



Gender Pay Report 2022

A message from our chief executive

We are working hard to improve our gender pay gap. We know it's not where we want it to be yet but are making strides to improve this and encourage more women to join and thrive in our industry.

As a Group, we are working hard to improve our gender pay gap. Our gender pay figures are not where we would like them to be. It's regrettable to see that we have slightly slipped back this year.

There are a number of reasons for this, our pay gap is largely due to our business mix where we're seeing a higher volume of females joining in our lower pay quartile. We are creating opportunities for these women to progress through the business, should they want to.

Despite this, we are making good progress in some areas. For our graduate population, there is no pay gap. Additionally, the pay gap has improved across our management population.

We have also seen a number of women being promoted across our leadership teams and hope that we will see the positive benefits of this in next year's gender pay report.

Currently, across our Executive Committee and PLC Board, we have a good representation of women. Our Executive Committee is 30% and our Board is 37.5% female.

The actions we are taking to improve our gender pay gap are part of a broader suite of activity within our diversity and inclusion roadmap that we launched in 2021. In 2022, we have continued to make good progress against this roadmap.

To ensure we're meeting our targets, we review the roadmap every six months and, as part

of the last review, we ran a Group-wide pulse survey in Autumn 2022. This was to assess if our people feel included in the workplace.

We were pleased with the results from our respondents, which showed that:

- 81% feel Kier is a workplace where everyone can expect respect;
- 81% feel that their line manager encourages varied viewpoints; and,
- 76% feel that we are making progress towards becoming a more inclusive workplace.

These results are very encouraging and testament to the commitments we have made to D&I, as well as our Expect Respect campaign, which has introduced Five Respect Basics across Kier.

I am personally committed to reducing our gender pay gap and improving Diversity & Inclusion (D&I) and drive this through my role as chair of Kier's Diversity & Inclusion Committee. I expect leaders and managers to demonstrate the same level of commitment and recognise that this is a priority.

I am confident that improving our inclusive work environment will support more women thriving at Kier. We are working hard to improve our gender pay gap figures and continue on our journey to do that.



Andrew Davies
Chief Executive,
Kier Group plc

Gender pay gap reporting explained

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

The gender pay gap statistics are calculated using basic pay at 5 April 2022, and this includes shift premium, maternity, paternity, sick, adoption and parental leave, regional or area allowances, car allowance (where paid as cash) and other cash allowances, such as clothing, as well as any bonuses paid.

Bonus for the year to 5 April 2022 includes performance and productivity bonuses,

other bonuses and incentives, piecework and commission, as well as any long-term or share-based incentives.

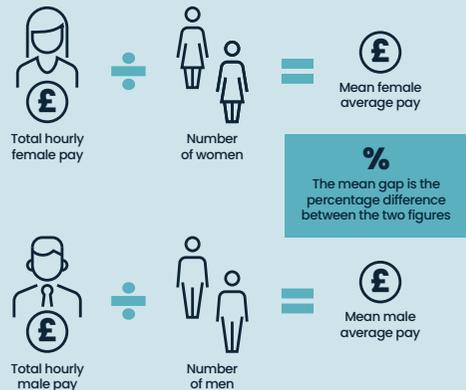
At Kier, we have one employing entity which we are required to report on, which is Kier Limited.



Calculating the mean

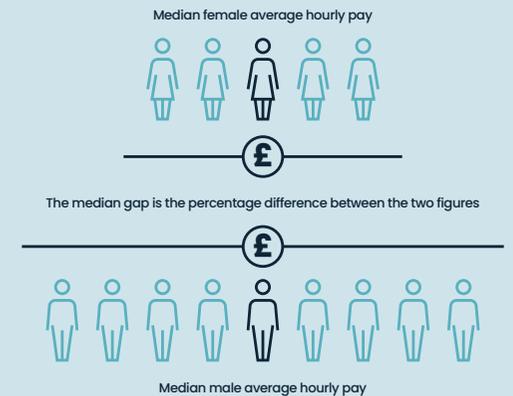
The **mean** gender pay gap is calculated by adding up all average hourly salaries and dividing them by the number of employees. The resulting gap is the percentage difference between the average hourly pay figures for women and men.

