



Our wellbeing foundations



#KellerCares
#LiveWorkPlay

Introduction

Every day, people around the world live, work and play on ground prepared by Keller.

It's our employees that make this possible which is why we're committed to creating a safe and supportive work environment in which they can thrive.

Along with Planet, Principles and Profitable Projects, 'People' is one of the four Ps we use to define our Sustainability strategy at Keller. Good health and wellbeing is integral to this and one of the United Nations' Sustainable Development Goals that we are committed to supporting.

Prioritising wellbeing not only enhances our employees' health and happiness, it makes good business sense, improving resilience, productivity and performance.

This document

This document explains our approach to wellbeing at Keller.

Our leadership commitments and enablers show how we seek to remove barriers and help our employees to feel their best at work and home.

Our five foundations for wellbeing provide a framework for us to develop supporting training, guidance, tools and resources against and ensure we cover the different contributors.

Our wellbeing maturity model is then the model we use to understand what excellence looks like for Keller, and our progress towards it.



Our Chief HSEQ Officer's view



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With our strong track record on health and safety, we have a good basis on which to further enhance the wellbeing of our people, and I know the leadership team and Board are fully behind this.

We've engaged with our workforce to understand what's important and this has highlighted some areas of focus. It's also been hugely encouraging to hear about all the wellbeing activity already underway across our business units globally.”

John Raine
Chief HSEQ Officer

Leadership commitments

We provide global strength, with local focus. This is important as our business operates autonomously across 14 business units, in five continents and 40 countries.

We are proud of our global diversity and footprint, which is why we are committed to providing the support and resources our local business units need to drive wellbeing. We will do so in a way that's right for our colleagues, their families and wider communities around the globe. This is about collective improvement and establishing minimum wellbeing standards across the group. A global framework with support which allows for a flexible approach locally.

Our commitments to support our business units in promoting good health and wellbeing include:

- ▶ Establishing a global wellbeing framework that can be flexibly applied locally
- ▶ Providing practical wellbeing training, tools and resources that reflect best practice
- ▶ Facilitating the sharing of knowledge and experience on improving wellbeing globally
- ▶ Sharing wellbeing stories and celebrating role models and great work
- ▶ Measuring progress and gathering feedback to ensure we continue to improve



Our wellbeing vision

Think safe, work safe, go home safe – we have a strong, established culture of keeping our people physically safe. We take great pride in helping shape the communities in which we live, work and play. Even more so we have an unwavering responsibility toward one another, our families and our friends, to make sure we all return home safe each day.

Together, we will dig deep and build on this to define our wellbeing vision:

Together, we will nurture a culture in which our people and their communities can thrive.

Together, we will support every individual to **live, work and play** healthily, happily and sustainably – today, tomorrow and beyond.



Our foundations of wellbeing

There are different contributors to wellbeing which are all closely linked and can impact each other.

Driving wellbeing means supporting our people's unique and individual needs. That's why we've created our Foundations of Wellbeing to underpin everything we do and ensure we give equal focus to each of them.

Through the development of supporting training, tools and resources, we aim to give focus to these five foundations of wellbeing, and have set a goal for each.

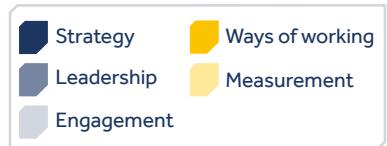


Wellbeing maturity model

Wellbeing requires long-term commitment, consistency and regular engagement to be effective, and to help us stay focused and measure progress, we've developed a wellbeing maturity model.

We will hold ourselves accountable to this and establish action plans to fulfil each step.

We believe we are at Level 2 today, with an ambition to reach Level 4 by 2025.



Our enablers

To help embed wellbeing in Keller, we will put the following enablers in place:

Communications

- ▶ Regularly communicate around our foundations of wellbeing
- ▶ Share stories to help drive an open environment and celebrate success
- ▶ Ensure resources and tools are clearly signposted and easy to access

Process

- ▶ Have a wellbeing strategy and action plans in place
- ▶ Ensure HR policies, procedures and learning and development support employee wellbeing
- ▶ Adopt a mixed approach of education, prevention and intervention

Capability

- ▶ Foster daily routines that encourage healthy habits
- ▶ Leadership buy-in and role modelling
- ▶ Devise wellbeing toolkits, resources and content
- ▶ Develop the awareness and skills of leaders and line managers

Support

- ▶ Encourage collaboration on wellbeing and create a thriving community
- ▶ Provide meaningful health and wellbeing packages

