



---

# Gender pay statement 2024





## A message from our chief people officer

“Our focus is on bringing about generational change and we are confident the actions we are taking now, will truly shift the dial in years to come”.

### We are on a mission.

At Kier, we are committed to attracting, retaining and developing talent and we want our business to be as diverse as the communities we serve.

By 2030, our workforce will be quite different, as will the skills and roles required to deliver what we do. That’s an exciting challenge and one that we are leaning in to.

The actions we are taking now will support our long-term plan to bring about generational change within Kier and the construction sector.

This includes more women joining us and progressing within the organisation. And our reasons for change are clear, we know that a more diverse and inclusive business makes us a better business.

As a company that strives for high performance, this is achieved by having a workforce which is diverse – that can share their lived experiences, skills and perspectives, to problem solve better for our clients, our supply chain and for each other.

Our efforts start way before women are entering the workplace and continue at multiple stages of their career lifecycle. We have fantastic school and community outreach programmes where we are showing schoolchildren what working in construction is really like. Kierriculum and Open Doors are two ways of showcasing what our industry is really like – how it’s the backbone to economic growth in the UK, showing the demand for roles, including in green careers and that, at Kier, there

is a place for everyone. We are also providing employment opportunities that provide a foundation for getting into or back to the workforce which are a great foundation for building skills, knowledge and confidence and can significantly influence social mobility. This approach is working and we are seeing more women apply and joining us in apprenticeship and graduate roles.

Action programmes are just one part of what we are doing. We have a culture mission where we want everyone to belong, contribute and thrive – how you feel when you come to work makes all the difference, and through our employee networks, including our Gender Alliance Inclusion Network and menopause community, we are offering safe spaces to have open conversations, spark new ideas and support with policymaking within Kier.

By having support in place, we are helping to retain and develop women within our organisation.

Our award-winning talent programmes helping women to progress within Kier, and our family friendly policies mean we have the support in place during life’s moments when you need it most.

Our actions are making a difference, with more internal promotions of women and we were recently recognised in the FTSE 250 Women Leaders’ Review as the number one FTSE 250 company in the construction and materials sector for gender balance on boards and in our leadership teams and upper quartile across all sectors.

We know we still have so much more to do and taking steps to address our gender pay gap is central to that effort.

But, we have strong foundations in place, which each year we are building from to support the change we all want to see.

**Louisa Finlay**  
Chief People Officer





# Gender pay gap reporting explained

A gender pay gap statement looks at a company's workforce and measures the difference in its average hourly earnings between its male and female employees.

This statement covers both the pay gap and bonus pay gap and the same methodology is applied to calculate both.

The gender pay gap statistics are calculated using basic pay on 5 April 2024, including shift premium, maternity, paternity, sick, adoption and parental leave, regional or area allowances, car allowances and other cash allowances, such as clothing.

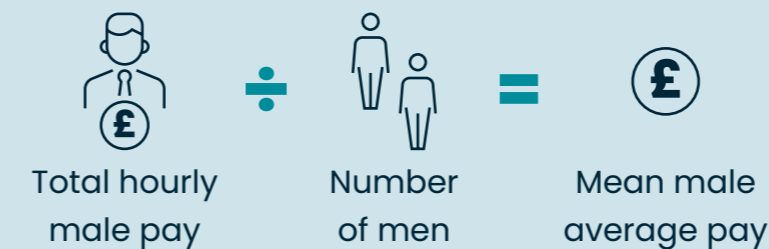
Bonuses for the year to 5 April 2024 include performance and productivity bonuses, other bonuses and incentives, piecework and commission, as well as any long-term or share-based incentives.

At Kier, we have one employing entity which we are required to report on, and this is Kier Limited.



## Calculating the mean:

The **mean** gender pay gap is calculated by adding up all average hourly salaries and dividing them by the number of employees. The resulting gap is the percentage difference between the average hourly pay figures for women and men.



**%**  
The mean gap is the percentage difference between the two figures

## Calculating the median:

The **median** gender pay gap is calculated by separately ranking the hourly pay for women and men from lowest to highest and comparing the average hourly pay for the middle male and female employee. The resulting gap is the percentage difference between the mid-points in male and female hourly pay.

Median female average hourly pay



The median gap is the percentage difference between the two figures



Median male average hourly pay



Median male average hourly pay



## Pay gap figures

Our mean and median gender pay gaps have both slightly increased over the past year. The mean gender pay gap has risen by 0.4% and the median gender pay gap has risen by 1.8%.

This year has seen a slight increase in our mean gender pay gap, up to 21% (from 20.6% in 2023), with our median gender pay gap increasing to 26.1 (from 24.3% in 2023).

