to help everyone manage their day-to-day finances and prepare for the future



Mind

"Being emotionally healthy and resilient – positive attitudes to life and its challenges"

Our goal – To create an environment to support everyone's mental health and resilience to life's events

Growth

"Being empowered and supported in your career – positive work experiences that produce pride, fulfilment, meaning and happiness"

Our goal – To encourage career conversations and growth opportunities that help everyone reach their full potential

ESG and sustainability continued

People continued

We will continue to listen to our people via local focus groups and engagement surveys to understand whether we are making an impact and adapt our approach to support our people in the best possible way.

Earlier in the year, we also delivered on our commitment to provide global coverage of employee assistance programmes across Keller. This was a key and timely milestone that enables our colleagues and their families to obtain additional support during COVID.

Wellbeing requires long-term commitment, consistency and regular engagement to be effective. To help us stay focussed and measure progress, we developed a wellbeing maturity model. This enables us to understand what excellence looks like and our progress towards it. We believe we are at a Level 2 today, with an ambition to reach Level 4 by 2025. Local business units will use the maturity model to establish action plans to fulfil each step so that we ensure collective improvement over time.

→ **'My immediate manager(s) genuinely cares about my wellbeing'**

Current Keller score:

78%

Target: Score above global construction and heavy industry benchmark of 85%

→ **'Generally, I believe my workload is reasonable for my role'**

Current Keller score:

80%

Target: Score above global construction and heavy industry benchmark of 72%

COVID-19 vaccination approach

Keller's response to the COVID-19 pandemic in 2021 began as a continuation of our activities in 2020 – protecting our people and protecting our business. Our operations had become used to the protocols we had established during 2020 and the closure of sites was less of an issue than in preceding year. Our attention soon began to establishing vaccination guidance which was developed by the Heads of HSEQ, Legal and HR.

Wellbeing maturity model

- Strategy
- Leadership
- Engagement
- Ways of working
- Measurement

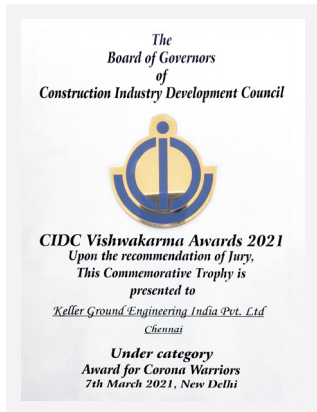


Due to the multiple jurisdictions within the Keller portfolio, and the matter of personal choice around whether to be vaccinated or not, the company determined that its approach would be to strongly encourage and support our workforce in becoming vaccinated.

Our approach to encouraging and supporting vaccination has been led by management at all levels of the organisation and tailored locally. In some countries we have been able to achieve a vaccination rate of 100% whilst others are significantly lower than this. When we have suffered the death-in-service of employees, the vaccination status of those that have died is consistent with the external benchmark globally.

The outbreak of the Delta variant in India during 2021, and the potential for significant health implication for Keller and nationally, was of concern for the company. The approach by the management team of Keller India in terms of responding to the crisis was, as ever, first class.

Keller worked closed with government medical facilities to ensure 100% of all Keller India employees (and contract employees) were double vaccinated. In recognition of Keller India's efforts, the Construction Industry Development Council (CIDC) awarded the team a special category Corona Warriors award.



Case study

Employee assistance programmes go global

We have extended our employee assistance programmes so employees and their families in every business unit can benefit.

From time to time, everyone experiences situations that affect their general wellbeing. Dealing with COVID-19 over the last year or so has been particularly challenging for many people. This came through in Keller's COVID-19 employee survey, as well as its employee focus groups.

As a result, we extended our employee assistance programmes to ensure global coverage this year. The programmes offer practical information and free counselling on a variety of topics for employees and their direct family.

These programmes provide more support to our people. They help them take the very best care of themselves and their families and to be more successful at meeting their responsibilities at home and at work. Wellbeing is a leadership priority and we support our people to be healthy and fulfilled at work and at home, today and in the future."

