

S172 statement

During the financial year, the directors have considered the needs of the Company's stakeholders as part of their decision-making process. Specifically, the directors consider the likely consequences of its decisions in the long term and the need to act fairly between its stakeholders. The Company's key stakeholders, why they are important to the Company and how they have been engaged are:

Shareholders: Delivering for the Company's shareholders ensures that the business continues to be successful in the long term and can therefore continue to deliver for all our stakeholders. Engagement with the management of Keller Group plc occurs through regular business review meetings and visits, who in turn engage with the external shareholders of Keller Group plc.

Employees: The Company's employees is its most valuable asset. The Company endeavours to have employees that are inspired and motivated, equipped with the right skills, tools and standards to be successful. The Directors Report on page 3 sets out how the Company engages with its employees.

Customers: Customers are central to the business – without them the Company would not exist. The Company aims to deliver a consistently high performance in an efficient and continuously improving way so as to meet the customer's needs. Engagement in the early stages of projects allows the Company to add the most value, providing the customer with the right solution for their problem. Feedback is sought throughout the project cycle.

Suppliers: Building strong relationships with suppliers enables the Company to obtain the best value, service and quality. The Company works with suppliers who understand our business and adhere to our ways of working. Our procurement and operations teams work hard to understand our supply chain and develop deeper and more strategic relationships with key suppliers.

Communities: What the Company does is an integral part of the community and the community is ultimately our customer. Poor relationships can damage and even destroy our reputation. Good relationships win goodwill. The Company actively engages with the communities close to our offices and seeks to reduce the environmental impact of our operations.