

GENDER PAYGAP REPORT 2025 - 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 2025, women made up 9.1% of the Keller workforce but make up only 4.1% 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 none 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) EME

Keller Women in Construction (EME) 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 APAC regions.

A committee of members has been set up to gather data and plan the way ahead for the new group. It includes female members of staff some of whom are from Keller Limited.

KWIC activities in 2025 included:

- Assessing KWIC strategy is aligning with Keller's wider strategy (DEI and Sustainability)

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- Launch of pilot mentoring programme which matches a mentee with a more experienced mentor with the intent of fostering employee development through lightly structured and interpersonal interactions.
- Attendance at Senior Management meetings to discuss KWIC activities.
- Spotlighting of female employees covering events including International Parents Day and International Women in Engineering Day
- Supporting annual Keller women's football tournament
- Annual KWIC conference
- Planning webcast covering unconscious bias featuring external guests for rollout in 2026.

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.

Diversity, Equity & Inclusion (DEI)

Keller continues its commitment to being a diverse and inclusive place to work, reflecting the world in which we operate. We support our employees to reach their full potential and deliver exceptional performance.

Furthermore, our inclusion commitments; Conscious Leadership; Listen; Empower; Partner; Evolve and Celebrate, combine our efforts to ensure a diverse, equitable, and inclusive place of work. Our DEI toolkit supports each of the inclusion commitments to equip our people with the means of making progress. This includes:

1. Conscious Leadership: To enhance and strengthen site culture, we delivered in two global programs.

We introduced an Inclusive Site Culture standard which aims to address specific gender inequities on site with a key focus on inclusive PPE for women. Requirements have been embedded into HSEQ assurance audits to monitor collective progress over time.

We also launched Engineering respect for a safer tomorrow, a global programme aimed at promoting psychological safety, inclusion, and respect. Alongside this we



developed a Respect in the Workplace standard which sets out a zero-tolerance stance on harmful behaviours that are prevalent in our industry.

2. Listen: KWIC-global brings together women and allies across the organisation to promote inclusiveness, foster a supportive environment and boost career development
3. Empower: Maintaining Disability Confident Employer status; starter onboarding including awareness in The Keller Way, DEI and KWIC.
4. Partner: Partnered with local schools and universities. Supporting charities including women's charities. Global Employee Assistance Programme (EAP). Mental Health First Aiders assist with improving employee wellbeing by providing early intervention for mental health issues.
5. Evolve: Participation in the global talent task force who revamped Keller's website careers section to enhance the employer brand and improve candidate experience, aiming to attract and engage diverse candidates.
6. Celebrate: promoting inclusion through events like the Keller Cup, multicultural lunches.

Disability Confident Level 2

Keller UK maintained their status as a Disability Confident Employer, a government initiative encouraging employers to recruit and retain disabled people and those with health conditions.

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, paternity, with enhanced maternity pay and paternity pay for its employees, Menopause Policy and Menopause Guidance.

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	16.19%
Median Gender Pay Gap	11.67%
Mean Bonus Gender Pay Gap	52.58%
Median Bonus Gender Pay Gap	53.32%

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

Pay Quartile	Female	Male
Upper	4.1%	95.9%
Upper Middle	10.8%	89.2%
Lower Middle	9.5%	90.5%
Lower	12.2%	87.8%

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.]