Sandy-lee Connolly
Group Head of Talent and Diversity

Help prevent suicide

One person dies from suicide every 40 seconds

Potential warning signs

- Feelings of hopelessness or worthlessness, depressed mood, poor self-esteem, or guilt
- Not wanting to participate in family or social activities
- Feelings of anger, rage, need for revenge
- Feeling exhausted most of the time
- Trouble concentrating
- Frequent physical symptoms such as headaches or stomach aches
- Changes in sleeping and eating patterns
- Feeling listless, irritable
- Regular and frequent crying
- Not taking care of yourself
- Reckless, impulsive behaviours

Six steps to respond

- 1 Reach out to the person. Ask how they are doing.
- 2 Listen without judging.
- 3 Mention changes you have noticed in the person's behaviour and say that you are concerned about their wellbeing.
- 4 Suggest that they talk with someone in HR, a dedicated helpline, a doctor or our employee assistance programme.
- 5 Make it clear that you will always be willing to listen.
- 6 Follow up where possible to ensure that action has been taken.

If you or someone you know is struggling, our employee assistance programme provides round the clock, free, confidential support for you and your family.

See how to contact the service via the QR code below or go to the global intranet > People > Wellbeing > Employee assistance programmes



ESG and sustainability continued

People continued



Quality education

We invest in our people's professional and personal development and provide a challenging environment for them to exercise their skills. We also take a leadership role in our industry and the communities in which we operate to encourage personal and economic growth.

Learning and development programmes

Keller's ability to deliver its business strategy depends on employees with relevant skills, knowledge and experience. Our group-wide learning and development programmes promote a culture that empowers our people to drive innovation and focus on Keller's principal activities of winning and executing work on behalf of clients.

From mid-2021, the North America division was able to reactivate its learning and development programmes with the workforce. These started with some online refresher training for those that had previously attended the Project Manager academy prior to the pandemic to ensure that the previous learning outcomes realised remained relevant and current. In person academies then followed for Project Managers and Field Superintendents; as well as a cohort of sales training.

A major focus for North America following the One Keller reorganisation has been cross-training our teams in new products offerings for clients. An online offering has been developed that supports our sales, engineering and project management teams develop awareness of the full catalogue of technical capabilities that Keller has. This has been a valuable tool in upskilling our teams to be able to offer multiple solutions for our clients projects.

AMEA have prioritised leadership development and introduced a new Conscious Leadership Programme, developed an Emerging Leaders Programme and delivered on an intensive Inclusive Leadership workshop during the year.

Europe continued to adapt their approach to deliver local programmes via digital platforms due to mobility restrictions related to COVID. Leadership on Site training as well as Leading Teams Remotely were delivered during the course of 2021. The Sales Counsellor Programme is well established and seeks to increase the company's capabilities in winning higher quality work from our clients.

We are committed to developing our future talent pipeline of leaders and investing in our people to ensure they are equipped with the skills to drive the organisation forward within an ever changing and complex market. Our Unearthing Potential talent development programme enables us to build this capability and to respond to the future needs of the business. It also allows us to actively engage a diverse range of talent as well as develop future leader learning for all. We believe that every employee should have the opportunity for regular career conversations and development plans, and during the year, included an additional module to facilitate discussions that form part of the talent development programme.

Case study

Keller teams up with children's charity

We are partnering with Bhumi, one of India's largest charities, to support and educate disadvantaged children and encourage future generations to protect the environment.

Bhumi has over 30,000 mainly youth volunteers and has helped educate more than 25,000 children across India since its formation in 2006. The new partnership will see us supporting scholarships for young people affected by COVID and terminal illness, as well as sponsoring education for girls and promoting eco workshops.

COVID has had a devastating impact on families throughout India, so Keller will be working with Bhumi to identify children who have lost a breadwinner to the coronavirus or terminal illness over the past two years. This will include asking for nominations from employees, subcontractors and others with links to Keller. The selected children will then receive a scholarship.