The same methodology is applied to calculate the mean and median gender bonus gap.



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.



Kier Limited gender pay gap statistics

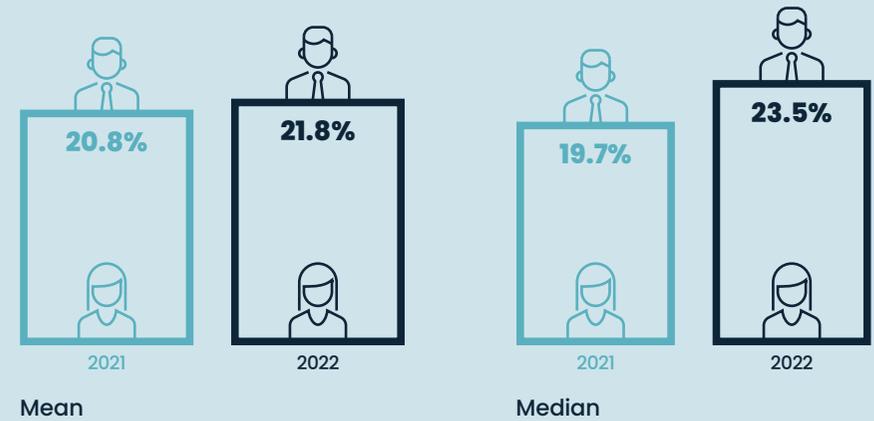
Kier's mean gender pay gap has increased by 1% compared to 2021 and our median gender pay gap has increased by 3.8%

The gender pay gap has increased at both the mean and median. Mean 21.8% (from 20.8% in 2021) and median 23.5% (from 19.7% in 2021).

Kier's workforce profile continues to have an impact on our gender pay gap, because we employ around three times more men than women, and a greater proportion of our senior leadership population is male.

A key factor which has again impacted the results this year is the distribution of the workforce. However, we have seen a large shift in the lower quartile, which has seen an increase in the proportion of females by 9%. There has been a higher intake of females in roles at this level and this has resulted in a slight increase to the gender pay gap. The upper pay quartiles broadly remain unchanged.

Kier Limited 2022 mean and median gender pay gap (hourly pay @ 5 April 2022)



Distribution of UK employees across pay quartiles (as @ 5 April 2022)



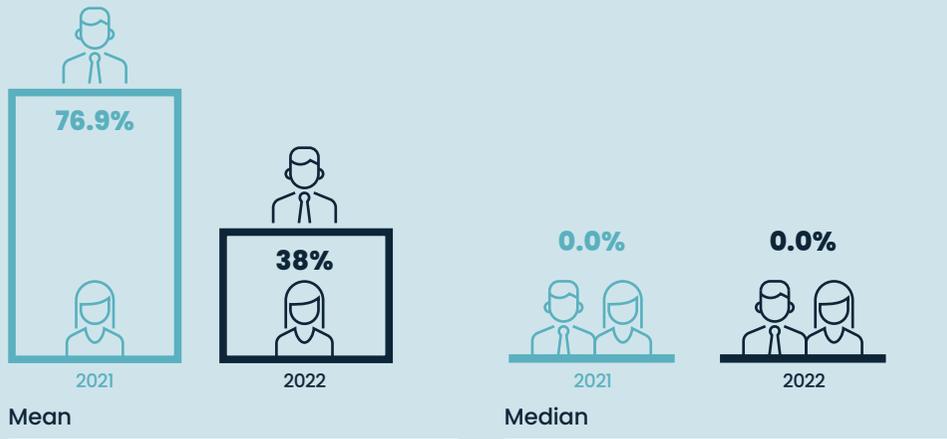


The bonus gap has reduced at the mean to 38% (from 76.9% in 2021) and remains unchanged at the median (0%)

