



Gender Pay Gap Report

Kilsaran Concrete



Overview

At Kilsaran, our workforce will always be our primary asset, and we firmly believe that fostering an inclusive and diverse team lies at the heart of a thriving business. Our ambition is to be the employer of choice, recognising that the attraction, retention, and development of a skilled team, irrespective of gender, is pivotal to the sustained success and longevity of the company. Kilsaran embraces Gender Pay Gap Reporting as it encourages us to shed a critical light on our industry and mark a significant stride toward positive change in the future.

This Gender Pay Gap Report is based on data collected as of June 30, 2025.

The legislation mandates that companies with 50 or more employees publish annual statutory calculations illustrating the disparity in average earnings between men and women within their organisation.

At the time of the data collection, Kilsaran had 774 people employed who met the criteria for inclusion in our Gender Pay Gap Report. This includes 101 female employees and 673 male employees.

It's important to distinguish between the gender pay gap and equal pay for equal work. The gender pay gap reflects the average difference in earnings between men and women, whereas equal pay ensures that individuals performing comparable roles receive the same compensation. We regularly review salaries to maintain consistency across positions, reinforcing our commitment to fairness and equity in employment practices.

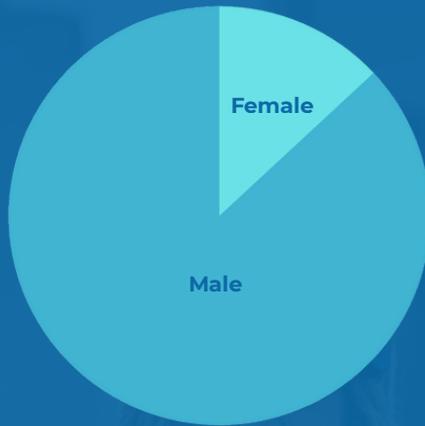
Similar to many other construction companies, Kilsaran faces a significant challenge in narrowing the gender pay gap: attracting and retaining female talent within the construction and STEM sectors. The underrepresentation of women in our workforce means fewer women progress into senior roles than we would like. Tackling this imbalance across all levels remains a top priority as we address the insights from our gender pay gap report.

Median & Mean Pay Gap Terminology

Median: The median pay gap is the difference in pay between the middle-ranking woman and the middle-ranking man. If you place all the men and women working at a company into two lines in order of salary, the median pay gap will be the difference in salary between the woman in the middle of her line and the man in the middle of his line.

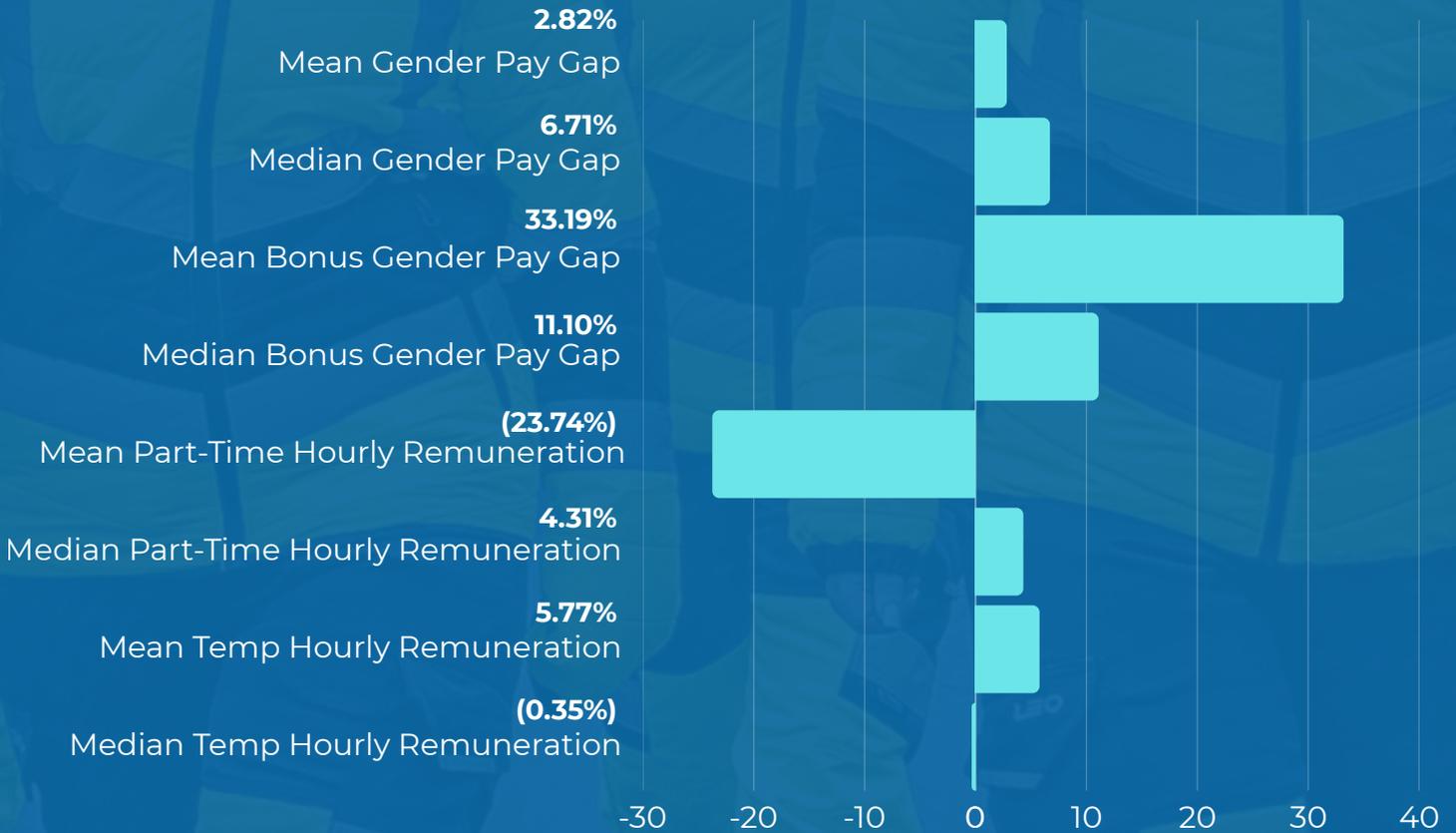
Mean: The mean pay gap is the difference between a company's total wage spend-per-woman and its total wage spend-per-man. The number is calculated by taking the total wage bill for each and dividing it by the number of men and women employed by the organisation.

