



Gender pay statement 2025



A message from our chief executive



Inclusion is at the heart of how we operate at Kier.

Over my 39 years working in the built environment, I have seen change and I know how committed leaders and managers across Kier are to do more. This is the responsibility of everyone, including male allies across the industry, and to see change our commitment must be absolute. As part of this, I am focused on moving the dial on gender, and we are. **This year, it is encouraging to see the reduction in both our gender pay and bonus gaps which are set out in this report.**

We know there is much more to do, and how we drive greater change is both about recruitment and supporting women within Kier to grow and progress in their careers. Ultimately, to end the gender pay gap we must have strong female representation at all levels of the organisation, particularly in leadership roles. We have to show those joining the business today that we are removing barriers at all levels, and for them to be able to see that progress.

I'm focusing our efforts on action:

Targeted development programmes and mentoring to support those already with us. A continued focus on fair and transparent recruitment and promotion practices, supporting talented women

to advance their careers with us. Driving opportunity by engaging with schools, colleges and universities – and finding those areas of society where we are not recruiting as we should be – then highlighting the wide variety of careers available.

We know through the Government's recent announcement that there is a drive to set out focused gender action plans and we are committed to making this a reality for the next reporting cycle, working with our Gender Alliance Inclusion Network to ensure we are taking meaningful steps forward. In particular, our actions will ensure we are addressing issues affecting our multigenerational workforce.

This report outlines the steps we are taking and the progress we are making. My personal commitment and that of my leadership team is clear: to increase opportunities for women at every level, and to help shape a construction industry that truly reflects the diversity of the society it serves.



Stuart Togwell
Chief Executive

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 2025, including shift premium, and payments for maternity, paternity, sickness, adoption and parental leave, regional

or area allowances, car allowances and other cash allowances.

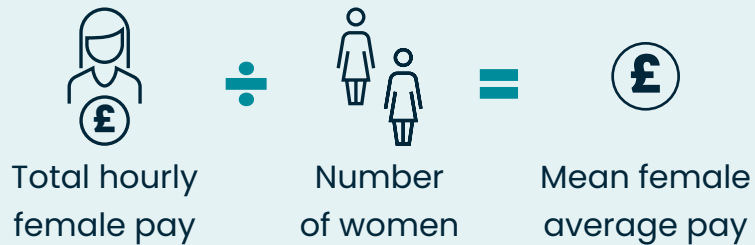
Bonuses for the year to 5 April 2025 include performance and productivity bonuses, other bonuses and incentives, piecework and commission, as well as any long-term or share-based incentives.



Reed planting at Thorpe Hesley

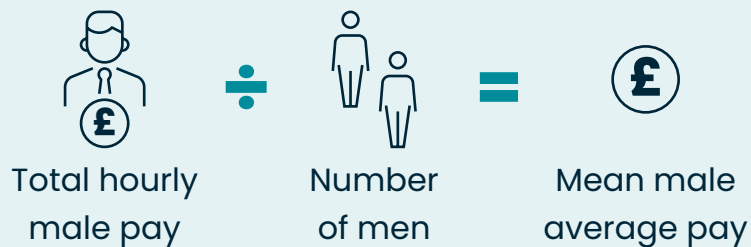
Calculating the mean:

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

Pay gap figures

Our mean and median gender pay gaps have decreased over the past year.

Our mean pay gap has reduced by 1.9%, while our median pay gap is down by 2.2%.

The figures now stand at a mean pay gap of 19.1% (compared to 21% in 2024), and a median pay gap of 23.9% (compared to 26.1% in 2024).

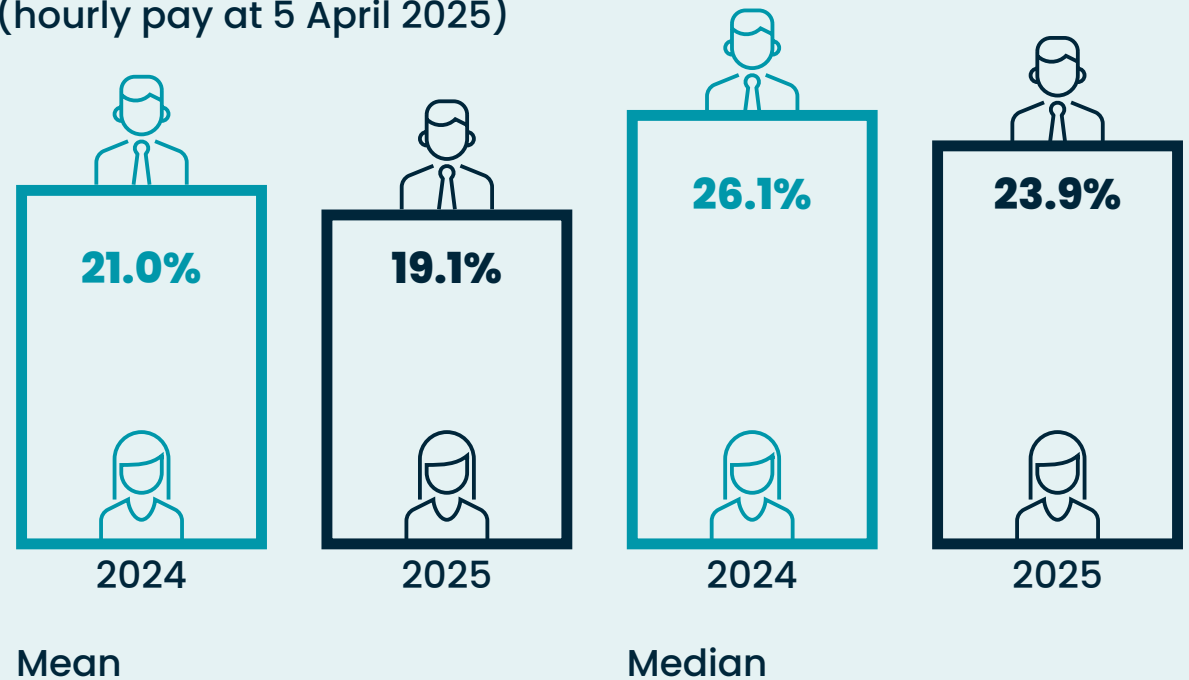
Over the course of the year, we have increased our female population and have seen greater movement between grades in the female population compared to males.