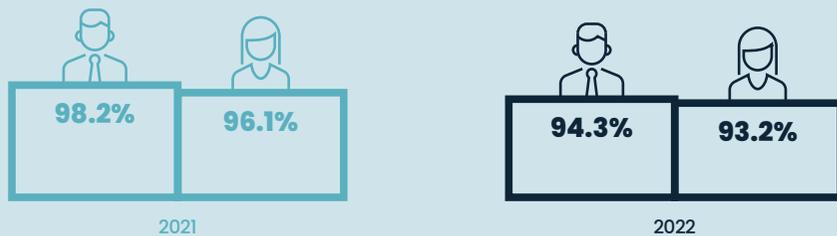
The bonus gap has improved at the mean compared to 2021, and is the result of a more balanced ratio of males and females being in receipt of a bonus. The mean gap still favours men, as more men are in receipt of a bonus which is a result of typically men occupying roles that fall within the definition of bonus used in the regulations e.g. productivity bonuses and attendance payments etc.

The continuation of the festive vouchers to all colleagues has resulted in the median bonus gap remaining at 0%, as almost all colleagues were in receipt of this bonus.

2022 mean and median gender bonus gap
(earned in 12 months to 5 April 2022)



Percentage of employees receiving a bonus
(earned in 12 months to 5 April 2022)



Shifting the dial

As a senior woman in construction, I have a commitment to progressing our gender pay gap. I have worked at Kier for over 30 years. I started on site and am now proud to be the Group's chief people officer. We have a fantastic business, built by brilliant people.

Our culture sets us apart, and we want to attract people from diverse backgrounds to progress their careers with us and feel the benefit of that culture.

We are doing fantastic things at Kier, including our STEM (Science, Technology, Engineering and Mathematics) Returners programme; our family friendly policies; and our Kier Inclusion Networks.

I am proud to be one of three women on our executive committee and, over the past year, all three of us have been part of our Empower programme, which supports under-represented groups.

Mentoring and supporting women across the industry is important to us, and we are making a wider difference through networks such as Mentoring Circle, Women in Rail and Women in Transport.

But there is more that we can, should and will be doing.

I am pledging three commitments:

1. Attract women into skilled operational

roles, by raising awareness of the opportunities at Kier, showcasing role models and partnering with organisations to support the attraction of diverse talent

2. Have clear career pathways so our people can progress into new roles
3. Not only attract but retain our female colleagues. We will carry out research into our middle management population and understand this to development or retention so we can make the necessary improvement actions

We will make strides with an eye on the future - looking at skills we will need to deliver our projects in the years to come. We have a partnership offering a digital apprenticeship, which is just one way we will provide important upskilling.

Becoming a more diverse and inclusive business is the right thing to do and I will not rest until we shift the dial in a meaningful and sustainable way.

Louisa

“I want everyone to know that a career in construction is open to all.”

“When I first joined the industry, there were hardly any females working on a construction site.

More than 30 years on, and I am pleased to say, this is no longer the case.

This doesn't mean we are where we want to be. We have so much more to do, and I am determined to do all that I can in my new role to attract more people, including women, into the construction industry.

I joined Kier as a trainee engineer on a sandwich degree. I didn't really know what to expect but when I stepped on to my first site, I was made to feel welcome, I was involved and busy from day one and most importantly I felt part of a team.

Since then, I haven't looked back. I've held operational roles and leadership positions that have delivered much-needed new and refurbished schools and hospitals as well as laboratories, offices, custodial and defence facilities. Working with some truly fantastic people, I am proud to have delivered to our purpose and helped



shape skylines and communities in towns and cities across the UK.

What makes a career in construction so rewarding is knowing what we do matters.

Our work goes beyond the buildings we construct, the roads we maintain and the fibre networks we install. We make a difference to people's lives – from end users to the job and training opportunities we provide when delivering a project, or the local suppliers and organisations we work with – it's an industry, and a career to be proud of.

With so many routes to entry as well as opportunities to develop, diversify and progress your career, I want everyone to know that a career in the construction industry is open to all.

I never thought I would be where I am today, I am proof that having a career in construction, anything is possible.”

Louisa Finlay
Chief People Officer,
Kier Group

In 2022, we focused on embedding our key initiatives and policies to make Kier a more inclusive place to work, as well as introducing development schemes for our people.

