

Sustainability at Keller

**Building the
foundations for a
sustainable future**



ESG and sustainability



We have met our short-term carbon targets and are well on track to achieve our longer-term net zero commitments.”

Our corporate purpose, ‘Building the foundations for a sustainable future’, is at the heart of everything we do. I am the Director responsible for ESG and sustainability on the Board and I believe strongly in Keller’s commitment to the best achievable standards. I have a strong desire to make a positive change.

As the world’s largest geotechnical specialist contractor, we have the responsibility and opportunity to make a difference to our customers and society and to help drive a low carbon future. We are committed to reducing the carbon intensity of our work and have set out clear targets and action plans for our journey to net zero. We set our first-ever net zero targets during 2021, to be net zero by 2050, and I am able to report good progress against this key priority. We have met our short-term carbon targets and are well on track to achieve our longer-term net zero commitments.

Our people’s safety, health and wellbeing is at the heart of everything we do. At Keller we view safety as our bedrock, something on which we do not compromise. We have made good progress in improving the scores in our leading indicators, targeting continuous improvement in our Accident Frequency Rate (AFR) and Total Recordable Incident Rate (TRIR). In 2023, AFR remained at 0.10, with a total of 27 injuries reported and TRIR improved to 0.60, with 26 fewer injuries recorded. Despite achieving industry-leading figures in this area, we recognise the need to continually improve and we will not be satisfied until we eradicate harm in the workplace.

Keller’s Inclusion Commitments bring together what we are doing across Keller to build a more diverse, equitable and inclusive workplace. During 2023, we introduced a new Inclusive Site Culture standard to enhance our culture at site, ensuring employees are not only physically safe, but feel psychologically safe, included and respected through measures such as inclusive personal protective equipment, and making reasonable accommodations for different cultural and religious identities.

Due to the breadth of our operations, including geographies and industry sectors, we recognise that we need to be vigilant to the risk of slavery in our supply chains. During 2023, the Board engaged outside legal counsel to review its approach to managing the risks associated with human rights in its operations and is taking proactive steps to drive awareness and compliance with our standards through the business and in our supply chain. For further information, please refer to our Modern Slavery and Human Trafficking Statement for the financial year ended 31 December 2023, which is available on our website.

The Board continued to receive quarterly reports on all ESG initiatives and deliverables from the Group Company Secretary and Legal Advisor, assuring a clear reporting line on all ESG matters to me and to my fellow Board members.

I would like to thank everyone at Keller for their continued commitment to our ESG and sustainability agenda.

Peter Hill CBE
Chairman

Approved by the Board of Directors and authorised for issue on
4 March 2024

ESG and sustainability

Our role in building the foundations for a sustainable future

Keller's four Ps



Profitable projects

We 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.



Planet

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

➔ For more information see page 5

GLOBAL INITIATIVES



Carbon reduction

We are committed to reducing the carbon intensity of our work and increasing the quality and granularity of our carbon reporting.

See page 6

KPI performance

CDP score		Absolute tonnes of CO ₂ e per £m revenue	
2023	2022	2023	2022
B	B	59	74



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 page 12

GLOBAL INITIATIVES



Safety

We are committed to improving the safety and lives of our workforce through the implementation of highly effective, usable programs. We take time to provide assurance that our processes work; for us it is a value, something that we do not compromise.

See page 17

KPIs performance

Accident frequency rate, per 100,000 hours worked		Total recordable incident rate, per 200,000 hours worked	
2023	2022	2023	2022
0.10	0.10	0.60	0.79



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 page 22

GLOBAL INITIATIVES



Good governance

We have 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.

See page 23

LOCAL INITIATIVES



Resource use and waste reduction

We continue to develop our solutions, processes and innovations to improve our impact on the circular economy.

See page 11



Tackling pollution

We offer solutions to remediate contaminated ground and operate in a way to mitigate environmental incidences.

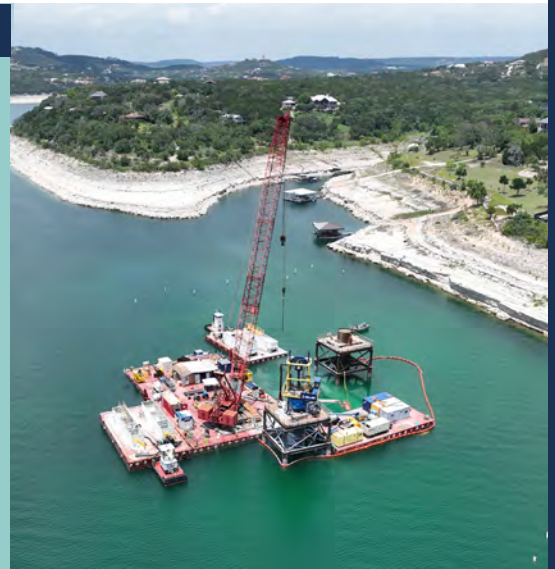
See page 11



Clean water and sanitation

We offer solutions to reduce water use and avoid pollution, with a track record of working on water-related projects.

See page 11



LOCAL INITIATIVES



Gender equality

Gender equality and empowerment is a UN Sustainable Development Goal we have committed to progressing.

See page 16

KPI performance

Women in senior leadership (%)		Women engineers (%)		Women engineering graduates and apprenticeships (%)	
2023	2022	2023	2022	2023	2022
20%	22%	17%	16%	25%	7%



Quality education

We are passionate about investing in our people and creating an environment of continuous learning, empowerment and inclusivity.

See page 20



Good health and wellbeing

With strong wellbeing foundations, we can keep our business resilient and achieve sustainable success.

See page 18



Wider DEI

Our Inclusion Commitments bring together what we are doing across Keller to build a more diverse, equitable and inclusive workplace. While gender equality and empowerment remains a priority, we recognise and embrace the broadest definition of diversity.

See page 13

LOCAL INITIATIVES



Partnerships

We partner with 'like-minded' organisations to drive change in our organisation and the wider geotechnical industry.

See page 24





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

Planet



Global priorities



Carbon reduction

Keller has net zero targets which cover our direct emissions (Scope 1), our indirect emissions from electricity use (Scope 2) and emissions from business travel, waste disposal and material transport (Scope 3 Operational). These targets represent Keller’s commitment to the planet as we build the foundations for a sustainable future.

