

GENDER PAYGAP REPORT 2023 - Keller Limited Reporting Requirements

Gender pay gap reporting requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. The UK Government GPG regulations have four key requirements:

1. Reporting the differences in mean and median pay between men and women calculated on the basis of equivalent hourly pay rates;
2. Reporting the distribution of men and women between pay band quartiles, calculated using the range of hourly pay rates;
3. Reporting the differences in mean and median bonus pay between men and women; and
4. Reporting the proportion of men and women receiving bonus pay in a year.

The results detailed here are the results for Keller Limited.

Understanding the Gap and Actions

Keller Limited's gender pay gap is typical of our sector. As a geotechnical engineering business there are fewer women than men entering the company at graduate level and even less so working on our sites. In April 2023, women made up 11.8% of the Keller workforce but make up only 4.9% of the top pay quartile. However, approximately 50% of our employees are site operatives working on construction sites, and in this segment, in particular, women are very poorly represented with only 6% of Keller Limited's female workforce performing site based roles.

In general, the construction sector suffers from female under-representation, but there are a number of actions that we are taking to attract and retain more women in the industry.

Keller Women in Construction (KWIC) Europe

Keller Women in Construction (Europe) is committed to attracting, inspiring, supporting and developing women in the company and follows on from similar groups set up in the company's North America and AMEA regions.

A committee of 12 members - 11 women and one male – has been set up to gather data and plan the way ahead for the new group. It includes four female members of staff of which one is from Keller Limited and three from Keller Group Head Office.

KWIC will offer everyone opportunities to share thoughts, resources, and ideas to promote professional development within our organisation and the construction industry. More recently they have delivered a webcasts including Managing Imposter Syndrome and Resilience and Finding Your Passion. KWIC will spotlight the work and careers of female colleagues from

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Leaders
in Diversity
Award

across Keller to help to foster an environment where women feel supported to succeed, be happy, and progress at Keller and strengthen impact globally.

Women in Construction (WiC)

We subscribe to and engage with the not-for-profit organisation, Women in Construction. This helps raise awareness and shares best practice amongst the various businesses that contribute. Some of our female professionals act as advocates for the industry and give encouragement to younger women who may be considering a career in geotechnics.

Gender pay parity

Annually we check that women in similar roles to men are paid equally. The assessment is carried out by the Human Resources department and shared at board level.

Leaders In Diversity

In 2022 we successfully achieved our Leaders in Diversity Accreditation. Keller Limited was awarded Investors in Diversity recognition in 2019 by the National Centre for Diversity (NCfD). Investors status recognises that Keller is committed to Equality and Diversity in the workplace by conducting its business and behaving in accordance with FREDIE - fairness, respect, equality, diversity, inclusion, and engagement. Keller's core values, Integrity, Collaboration, Excellence and Sustainability are underpinned by FREDIE.

Alongside the Investors in Diversity status, Keller Limited committed to working towards Leaders status which is the next level up. Leaders incorporates all of the benefits of Investors but takes our Senior Leadership Team to a higher level. There were three additional destinations the Senior Leadership Team were assessed on - Effective Leadership, Conscious Competence and External Leadership.

As part of the process our employees were asked to participate in an anonymous survey, one to one meetings with assessors and focus groups. A review of our recruitment, procurement and tendering processes were carried out in order to understand how we incorporate Equality, Diversity, and Inclusion (EDI) as well as a review of our policies and procedures, completion of Code of Conduct training and EDI toolbox talks for all employees and induction process review.

Employees also participated in diversity and unconscious bias training.

Disability Confident Level 2

Keller Limited has successfully achieved Disability Confident Level 2 status. As a Disability Confident Employer we:



- have undertaken and successfully completed the Disability Confident self-assessment
- are taking all of the core actions to be a Disability Confident employer
- are offering at least one activity to get the right people for our business
- and at least one activity to keep and develop our people

Employer Attractiveness

We continue to work with several universities, particularly those offering an MSc in geotechnical engineering and Degree Apprenticeships in Civil Engineering to attract young professionals into the sector. As the demographic changes this provides the opportunity for the business to attract more female engineers.

Family Friendly Policies

Keller Limited has undertaken a full review of its family friendly policies including maternity and paternity and introduced enhance maternity pay and paternity pay for its employees.

Keller Limited also launched their Menopause Policy and Menopause Guidance, with certified menopause trainers delivering a webinar to talk about menopause in the workplace.

In summary, Keller seeks to attract more women and understands that by not doing so it deprives itself from an obvious pool of talent. We will continue to work to ensure that the company is attractive to all. Gender pay equality is one of our business values as well as a regulatory imperative.

At a Glance

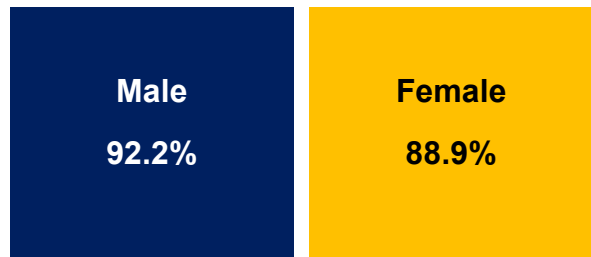
Mean Gender Pay Gap	24.57%
Median Gender Pay Gap	21.13%
Mean Bonus Gender Pay Gap	56.64%
Median Bonus Gender Pay Gap	47.69%



The proportion of males / females in each quartile pay band is as follows:

Pay Quartile	Female	Male
Upper	4.9%	95.1%
Upper Middle	8.8%	91.2%
Lower Middle	11.8%	88.2%
Lower	21.8%	78.2%

Proportion of employees receiving a bonus:



[Note: Site based personnel who are predominantly male receive a wage and a weekly bonus, whilst staff receive a salary and an annual bonus after a qualifying period.]