



# Human Resources Policy

## Introduction

This policy sets out the culture and environment we wish to have in Keller to ensure our business is successful and that we remain a highly attractive employer.

## Policy objectives

We aim to have an inspired and motivated workforce equipped with the competence, systems, processes, standards and behaviours required to be successful.

## Delivering our objectives

We will ensure the delivery against our objectives through the following measures:

- Providing our leaders with a people specific strategy and framework which sets in context the requirement for local policies to help them manage their people and their careers.
- We encourage employees to be responsible for managing themselves and provide development opportunities to enable themselves and their colleagues to perform to their maximum potential.
- We operate a high standard of ethics, clear values and an open, honest and timely dialogue with each other. We are all responsible for living up to our standards and treating each other with respect.
- A diverse, inclusive and equitable culture adds significant value and is a key factor in Keller's success. We value diversity and do not discriminate in any way unrelated to an individual's ability to do their job.
- We offer a fair market related package of pay and related benefits. The principles of our approach to remuneration will encourage collaboration across the company enabling individuals to contribute to, and share in, the success of our business.
- We recognise, manage and reward performance effectively.
- We take health and safety seriously and promote safe working in all our actions.
- We encourage employees to take a balanced approach to their wellbeing and to actively support their colleagues.
- We use ethical recruitment to assure a fair and transparent recruitment process.
- We keep our employees informed using communications channels that are appropriate.
- We embrace change in order to achieve our goal of continuous improvement, and support our people through business transformation activities.
- We base our culture on our commitment to conduct our business according to Keller's Code of Business Conduct.

## Scope

This policy applies to all legal entities which Keller Group plc wholly owns, has a majority stake in, or overall operational control of.

## Governance

The Sustainability Committee of the Keller Group plc Board provides oversight of this policy.

## Responsibilities

This policy applies to all individuals who are employed by, or carry out work on behalf of, any Keller group company including contractors, temporary staff and agency workers.

## Supporting information

- Code of Business Conduct
- Our inclusion commitments
- Diversity, equity and inclusion toolkit

## Document change history

Policy status	FINAL
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Policy owner	Chief People Officer