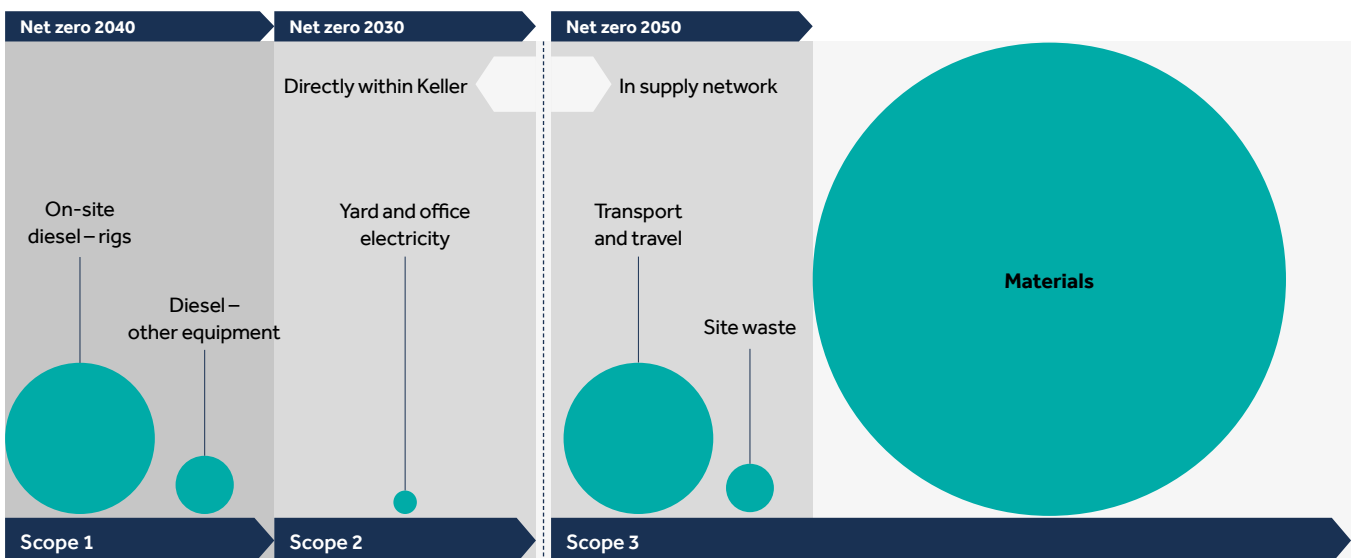
These absolute targets will help us mitigate future climate-related risks and recognise climate-related opportunities. We divide our emissions targets using the scopes set out in the GHG Protocol. These targets and our current performance are set out in the following section. The timeframe and lagging 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 these targets, we have set multiple internal leading targets, built around the carbon hierarchy (see right).

This explains that, after we work through the hierarchy to eliminate, reduce and substitute emissions, we may offset our remaining emissions as a last resort.

Scope	Net zero target	More information
1	Net zero by 2040	Page 9
2	Net zero by 2030	Page 10
3 ¹	Net zero by 2050	Page 10

1 Operational.

Relative size of our emissions (approximate)



CASE STUDY

Protecting NYC from future floods

Keller has played an integral role in a major project to raise part of New York’s coastline and reduce the risk of disastrous floods.

Hurricane Sandy was the largest Atlantic hurricane on record, killing over 230 people in eight countries and causing \$70bn in damage.

In the US, New York City was one of the places worst hit. The devastation prompted the city to urgently review its ability to cope with storm surges and rising sea levels exacerbated by climate change, leading to the launch of the \$1.2bn East Side Coastal Resiliency (ESCR) project.

ESCR is the first step in the city’s plan to protect Lower Manhattan and will create a 2.4-mile flood-protection system with new walls and gates, improved drainage and an elevated, reconstructed East River Park.

It’s this ambitious 10ft elevation where Keller has played a key role, constructing around 2,500 aggregate piers to improve the soft coastal soils and enable redevelopment – the success of which led to us being awarded a second phase of 500 micropiles.

Ready to play our part

“This has been a hugely significant project in terms of its size, complexity and the impact it will have on millions of people,” says David Finocchio, Business Development Executive. “Coastal resiliency is a massive, growing market of strategic importance to Keller, particularly here in the US Northeast.

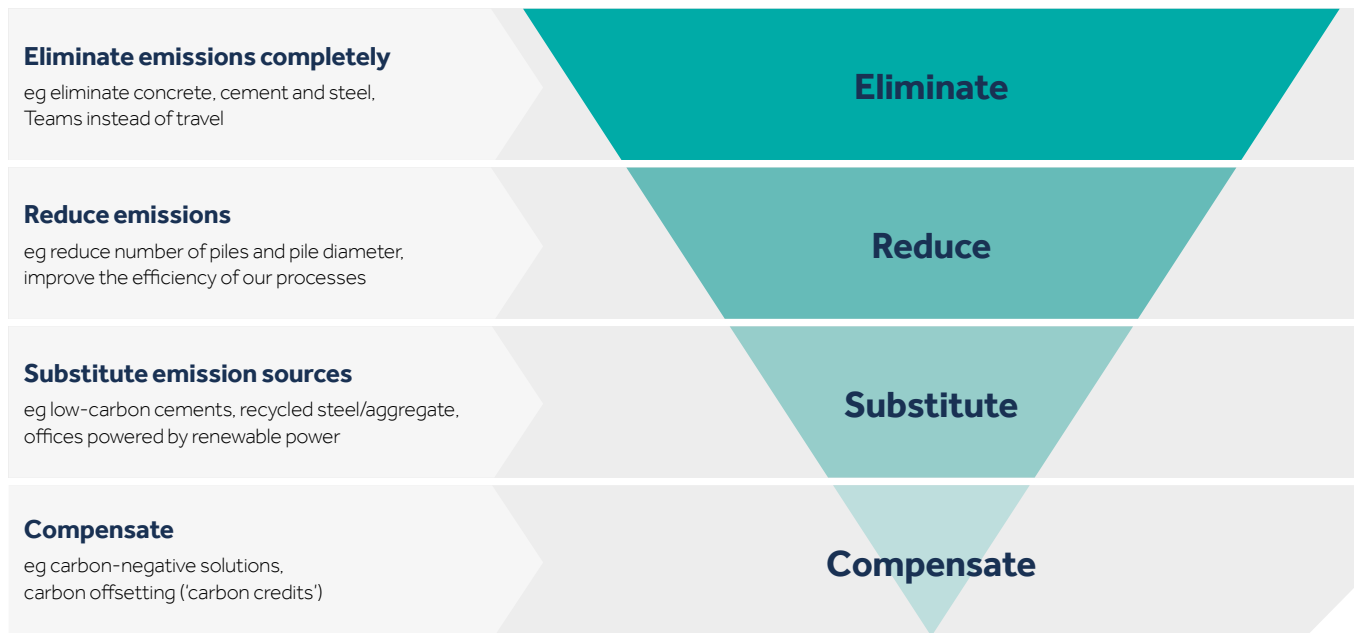
“As leaders in our industry, we understand the responsibility we have to use our expertise and resources to support these kinds of projects.

“There’s no doubt that many more large infrastructure programmes will be required in the US as the threat from climate change and extreme weather increases. And when they are, Keller will be ready to play its part.”

ESG and sustainability continued

Planet

The carbon hierarchy



Eliminate emissions completely

eg eliminate concrete, cement and steel,
Teams instead of travel

Reduce emissions

eg reduce number of piles and pile diameter,
improve the efficiency of our processes

Substitute emission sources

eg low-carbon cements, recycled steel/aggregate,
offices powered by renewable power

Compensate

eg carbon-negative solutions,
carbon offsetting ('carbon credits')

CASE STUDY

First carbon-neutral excavation pit and foundations in Germany

We're driving a greener construction industry by helping our clients reduce the environmental impact of their projects through optimised designs, more sustainable materials and alternative power sources.

One such project is Hafepark Quartier Offices, part of a landmark mixed-use development close to the European Central Bank, featuring luxury apartments, an office tower, hotels and conference facilities. The client, B&L Real Estate, wanted the project to have the first carbon-neutral excavation pit and foundations in Germany and so chose Keller in part because of our sustainability commitments.

