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For Publication

I am pleased to provide the 2024/25 Gender Pay Gap Statement on behalf of Kilnbridge Construction Services Ltd.

In last year's statement we set out several ambitions and goals to achieve greater gender parity in our workforce. These included:

- Actively recruiting more women at all levels, and especially targeting senior leadership positions
- Introducing new, permanent roles to the business that would drive our people and business improvement agendas
- Devising and implementing more family friendly policies and benefits, that would improve work/life balance for employees, regardless of gender.

I am delighted to confirm that all three of these goals were achieved in our reporting year, which almost certainly have led to the improved results we are pleased to share below.

Pay and Bonus Gap

	Mean	Median
Hourly Pay	18.1%	11.1%
Bonus	-43%	00.0%

These figures reflect a continued improvement in reducing our gender pay gap. Compared to last year's results (31.6% mean and 15.8% median), the 2024 data shows a notable decrease in both mean and median hourly pay gaps.

The mean bonus gap has reversed to -43.0%, indicating that, on average, women received higher bonuses than men this year. The median remains at 0.0%, suggesting overall parity at the midpoint of bonus payments.

Employees Receiving a Bonus

	Percentage
Men	78.1%
Women	73.7%

The proportion of both men and women receiving bonuses increased in the 2024 reporting period. This rise is largely due to the introduction of an Employee Ownership Trust (EOT) profit share, which was paid to all eligible employees. As a result, bonus participation levels have increased across the board, contributing to greater parity in reward distribution between male and female employees.

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Pay Quartiles

	Lower quartile	Lower middle quartile	Upper middle quartile	Top quartile
Men	73.8%	81.7%	89.9%	84.0%
Women	26.2%	18.3%	10.1%	16.0%

While male representation remains dominant across all pay bands, there has been a slight shift in the top quartile, with female representation increasing from 8.9% last year to 16.0% this year. This reflects early progress in the Group's intention to support more women into higher-paid and leadership roles.

We are encouraged by the year-on-year improvements in both pay and bonus gap measures. The reduction in the hourly pay gap from 31.6% to 18.1% (mean) and from 15.8% to 11.1% (median)—demonstrates progress toward greater gender parity in pay. The shift in the bonus gap is also positive, reflecting efforts to make performance-related rewards more equitable.

However, we acknowledge that gender representation across the organisation, particularly in senior roles and site-based positions, remains imbalanced. Women currently make up a small percentage of the overall workforce, and most are still in roles that traditionally attract lower rates of pay.

The executive board remains fully committed to further reducing the gender pay gap. Actions underway for the coming reporting year to build on our current trajectory include:

- Developing clear career pathways for women into technical and leadership roles
- Reviewing recruitment and promotion processes to ensure inclusivity
- Enhancing support for flexible working arrangements
- Continuing to monitor and analyse gender-related data across the Group

We are committed to creating a more balanced and equitable workplace where opportunity is based on talent and contribution, not gender.

I can confirm that this data is accurate.

Tim Larkin
Finance Director

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