Both of these shifts reflect our focus on encouraging more women into construction and to progress through Kier at all levels, from our emerging talent programmes to leadership roles.



Two female colleagues in PPE at Luminosity Court

Kier Limited 2025 mean and median gender pay gap (hourly pay at 5 April 2025)



Bonus gap figures

Our bonus gap has decreased at the mean and remained the same at the median.

The mean bonus gap fell by 6.8%, while the median gap remains 0%.

During the year, we have seen an increase in the number of female colleagues receiving additional pay and enhancement pay in operational roles, which has contributed to the reduced gap.

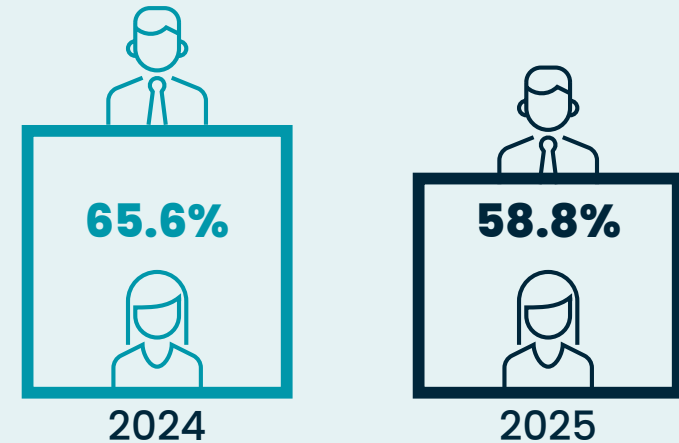
However, more men still occupy roles which include the operational and performance related bonuses included in our calculations,

and this continues to have an impact on our mean bonus gap.

As part of both short and long term efforts to tackle the bonus pay gap, we are actively working on increasing the percentage of women in site-based roles which typically have a higher level of enhancement pay.

We continue to be committed to reducing this gap further and believe we will see further decreases as we maintain efforts to increase female representation in all roles across the organisation.

2025 mean and median gender bonus gap (earned in 12 months to 5 April 2025)



Mean



Median

Our focus and commitments

We are pleased to see that our pay and bonus gaps have both reduced over the last year and will redouble our efforts to keep these figures moving in the right direction.

We are completely committed to making sure Kier is a company where everyone feels they can belong, contribute and thrive, and equality and diversity is at the heart of that work. We know there is still much more work to be done, and our aim is to be an employer of choice for gender inclusion within our industry.

The areas of focus we have put in place to bring about long-term, permanent change remain central to how we approach this commitment and we continue to evolve our approach to facilitate quicker progress.

Our training and leadership programmes will remain another crucial method of offering progression and professional development support. Our Raising and Building Leaders' training programmes, run in partnership with Cranfield University, form part of this – but are supplemented by a key collaboration with The Circle Partnership, which supports the development of women within the built environment.

We will continue to grow and support talent across the organisation, from the diverse recruitment of emerging talent, including in operational roles, to enabling the progression of more women into senior positions in the company. Operational recruitment gives us a particular area of focus as many operational roles are where women are traditionally underrepresented. Addressing this imbalance will change the long-term makeup not just of Kier, but of the construction industry as a whole.

Our diversity & inclusion roadmap remains an important tool for us as we hold ourselves to account for our efforts to make Kier a more diverse organisation, as is the vital role played by our **Gender Alliance & Inclusion Network, which now has 374 members.**



Attendees of our Diversity and Inclusion Conference



Supporting professional development

Jessica has been at Kier since September 2018, joining as a graduate quantity surveyor working on our section of HS2 and rising through several roles to the position of managing quantity surveyor, which she was promoted to late last year.

During her time at Kier, Jessica has taken advantage of several professional development opportunities which have

supported her progress. In addition to completing Kier's Raising Leaders' course, a programme for future Kier leaders, she was also part of our 2024-25 cohort with The Circle Partnership.

Jessica Beaver



Continued progress on gender balance among senior leaders

For the second year running Kier has been recognised by the FTSE Women Leaders' Review as one of the leading major UK companies for gender balance on our board and in senior leadership teams. The review, which assesses all FTSE companies and major private companies, shows we rose from 23rd to 16th in the overall FTSE250 ranking, and remain top of the Construction and Materials sector. This achievement

highlights our ongoing commitment to fostering gender inclusion at every level of the business, and reflects the positive impact of our initiatives to support women's progression into senior roles.

FTSE Women Leaders' Review




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.

Stuart Togwell

Chief Executive
Kier Group plc

A photograph of two young women with long hair and glasses, smiling and holding clear glass awards. The award on the right has the Kier logo and text: 'Congratulations on completing Kier's graduate programme 2025'. The background is dark and textured.

Two female colleagues celebrating completing Kier's graduate programme

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