"We started by taking the client's initial design for a secant retaining wall with cased CFA piling and ground anchors, along with micropiling and large-diameter foundation piles – then using our carbon calculator to demonstrate its carbon footprint," says Eva Reiners, Site Engineer.



The calculator is an app we use not only to work out the embodied CO₂e from materials, but also from machinery fuel use, transportation of equipment and people, waste disposal, site electricity and more. It follows the sector-standard approach of the European Federation of Foundation Contractors and Deep Foundations Institute.

"Taking the initial figures, our experts then optimised and value engineered the design," she adds. "This meant we could reduce the anchor layers required from three to two, by using single bore multiple anchors (SBMA) in the second layer, as well as switching to a lower-carbon cement mix."

The Keller team was able to make other environmental improvements by changing suppliers to reduce transport distances for materials and waste, using an electric concrete mixer and, at times, operating plant fuelled with hydrotreated vegetable oil. A solar panel was also set up to power the construction site facilities.

Thanks to our efforts, we were able to reduce emissions by 50% from B&L Real Estate's baseline. They can now build on those savings to achieve full carbon neutrality through investment in certified reforestation and other compensation methods."

Scope 1: Direct emissions

Net zero by 2040

Scope 1 covers our direct emissions. These mostly arise from the fuel use of our rigs and Keller vehicles. Keller's 2023 Scope 1 emissions have decreased since 2022. Scope 1 fuel emissions are highly dependent on the projects completed annually. With fewer projects in the US, as well as a drop off in our more carbon-intensive bucket mixing projects, Keller's overall emissions have decreased.

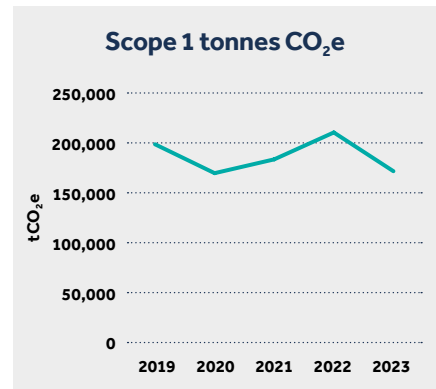
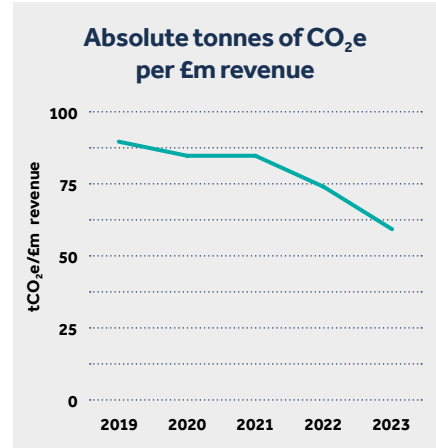
More importantly, the carbon intensity of our operations has decreased. This means we have continually decreased or maintained our Scope 1 emissions per £m revenue year on year since 2017. This reduction in relative emissions reflects a number of carbon reduction initiatives that were introduced this year. All these initiatives are needed to decouple our growing work from absolute Scope 1 emissions. Our initiatives are focused around the three stepping stones set out in our equipment decarbonisation strategy: efficiency improvements, alternative fuels and alternative equipment.

In terms of efficiency, 2023 saw us collate and share case studies on fuel savings from across the Group. For example, ASEAN conducted an initiative to compare actual fuel use of generators with the expected factory specification. This led to them changing out the most fuel-intensive generators for those that were more efficient, saving fuel, carbon and money. Other case studies focused on topics such as right-sizing equipment for our projects, or switching to smaller generators/grid electricity.

In terms of alternative fuels, in 2023 we set out a specific budget to trial biofuels in more entities across Europe and North America. This means we can now offer certified biofuels to clients who are willing to pay a premium for a lower carbon project. These also represent a stepping stone to decarbonise our existing equipment, before we are able to switch to alternative equipment.

In terms of alternative equipment, at the half year we announced the production of our first electric rig, the KBO-E. This has successfully been deployed in Austria. As well as decreased emissions, the KBO-E has additional benefits to being run off of mains power, including reduced noise, fewer moving parts for maintenance and, with no tailpipe emissions, an ability to use it in confined spaces. We also hired two other plug-in electric rigs for projects in Sweden, Norway and Austria, for the same price as their diesel equivalents. All the rigs we produced in 2023 were electrohydraulic or fitted with the latest tier 5 engines.

Although most of our emissions come from our rigs, our vehicle fleet is also a large source of emissions. Therefore, in North America, where vehicle emissions are largest, we introduced a company car reward scheme for those choosing electric and hybrid vehicles. In many of our European business units, we continued to set minimum car scheme requirements to improve air quality and reduce emissions.



CASE STUDY

Delivering on our carbon targets in India

Keller India has created its first net zero Scope 2 yard after efficiency improvements and solar panel installation in Delhi.

In the first quarter after installation, the Delhi system produced net-negative Scope 2 emissions. The success follows lessons learned from the earlier installation of solar panels at the Chennai yard.

When solar power generates more energy than the yards need, the systems send the excess to the grid.

Thanks to efficiency improvements reducing their electricity demand, feed-in tariffs mean Keller India saves thousands of pounds a year on its energy bills, with a return on investment forecast within a few years.

The maintenance yards contribute 30% of the business unit's Scope 2 emissions, which includes all indirect emissions from purchased energy. Combined, the solar panels in Keller India's Delhi and Chennai yards generate 74,000kW a year, saving around 51 tonnes of CO₂ equivalent (tCO₂e) – the same as a petrol car driving more than 200,000km.

Globally, Keller is committed to becoming net zero for Scope 2 emissions by 2030. Keller India is playing its part, reducing Scope 2 emissions from 246tCO₂e in 2019 to 160tCO₂e in 2022. Together with other energy-saving improvements, the solar panels will help bring that figure down to zero by the end of the decade.

Keller India has worked hard to cut their emissions and create our first net negative yard for Scope 2. Rather than simply switching to a green energy tariff, they have had to improve the efficiency of their operations and invest in solar panels for the future."

Venu Raju
Engineering and Operations Director



Scope 2: Indirect emissions from electricity

Net zero by 2030

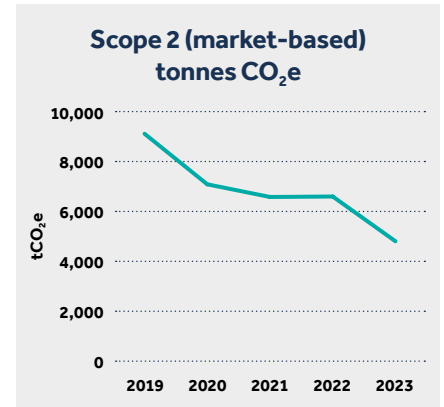
Scope 2 covers indirect emissions from the electricity we use. These emissions are mostly from office and maintenance yard operations, although 2023 also saw our first large sites run entirely from grid electricity. Nonetheless, Scope 2 is still the smallest of Keller's three emission Scopes. Since these emissions do not significantly vary with the number of projects carried out, we only analyse absolute Scope 2 emissions. Location-based emissions are dependent on the average carbon intensity of energy generation in the countries in which we operate. Market-based emissions use the specific energy tariff for each of our offices and maintenance yards and therefore captures green energy tariffs.

