Gender Pay Gap Report

Kilsaran Concrete



Overview

At Kilsaran, we recognise that our people are central to the continued success of our business. We aim to provide a working environment where employees are treated fairly, have access to opportunities and can develop their careers within the organisation.

Gender Pay Gap Reporting provides an opportunity to review the representation and remuneration of men and women across our business and to consider the factors that may influence the results.

This report covers the period from 1 July 2025 to 30 June 2026 inclusive and is based on remuneration paid during that period.This Gender Pay Gap Report is therefore based on data collected as of 30 June 2026.

A total of 825 employees are included in the 2026 Gender Pay Gap Report, comprising:

- **714 male employees,** representing approximately 86.55% of the population; and
- **111 female employees,** representing approximately 13.45%.

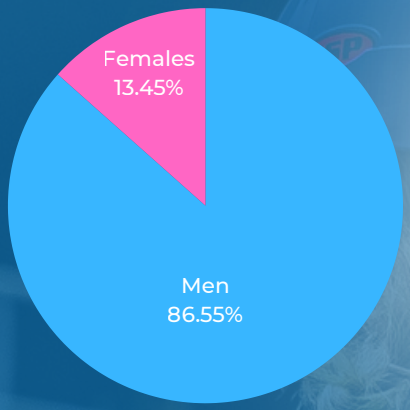
Our overall workforce profile remains predominantly male. This reflects, in part, the nature of the manufacturing, construction and operational activities undertaken by the business, where female representation has historically been lower.

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.

Kilsaran Concrete Gender Pay Gap Report



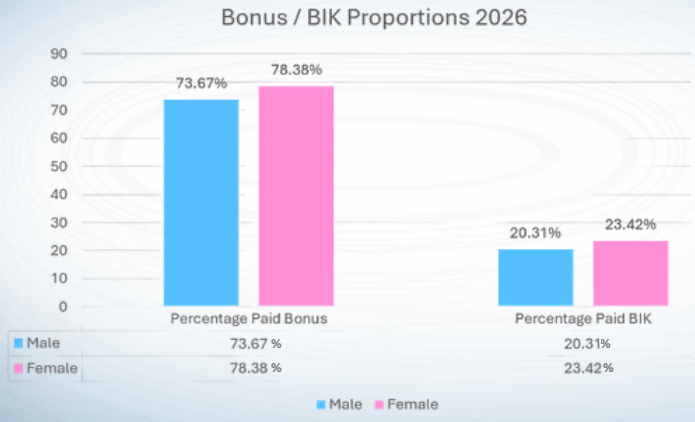
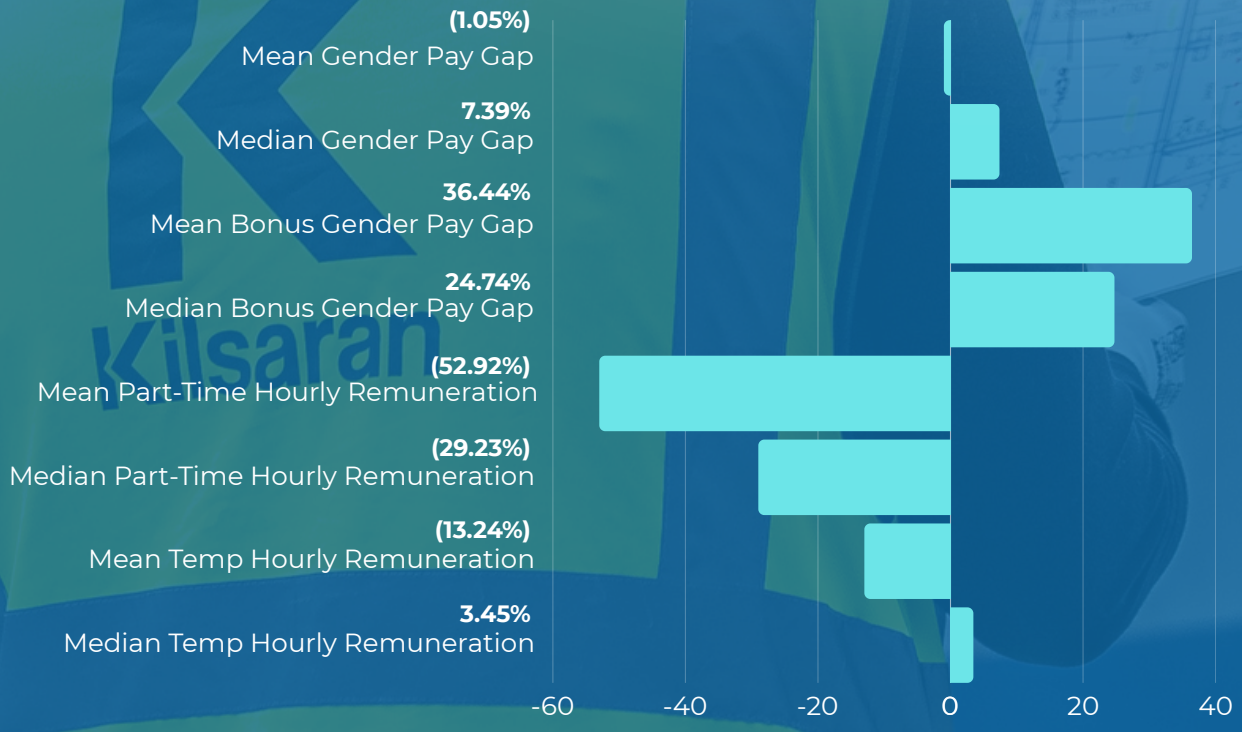