Gender Balance of 774 Total Employees



Male Employees: **86.95%** Female Employees: **13.05%**

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*The figures above have been calculated using the standard methodologies used in the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information Regulations 2022).

Bonus / BIK Proportions

Percentages of male/female employees receiving bonuses and/or paying B.I.K. are shown above



Pay Quartiles By Gender

Lower

Male: 75.13%
Female: 24.87%

Lower Middle

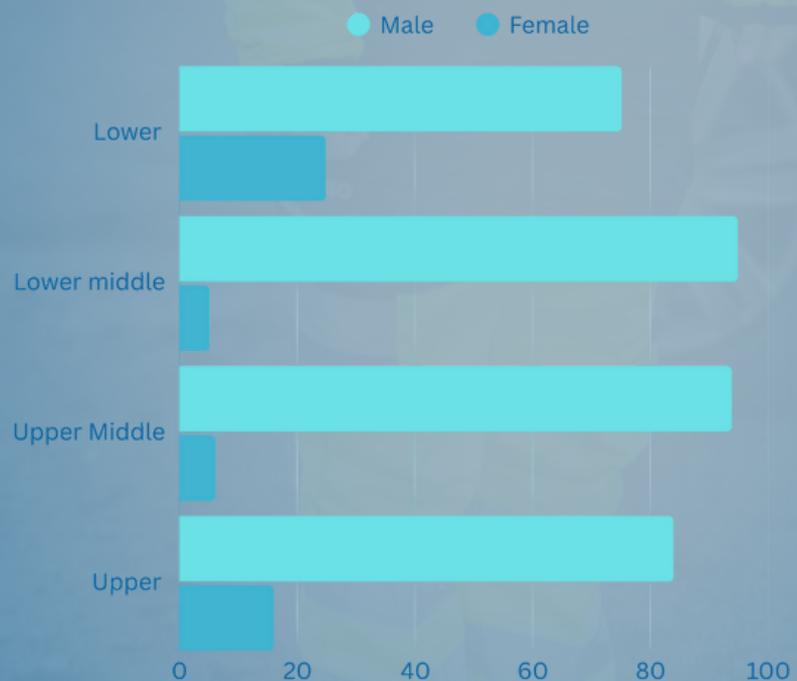
Male: 94.85%
Female: 5.15%

Upper Middle

Male: 93.81%
Female: 6.19%

Upper

Male: 83.94%
Female: 16.06%



Pay distribution of male and female employees across levels of hourly pay rate.