This year, Keller linked leadership remuneration to a 38% reduction in market-based Scope 2 emissions, based on our 2019 baseline year. This target reflected a further 10% reduction on 2022. This was successfully achieved, with Keller seeing a 48% reduction on our baseline.

This continued decrease demonstrates the success of our Scope 2 decarbonisation strategy. It also reflects the work of "Team Planet" volunteers across Keller, taking steps to improve their own offices, maintenance yards, and sites.

Most of these savings came from the work of Suncoast, our specialist post-tension steel specialist, which now represents approximately a quarter of all the Group's Scope 2 emissions. Through efficiency improvements and switching to green energy tariffs, they reduced their emissions by nearly 1,000tCO₂e in 2023. The growing difference between location-based and market-based Scope 2 emissions reflects how some of our business units, particularly in North America and Europe, are now procuring certified renewable power electricity for the first time.

Where green tariffs are unavailable, such as in much of AMEA, business units focused on efficiency improvements and generating their own electricity. For example, in 2023, Keller India installed over 35kWh's worth of solar panels in their new Delhi yard; when coupled with air conditioning and lighting upgrades, this yard was net negative for electricity use throughout the end of the year, contributing more electricity to the local grid than they consumed themselves. Austria, Austral, Poland and the UK also all generated their own renewable energy using solar panels. Note all these efficiency initiatives come with short or medium term payback periods.



Scope 3: All other indirect emissions

Net zero for Operational Scope 3 by 2050

Scope 3 represents all other indirect emissions from Keller's supply network. This means Scope 3 is the largest proportion of Keller's emissions.

To reflect where we believe we can have the most impact, we have set a net zero target for Operational Scope 3. This covers business travel, transportation of materials, and waste disposal. UK Scope 3 business travel has continued to increase since 2022, particularly as processes have been centralised and Group Head Office grows to incorporate the ERP team.

We do not currently calculate or disclose our wider Scope 3 emissions. However, we continue to develop our Scope 3 reporting to include the rest of our Operational target, building these transportation emissions into the upcoming ERP system.

In the meantime though, we continue to develop our Operational Scope 3 decarbonisation strategy. For our offices, this means encouraging the use of video calls to reduce the need to travel between offices.

For personal vehicles, we have introduced air quality requirements, with North America introducing financial incentives for employees that choose electric or hybrid vehicles on the company car scheme. On our sites, we also have initiatives such as 5S and containerisation to reduce the number of trucks needed to mobilise and demobilise our equipment.

For Materials Scope 3, we used workshops throughout 2023 to set out our short, medium and long-term material decarbonisation initiatives. Keller looks to reduce Materials Scope 3 emissions by designing ground improvement solutions rather than heavy foundations and optimising designs for less and lower-carbon materials.

However, we are still dependent on our supply network decarbonising their activities. Since we work with local material suppliers on each project, we have thousands of suppliers in our value chain. Using many small suppliers for individual projects means we lack leverage when it comes to decarbonising our supply network.

Our approach to Materials Scope 3 is therefore focused on creating the drivers to encourage smaller suppliers to decarbonise, as well as engaging with larger stakeholders to help drive decarbonisation. For example, we are working with our trade associations across Europe and North America to collectively leverage our supply network to drive decarbonisation. We are also looking to form strategic partnerships with larger suppliers to help decarbonise our material emissions.

In terms of measuring all Scope 3 emissions, we are integrating these into the upcoming ERP project. This will also enable us to estimate a range of other sustainability impacts from our supply network. For now, as of 2023, we have trained over 900 employees on the sector-standard EFC-DFI embodied carbon calculator. This has enabled us to start proactively monitoring our Scope 3 emissions on key projects. More importantly, it also offers the opportunity 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.

ESG and sustainability continued

Planet

Local priorities



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 we have a number of projects to improve these impacts. In 2023, we contributed to cross-sector research and development of a circular economy guide for geotechnical companies. Critically, this shares good practices that all geotechnical companies can adopt to improve their impact on the circular economy. This will help the whole sector understand their current circular economy impacts and meet upcoming legislation in this space.

Internally, 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.

More details on what we ask of our supply chain in terms of waste reduction can be found in our Supply Chain Code of Business Conduct.

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 and allow the reuse of grout-filled spoil.



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.

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 been rolling out our improved 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. More details can be found in our biodiversity policy.

Whilst as subcontractors we have limited control on biodiversity on site, multiple business units continue to engage with local organisations and wildlife trusts to promote local biodiversity. Nonetheless, for our own operations on specific projects, 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 are engaging with our trade associations to highlight upcoming legislation and best practices for the geotechnical sector.



Water use

This year, we introduced a new local initiative focused on water use. This reflects both our work on water-related projects, as well as our own initiatives to reduce water use and avoid water pollution.

In terms of our solutions, we work on a number of water-related projects around the world. From installing the foundations of flood defences to grouting around dams, Keller is involved in many projects to help mitigate the effects of drought and sea level rise. This work will only increase with the physical risks and opportunities arising from climate change. We also offer solutions to help remediate contaminated ground water. This includes solutions such as slurry cut off walls, as well as innovations like our Halocrete® grouting solution.

When it comes to our own operations, we focus on water reduction on key projects and countries where water is less available. We have a Keller employee in Keller Bahrain carrying out a PhD focused on water reduction in our design and site operations. Similarly, we are also contributing to cross-sector trade association work on water reduction, highlighting upcoming legislation and best practices in our sector.



“The right organisation, with great people, delivering exceptional performance.”

Keller is proud to be the world’s largest geotechnical specialist contractor and we understand that our success is down to our diverse and talented team, where each individual contributes to our collective achievements.

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.

People



ESG and sustainability continued

People



Diversity, equity and inclusion (DEI)

Our Inclusion Commitments bring together what we are doing across Keller to build a more diverse, equitable and inclusive workplace. While gender equality and empowerment remains a priority, we recognise and embrace the broadest definition of diversity.

This is important because our employees represent the broadest range of backgrounds, cultures, experiences 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		Progress in 2023
<p>01</p> <p>Conscious Leadership Improve accountability through inclusive and conscious leadership. By empowering and equipping our leaders to excel in this space.</p>	<p>04</p> <p>Evolve Continue to evolve as the employer of choice in our industry. To attract, inspire and retain a more diverse group of talent.</p>	<p>Our focus during 2023 has been on enhancing site culture and building equity into our workforce policies and practices.</p> <p>To ensure the positive effects of inclusion and equity are felt on the ground, it was agreed that we focus on enhancing site culture. This means addressing the gender inequities that exist on site and doing all we can to ensure our people are not only physically safe, but feel psychologically safe, included and respected.</p> <p>We continue to listen to our workforce through employee engagement surveys and focus groups to understand how we can continue to evolve as the employer of choice in our industry.</p>
<p>02</p> <p>Listen Listen and engage with our workforce. Through employee-led affinity groups and workforce engagement opportunities.</p>	<p>05</p> <p>Partner Partner with 'like-minded' organisations through inclusivity. To drive necessary change in the industry.</p>	
<p>03</p> <p>Empower Empower and invest in our workforce. By creating an environment of continuous learning and development to support our people in reaching their full potential.</p>	<p>06</p> <p>Celebrate Celebrate our differences and all that unite us. Through earmarking key global events that represent the breadth of our workforce.</p>	

Diversity, equity and inclusion: Recent progress

Notable progress during the course of 2023 is summarised below under each of our Inclusion Commitments:

Conscious Leadership

- As part of Global Safety Week, delivered suicide awareness and prevention training to extended leadership team with toolbox talks for field colleagues.
- Keller Australia strengthened relevant policies and procedures on bullying, harassment and discrimination with relevant toolbox talks, and conducted remote location risk assessments to ensure our people continued to be safe on site.
- ASEAN delivered a training and awareness programme on micro-inequities with the aim of fostering inclusivity.
- North America delivered LGBTQ+ training to the divisional leadership team.
- Europe continued to drive progress through localised action plans to maximise impact and cascaded wellbeing leadership training to the broader European workforce.

