

Gender Pay Gap Report 2023

This report covers the 12-month period ending on the 30th of June 2023.

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 8%.

At Kirby, we have, through a targeted campaign over five years, improved this to 12%. 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 2023.

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

Hourly Pay Rate Averages (Mean)

	June 2022	June 2023	Improvement (2022 -2023)
Mean difference	23.39%	20.23%	3.16%

Hourly Pay Rate Averages (Median)

	June 2022	June 2023	Improvement (2022 -2023)
Median difference	30.15%	23.66%	6.49%

Percentage Receiving Bonuses

	Men	Women	Difference
Median difference	100%	100%	0%

Quartile Representation

Quartiles	Men 2022	Men 2023	Women 2022	Women 2023	Improvement 12 Months
Upper (75 - 100%)	96.96%	94.8%	3.04%	5.2%	+2.16%
Upper middle (50 - 75%)	95.65%	92.59%	4.35%	7.41%	+3.06%
Lower middle (25 - 50%)	83.55%	80%	16.45%	20%	+3.55%
Lower (0 - 25%)	80.09%	85.56%	19.91%	14.44%	+5.47%

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 high difference in both the mean and median earnings percentages is primarily driven by the long-term structural, traditional higher proportion of men in more senior roles.

We are pleased with the significant improvement in 2023 compared to 2022. This reflects a structured approach towards closing the gap. We still have much work to do in this area but are fully committed to closing the gap.

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 2023/4:

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 2024.
4. Attain Gold 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 blue ink, appearing to read 'Fergus Barry'.

Fergus Barry
Human Resources Director

21st December 2023