



ESG Gender Pay Gap Report Published 2025/2026

Snapshot date: 5 April 2025

Reporting Period: 6 April 2024 – 5 April 2025

This gender pay gap data is based on a total workforce of 285 employees and provides an increase from the previous report, in quartile distribution numbers from 69 to 71 employees per quartile band.

As you review this data, please remember that the gender pay gap measures the difference between men's and women's earnings across the company by expressing women's pay as a percentage of men's pay. This should not be confused with equal pay, which refers to men and women receiving equal pay for performing equal work.

Our workforce remains predominantly male, with:

- **232** male employees (**81%**), representing a slight reduction from 82%
- **53** female employees (**19%**), representing a slight increase from 18%

While the overall gender split remains largely unchanged from the previous report, the marginal increase in female representation is a positive indicator of gradual progress.

Mean Gender Pay Gap

The mean hourly rate is the average hourly wage across the entire organisation. The mean gender pay gap therefore measures the difference between women's mean hourly wage and men's mean hourly wage.

- Women's hourly mean rate is **46%** lower than men's (47% in the previous year)

In other words, when comparing mean hourly rates, women earn **£0.54** for every **£1** earned by men.

Median Gender Pay Gap

The median hourly rate is calculated by ranking all employees from the highest to lowest paid, and identifying the hourly wage of the person in the middle of the distribution. The median gender pay gap is then the difference between the women's median hourly wage (the middle paid woman) and men's median hourly wage (the middle paid man).

- In this reporting period, Women's hourly median rate is **50%** lower than men's (the previous report was 52%)

In other words, when comparing median hourly pay, women earn **£0.50** for every **£1** earned by men.

Both the mean and median pay gaps have reduced compared to the previous reporting year. This indicates a small but positive movement towards narrowing the overall pay disparity. However, the pay gap remains

significant and is primarily influenced by the distribution of male and female employees across senior and higher-paid roles.

Proportion of women in each pay quartile

Pay quartiles are calculated by dividing all employees within the organisation into four even groups according to their level of pay. For this report, each quartile band contains 71 employees. The distribution across pay quartiles continues to be the primary driver of the gender pay gap. Looking at the proportion of women in each quartile gives an indication of women's representation at different levels of the organisation.

- Top salary quartile: 97% Male (up from 94%) and 3% Female (down from 6%)

We acknowledge that female representation in the highest pay quartile has reduced, which has contributed to the persistence of the overall pay gap.

- Upper-middle salary quartile: 96% Male (previously 97%) and 4% Female (previously 3%)

This quartile remains heavily male-dominated, with only marginal movement year-on-year.

- Lower-middle salary quartile: 77% Male (down from 91%) and 23% Female (up from 9%)

There has been a notable increase in female representation within this quartile, indicating some positive progression into mid-level roles.

- Lower salary quartile: 56% Male (up from 46%) and 44% Female (down from 54%)

The lower quartile has shifted from being female-majority to male-majority in this reporting year.

Bonus pay

- **82%** of male employees received a bonus (up from 67%)
- **74%** of female employees received a bonus (up from 71%)

A higher proportion of both male and female employees received bonuses this year. As an organisation owned through an Employee Ownership Trust, all eligible employees participate in the company bonus scheme. In the reporting year, 100% of eligible male and female employees received a bonus. This reflects our employee ownership model, where rewards are shared broadly across the workforce. The increase in bonus participation for women is positive; however, the difference in bonus values at senior levels continues to drive the overall mean gap.

Bonus Pay Mean/ Median Gap

Women's mean bonus pay is **84.2% lower** (up from 83.1%) than men's. Excluding bonuses paid to individual shareholders, the mean bonus pay gap reduces to **61.6%** representing an overall reduction from the previous reporting year (64.8%). Despite this, the mean bonus gap has increased slightly. This reflects the

impact of higher-value bonuses paid predominantly to employees in senior roles, where male representation remains significantly higher.

Women's median bonus pay is **20% lower** than men's, representing a reduction from the previous year figure of 25%. Encouragingly, the median bonus gap has narrowed, indicating an improvement in bonus parity for employees at the midpoint of bonus distribution.

Analysis

Although there have been modest improvements in both the mean and median gender pay gaps, we acknowledge that the overall gap remains significant. Within individual roles and job groups, we are confident that pay parity is achieved, with men and women receiving equal pay for equal work. However, the overall mean and median pay gap figures are influenced by the fact that, at the snapshot date, women represented **19%** of our total workforce. Our gender pay gap analysis reflects the distribution of men and women across different roles within our organisation and mirrors the wider workforce profile of the construction industry; predominately male, with very low female representation in the highest pay quartile.

The gap is further affected by the concentration of female employees in administrative and support functions, which are typically lower-paid roles, compared with the predominantly male workforce in higher-paid, site-based and operational construction roles. These structural and industry-wide factors are reflected in our data and do not indicate a lack of commitment to pay equity or inclusivity within our organisation.

Encouragingly, during the same reporting period, 24% of participants in our apprentice scheme were female — significantly higher than the overall female representation across the business — demonstrating our clear commitment to attracting more women into the industry and building a more balanced workforce for the future. Additional positive indicators include a slight increase in overall female representation across the business, improved female participation in bonus schemes, growth in female representation within the lower middle quartile, and a reduction in both the median pay gap and median bonus gap.

We are proud of the steps we have taken so far, but we recognise there is still more to do and that addressing the gender pay gap will require continued focus on improving female representation in senior and upper pay quartile roles, alongside sustained efforts in recruitment, progression, and leadership development pathways.

We remain committed to monitoring our progress and implementing targeted actions to create a more balanced and inclusive workforce over time.

A handwritten signature in black ink, appearing to read 'Andy Hider'.

Andy Hider
Managing Director

A handwritten signature in black ink, appearing to read 'Lee Moore'.

Lee Moore
Finance Director

A handwritten signature in black ink, appearing to read 'Marylyn O'Kane'.

Marylyn O'Kane
HR Director

Signed: 27th March 2026

Next Review Due: 31st March 2027