Listen

As part of our commitment to continue to understand what is important to our underrepresented workforce, we actively support the creation of employee-led networks. Keller Women in Construction (KWIC) brings together women and allies from across the organisation to promote inclusiveness, foster a supportive working environment and boost career development.

- KWIC AMEA established a divisional mentorship programme with relevant guides and resources to navigate the mentoring relationships. In addition, the committee facilitated an allyship webcast across the division which included participation from the senior leadership team.
- KWIC North America have focused on four key initiatives during the year, including: promoting professional development (both internally and industry-wide), creating an internal women's network to enhance corporate culture, supporting efforts to increase the recruitment and retention of women, and engaging with local communities through outreach efforts. Focus groups with women on site were conducted and action plans established to address issues raised.
- KWIC Europe launched and promoted a new intranet site to connect colleagues and provide them with opportunities to collaborate across the division. The committee also continued to raise the profile of KWIC at various divisional events and spotlight inspirational female colleagues. To inspire and empower colleagues, the committee hosted two webcasts: 'Imposter Syndrome', and 'Personal Development Unlocking Potential'.

Empower

- A new Inclusive Site Culture standard with related guidance was developed to address specific gender inequities on site such as inclusive personal protective equipment, access to lockable toilet facilities for both men and women, and lactation facilities for mothers who return to work if needed. The standard also highlights minimum requirements for welfare and hygiene facilities and how sites can make reasonable accommodations for different cultural and religious identities.
- Specialist development programmes were initiated to support women in North-East Europe and South-East Europe and Nordics.
- To promote health equity, colleagues in UA and Oman attended Women's Health Awareness events and we introduced health screening services for colleagues in UAE.
- Colleagues continued to support local communities across the globe. For example, Keller Malaysia refurbished facilities and raised vital funds for Ahsana Welfare Centre, a charity in Kuala Lumpur that provides education, care and protection for women with special needs, and delivered talks on general health and safety as well as sexual harassment and bullying. North America engaged with several charities throughout the year including US Marines' Toys 4 Tots to support families during the festive period and the Susan G Komen Foundation in support of breast cancer awareness.
- As part of Inspiring Women in Construction and Engineering, our Group Head of Talent and Diversity joined a mentoring programme with Construction News and New Civil Engineer to support women entering the field of engineering.

Evolve

- Established a global PPE project team with divisional representation to ensure all colleagues have access to inclusive PPE. Externally we have engaged with manufacturers and providers, and together with an external peer network, continue to influence change in the industry.
- Established a Global Talent Task Force to identify and address challenges on attracting and retaining talent with an initial focus on our emerging workforce (including engineering graduates and apprentices).
- Keller Australia reviewed and updated their parental leave policy to ensure inclusivity of all parents.

Partner

North America actively focused on sponsorship and partnerships, such as:

- Sponsorship for Women in Deep Foundations Institute events.
- Ambassador sponsorship for Construction Inclusion Week.
- Partnership with Revolution Workshop who support the pipeline of entry-level field staff from underrepresented backgrounds. The organisation provides construction workforce development opportunities through a 12-week pre-apprentice programme for unemployed or underemployed people.
- Partnered with Bridges to Prosperity to raise funds for the work they undertake in isolated communities which create access to essential health care, education and economic opportunities.
- Engaged with Girls in the Game interviews to support underprivileged high school women with mock interviews and to share experiences in the professional world.
- Continued to engage and build strong relationships with key universities and trade schools to appeal to emerging talent.

Celebrate

- Keller Singapore received the prestigious Workplace Safety & Health (WSH) Culture of Acceptance, Respect and Empathy (CARE) Award by the WSH Council and Ministry of Manpower. The award recognises companies with exemplary safety and wellbeing initiatives and highlights them as the employer of choice.
- We continued to celebrate some of the key events, observances and causes important to many of us across the Keller world, including Lunar New Year, International Women's Day, International Men's Day, Ramadan, Eid ul-Fitr, Earth Day, Pride Month, Global Day of Parents, International Women in Engineering Day, Eid ul-Adha, World Suicide Prevention Day and Rosh Hashanah to name a few.

ESG and sustainability continued

People

CASE STUDY

Inclusive Site Culture standard

Keller launched a new Inclusive Site Culture standard in 2023 as part of our ongoing commitment to ensuring everyone feels safe, included and respected when they work on our project sites.

"Following feedback we received from women on site focus groups, we identified a number of areas of improvement," says Sandy-lee Connolly, Group Head of Talent and Diversity.

"Specific gender inequities we are addressing relate to personal protective equipment (PPE), access to lockable toilets for both men and women, and a private, clean space for lactation purposes for mothers when they return to work."

One way Keller is making improvements is by better supporting the growing number of women working on our sites and ensuring PPE is suitable. PPE is still largely designed with men in mind, meaning it might not perform correctly, and sourcing appropriate PPE is challenging in our industry.

A pan-global PPE project team has been set up to understand which regions present the biggest challenge. They are working with procurement, manufacturers and suppliers to test safety gear, give feedback and partner to continue driving change in our industry.

The standard also highlights minimum requirements for welfare and hygiene facilities and how sites can make reasonable accommodations for different cultural and religious identities. And, to ensure collective progress, we have embedded the standard requirements into our HSEQ assurance plan, site verification audits and leadership interactions.

"We want everyone at Keller to feel empowered to deliver their best work," adds Sandy-lee. "So, we are working hard to make sure everyone feels safe, valued and respected regardless of gender, abilities, culture, religion or stage of life. We know those who feel included and listened to perform better, creating a more productive and safer workplace for all."



Our inclusion and diversity data – measuring and evaluating our success

To hold us accountable in our progress to achieving greater inclusivity and diversity in the workplace, we believe transparency and accountability are paramount.

At Keller, inclusion is primarily measured via engagement surveys and focus groups and we continue to check in with colleagues to understand whether our working environment is one where everyone feels respected, supported and valued. The data points alongside relate to inclusion and are based on surveys undertaken in sixteen businesses to date.

In addition, we examine exit interviews to identify common themes that may need addressing. To boost retention rates, we will be piloting stay interviews to gauge colleagues' sense of workplace satisfaction and motivation.

Keller respects individual differences

82%

(2022: 78%)

I can voice a contrary opinion without fear of negative consequence

73%

(2022: 70%)

Gender diversity

Representation matters and our ambition is to build more balanced teams. We continue to measure and monitor gender diversity throughout our organisation to identify where additional focus is needed to attract and retain a more diverse group of talent.

