

Non-financial and sustainability information statement

Pursuant to the non-financial and sustainability reporting requirements, which apply to the Group, the tables below summarise where further information on each of the key areas of disclosure can be found. Further disclosures, including our Group policies, can be found on our website at www.keller.com.

Reporting requirement	Relevant section of this report		
1	Description of our business model	The Keller model – How we do it	➔ See pages 4 and 5
		Our strategy	➔ See pages 20 and 21
2	The main trends and factors likely to affect the future development, performance and position of the Group's business	Our market	➔ See pages 14 and 15
		Divisional reviews	➔ See pages 22 to 29
3	Description of the principal risks and any adverse impacts of business activity	Principal risks and uncertainties	➔ See pages 36 to 47
4	Non-financial key performance indicators	Customer satisfaction	➔ See page 09
		Safety, good health and wellbeing	➔ See pages 74 to 76
		Gender diversity	➔ See page 73
		Greenhouse gas emissions and energy	➔ See page 65

Reporting requirement	Policies, processes and standards which govern our approach ¹	Risk management	Embedding due diligence, outcomes of our approach and additional information
5	Environmental matters ➔ See pages 59 to 84	Climate change ➔ See page 43	Our market ➔ See pages 14 and 15
		Ethical misconduct and non-compliance with regulations ➔ See page 42	Divisional reviews ➔ See pages 22 to 29
		Losing market share ➔ See page 42	Greenhouse gas emissions and energy data, trend analysis and assurance ➔ See pages 65 to 67
		Inability to maintain technological product advantage ➔ See page 43	Sustainability Committee report ➔ See pages 105 to 108
			Section 172 statement ➔ See pages 94 to 96
6	Employees Human Resources Policy Code of Business Conduct Whistleblowing Policy Wellbeing Foundations Sustainability Policy Biodiversity Policy ESG and sustainability ➔ See pages 59 to 84	Causing a serious injury or fatality to employees or a member of the public ➔ See page 46	Diversity, equity and inclusion ➔ See pages 70 to 73
		Ethical misconduct and non-compliance with regulations ➔ See page 42	Training and development ➔ See pages 77 and 78
		Not having the right skills to deliver ➔ See page 46	Health and wellbeing ➔ See pages 75 and 76
		Climate change ➔ See page 43	Employee engagement ➔ See page 106
			Section 172 statement ➔ See pages 94 to 96
			Sustainability Committee report ➔ See pages 105 to 108

Reporting requirement	Policies, processes and standards which govern our approach ¹	Risk management	Embedding due diligence, outcomes of our approach and additional information
7	Social and community matters	Ethical misconduct and non-compliance with regulations ↻ See page 42 Climate change ↻ See page 43	The Keller Model – How we do it ↻ See pages 4 and 5 Divisional reviews ↻ See pages 22 to 29 Safety, good health and wellbeing ↻ See pages 74 to 76 Sustainability Committee report ↻ See pages 105 to 108 Section 172 statement ↻ See pages 94 to 96
8	Human rights	Ethical misconduct and non-compliance with regulations ↻ See page 42 Causing a serious injury or fatality to employees or a member of the public ↻ See page 46 Climate change ↻ See page 43	Safety, good health and wellbeing ↻ See pages 74 to 76 Sustainability Committee report ↻ See pages 105 to 108 Section 172 statement ↻ See pages 94 to 96
9	Anti-corruption and anti-bribery	Ethical misconduct and non-compliance with regulations ↻ See page 42	Principles ↻ See page 79 to 81 Audit and Risk Committee report ↻ See pages 112 to 119
10	Climate-related financial disclosures	Climate change ↻ See page 43 Ethical misconduct and non-compliance with regulations ↻ See page 42 Losing market share ↻ See page 42 Inability to maintain technological product advantage ↻ See page 43	TCFD ↻ See pages 48 to 58 Our market ↻ See pages 14 and 15 Divisional reviews ↻ See pages 22 to 29 Greenhouse gas emissions and energy data, trend analysis and assurance ↻ See pages 65 to 67 Sustainability Committee report ↻ See pages 105 to 108 Section 172 statement ↻ See pages 94 to 96

¹ Some policies, processes and standards shown here are not published externally.

GRI index

To facilitate access to information for our stakeholders, the following table indexes the information relevant to the GRI Standards' General Disclosures, with which the Group aims to align its activities. Further disclosures, including Group policies and standards referenced below, can be located on our website at www.keller.com.

GRI 2: General Disclosures

Disclosure	Page/Policy ¹	Comments	
2-1	Organisational details	Note 1 on page 164, 22–29	
2-2	Entities included in sustainability reporting	Note 8 on page 209, 65	
2-3	Reporting periods, frequency and contact point	84	
2-4	Restatement of information	84	
2-5	External assurance	65	Practice for seeking assurance not disclosed
2-6	Activities, products, services and markets served	2–3, 14–15, 22–29	Entities up and downstream not disclosed
2-9	Governance structure and composition	88–104	
2-10	Nomination and selection of highest governance body	100, Nomination and Governance Committee terms of reference, Board Diversity Policy	
2-11	Chair of highest governance body	88	
2-12	Role of highest governance body in overseeing management of impacts	48, 93, 97–100	Management of impacts not disclosed
2-13	Delegation of responsibility for managing impacts	48–49, Sustainability Committee terms of reference	
2-14	Role of the highest governance body in sustainability reporting	36–38, 48, 59, 97	
2-15	Conflicts of interest	88–89, 92	
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2-19	Remuneration policies	124, 126–134, 135, 67 and 136 (for Scope 2 reduction objective)	
2-20	Process to determine remuneration	122–123, 126–134	
2-21	Annual total compensation ratio	139–140	
2-22	Statement of sustainable development strategy	59–61	
2-23	Policy commitments	80, 82–83, supporting policies on Keller website	
2-26	Mechanisms for seeking advice and raising concerns	80, 82–83	Wider channels to report concerns not disclosed
2-27	Compliance with laws and regulations	104	
2-28	Membership associations	81	Select list of partnerships disclosed
2-29	Approach to stakeholder engagement	87, 94–96, 10–107	

¹ Some policies, processes and standards shown are not published externally.

Sustainability reporting period

The collated information on sustainability was aligned to the financial reporting period of 1 January to 31 December 2023, in correspondence with GRI disclosure 2-3.

Restatements

Pursuant to GRI disclosure 2-4, there were no restatements of sustainability information during the reporting period.

For further queries relating to the reported information on sustainability, please contact secretariat@keller.com.