

Gender Pay Gap Report 2025

This report covers the 12-month period ending on the 30th of June 2025.

Introduction

Kirby believes that there is real business strength in diversity, and we strive to improve our diversity and inclusion through a structured process of positive goal setting, awareness building and education.

We are committed to improving our gender balance at all levels of the organisation. While we have seen progress this year, we know that we still have more to do. We will sustain and build on this progress through genuine commitment, education, measurement, and reporting.

As part of our journey towards Gold-level accreditation as an Investor in Diversity, we have clear plans to address any structural barriers and are designing internal systems that disrupt any cognitive and unconscious biases that may arise.

The Construction Industry

We are proud to work in the industry that builds and delivers major infrastructural projects and to support our leading international customers, as they strive to create a more connected, healthier, efficient, and sustainable environment for us all. However, construction as an industry has some traditional structural barriers and cultural paradigms that have meant that at an industry level the representation of women is only 9.4% (CIF March '24)

At Kirby, we have, through a targeted campaign over five years, improved this to 14% across the Group. Whilst this is progress, we know that we still have more to do, and we strive to build on this and accelerate our upward trend.

The Gender Pay Gap

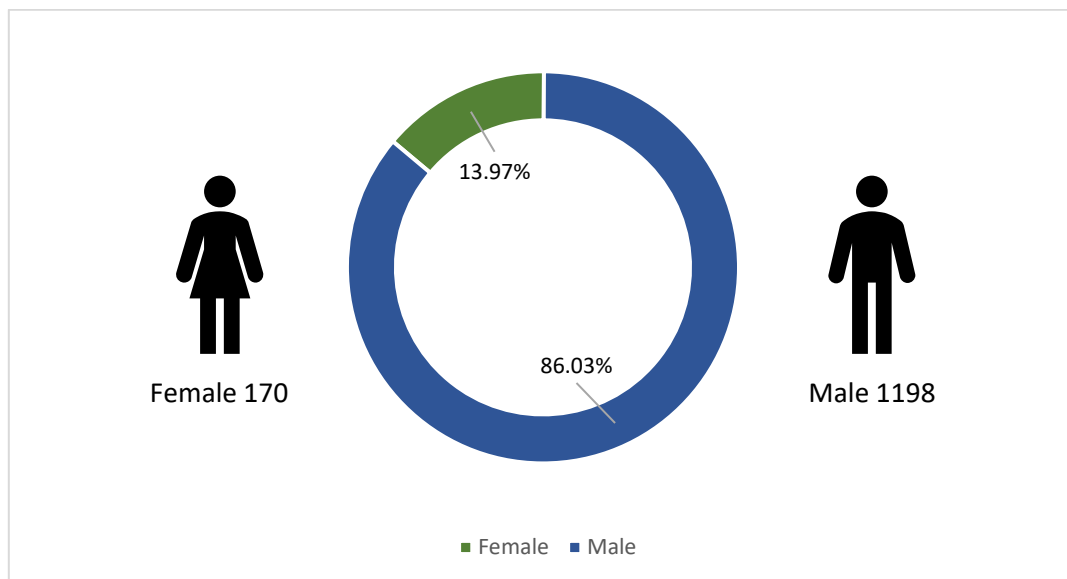
The Gender Pay Gap is not the same as Equal Pay. Equal Pay is our legal obligation, as an employer, to ensure equal pay for equal work. At Kirby we regularly review (at least annually) all remuneration to ensure that all our people are paid equally.

The Gender Pay Gap is the difference between what males and females are paid at all levels. It captures both the mean and median gender pay gap by measuring the average hourly rate of pay across the relevant period. This report relates to the 12-month period that ended on the 30th of June 2025.

Mean and median - The data is calculated by showing the mean and median. The mean is the average, or the total of all hourly rates for all men divided by number of men, and likewise for women. The mean gap is the difference between this figure for men and women, and the median compares the middle pay for a woman with the middle pay for a man - when all hourly rates are listed in order. The median is less affected by numbers at the extreme ends of the pay spectrum and gives a better indication of distribution of people across pay ranges.

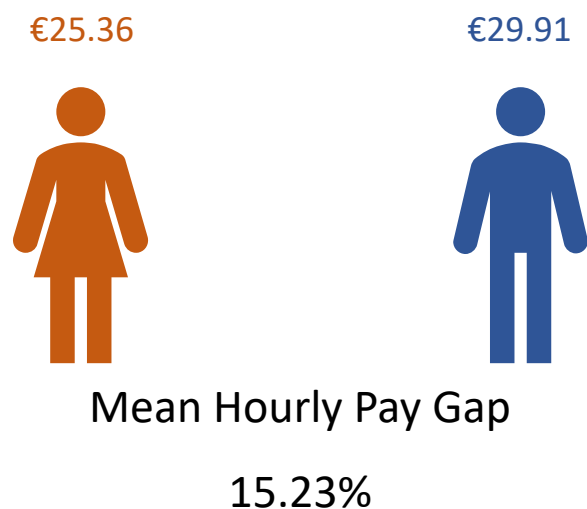
Our Gender Pay Gap Data

Kirby Group are proud of the progress we've made in fostering a more inclusive and diverse workplace. Out of our 1,789 employees, 86.03% are male and our growing population of female team members has reached 13.97%. This marks a significant step forward as we continue to prioritise gender diversity and inclusion within our organisation. Through targeted initiatives, such as Mentorship and Coaching Programs, Business in the Community Programmes, School Programmes, our inclusive hiring practices, and a strong commitment to supporting women in the workplace, we are steadily increasing our female numbers. We remain dedicated to building a culture where everyone has the opportunity to thrive and succeed at Kirby Group.