Overall, female representation remains similar to 2022 with the exception of the Board which has achieved a 50/50 gender split with the appointment of Annette Kelleher as Non-executive Director in 2023. In addition, the intake of engineering graduates and apprentices has improved, with North America representing the most significant year of growth. The division developed new strategies to widen talent pools which included the implementation of a diverse and engaging recruitment platform, together with the delivery of a successful employee referral programme. Female representation in the engineering population continues to increase year on year due to accelerated efforts to cultivate relationships with key universities and schools and through relationships with organisations such as Revolution Workshop which has provided our North America Division with diverse talent. Keller will continue to focus on bringing people into geotechnics from a wide range of backgrounds to ensure it has a healthy pipeline of skills for the future.

We recognise that there is still a lot of work to do to increase the pace of change. With our DEI strategy in place, we are targeting incremental change over the longer term, which includes:

- Evolving the Keller culture where inclusion and respect are key leadership behaviours.
- Implementing a new global performance development process to support the progress and performance of our people, allowing for more connected conversations and enabling colleagues to perform at their best.
- As part of our Unearthing Potential programme, identifying female top talent within the business and ensuring robust development plans to support their growth.
- As part of our commitment to enhance site culture, ensure business units are making progress against our Inclusive Site Culture standard which addresses specific gender inequities.
- Launching a global Engineering Respect for Safer Tomorrow campaign that equips our field leadership teams and workforce with the skills and knowledge to drive positive behaviours and prevent harmful behaviours on site including bullying, harassment and discrimination.
- Formalising career paths so there is clarity on career progression and which will also provide fair opportunities for advancement and compensation.
- Strengthen our employer brand through a newly established global talent task force.
- Launching an 'All-in' allyship programme to foster inclusion and create a more welcoming, respectful and supportive atmosphere that values diversity.
- Strengthen our reporting framework through the delivery of a global HR information system which would allow us to capture wider diversity data.

Female representation	2023		2022	
	No	%	No	%
Board members	4	50%	3	43%
Executive Committee	2	20%	2	22%
Global leadership team	7	15%	7	13%
Engineers	280	17%	274	16%
Engineering graduates and apprentices	35	25%	8	7%
Total workforce	1,099	12%	1,130	12%

Notes:

- All data as at 31 December 2023.
- Global leadership team excludes Executive Committee members.
- Engineers includes Engineering, Project Management, Business Development and Estimating workforce.

Gender pay gap

Keller is committed to providing open and detailed information about its gender pay gap. The results below pertain to Keller Limited, a UK subsidiary of Keller Group plc.

The main factors affecting the increase in the mean gender pay gap primarily relate to the significant increase in recruitment due to the High Speed 2 mega-project. Specific emphasis has been on strengthening the top of the organisation with experienced project managers.

The industry suffers from a lack of female representation with fewer women entering at graduate level and even less so working on sites. There are a number of actions Keller Limited are taking to attract and retain more women in the industry, including:

- Working with several universities, particularly those offering an MSc in Geotechnical Engineering and Degree Apprenticeships in Civil Engineering to attract young professionals to the sector.
- Collaborating with Europe's Keller Women in Construction whose purpose is to support our businesses with attracting, inspiring, supporting and developing women.
- Partnering with Women in Construction to attract younger generations to consider a career in geotechnics.
- Undertaking annual assessments to ensure gender pay parity.

Mean UK gender pay gap:

30.64%

(2021/22: 23.1%)

Median UK gender pay gap:

30.60%

(2021/22: 15.1%)

Mean bonus gender pay gap:

60.80%

(2021/22: 47%)

Median bonus gender pay gap:

47.81%

(2021/22: 37.9%)

ESG and sustainability continued

People



Safety

At Keller we view safety as a value, something we do not compromise. We have made great strides increasing participation in our leading indicators with a view to continuously improving our Accident Frequency Rate (AFR) and Total Recordable Incident Rate (TRIR).

- Continued to make improvements to our AFR (0.1) and TRIR (0.6).
- Introduced new Group HSE standards to the organisation.
- Undertook 11 week-long business unit assurance assessments to understand compliance to our standards.
- Introduced a new method of reporting hazardous conditions and behaviours at site.
- Further enhanced the functionality of our field application InSite to accommodate all aspects of the project safety planning process.
- Began the process of introducing vehicle telematics to Keller-owned vehicles.
- Installed back-up and blind side cameras on all Keller rigs with cabs.
- Safety week.

CASE STUDY

Keller Singapore wins top wellbeing award

The country's Workplace Safety and Health Council has recognised Keller as an employer of choice for its exemplary approach to mental health and wellbeing.

While Singapore is renowned for its demanding work culture, Keller has long recognised the importance of promoting employee welfare. A wellness committee was set up in 2015 and, along with the safety team, has been very active ever since, running a wide range of health, safety and wellbeing activities.

Those efforts were recognised at the government's Workplace Safety and Health Council Awards 2023, with Keller winning the Culture of Acceptance, Respect and Empathy (CARE) Award.

"Winning this prestigious national award reaffirms that we're on the right track and helps to energise our passion and belief," says Seah Yeow Teck, General Manager.



"Keller Singapore believes in Keller's own wellbeing framework of Body, Mind, Community, Growth and Financial Security. The journey is not always smooth sailing but our team has been pushing on, strongly believing in the positivity that it brings."

Over the years the wellness committee and safety team have organised group exercise sessions, lunchtime games and a wide range of other activities. Employees also benefit from educational sponsorship and wellness-focused training, such as psychological first aid.

To win the award, Keller had to provide evidence of the company's safety, health and mental wellbeing programmes and how they increase the performance and awareness of the workforce.

The Workplace Safety and Health Council is a statutory body that works closely with the industry, unions, professionals, trade associations and other government agencies to raise health and safety standards.



Good health and wellbeing

Everything we achieve as a business is through our people. Their safety, health and wellbeing is at the heart of everything we do. And with strong wellbeing foundations, we can keep our business resilient and achieve sustainable success.

Building on our strong foundation of keeping our people physically safe, we have increased our focus on all aspects of people's health and wellbeing.



ESG and sustainability continued

People

Our priorities for 2023:

Building on our strong foundation of keeping our people physically safe, we have increased our focus on all aspects of people's health and wellbeing.

Mental health and resilience training for leaders

As part of Suicide Prevention Day, we delivered a training webcast to the extended leadership team which emphasised the importance of mental health and resilience. The training offered practical tips on how to create the right conditions to optimise personal and team performance. It also focused on how to spot and respond to warning signs relating to suicide.

Wellbeing as an enabler of performance

Creating an environment that prioritises the wellbeing of our entire workforce is fundamental for successfully implementing performance programmes throughout the organisation. An essential element of this foundation involves focusing on our leadership team, as they play a pivotal role in establishing a common understanding and direction for all business unit leaders. To support this objective, the business unit leadership received a presentation focused on providing guidance tailored to enhance performance. This presentation was centred on internal quantitative data, aimed at equipping leaders with the insights needed to enable and optimise performance within their respective businesses.



Global Health Challenge

Following the success of the initial launch in 2022, we re-engaged with the Global Health Challenge during the year.

The challenge was an opportunity to support colleagues, globally, in improving their physical and mental health and wellbeing. As part of the extended programme, participants could also choose to take part in personal mini challenges focused on reducing stress, acting sustainably and building relationships.

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

Testimonials from colleagues:

"The programme has helped me get back to ME!"