Pay distribution is shown in the above quartiles. The quartiles are calculated by dividing the entire Kilsaran workforce into four equal bands based on hourly pay from the highest (upper) to the lowest (lower). The above graph shows the percentage of male and female employees who sit in each band. Kilsaran has a female workforce of 13.05% (101 female employees) and the top two quartiles have an average of 11.13% female employment – this reflects Kilsaran's commitment to attracting, retaining & developing female employees in all company sectors.

Our Action Plan

Kilsaran has achieved notable success in attracting female candidates for roles within its support functions. However, the number of women applying for apprenticeships, operational positions, and senior management roles remains relatively low but continues to improve. In 2023, Kilsaran welcomed its first female apprentice, who began training for a Higher Certificate in Science Laboratory Technician Apprenticeship (QQI Level 6).

In April 2024, a second female apprentice joined the Electrical Apprenticeship program within our Paving Division, effectively doubling the number of female apprentices at Kilsaran Concrete. This positive trend continued into 2025, with new female apprentices in Digital Marketing, Logistics, and an additional Laboratory Technician, bringing the total to five female apprentices. Women now account for 25% of all Kilsaran's apprentices.

The relaunch of our Trainee HGV Driver Program has reopened a new pathway within the Company for women to pursue careers traditionally dominated by men. The program is already delivering results, with one female participant successfully passing the Category C (Truck/HGV) Test. This milestone, along with the appointment of a female Shovel Loader driver at one of Kilsaran's quarries, serves as a powerful example for women who may have felt that opportunities in the construction industry were previously out of reach. Furthermore, we continue to support and encourage the development of the company's only female Assistant Location Manager, a role previously held only by men, at one of the company's largest sites.

We remain committed to positioning Kilsaran as an employer of choice for apprenticeships by actively participating in recruitment events such as the World Skills Expo, Construction Jobs Expo, and the Meath Careers Fair, which is organised by County Meath Chamber.



Our Action Plan

Kilsaran Concrete continuously promotes gender diversity in all areas of its workforce and plans to expand its efforts with the following initiatives:

01. Establish a Supportive Environment & Encourage Open Engagement

- Consistently promote the activities and initiatives of our Diversity, Equity & Inclusion Team within the organisation.
- Expand the support networks and mentorship programs focused on female employees in the construction sector.
- Carry on fostering an environment of open communication, encouraging feedback and suggestions from all female staff members.
- Period products are now available at all sites. The products are easily accessible and regularly restocked.

02. Educational Initiatives

- Fortify relationships with educational institutions to expand our outreach programs specifically focused on engaging female students interested in construction-related fields. Leverage these relationships and develop further relationships with additional educational institutions.
- Continue to offer internship and apprenticeship opportunities to encourage young women to explore careers in construction.
- Provide ongoing professional development opportunities to enhance the skills and knowledge of female employees.
- When our current female apprentices have completed their apprenticeships, they will be eligible to be registered as Assessors, which will open another new avenue of female representation to women curious about pursuing careers in construction and STEM.
- We've introduced a Banking at Work program that provides complimentary financial planning guidance from certified professionals, empowering all employees to take proactive control of their financial future.

03. Recruitment Strategies

- Our marketing strategies, across the board, have been updated to include more female representation, most notably the addition of testimonial videos on the Careers section of our website.
- Review recruitment practices to reduce biases and promote gender-neutral hiring processes.
- We have further continued to have female staff represent the company at recruitment events and career expos to make our stands more approachable for females considering a career in STEM and construction or an apprenticeship.

04. Family-Friendly Policies

- Implement family-friendly policies such as flexible working hours, parental leave, and hybrid working where possible to accommodate the diverse needs of all employees.
- Promote further awareness of various family leave options available to all employees.

05. Continuous Evaluation and Improvement

- Regularly review the effectiveness of the action plan and make necessary adjustments based on feedback and outcomes.
- Stay informed about best practices and emerging trends in promoting gender diversity in the construction industry.
- Hold management accountable for aiming to achieve diversity and inclusion goals.
- Implement a regular review of all site facilities from a female-inclusive perspective.
- Maintaining a consistent stock and easily accessible supply of female-specific Personal Protective Equipment. Kilsaran continues to promote and ensure that all female staff have access to PPE that is more comfortable and practical to wear in their daily work life.

At Kilsaran, we are committed to empowering and supporting our current female workforce while tackling the challenges of attracting more women to the construction industry. Through the implementation of this comprehensive action plan, our goal is to create a more inclusive and welcoming environment for women in construction. Ultimately, we aim to build a diverse team that reflects the wealth of talent within our communities, which will positively influence our Gender Pay Gap outcomes.