

Gender Pay Gap Report 2025



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Welcome to the third annual gender pay gap report for Kingspan Group's operations in Ireland. Operating in over 80 countries and employing over 27,000 staff globally, we help create energy efficient, low carbon buildings through innovative products and systems.

We are a global leader in high-performance insulation, building envelope, and advanced building systems solutions. Guided by our Planet Passionate sustainability programme, we're accelerating the transition to a net zero emissions built environment while fostering an inclusive, equitable, and rewarding workplace for all.

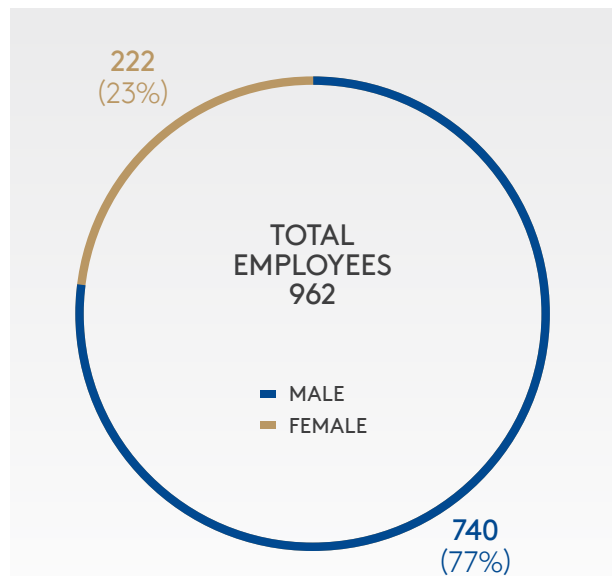
In compliance with the Gender Pay Gap Information Act 2021, we are pleased to publish our 2025 Gender Pay Gap Report, which outlines gender pay data across our operations in the Ireland and the actions we are taking to promote equality, inclusion, and opportunity for all. Notably, this year's report shows that our mean pay gap (based on core pay) has halved since last year's report, reflecting ongoing progress in promoting gender diversity across all levels of the business.

Headquartered in Kingscourt, Co. Cavan, Kingspan employs 962 people across Ireland in our head office and six manufacturing sites: Kingscourt, Castleblayney, Dublin, Askeaton, Monaghan, and Glenamaddy.

The gender pay gap measures the difference in average pay between all men and all women across the organisation, regardless of role or seniority. It is not a measure of equal pay for equal work, which Kingspan fully upholds.

Workforce Overview

This Gender Pay Report covers the 12-month period ending 29 June 2025 ['2025 period']. During this period, the total number of employees increased by 8.2% (73 people), rising from 889 in 2024 to 962 in 2025. Of these, 740 are male, an increase of 8.8%, (60 males) on the prior period and 222 are female, an increase of 6.2% (13 female). This steady increase in both male and female employees demonstrates our ongoing growth and commitment to a diverse workforce.



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Gender Pay Gap Results

Kingspan Group companies operating in Ireland recorded a mean pay gap (based on core pay) of 4.31% and a median pay gap of -1.80% in favour of females, reflecting a strong year-on-year improvement on the prior year report.

The mean pay gap (core pay) was 8.78% in 2024 and this gap has decreased to 4.31% in 2025. The median pay gap is relatively static at -1.80% in favour of females compared to -2.16% in 2024.

Pay Gap

	2024	2025	Change
Mean pay gap	8.78%	4.31%	4.47% improvement
Median pay gap	-2.16%	-1.80%	Slight change, remains in favour of females
Mean part-time pay gap	44%	22%	22% improvement
Median part-time pay gap	38%	8%	30% improvement

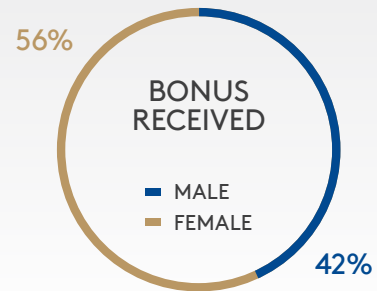
It is very encouraging to report continued improvement in our gender pay metrics. The mean pay gap for core pay has halved, reflecting ongoing progress in promoting gender diversity across all levels of the business. The median gap remains slightly in favour of females, demonstrating that females continue to be well-represented in roles across a range of pay levels.

Bonus and Benefits in Kind (BIK) Analysis

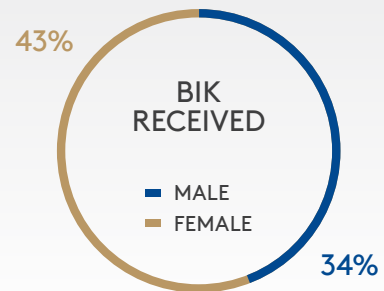
Despite some contraction in bonuses, reflective of market conditions in the period, the proportion of female employees receiving a bonus in the period was higher than the proportion of males receiving such payments.