"It has made a difference to my lifestyle. When it launched I started walking daily, have joined the gym, have been doing physical activity regularly, and maintained a balanced diet."

"The support I have received from my team has helped me to keep going and do more every day. I have felt more energetic in my work and able to concentrate better, so it has clearly made a difference."



My immediate manager(s) genuinely cares about my wellbeing."

75%

(2022: 75%)



Generally, I believe my workload is reasonable for my role."

75%

(2022: 75%)

The data points for 2023 are based on surveys undertaken in five businesses units in 2023.

CASE STUDY

The funky shirts starting a conversation

Keller Australia is helping colleagues kickstart conversations about mental health – and it's all down to some eye-catching workwear...

Visit a Keller Australia project site and you shouldn't have a problem finding our people. That's because they're now kitted out in some vibrantly coloured, flamboyantly patterned workwear.

Created by TradeMutt, the loud and funky shirts and hi-vis vests are about more than just adding a splash of fun to the work environment; they're designed to provoke discussions about mental health and prompt those who need it to get support. "We've been focusing on mental health at a local level for some time now, but it's not easy," explains Nigel Brockman, Queensland State Manager. "People in our industry are often reluctant to talk about this kind of stuff. And until you've been there and experienced it, most don't fully appreciate the importance of having conversations without judgement."

Breaking down barriers

Nigel and his leadership team thought the shirts were an inspired way to break down those barriers, so decided to provide the state's site crews, workshops and office teams with the shirts.

Not only are the shirt designs eye-catching, they also come with the slogan 'This is a conversation starter' on the back, along with a QR code linking to TIACS, a mental health counselling service.

"Keller has a duty of care to all its employees and this is one way we can help people recognise the signs in themselves and their colleagues that they might need some support," he adds. "Every time I wear my TradeMutt shirt someone makes a comment or asks me about it. It opens the door to a conversation that could change, or even save, a life. That power can't be underestimated."



Quality education

We believe everyone has something to contribute to the success at Keller. That's why we're passionate about investing in our people and creating an environment of continuous learning, empowerment and inclusivity that helps people reach their full potential. 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.

AMEA continued to focus on upskilling leadership teams to achieve higher levels of performance. In 2023, business unit leadership training sessions were held which focused on competencies for senior managers.

These were supplemented with modules focused on specific skills including Conflict Management, Conducting Performance Appraisals and Having Difficult Conversations.

To build on the Conscious Leadership programme which was deployed in 2022, the division designed a new Courageous Leadership programme to empower leaders to navigate challenges, make tough decisions, and inspire their teams in the face of adversity. Project Manager Academy sessions and Project Management workshops were provided throughout the year to upskill teams and equip them with the knowledge, skills and tools necessary to effectively plan, execute and oversee projects. Technical, safety and operational training continued to be delivered for Operational teams. Sustainability, mental health and wellbeing training programmes and workshops were delivered to educate and support colleagues across the division.

Our Europe Division delivered a range of Keller Academy training programmes including a two-week training session for senior leaders, and an entry-level leadership training programme. Keller's Counsellor Sales Process, which seeks to increase Keller's capability in winning higher quality work from clients, was executed. A Geotechnical Construction Project Management Training programme is under development with a planned pilot mid-2024. Work to enhance Commercial Training is being developed and will be introduced in 2024.

Further training courses are provided through the European Learning Management Platform and the business units in local languages. Evaluations show that all the offerings have been well received by participants and have helped improve their skills.

North America established a Learning and Development Steering Committee, who have supported efforts to identify high priority learning requirements and to communicate availability of targeted learning resources to meet those needs. In partnership with Engineering and Marketing, the Learning and Development team launched the Technique Training Library, designed to help technical talent learn more about the various geotechnical techniques that the organisation delivers on. In 2023, the division delivered two Foundations of Leadership programmes, launched one Project Manager Academy and one Field Leader Academy. In addition, we are continuing to enhance and develop our Mentoring Program, investing time and development with Power BI for reporting on learning and development, engaged field leaders to grow and develop our training for field and field management, putting a large focus on identifying and developing our upcoming talent. North America has also developed an orientation video, which has been added to their onboarding programme.

ESG and sustainability continued

People

Emerging talent

We are committed to developing our future talent pipeline of leaders and geotechnical specialists and continue to invest and equip our people with the skills and knowledge to drive the organisation forward with an ever-changing complex market.

Keller has continued to focus on bringing people into geotechnics from a wide range of backgrounds to ensure it has a healthy pipeline of skills for the future. We continue to cultivate relationships with key universities through technology platforms that allow us to engage with candidates earlier in the process; relationships with organisations such as Revolution Workshop have all provided us with diverse talent. During 2023, North America established a 6% increase overall for Asian hires for entry-level full-time engineers, interns and co-ops. The division also had a 3% increase in Black hires in 2023. A major factor in the increase is as a result of the division's continued success at targeting and following through on DEI initiatives, having established employee resource groups that partner with recruiting, and enhancing our benefits to attract diverse employees around North America.

Keller India developed a geotechnical scholarship programme in partnership with Bhumi, whose aim is to drive social change through educational opportunities for young adults. The scholarship will empower 15 students with their postgraduate studies in geotechnical engineering.

Global product teams

Keller's global product teams focus on sharing improvements, innovative solutions and product-specific knowledge around the world through the delivery of a monthly educational webcast and in-person events. Regularly collaborating with experts across Keller enables us to discuss and progress specific technical topics in detail, making sure our skills and offering is safe, economical, sustainable and offers market-leading technologies to our customers.

During 2023, we expanded our ways of working and collaborating with local global product teams and divisional product teams across all divisions. This enabled us to leverage global expertise to provide local solutions with excellence.

Developing digital workflows and tools improved production processes and enables us to deliver work well and on time. With a strong commitment to sustainability, we continued to deploy electric rigs and source alternative products and solutions which are more aligned to our sustainability aspirations.

Geotechnical community

In addition to upskilling and providing learning opportunities to our workforce, Keller proactively supports the future skills agenda for the geotechnical industry. Our businesses take a leadership role by providing employees, customers, suppliers and potential employees with technical papers, seminars, field trips and site visits.

Keller employees maintain close contact with tier 1 universities to share best practice and undertake research projects to develop new and innovative products, materials and design approaches. This enables us to be at the forefront of technical advancements and allows us to position ourselves as the employer of choice in our industry.

CASE STUDY

An award-winning safety programme

Keller has won two prestigious industry awards for its Step Forward for Safety (SFFS) programme, which has helped our UK Business Unit achieve a year-on-year reduction in incidents.



SFFS picked up a Gold award for Best Innovative Health & Safety Campaign from the European Federation of Foundation Contractors, as well as being recognised by the UK's Federation of Piling Specialists in their Safety Innovation category.

Launched by Keller UK in 2018 in partnership with Active Training Team (ATT), SFFS is a behavioural-based and cooperative programme that goes beyond corporate policies and protocols to improve the cultural approach to safety.

"It's about encouraging individuals at every level to take responsibility for safety and what happens on site," says Simon Jones, HSEQ Director (Europe). "During an engaging day-long event, away from the usual working environment, SFFS gives our people a basic understanding of human psychology, explores why we react the way we do in certain situations and guides them through example scenarios of how incidents occur. Importantly, it also looks at where opportunities are missed to intervene."