D&I roadmap

We continue to build on our actions that we outlined in our 2021 roadmap, which is reviewed every six months to ensure we're on track. In our reviews we have been working hard to understand our D&I data to track the impact of our actions and that they're achieving the desired outcomes.

In 2022, we carried out an inclusion pulse survey to understand how our people felt and we have used this information to help us review our roadmap.

We are on track with our roadmap, and so far we have formed our employee networks, shaped our new family friendly policies, set up our D&I committee, launched our Expect Respect campaign, become a Real Living Wage employer and launched our Empower development programme, which includes reverse mentoring.

Employee networks

Our networks continue to grow and we now have 850+ members from across the Group. Each network has an action plan to help shape our approach and achieve the goals we have set out in our roadmap. In 2022, we have focused on the networks working on intersectionality and have launched three actions groups looking at menopause support, safeguarding employees and supporting our older workforce.

Empower

This year, we launched our Empower programme, which is aimed at helping those from underrepresented groups to develop to leadership roles in our commitment to having diverse leadership teams across the Group.

Empower is a talent development programme, taking place over nine months to support our people achieve their career goals by addressing the specific barriers to

career progression that underrepresented groups can face in the workplace.

As well as development modules, the programme has a reverse mentoring element to it, where participants mentor a Kier senior leader. This gives participants a chance to hear valuable insights into the company, while our senior leaders are provided with valuable insights and experiences.

“I have learnt so much from Empower.”

“51% of the population is now female and this provides us with a significant opportunity. I am one of the senior leaders taking part in the Empower Programme and I’ve learnt so much from it, specifically about site-based challenges for women. These honest conversations have made me

reassess my own role as a senior woman in the sector and what I can do to support the next generation of women coming through.”

Alpna Amar
Corporate Development Director,
Kier Group



“I landed at Kier by chance, I am so lucky.”



“I moved to England from Romania five years ago and found a job as a warehouse administrator. The company I worked in said all the right things about D&I, but when it came to actually implementing any changes, it never happened.

As someone who isn’t originally from the UK, I often felt overlooked for promotions and like I didn’t have the same access to progression as others.

I was relocating and this meant I needed to find a new opportunity. I saw a post on social media that Kier was hiring for a D&I apprentice, and I applied for the position. I had never worked in D&I before and was so pleased when I found out I got the job.

Joining Kier, I realised that this is a company that really cares about its people and embraces D&I, as long as you’re doing a good job, your background doesn’t impact your progression and I’ve seen this first-hand.

It’s amazing to be part of the D&I team and to help to put policies in

place that really mean something to our people. This is not a job for me, it’s something I love doing and I’m getting paid for it – I landed at Kier by chance and I am so lucky.

Not only do I love my job, but within four months I have been promoted – it was such a big shock and I am so happy.

My past experience was frustrating, but now I can take that and use my lived experience to benefit others. We speak to people, we listen to what will make their lives better and we implement it, with the full support of our Executive Committee, who make the change happen.

We don’t have all the answers, no one does. But we try, and all I need to see from a company is that it cares enough to try, and I see that every day at Kier.”

Alex Damian
Diversity & Inclusion Coordinator,
Kier Group



“Doing the Empower programme has given me confidence.”



“I joined Kier at the beginning of covid, which was a learning curve and meant I had to jump at everything feet first. I’m lucky, because I enjoy my work and the team is made up of a great bunch of people – everyone was so helpful.

I have previously been the sole carer for my children who are now grown up, and in my career I have definitely come across barriers and I found it hard to move up the ladder. When I eventually did get promoted I found I had to go from part time to full time to meet the expectations of the job.

I’m plagued with imposter syndrome and have questioned if I’m good enough throughout my career. I’ve always lacked confidence and so, when I saw the Empower programme at Kier, I was keen to put myself forwards.

It’s been great, I’ve been able to learn more about the business and speak with others who have had similar experiences to me and I’ve learned that I can put myself out there a bit more and I have done. The reverse mentoring

element of it gives us the opportunity to have very open and honest conversations with our senior leaders and talk to them about our experiences.

