

GENDER PAYGAP REPORT 2021 - 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 2021, women made up 11.6% of the Keller workforce but only 4.8% were in 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.

The main factors affecting the increase in the mean gender pay gap in 2021 (for the first time in four years) primarily relate to the significant increase in people recruited due to the High Speed 2 mega-project: as well as the appointment of a Deputy General Manager for the UK Business Unit due to a need for increased leadership capacity and planned succession for the BU Managing Director.

This increase driven by the scaling-up of the organisation as a whole during a period of significant salary pressure due to HS2, supply constraints due to external factors, as well as the specific effect of strengthening towards the top of the organisation with experienced project managers.

The main factor effecting an erosion in the median pay gap in 2020 (recovering slightly in 2021) is the effect of furlough and redundancy in the support organisation during the early stages of the pandemic which has a higher weighting of female employees than the overall UK organisation.

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.

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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.

KWIC will offer everyone opportunities to share thoughts, resources, and ideas to promote professional development within our organisation and the construction industry. A committee of 19 members - 17 women and two men – has been set up to gather data and plan the way ahead for the new group. It includes four female members of staff from Keller UK.

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.

In 2021 WiC launched a Gender Diversity Matrix programme to further support construction companies to build inclusive cultures. The programme was piloted in collaboration with Keller Limited and other organisations from the construction industry, sponsored by Tideway London.

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. Further training is in consideration for 2022.

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.

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	23.1%
Median Gender Pay Gap	15.1%
Mean Bonus Gender Pay Gap	47%



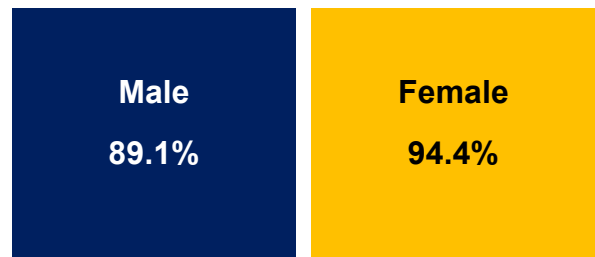
Median Bonus Gender Pay Gap

37.9%

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

Proportion of employees receiving a bonus:

Pay Quartile	Female	Male
Upper	4.7%	95.3%
Upper Middle	7.1%	92.9%
Lower Middle	12.8%	87.2%
Lower	17.6%	82.4%



[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.]