We will also be sponsoring Bhumi educational sessions at schools for girls and donating IT equipment. And employees will be encouraged to get involved in the charity's Eco-Champs programme, where children plant trees, learn about recycling and take part in art workshops with an environmental focus.



We really hope to be able to make a positive difference to people's lives."

J 'Subbu' Subramanian
Head of HR, Keller India



Case study

Keller launches engineering scholarship

Keller has set up an annual scholarship to attract the best geotechnical engineers and strengthen ties with leading universities.

The Pitcairn Geotechnical Engineering Scholarship commemorates Colin Pitcairn, the architect of Keller's global learning and development programmes, who sadly died in 2020.

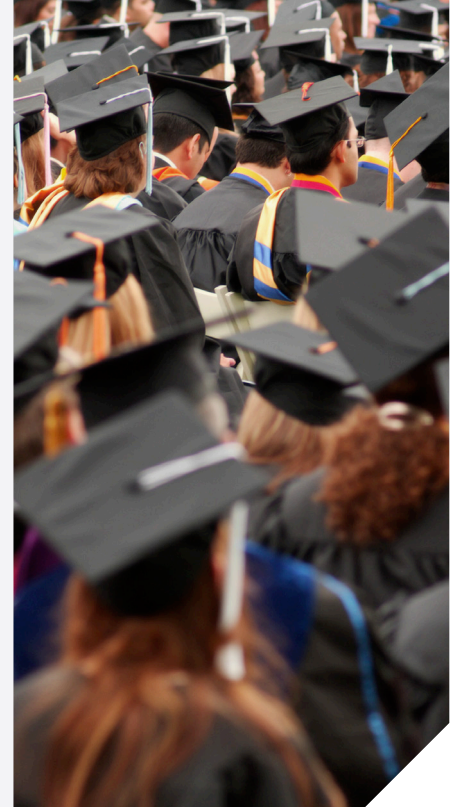
Each year the scheme offers a grant of up to £10,000 each to three promising engineering undergraduates looking to take a master's degree in geotechnical engineering.

Jorge Malave is one of the first recipients of the scholarship and recently began his master's programme in Structural and Geotechnical Engineering at the University of Central Florida.

"I find structural and geotechnical engineering projects more interesting than any other area of civil engineering and receiving this scholarship means the world to me."

To fulfil our ambition to be the leading provider of specialist geotechnical solutions, we have to attract the best engineers with potential to become our future leaders. Partnership is one of our Inclusion Commitments. It recognises the importance of collaborating and partnering with like-minded organisations through inclusivity to drive change in the industry."

Graeme Cook
Group People Director



In November 2021, we held our Project Managers' conference in Texas. This brought together some 380 people from across North America Division to learn, network and share ideas and best practice. Attendees were able to learn and grow their expertise through technical and leadership presentations, workshops, exhibitions and group activities.

Emerging talent

We are committed to investing in our emerging talent and building diverse capability for the future. This year we took on over 104 engineering graduates and provided 53 apprenticeship and 81 intern and co-op opportunities across the group.

Over the last few years we've seen progress with a diverse intake for entry-level engineering roles and cultivating relationships with key universities that have a higher proportion of underrepresented minorities. For example, North America, as part of a pilot, put more focus on balanced representation with early career recruitment during 2021 (5% increase of female interns and co-ops and a 10% increase of black engineers). The biggest contributing factors of success have been leader sponsorship, targeted recruitment focussed on DEI initiatives and the adoptions of inclusive workforce policies such as enhanced parental leave.

The progress achieved in North America will serve as a blueprint for other divisions to consider.

The Pitcairn Geotechnical Engineering Scholarship was launched during the year which is designed to attract the best geotechnical engineers and strengthen our ties with leading universities. Each year the scheme will offer a grant of up to £10,000 to each of three civil engineering graduates considering a masters' degree in geotechnical engineering. An opportunity to not only strengthen our future talent pipeline, but to improve diversity at Keller by attracting more women and other individuals from under-represented minority groups.