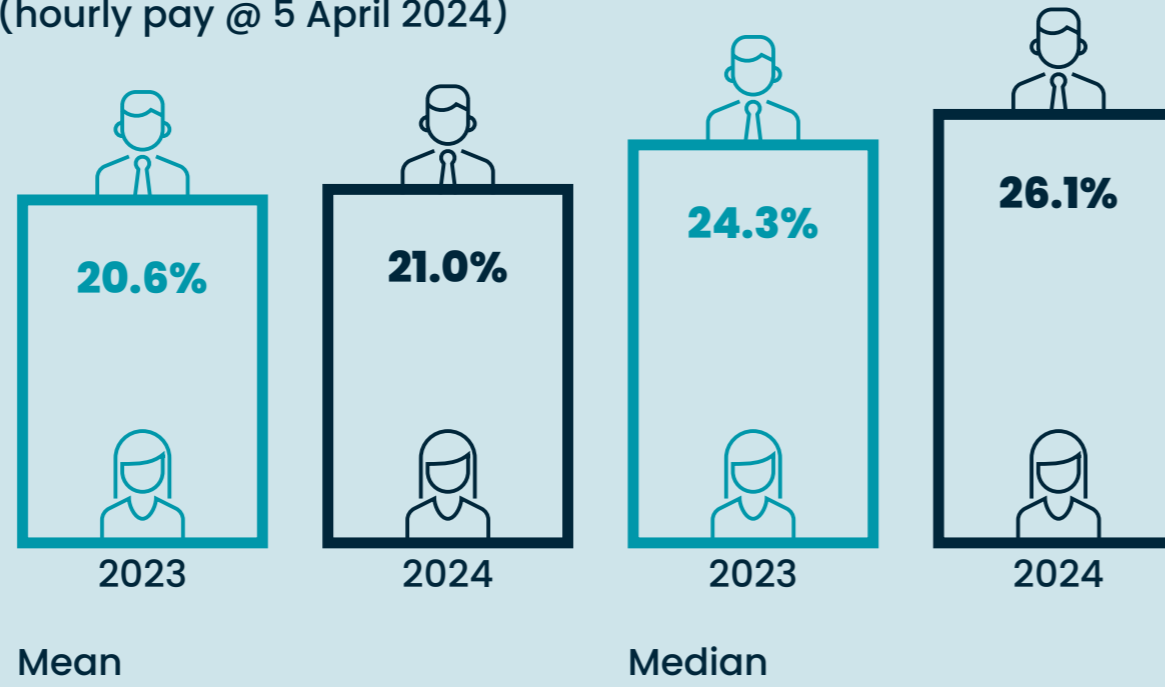
The percentage of women in Kier's lower grades has increased again this year, as we continue to focus on encouraging young women into the industry through our emerging talent programmes and through providing employment opportunities to people across a wide range of backgrounds. This is an important focus for us as we seek to increase the number of women at Kier, but is affecting our pay gap statistics in the short to medium term.

We employ approximately three times more men than women, and a slightly higher proportion of senior leadership is male. We have continued to see an increase in women taking senior roles and continue to focus on promoting more women internally.



Kiran Dhillon shared her story and career pathway with colleagues across Kier as part of our 'get to know' series on our employee app, *Your Kier*.

### Kier Limited 2024 mean and median gender pay gap (hourly pay @ 5 April 2024)



This year, we launched 127 apprenticeship roles during National Apprenticeship Week, with colleagues sharing why they chose a career in Construction.



## Bonus gap figures

Our bonus gap has slightly increased at the mean and remained the same at the median. The mean gender bonus gap rose by 3.1%, while the median bonus gap remains 0%.

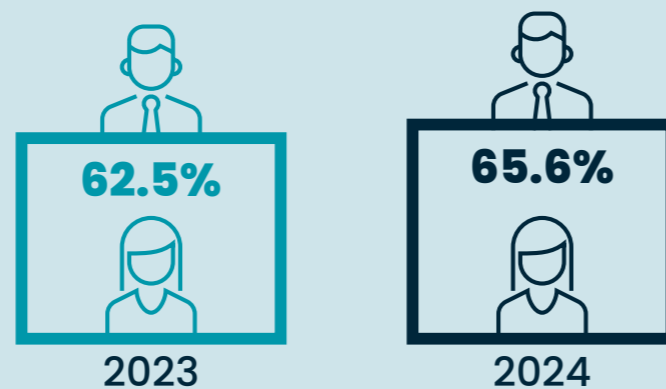
More men occupy roles that include operational and performance related bonuses which are included in the bonus gap calculations. This continues to have an effect on our mean bonus gap, as a higher percentage of men within Kier are eligible for these bonuses.

This is an area which will decrease as we continue our efforts to promote more women into senior leadership positions.

We have once again performed well financially, meaning that certain performance related bonuses, contingent on company performance, were also awarded.

Our median bonus gap is still at 0%, in line with previous years.

## 2024 mean and median gender bonus gap (earned in 12 months to 5 April 2024)



Mean



Median



Open Doors Week – opening our sites to show the true, diverse nature of construction.



