KELLER

Carbon Reduction Plan 2026

1.0-8K

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Keller Limited (00485692)

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2 Commitment to achieving net zero

Keller Limited is committed to achieving Scope 2 Net Zero emissions by 2030, Scope 1 by 2040 and Scope 3 Operations by 2050.

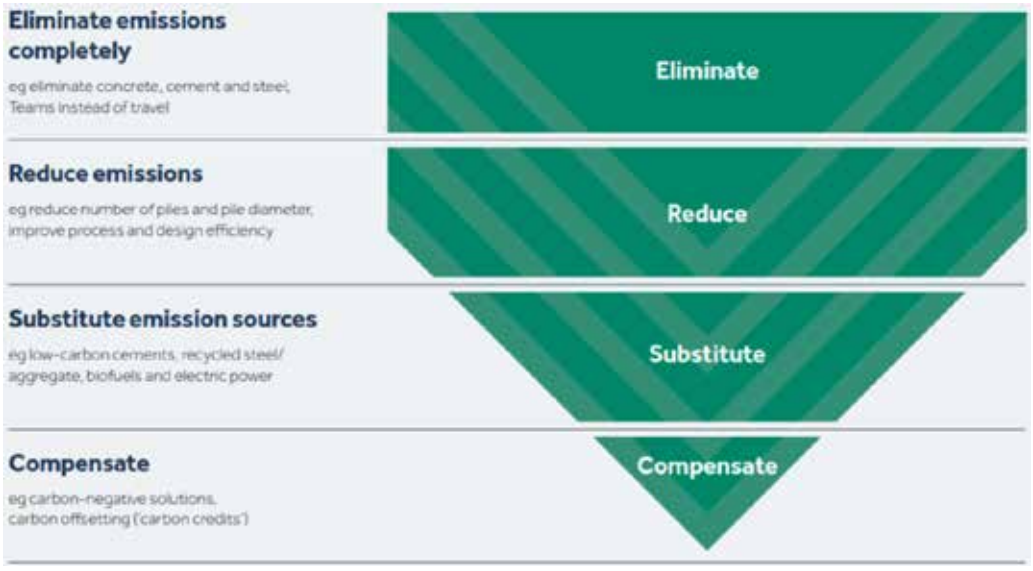
3 Baseline emissions footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions.

3.1 Baseline year
2019

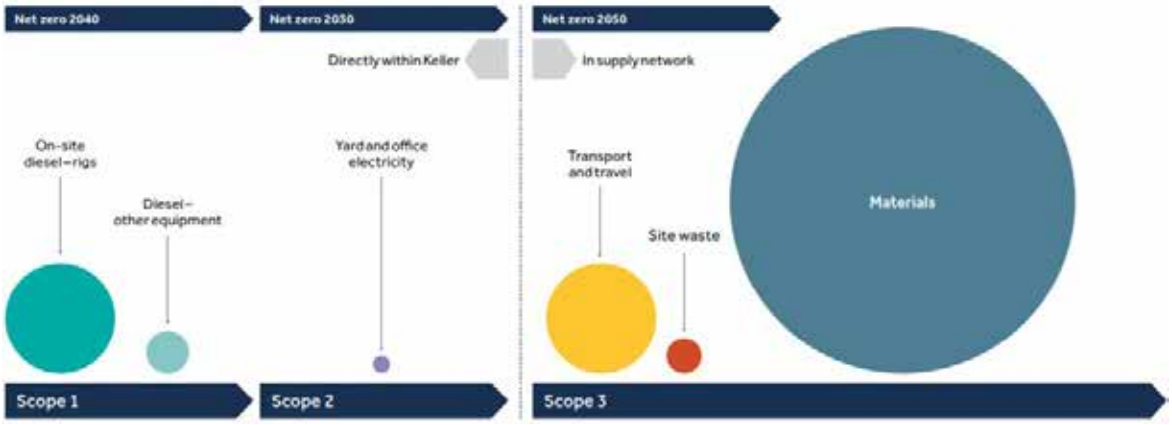
3.2 Additional details relating to the baseline emissions calucaltions

- Keller Limited is committed to reducing our carbon emissions. This is driven in part by existing and upcoming UK legislation, client, public and investor demand and our own employees. More fundamentally though, we must decarbonise for the sake of our planet and future generations.
- We use a carbon hierarchy to prioritise carbon reduction initiatives and structure our leading targets



• Scope 1 and 2 emissions are third-party verified to ISO 14064-3, SECR and the GHG Protocol. Scope 2 is calculated by the location-based approach for the baseline year, but by market and location-based approaches for all future years.