Taking part in the Empower programme gave me the confidence to put myself forward as one of the co-chairs of our Gender Inclusion Network. I work with two really great co-chairs and together, we bounce ideas off of each other and it’s great that we’ve been given the opportunity to really have an impact across the Group.

The Networks really bring passionate people together and it’s not until I look back that I realise how hard it was when I first starting my career – I don’t want anyone else to feel the way I did.”

Kerry Fenton
Customer Experience Manager,
Kier Utilities



I'm Proud

In January 2022, we led a campaign called I'm Proud. The employee advocacy campaign gave our people a voice to say what made them proud to work at Kier. I'm Proud provided a platform to share the vast range of career opportunities that exist in the sector and to share how diverse it is to encourage everyone from all backgrounds to consider a career in the built environment.

The Kier way of working

To attract and retain a diverse workforce, it's important we offer an agile and flexible approach to working. From 2022, all our new roles are now flexible (unless a business need states otherwise).

The Kier way of working outlines our approach to agile working and we know one size doesn't fit all. Therefore, we encourage teams across the Group to work together to implement a way of working that suits their team to deliver the best results for the business. We are working with Timewise on a pilot for agile working on sites.

"A job share works for us."



"We joined at the same time and job-sharing works for us. It means we can have a good work/life balance and we're able to fully commit to the things in our life that are outside of work. Lots of people will assume that it's only mums that want job shares, but they work for anyone, of any age, that is looking for some balance; this might be due to a health

condition, care responsibilities or other commitments. We love Kier's culture of agile working – it's a great and inclusive way of working for those who might not be able to commit to five days a week."

Mandy Sharratt and Zoe Kelleway are system support technicians in our Construction business.

Family-friendly policies

We continue to expand on our suite of policies and have introduced our fertility policy. As part of this, our people can have up to five days' paid fertility leave each year that can be taken flexibly as a single block, full days or half days. We have also introduced partners' leave, where our people can take time off to support their partner during treatment.

We have continued to update our current policies and our focus is on raising awareness and ensuring everyone knows about the policies we offer.

As of January 2023, colleagues across our sites and offices have benefitted from our refreshed policies:

266 colleagues have taken paternity leave

72 colleagues have used extended maternity leave

10 colleagues have benefited from shared parental leave

Peppy

In 2022, we launched Peppy. Peppy is a free support service for our people which is designed to help them take control of their health and get support during life events. Our people have instant access to clinicians, experts on fertility, pregnancy, menopause, men's health and women's health.

Our people are able to access one-to-one private chats and video consultations with experts and all help is confidential, meaning our people can speak freely and get the support they might need.



"Peppy is the perfect one-stop-shop for perimenopause support."



"I'd been feeling symptoms of perimenopause for a few months and I went to speak with my doctor, who took blood tests and confirmed that my suspicions were correct. My doctors suggested that I started Hormone Replacement Therapy (HRT), but I didn't feel ready for that and wanted to look at other options and manage my symptoms naturally if possible.

I had seen the Peppy app being promoted at Kier and downloaded it and found it's really straightforward to get started. I had an online chat with one of the practitioners and they were so helpful, they responded quickly and signposted me to lots of different resources held in the app.

For me, my two main symptoms have been sleep issues and brain fog. It's great to have all the information in one place and know that I'm going down the right route as there's lots of information online and sometimes it can be conflicting.

Not only is Peppy a really helpful support service, but Kier's approach to speaking openly about menopause has meant I feel able to

speak freely. I'm on the menopause action group and it provides us with a place to share guidance and advice.

Menopause is a perfectly natural thing to go through and I'm comfortable talking about it, but that's because Kier doesn't shy away from talking about it either. I mentioned my symptoms to my line manager and was told if I need to take breaks or work more flexibly that wouldn't be a problem – it's great to have an employer that understands.

My biggest advice to anyone would be, don't suffer in silence. Speak up, to your doctor, your employer and anyone else that can support you. There's lots of ways to manage your symptoms, you might be like me and think HRT isn't for you, so speaking up will help you to make the decision that's right for you.

I'm proud to work at Kier with all the policies it has in place and support available."