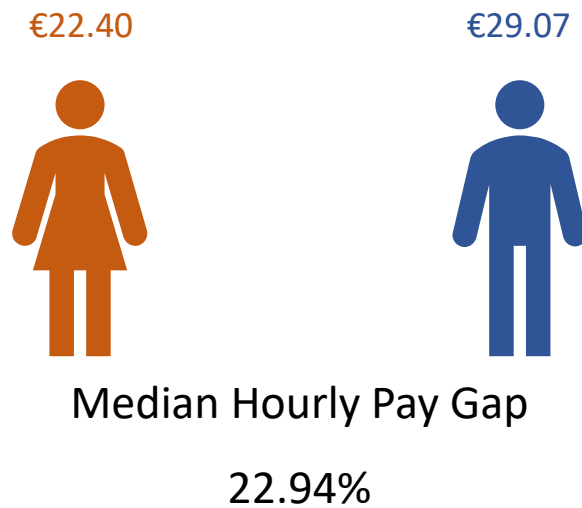
Mean Gender Pay Gap

The mean gender pay gap is 15.23% in favour of males, meaning that the average hourly rate for females is 15.23% below that of male employees. This gap has decreased again on previous years.



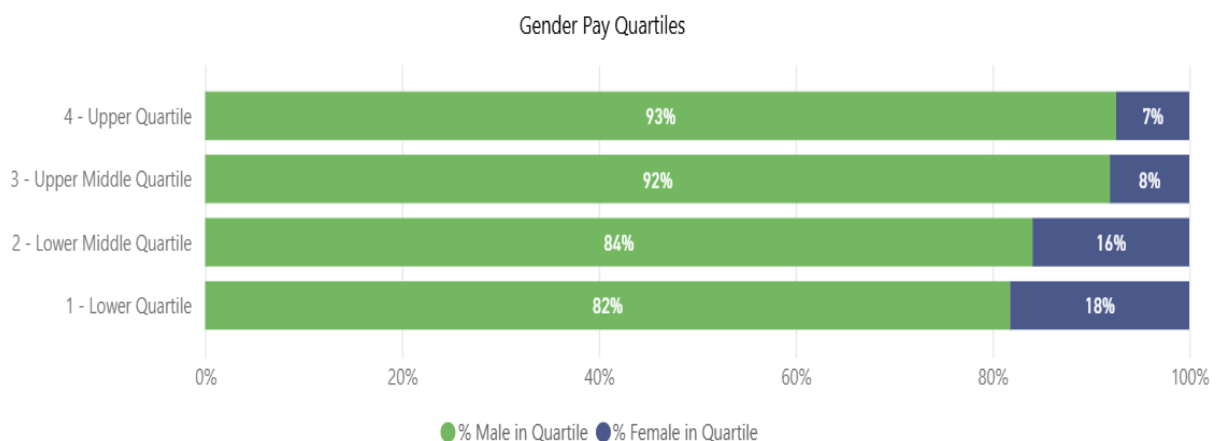
Median Gender Pay Gap

Our median gender pay gap is 22.94% in favour of male employees, meaning that females achieve 77.06% of the pay rates of male employees.



Gender Pay Quartiles

Each pay quartile represents a quarter, or 25%, of our total employee group ranked by hourly rate of pay. The data shows an improved upon gender balance of 15% Females in the Upper and Upper Middle Quartiles, representative of the strides we have made in addressing the gender imbalance within the organisation.



Percentage Receiving Bonuses

	Men	Women	Difference
Median difference	100%	100%	0%

Quartile Representation

Declaration: We confirm that our data has been calculated in accordance with the requirements of the Equality Act 1998 (Section 20A) 2010 (Gender Pay Gap Information) Regulations 2022.

What is our data telling us?

The differences in both mean and median earnings are mainly due to the long-standing structural pattern in which men have historically held a higher proportion of senior positions

We are pleased with the significant improvement in 2025 in comparison to previous years. This reflects a structured approach towards closing the gap. In an industry where gender balance sits at 9% Kirby aims to lead the way and continues to work relentlessly in driving this number above industry standards.

The quartile table demonstrates the representation realities. The basis of this current gap is founded on the traditionally low entry of females to project-driven construction roles. Kirby has been at the forefront of partnerships with schools (since 2015) and universities to encourage females into our industry. This is evidenced in our annual female engineering scholarships and our school partnerships, which are delivering for Kirby and the industry.

How are we addressing the gap?

Kirby is committed to the following 'Key Actions/Improvement Plan' to move forward in closing the gap in 2025/6:

1. Deliver new ways of working, using new technology and more flexible and hybrid working methodologies that will facilitate the attraction of more female employees.
2. Continue to lead in school partnerships and encouragement of STEM careers for women.
3. Continue to engage with universities and professional bodies to provide annual full scholarships for female engineering graduates, and add quantity surveying scholarships for female graduates in 2026 and beyond.
4. Capitalise on our Silver Accreditation in 'Investors in Diversity'
5. Improve Maternity and Carer support optimisation in a long career context.
6. Focus recruitment at apprenticeship, graduate and high-potential employee (HIPO) level to attract more female employees.
7. Through high potential talent acquisition, we will continue to target key female HIPO talent in the industry. This hiring of this HIPO talent will enable upper quartile entry and advancement.
8. Use our structured HIPO talent development programme to positively support female development.
9. Continue to use our performance review process to support fair and positive reward decisions and career development.

10. Continue to benchmark salaries annually and ensure fair pay and benefits for all.
11. Positively influence our industry partners to further generate a sector-wide response to gender challenges within construction.

A handwritten signature in black ink, appearing to read 'Fergus Barry', written over a light grey grid background.

Fergus Barry
Human Resources Director
26th November 2025