• Our Scope 3 is calculated using spend-based methodology, covering Scopes 3.1, 3.2, 3.3, partial 3.5, 3.6 and 3.7. This equates to 95% of our total emissions in the UK. These emissions are predominantly from our use of cement and steel. Whilst most of these emissions occur in our supply network, we still have an influence over these emissions in our designs, procurement and final execution of projects.



4 Baseline year emissions

Emissions	TOTAL (tCO2e)
Scope 1 (Direct emissions from burning fossil fuels)	3,915
Scope 2 (Indirect emissions from using grid electricity)	265
Scope 3 Operations (Business travel, transportation of materials & waste)	Not verified
Scope 3 Materials (Materials inc. supply network)	Not verified
Total Emissions (Scope 1 & 2)	**4,180**
Total Emissions (Scope 1 & 2) per £m revenue	**64**

5 Last year's emissions reporting

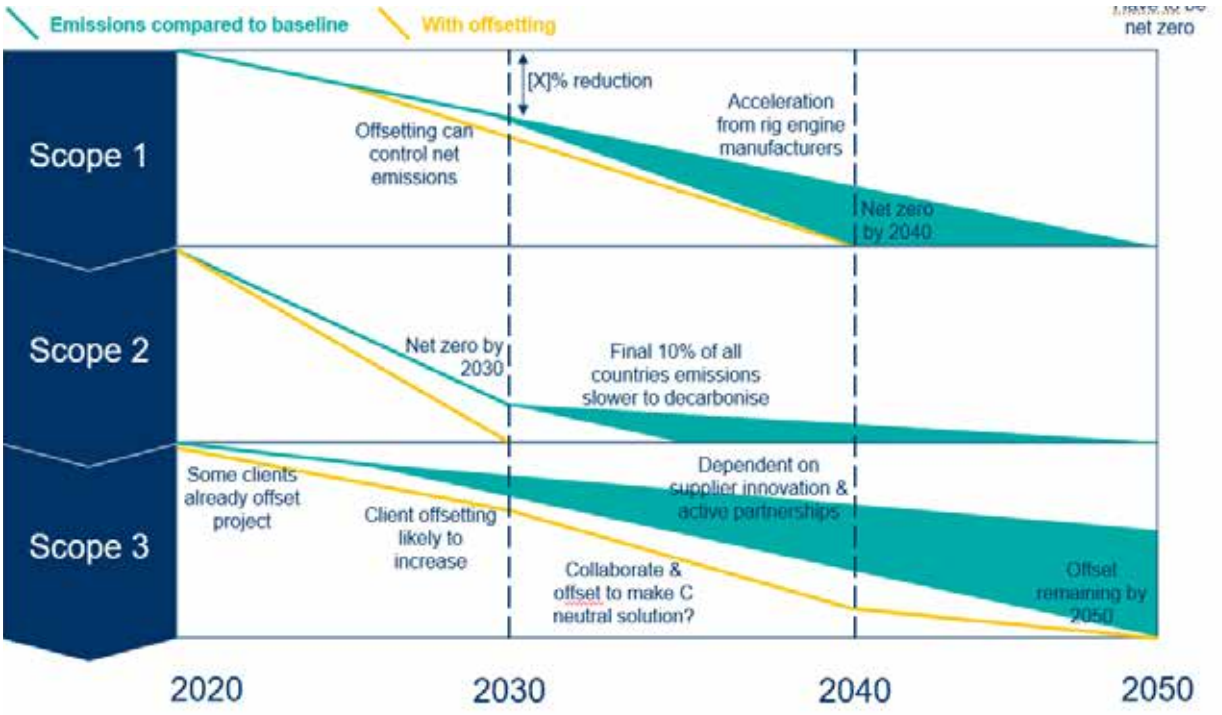
Reporting year
2025

Emissions	TOTAL (tCO2e)
Scope 1 (Direct emissions from burning fossil fuels)	3,464
Scope 2 (Market-based | indirect emissions from our green energy tariff)	0
Scope 2 (Location-based | indirect emissions from using grid electricity)	51
Scope 3 Business travel (verified)	978
Scope 3 Minus business travel (not verified)	66,431
Total emissions (Scope 1 and 2 market-based)	**3,464**
Total emissions (Scope 1 and 2 location-based)	**3,515**
Total emissions (Scope 1 and 2 market-based) per £M revenue	**41**

6 Emission reduction targets

Before considering specific targets, we must consider our end goal. The Paris Accord and resulting legislation means that we must be net zero for Scope 1 and Scope 2 by 2050. We do, however, recognise the wider opportunities to reach net zero for specific Scopes ahead of these targets. For this reason, both Scope 1 and scope 2 net zero will be achieved more than a decade prior to 2050.