Clare Oliver
Emerging Talent Manager,
Kier Group

“If your employer doesn’t get that EVERY aspect of your life is a work matter, then they aren’t worth your investment.”



“My fertility journey wasn’t straightforward; it took over a decade and this impacted my career.

It’s difficult going through fertility treatment and working full time. There’s a lot of appointments, and different medications. It’s so important for employers to be understanding and create a psychologically safe culture.

When I joined Kier, it was so much easier, just knowing it’s an inclusive business. I was open and honest throughout the interview process and explained that I’m a lone parent of a

four-year-old, who was just starting school.

It’s so important for companies to have D&I policies, including a fertility policy. If your employer doesn’t get that EVERY aspect of life is a work matter, then they aren’t worth your investment.

And once you’ve attracted that talent, you’ll see such a return on investment if you nurture them through their life events.”

Rosalind Barrow
Head of Health, Safety and Wellbeing,
Kier Group

“It was a revelation moment for me and to hear the words ‘What can we do to help?’”



“My daughter Cammy has Asperger’s and significant mental health problems. I joined Kier six years ago and threw myself into work. My wife quit her job and became Cammy’s fulltime carer, making me the breadwinner.

I worried my life was impacting my work. Eventually, after a year of burying my head in the sand, I told my manager everything. He didn’t understand why I hadn’t spoken up and asked ‘what can we do to help?’ That simple question about help was the most powerful response.

I didn’t want to be treated differently, but Cammy unfortunately did take a turn for the worse and tried to take her

own life three times. Fortunately, she survived these attempts but it was an incredibly hard time.

Throughout everything, Kier has been brilliant. I’ve had help finding a specialist counsellor, changed how I work and working in a more agile way means I can now be around more for Lisa, Cammy and our son Alex, who also has Autism.

I hope Kier keeps reminding people that it’s ok not to be ok and there is help there when needed.”

Lee Jones
Senior Business Assurance Manager,
Kier Group





“I’m fortunate I work for Kier, a company that’s understanding to those who have family members in the Armed Forces.”

“Those in the Armed Forces and their families have an unpredictable personal life, which can present challenges with career advancements and can lead to relocation. For me, until recently, I have had to regularly live apart from my partner for long periods, which is tough.

Kier is an employer that’s understanding to those who have family members in the Forces and supportive of hiring veterans, this is something I’m proud of.

The support is engrained across the Group and demonstrated in its Armed Forces Network, which I am part of. It supports veterans, family members and those transitioning to life after the Forces. It’s helpful to have a group of people that understand what life is like as a partner of someone in the Forces.

More recently, Kier has been supportive of my request to work remotely at times, meaning I can support my partner’s changing

role in the Armed Forces, without compromising my own career aspirations.

Working in a more agile way really opens up opportunities for those who need to regularly relocate with the Armed Forces and I look forward to other companies following suit.”

Carrie-Anne Cooper
Principal Solicitor,
Kier Property



“After ten years I was nervous to start my career again, but I love every day.”

“I had a ten year career break to raise my children and of course they grew up, and I found myself getting a little bored. They didn’t need me all the time and I thought ok – it’s time to get back to work and back to being Jodie again, and not just mummy.

I was nervous to interview, but when I met the director, I instantly felt at ease. We instantly got on and I could feel myself getting more confident – I knew I could do this. When I got the job I was so excited and proud of myself

and the kids were thrilled too.

Everyone I’ve worked with has been so supportive of my life as a working mum – they just get it. It’s weird to think I was nervous about starting my career again, because it’s just been so natural and everyone has been so welcoming, it’s like a breath of fresh air – I love it!”

Jodie Foglia
PA to Directors,
Kier Infrastructure





Expect respect

We continue to drive the Expect Respect Basics across Kier. To ensure the basics run through the business, we have encouraged all workplaces to display them alongside health and safety signage.

We have a zero-tolerance approach to bullying and harassment, this includes microaggressions and inappropriate banter.

We are really pleased that in the 2022 Pulse survey 81% of our people said their workplace has a culture where everyone can expect respect.

Statutory declaration

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

Andrew Davies
Chief Executive,
Kier Group plc