Workplace mentoring programme

We pride ourselves on creating a company culture that values learning and development and giving our colleagues the opportunity to grow and thrive. During the year, a workplace mentoring programme was launched in North America for the purposes of accelerating personal and professional development, encourage and empower employees to realise their potential and to strengthen leadership capability.

Global product teams

Keller's global product teams focus on sharing product-specific knowledge around the world, making sure we are best equipped to offer safe, productive, market-leading technologies to our customers. We have a team for each of our eight major product lines. This year, we continued monthly educational webcasts, each attended by several hundred people from our global engineering and operations communities.

Geotechnical community

Our businesses take a leadership role within their industry by providing employees, customers, suppliers and potential employees with technical papers, seminars, field trips and site visits. Staff from companies throughout the Group maintain close contact with partner universities to share best practice and provide examples of their leading-edge engineering.

ESG and sustainability continued

Principles



Good governance

Good governance is about helping to run the company well. It involves being satisfied that an effective internal framework of systems and controls is in place which clearly defines authority and accountability and promotes success whilst permitting the appropriate management of risk.

Keller's ways of working

Our Code of Business Conduct ('Code') sets out clear and common standards of behaviour for everyone who works in and with Keller, as well as a framework to guide decision-making when situations aren't clear-cut. It also ensures a positive culture that keeps us successful, operating in a way we can all be proud of. It is a public statement of our commitment to high standards that tells others they can rely on our integrity.

The Code is supported by our Group policies, our modern slavery and human trafficking statement for 2022, our tax strategy and our new Supply Chain Code of Business Conduct. Our ethics and compliance programme, which comprises training of our employees across the business, is now in its sixth year of supporting our employees to do the right thing – maintaining ethical and honest behaviour, respecting employees' rights and diversity, and staying free from bribery and corruption.

Keller's Code of Business Conduct and Group policies, can be found at: www.keller.com under 'How we work'

Committee structures

To reflect the growing importance of Environmental, Social and Governance (ESG) matters and provide greater focus and oversight on these issues, we announced on 30 July 2021 that the Board had established two new Board Committees: the Environment Committee and the Social and Community Committee. In addition, the Audit and the Nomination Committees were renamed the Audit and Risk Committee and the Nomination and Governance Committee respectively to better reflect their remit. Further detail on the membership and terms of reference for these Committees can be found on our website.

This new Committee structure allows for greater depth of engagement and conversation and clear focus in driving forward our ESG agenda.

ESG reporting framework

In addition to the new Committee structure, the Board agreed a reporting framework on ESG matters.

ESG is the responsibility of the Board as a whole, with the Chairman as designated Director for ESG matters, reporting through the Group Company Secretary and Legal Advisor to the Board. The Board receives quarterly reports which summarise the activities, initiatives and challenges on ESG during the period and track progress. These quarterly reports inform the content of this section of the annual report and assures a clear reporting line on all ESG matters to the Chairman.

Net zero targets

The company has identified safety, good governance, gender DEI and carbon reduction as the most important areas of sustainability that the Group can focus on globally. These align with UN Sustainable Development Goals 3, 5, 13 and 16. In respect of carbon reduction, the Executive team has set ambitious but achievable net zero targets by 2050. We will be net zero across all three emission scopes by 2050; net zero on Scope 2 by 2030, net zero on Scope 1 by 2040 and net zero by 2050 on operational Scope 3 (as opposed to client-originated Scope 3). We have started to implement the short, medium and long-term actions required to achieve these goals. More information on pages 5 and 6 – Journey to net zero.

Human rights

Keller expects all employees and suppliers to adhere to international standards on human rights, including with respect to child and forced labour, land rights and freedom of association, among other elements. We take a zero-tolerance approach to slavery and human trafficking and are strongly committed to ensuring that all employees, as well as the people who work on our behalf, are protected. Our full expectations are included in our Supply Chain Code of Business Conduct and modern slavery and human trafficking statement, which are available on our website. We conduct appropriate due diligence on our partners, and all of our suppliers are obliged to adhere to the principles set out in the Code, including on human rights.