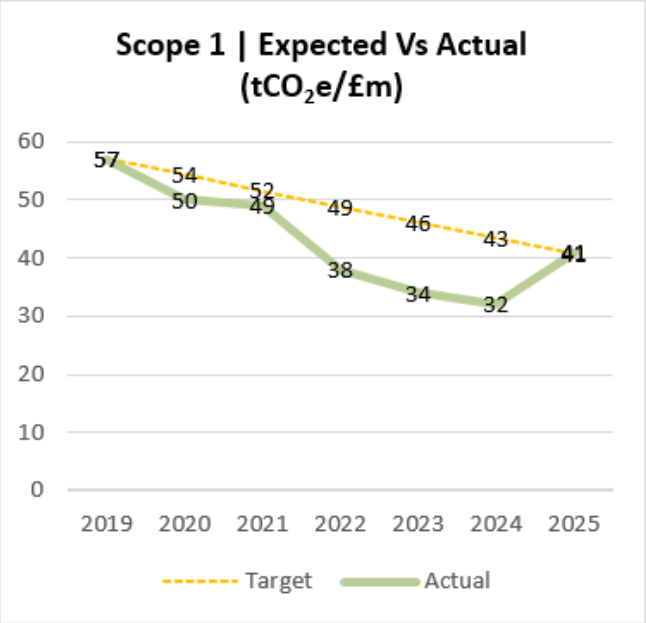
Whilst there are greater uncertainties in the rate of Scope 3 decarbonisation, our supply chains are also expected to be net zero by 2050. To achieve net zero, we may need to purchase accredited carbon offsets as a last resort. This may be considered as an internal carbon price.

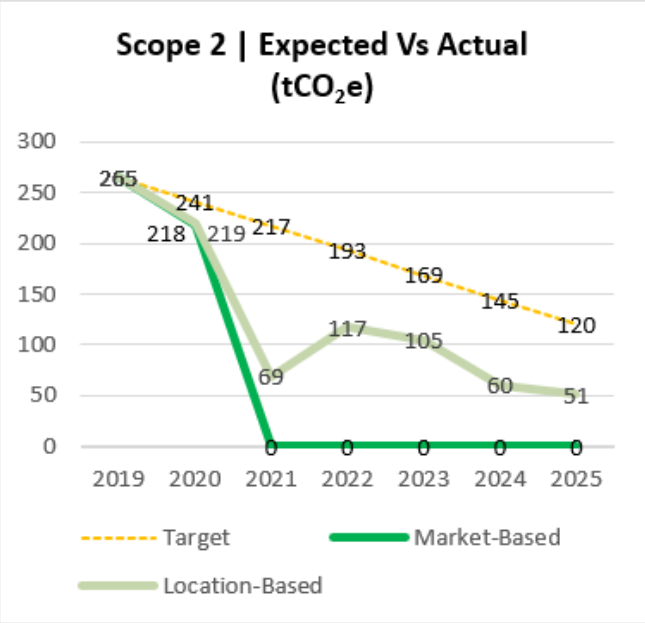


In order to continue our progress to achieving Net Zero, we have adopted the following interim carbon reduction targets:

- We are targeting a 5% decrease in our Scope 1 per £m revenue on 2025.
- Our green energy tariffs already result in zero Scope 2 market-based emissions. However, because this carbon reduction is important to our business, we recognise the need to decrease our electricity usage and our Scope 2 location-based emissions.

Progress against these targets can be seen in the graphs below:





7 Our leading targets

Last year we put in place a number of leading targets to drive decarbonisation underneath each of the net zero targets.

Scope	Target	Metrics / target
1 Net zero 2040	**(a) 5% reduction in Scope 1 CO_2e per million divisional currency revenue from 2024**	Group: 5% reduction from 2024 (REM) Divisions: 5% reduction from 2024 (REM)
2 Net zero 2030	(a) 10% reduction in Scope 2 market-based emissions from 2024	Group: 60% reduction from 2019 baseline BUs: 10% reduction from 2024 *(excluding site electricity use)*
3 Operational Net zero 2050	Estimate each BU scope 3 carbon footprint for 2025	Becomes the baseline for the future
	Integrate carbon calculations in your bids/tenders to make it a differentiator.	No. of BUs
	Meet with your 3 largest material suppliers and explore innovative lower carbon materials they offer	No. of suppliers met
	Begin tracking business travel flights across the group	No. of BUs

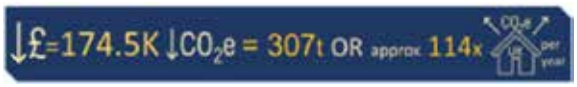
8 Carbon reduction projects

Completed carbon reduction initiatives

The following environmental management measures and projects have been completed or implemented since the 2019 baseline. The carbon emission reduction achieved by these schemes equates to at least 3,036tCO2e reduction against the 2019 baseline. Our overall emissions have fallen from the 2019 baseline by 17%, although this includes a period of change within the market as a result of Covid, the implementation of Brexit, the changing of the UK government and other external factors.