Figure 2 -Percentages of male/female employees receiving bonuses and/or paying B.I.K are shown above.

Gender Balance of 825 Total Employees



*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).

Pay Quartiles By Gender

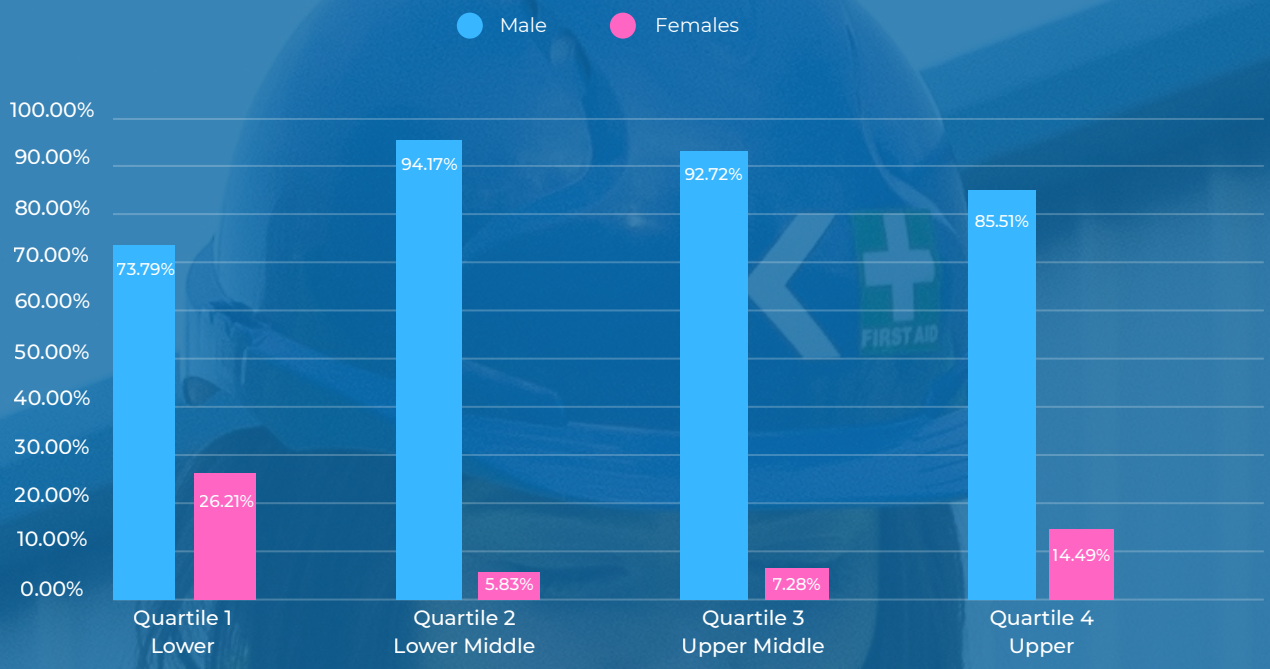


Figure 3 - Pay distribution of male and female employees across levels of hourly pay rate.

The pay distribution at Kilsaran is shown in the quartiles above. These quartiles are calculated based on hourly pay by dividing the entire Kilsaran workforce into four equal bands, from highest (upper) to lowest (lower). The above graph shows the percentage of male and female employees who sit in each band. Kilsaran has a female workforce of 13.45% (111 female employees), and the top two quartiles have an average of 12.23% female employment, which reflects Kilsaran's commitment to attracting, retaining & developing female employees in all company sectors.

Our Action Plan

We recognise that increasing gender diversity within traditionally male-dominated sectors is a long-term challenge and that there is no single action that will determine future Gender Pay Gap results.