Anti-bribery and corruption

Keller's Anti-Bribery and Anti-Fraud Policy and whistleblowing procedures are designed to ensure that employees and other parties including contractors and third parties are able to report any instances of poor practice safely through an independent organisation.

All reports received via this or any other reporting mechanism are thoroughly investigated and reported to the Audit and Risk Committee, which reviews each case and its outcomes. None of our investigations during 2021 identified any systemic issues or breaches of our obligations under the Bribery Act 2010. The Anti-Bribery and Anti-Fraud Policy is supported by periodic audits and reminders.

Governance and oversight

We recognise that assurance over our business activities and those of our partners and suppliers is essential. In 2021 our employees completed mandatory training on competition compliance and data privacy and in 2022 will complete mandatory Code of Business Conduct training.

Tax strategy

We publish our tax strategy on our website and are committed to managing our tax affairs responsibly and in compliance with relevant legislation. Our tax strategy is aligned to our Code of Business Conduct and Keller's values and culture and is owned and approved by the Audit and Risk Committee and the Board annually.



Partnerships

At Keller, we recognise the importance of collaborating with organisations that understand our values and commitments, and the ways of working and the standards by which we operate. Partnering with these 'like-minded' organisations helps us drive change in our organisation and the wider geotechnical industry.

Industry partnerships

Many of our senior managers play key roles in the geotechnical professional associations and activities around the world.

In Europe, a number of employees are part of the European Federation of Foundation Contractors (EFFC), which is also chaired by Andreas Körbler from Keller. In Keller North America, employees are active participants in geotechnical engineering and construction trade groups, including the Deep Foundations Institute (DFI), ASCE/Geo-Institute and ADSC International Association of Foundation Drilling. Our North American engineers also hold leadership positions on multiple national technical committees (including committees on sustainability) and local and university chapters; many have served as members of the board of directors for these organisations.

Finally, in AMEA, Keller plays an important role in the local professional societies, with Keller employees holding leading positions in multiple trade associations, including in ASEAN and India.

We also support trade conferences across our divisions, including the combined American and European trade conference.

Sustainability is an increasing focus in the industry. We work with a number of universities on sustainability initiatives, focusing on whole-company innovation, specific geotechnical products like grouting and vibro stone columns, and key geotechnical projects.

We wrote the sustainability overview for the European Federation of Foundation Contractors and helped with the drafting of the American DFI sustainability guide.

We are also helping to compile sustainability best practice guides with the European and American trade associations.

Charitable partnerships

Our business units support a broad range of groups and charities, depending on what is most important to them locally. This may involve fundraising or donating money, time or skills.

In recognition of the benefit of free vaccinations that many of the Group's employees and their families have received from their national governments, following a recommendation of the Social and Community Committee, the Board approved a funding contribution of £300,000 to UNICEF's COVID-19 Vaccines Appeal.

We again supported The Brilliant Breakfast in 2021 with a donation of £5,000. Working with The Prince's Trust, this UK initiative aims to change the lives of young women by helping them gain the skills needed to live, learn and earn.

This year we more clearly defined the structure and approach for charitable and community giving in Keller in a new Charitable Giving Policy.

Case study

Keller donates £300,000 to Vaccines Appeal

Keller has donated £300,000 to UNICEF's COVID-19 Vaccines Appeal. This has helped UNICEF deliver more than two billion doses of vaccines for frontline health workers, social workers, teachers and those at highest risk.

This funding contribution recognises the benefit of free vaccination that many Keller employees and their families have received from their national governments. It roughly equates to the cost of vaccinating the Keller workforce and their immediate families.



We have actively encouraged and supported our employees to become vaccinated against COVID-19 wherever possible."

Mike Speakman
Chief Executive Officer