The proportion of employees receiving Benefits in Kind (BIK) increased for both men and women in the period, with female participation rates higher, at 43% compared to males at 34%.

Proportion of colleagues receiving a bonus:



Proportion of colleagues receiving benefit in kind:



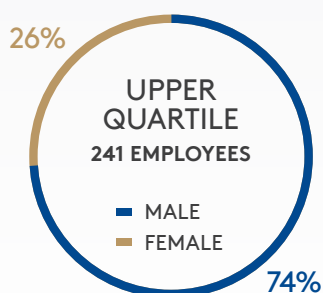
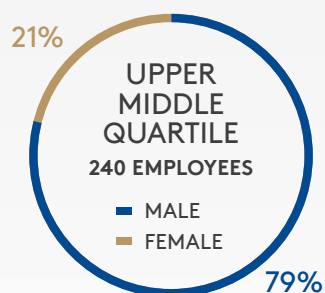
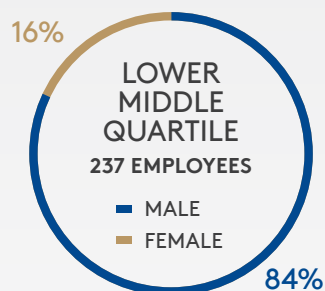
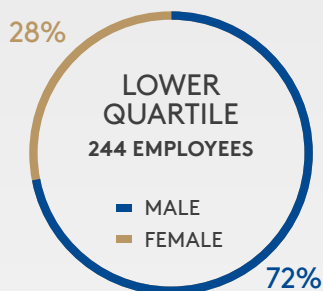
This shift reflects Kingspan's continued focus on providing a competitive and balanced total reward, ensuring that benefits are maintained across the workforce, even in a year of constrained bonus payments.

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Pay Quartiles

The pay quartiles divide our workforce into four equal parts based on hourly pay rates, with the lower quartile representing the lowest-paid roles and the upper quartile representing the highest-paid roles.

The % remuneration breakdown of lower to upper quartiles 2025



We are pleased to report an increase in female representation within the Upper Quartile now at 26% indicating that more women are occupying senior or higher-paid positions. Similarly, the growth in female representation within the Lower Quartile reflects progress in recruiting and retaining women across operational and technical roles and steady progress in improving overall gender representation.

In the round, these figures highlight our ongoing commitment to fostering a more balanced and inclusive workforce by encouraging equal opportunities for career development and advancement throughout the organisation.

How we are working to address our Gender Pay Gap

Kingspan remains fully committed to promoting equality of opportunity, enhancing inclusion, and ensuring every employee can fulfil their potential. In 2024 and 2025, we continued to progress several important initiatives:

- ✓ Building on the progress made in the prior year, efforts continue to embed Inclusion and Diversity across all areas of the business.
- ✓ Managers are supported with practical tools and training to embed inclusive behaviours and promote gender inclusion within teams.
- ✓ Inclusion and Diversity are firmly embedded in recruitment practices ensuring Kingspan remains an open and attractive employer for all.
- ✓ Participation of women across the workforce is closely monitored, with a continued commitment to increasing female representation at all levels.
- ✓ Internal 'People Connect' technology enhances transparency and accessibility in internal job postings, mobility, and career opportunities.
- ✓ All internal roles are advertised through the Career Portal to ensure visibility and equal opportunity for every employee.
- ✓ Regular and inclusive performance and development conversations support career growth and continuous learning.
- ✓ Access to leadership development programmes is expanding to strengthen the female talent pipeline and prepare more women for senior roles.
- ✓ Diversity reporting aligns with CSRD workforce disclosure requirements, with quarterly reviews driving ongoing improvement.
- ✓ Annual divisional talent and succession reviews continue in line with Group principles to identify and develop future leaders.
- ✓ Kingspan remains People Passionate fostering an inclusive, ethical, and empowering culture where everyone can thrive and contribute to a sustainable built environment.

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Conclusion

Kingspan is proud of the significant progress achieved in 2024 and 2025, with a substantial reduction in the mean gender pay gap and continued strong representation of women across all pay quartiles. These improvements reflect the ongoing efforts of our teams to embed inclusion and equal opportunity across our business.

While there is still work to do, we are confident that our focused initiatives combined with continued investment in leadership development, mentoring, and inclusive recruitment will help ensure that Kingspan remains a fair, equitable, and inspiring workplace for everyone.

We remain committed to transparency and continuous improvement as we work towards closing the gender pay gap and building a more balanced future for all.

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