## Our focus and commitments

We are fully committed to bringing about equity and diversity within Kier, and have implemented a series of initiatives to ensure we continue to give our full focus and commitment to this task. Both our balanced performance scorecard, which tracks our efforts to operate as an equitable and responsible business, and our Diversity & Inclusion (D&I) Roadmap, which sets out our D&I commitments through to 2026, are central, strategic activities that are shared and implemented from Board level and throughout the organisation.

At the heart of our work is a focus on creating opportunities for more women to join Kier, and continuing to grow that talent. We will maintain our focus on helping women within Kier to progress, using promotion from within as a core element of increasing the number of women in senior leadership roles.

Our Gender and Inclusion Alliance Network continues to offer invaluable support in everything we do, and is sponsored by two of our executive committee. The Network, which has over 350 members, plays in a key role in guiding our efforts to redress the gender imbalance and pay gap within Kier. We also understand the importance of allyship and shared endeavour particularly when it comes to addressing gender inequality. To support this, we recently established a Working Parents' Community that is driving action to support the uptake of family-friendly policies and awareness amongst colleagues and line managers.

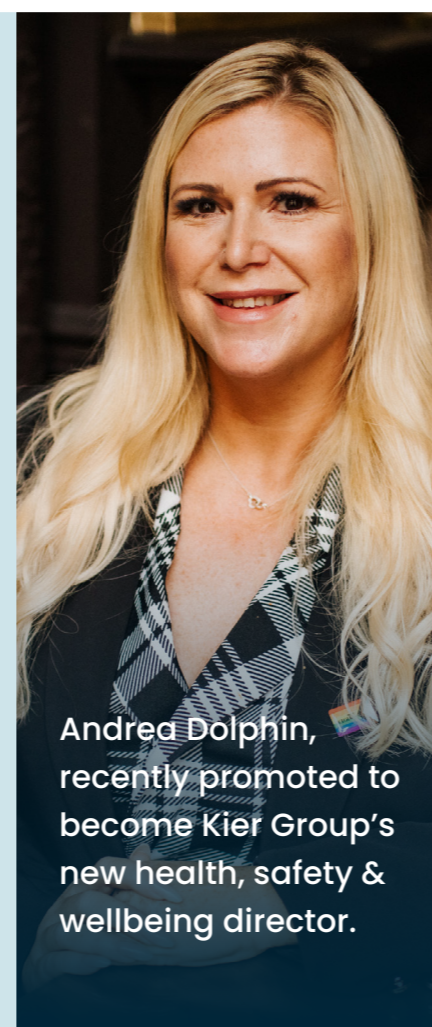


Colleagues getting to know one another at our emerging talent event, which we hold annually to support our new joiners at Kier.

### Top in construction & materials companies in FTSE Women Leaders Report

This year we have been ranked top of all construction and materials companies within the FTSE 250 for gender balance and diversity on our board and across our leadership teams, and in the top 10% overall. The FTSE Women Leaders Review, which carried out the research, is an independent, business-led framework supported by Government, and sets recommendations to improve female representation in the leadership teams of listed and major private companies in the UK.

[FTSE Women Leaders Report](#)



Andrea Dolphin, recently promoted to become Kier Group's new health, safety & wellbeing director.



### Transforming healthcare to managing director

During 10 years at Kier, Cheryl Ward has risen from a position as framework manager to become managing director of Kier Construction's Southern region this year. She became health sector director in 2020, while Kier was leading the overall delivery of the Nightingale Hospitals for all contractors nationally.

During her time here, Cheryl also joined the earliest cohort of Kier's senior leadership development programme, which later became our Building Leaders programme. In her role, she is responsible for the region's ambitions, growth plan and c.250 people.

Cheryl is one of a growing number of women being promoted to senior roles within Kier, and we are committed to creating further opportunities for progression.

[Cheryl Ward](#)



### Creating opportunities for progression

At Kier we understand that an important part of bringing about equity within the organisation is to create opportunities for women to progress. Emily Hartwell is an electrician on our Birmingham Highways Maintenance contract who has been carrying out street light installations, maintenance and electrical testing both at Kier and in a previous role since 2013.

This year an opportunity came available to progress into a more senior role. In her new role, Emily now has responsibility for eight operatives carrying out lighting work across Birmingham.

[Emily Hartwell](#)



# Statutory declaration

*I confirm that the data and information presented in this statement are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.*

## **Louisa Finlay**

Chief People Officer  
Kier Group plc



Pride of Kier – Isabella Greenfield, collecting a Pride of Kier award for her sustainability work on HS2.

## **Kier Limited**

---

Registered in England No. 2708030

Registered office:

2nd Floor, Optimum House,

Clippers Quay, Salford,

M50 3XP

[kier.co.uk](http://kier.co.uk)