We have completed a number of projects specifically designed to reduce our carbon emissions per £m revenue. These include:

- Investing in new replacement plant and rigs (Scope 1)
  - o All of our rigs now have state-of-the-art tier 5 engines delivering an improvement in carbon emissions, reliability, noise pollution and air quality.
  - o Our in-house rig manufacturer, KGS, have released their first electric rig which improves air quality by eliminating tail pipe emissions, reduces the noise generated by 10dB and with fewer mechanical parts, requires less maintenance. Across its lifetime, it is expected to reduce 1,800tCO2e.
- Energy Saving Opportunity Scheme (ESOS) has seen us make us office improvement savings e.g. office lighting and educating employees about energy saving initiatives. (Scope 2)
- We generated 105,114 kWh in 2025 from photovoltaic cells. This would save the equivalent of 18.6tCO2e if we were not already on a green energy tariff. (Scope 2)
- Development of Halocrete. (Scope 3)
- Development of Neutrogel. (Scope 3)
- Re-use of jet grouting spoil. (Scope 3)
- We continue to work to ISO14001:2015 environmental standards; we have achieved the Supply Chain Sustainability School Gold Award; we third-party verify our Scope 1 and 2 emissions to ISO14064-3; we annually disclose our carbon and climate change performance to CDP.
- We have an established review and innovation programme in place to reduce carbon, material usage, programme and we ran Group-wide workshops on material decarbonisation.
- Onsite recycling and re-use of bentonite. (Scope 3)



- HVO fuel trials conducted in our yards and on special projects. (Scope 1)
  - o Last year we used 76,075 litres of HVO in the UK saving 203tCO2e compared to the equivalent volume of diesel.
- Embedding the carbon calculator within our estimating spreadsheets.
- A renewed company car scheme with a vastly reduced CO2e threshold.
- Collaborating with industry partners to identify and share carbon reduction best practices through client meetings and representation on the FPS sustainability committee.
- The use of a more coarse grout mix to reduce the wastage of microfine cement

- Sharing our knowledge and carbon reduction strategy with schools, colleges and university students through our STEM programme to help develop this focus in future generations.
- Value Engineering the HS2 D-Wall

9 Scope 1 case study: United Kingdom, Ryton-on-Dunsmore

Project

eMiniCat

Geotechnical solution(s)

Vibro stone columns

Initiative

Conversion/recycling of a diesel-powered rig to a full electric-powered consumption HVO biofuel generator.

- The existing seven-year-old rig was initially powered by two diesel engines. One to operate the hydraulic system and the second attached to an alternator to supply electric energy to the vibrator. Both engines were high fuel consumption and high maintenance.
- Both the rig engine and generator were replaced with a single fuel-efficient 250kVA generator running on biofuel.
- The new generator is powerful enough to power the electric motor that now powers the hydraulics, the vibrator and an electric air compressor, uitilising two frequency inverters.
- A new driver interface and operating system had to be developed to run all the functions and give the driver feedback.
- Recycling – giving a second life to the rig parts (chassis, crawlers, cab etc) that are still in good condition rather than scrapping the old rig.

Impact on future projects

- Able to run on mains electricity grid.
- Alternatively able to run on HVO biofuel.
- Lower fuel consumption when on the generation generator.
- More efficient rig, fewer break downs.

Ongoing or planned carbon reduction initiatives

In the future we hope to implement further carbon reduction measures such as:

- Expanding our use of HVO fuel on special projects and when accepted/specified. (Scope 1)
- Introducing a rig decarbonisation strategy into our existing rig renewal programme, with more hybrid and electric equipment. (Scope 1)
- Decarbonising our maintenance yard and office space with a number of specific initiatives. (Scope 2).
- Engaging our supply network, both upstream and downstream, on capturing and reducing our Scope 3 carbon emissions.
- Undertaking lab trials of low carbon cements to understand how they behave in different ground conditions. (Scope 3)
- Trialling additives and ad mixtures to decrease cement volumes and embedded carbon. (Scope 3)

10 Declaration and sign off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard and uses the appropriate Government emission conversion factors for greenhouse gas company reporting.

Scope 1, Scope 2 and Scope 3 business travel emissions have been reported in accordance with SECR requirements, and a further subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard. For more information, see our sustainability and TCFD documentation on: ESG and sustainability | Keller Group plc.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of Keller
Date: 1 April 2026

11 Document change record

Revision	Date of issue	Approval for use	Parts affected	Change description
3.0	28/03/2024	MW and JG	All	2024 update with 2023 results
3.1	01/04/2026	MW and JG	All	2026 update with 2025 results