Practical tools for improving safety

Each session, delivered by ATT, features no more than 15 colleagues – all in different roles and with varying levels of experience – and is overseen by a Keller HSE facilitator and senior leader. After the session, colleagues come away with a common language for talking about safety, practical tools they can deploy and the confidence to speak up when they see things that might not be right.

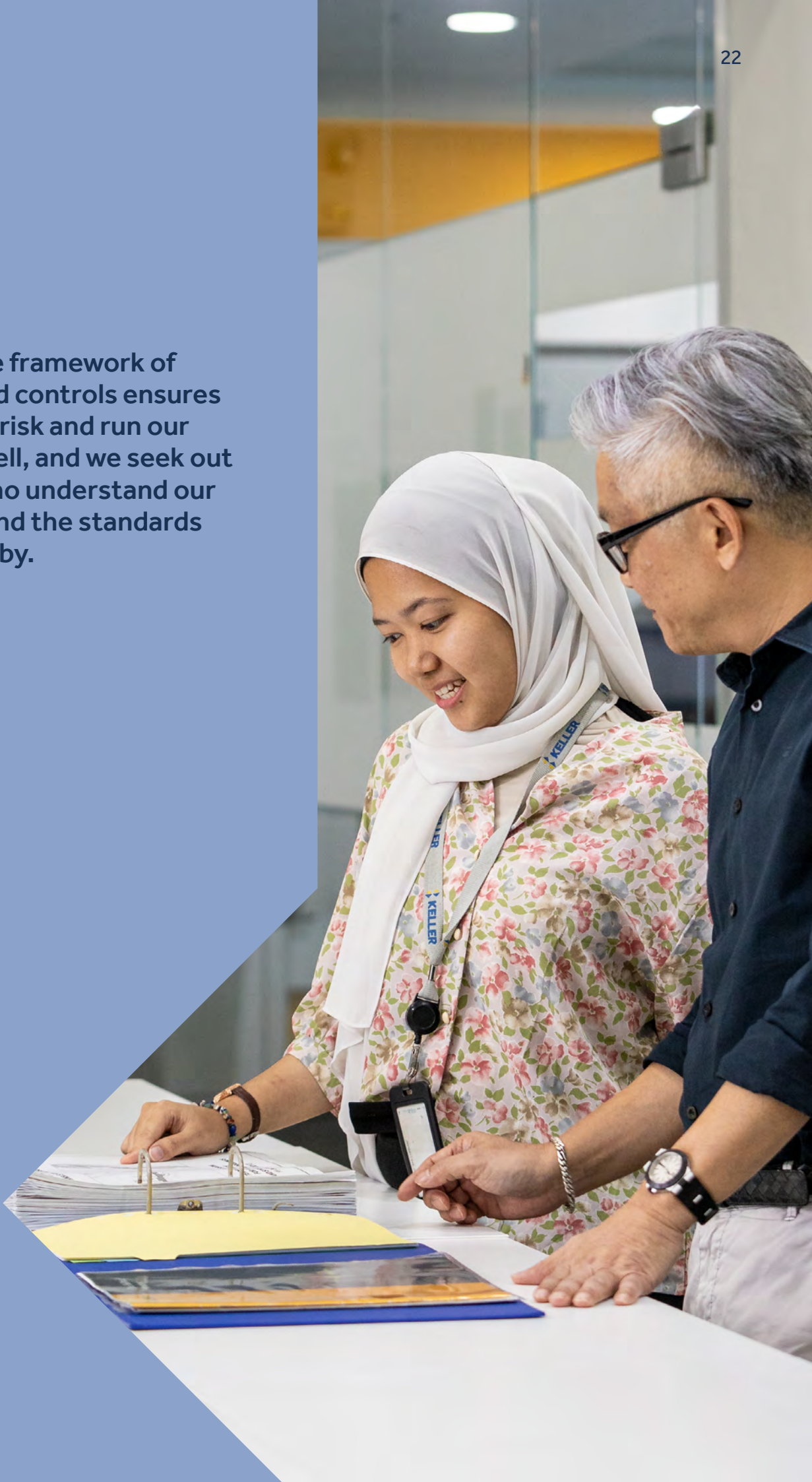
Over the past five years more than 1,000 individuals have taken part in SFFS, including everyone at Keller UK, a number of colleagues in other business units, key suppliers, joint venture partners and even some clients. Plans are now in place to roll out the programme in Germany.

"We're delighted to win these awards, which are recognition of the significant impact Step Forward for Safety has had," says Simon.



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.

Principles



ESG and sustainability continued

Principles



Good governance

Good governance is about balancing the needs of stakeholders and helping to run the company well through efficient processes and decision making. It involves being satisfied that an effective and rigorous internal framework of systems and controls is in place which clearly defines authority and accountability and promotes success whilst appropriately managing risk.

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, modern slavery and human trafficking statement and our new Human Rights Policy, 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 Supply Chain Code of Business Conduct and policies.

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 anonymously any instances of poor practice safely through an independent provider.

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 2023 identified any systemic issues or breaches of our obligations under the Bribery Act 2010. The Anti-Bribery and Anti-Fraud Policy, which was reviewed and updated during the year, 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 2023 our employees completed mandatory training on competition law compliance, data privacy, the Code of Business Conduct, and prevention of facilitation of tax evasion.

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.

Keller's ways of working

Our Code of Business Conduct (the '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 that 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, our tax strategy and our Supply Chain Code of Business Conduct, all of which are available on our website.

Our ethics and compliance programme is now in its eighth year of supporting our employees doing the right thing. The programme comprises training of our employees across the business on 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'.



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 such as 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.

Keller encourages its employees to support a range of charities, and has long committed to pledging to a charity the same value (up to £2,000 per annum) of any funds raised by an employee.

We again supported The Brilliant Breakfast in 2023 with an increased donation of nearly £15,000. 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.

CASE STUDY

Activity challenge raises funds for Ukrainian colleagues

Our charitable arm – the KELLER Foundation (Fundacja KELLER) – continues to provide support to colleagues and their families affected by the war in Ukraine.

At the outbreak of the conflict, our team in Poland acted quickly to help affected Keller employees and their families. Since then, the foundation has helped 29 families relocate to Poland, Latvia and Estonia, and each month helps them pay for housing, food, clothes, heating and education.

To support the foundation and raise much-needed funds, Keller ran an activity challenge for colleagues and their friends and families.

Using the Virgin Pulse health and wellbeing platform, teams from across the Keller world tracked activities such as running, cycling and gardening, for eight weeks. These were then converted to steps and distance travelled.

22,000 miles and 44 million steps later, Keller was delighted to donate £30,000 to the foundation in recognition of our colleagues' commendable achievements.

"This incredibly successful challenge is a wonderful gesture by the Keller community," says Michał Nowakowski, HSEQ Director North-East Europe, who sits on the foundation's board. "The money raised will provide valuable assistance to these families for several more months."



"Unfortunately, the war continues and while it does, we want to be able to help the families. For many, we are the last resort."

More information on the foundation, including how to donate and real stories from colleagues, can be found on Keller Poland's website.

I'd like to say a big thank you to everyone for their support – I'm so proud to be part of such a fantastic and compassionate organisation."

Michał Nowakowski
HSEQ Director North-East Europe