Our approach is therefore to continue focusing on practical areas where the business can reasonably seek to encourage greater participation and opportunities through the following:

Recruitment and Attraction

We will continue to attract candidates from the broadest possible talent pool and promote the wide range of career opportunities available across our manufacturing, operational, technical, apprenticeship and support functions.

Kilsaran has achieved notable success in attracting female candidates to roles within our support functions, and we are encouraged to see growing female representation in areas that have traditionally been male dominated. While the number of women applying for apprenticeships, operational positions and senior management roles remains relatively low, participation continues to improve.

This progress is increasingly visible across our operations. Kilsaran now employs three female truck drivers and also employs a female Shovel Loader Driver at one of our quarries. The relaunch of our Trainee HGV Driver Programme in 2025 has created another pathway into the industry, with one female participant already successfully passing her Category C (Truck/HGV) driving test.

These developments, while still relatively small in number, are important in demonstrating the breadth of opportunities available to women within Kilsaran and in providing visible examples of women succeeding in roles traditionally held by men.

Our recruitment materials and participation at careers and recruitment events will continue to reflect the range of people, roles and career paths available across our organisation.

Apprenticeships

Apprenticeship programmes are an important part of building a more diverse talent pipeline and introducing people to long-term careers within our industry.

In 2023, Kilsaran welcomed its first female apprentice, who commenced a Higher Certificate in Science Laboratory Technician Apprenticeship (QQI Level 6). Since then, we have continued to build on this progress, welcoming female apprentices to the maintenance team within our Paving production facility and to the Quality Laboratory within our Concrete Products & Aggregates division, where they are pursuing Electrical and Laboratory Technician apprenticeships respectively.

We remain committed to positioning Kilsaran as an employer of choice for apprenticeships - this includes actively participating in recruitment and careers events such as the WorldSkills Ireland event, Construction Jobs Expo and the Meath Careers Fair organised by County Meath Chamber.

Through these initiatives, we aim to increase awareness of the variety of career paths available within Kilsaran and encourage more women to consider careers in areas where they have traditionally been under-represented.

Development and Progression

Attracting women into the organisation is only one part of developing a more balanced workforce. We will continue to provide opportunities for employees to develop and progress based on business requirements, individual capability and career aspirations.

We are encouraged by the continued development and progression of women within our operational teams, including a female Plant Supervisor and a female Assistant Location Manager, reflecting positive progress in areas where women have historically been under-represented.

Together with the increasing number of women entering apprenticeships, transport, quarry and technical roles, this provides greater visibility of the potential for women to build and progress their careers across different levels and areas of Kilsaran.

Over time, increasing female participation at both entry and more senior levels may contribute to a more balanced workforce profile and help address some of the underlying factors influencing our Gender Pay Gap.



Workplace Inclusion

As our workforce continues to evolve, we will also continue to consider the practical needs of employees across the organisation.

This includes appropriate workplace facilities and PPE, family leave arrangements and flexible working options where these are compatible with the requirements of individual roles and operational activities.

Creating an environment in which people can participate, develop and progress is an important part of supporting greater diversity across all areas and levels of our business.

Reviewing our Data

Gender Pay Gap Reporting provides an important annual opportunity to measure our progress and better understand how our workforce profile is changing.

We will continue to review our mean and median pay gaps, bonus outcomes and the distribution of women and men across our pay quartiles. We will also consider how changes in representation across different roles and levels of the organisation are influencing our overall position.

We recognise that meaningful change will take time, particularly given the historically low representation of women within many areas of the construction and manufacturing sectors. However, the progress being made through apprenticeships, our Trainee HGV Driver Programme, operational recruitment and career progression provides a positive foundation on which to continue building.

Looking Ahead

Our 2026 Gender Pay Gap results show that average hourly remuneration between men and women is broadly balanced, with a mean gap of -1.05%.

However, we recognise that this headline measure does not tell the full story.

Our 7.39% median hourly pay gap, the difference in average bonus payments and the relatively low overall representation of women within the workforce provide important context.

As a business operating predominantly within manufacturing, construction and associated operational sectors, changing the overall gender profile of our workforce will take time and will be influenced by factors both within and outside the organisation.

There are encouraging signs of progress in areas that have traditionally had lower female representation, including our female participation in transport and other operational roles. While these numbers remain relatively small in the context of our overall workforce, they represent positive developments that we hope will contribute to a broader awareness of the career opportunities available within Kilsaran.

Our focus will remain practical and proportionate. We will continue to seek to attract a diverse range of candidates, provide opportunities for development and progression, maintain fair employment practices and review our Gender Pay Gap data annually.

Our objective is to provide a working environment in which opportunities are accessible regardless of gender, while continuing to understand and respond appropriately to the insights provided by our Gender Pay Gap data.