

**This is our annual gender pay gap report for the snapshot date of 5 April 2025.**

- Our mean gender pay gap is 8.4%.
- Our median gender pay gap is 1.7%.
- Our mean gender bonus gap is 46.9%.
- Our median gender bonus gap is 0.0%.
- The proportion of male employees receiving a bonus is 23.3% and the proportion of female employees receiving a bonus is 22.1%.

**Table 1: Pay quartiles by gender**

This table shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile).

Band	Males	Females	What is included in this band?
A	70.5%	29.5%	All employees whose standard hourly rate is within the lower quartile
B	68.5%	31.5%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median
C	76.6%	23.4%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile
D	78.4%	21.6%	All employees whose standard hourly rate is within the upper quartile

A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" is the lowest group. The "upper quartile" is the highest group.

The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

## **Why do we have a gender pay gap?**

Legally, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or anything else listed above). We:

- carry out regular pay and benefits audits;
- provide regular equal pay training for all managers and staff members who are involved in pay reviews; and
- evaluate job roles and pay grades to ensure fairness.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

Across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations). Men are more likely to be in technical and IT-related roles, which are paid more highly than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

This pattern from the UK economy as a whole is reflected in the make-up of our organisation. Most line managers and senior managers are men.

The table above shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile). If we had no gender pay gap, there would be an equal ratio of men to women in each band. However, instead, 29.5% of the employees in band A are women and 70.5% men. The percentage of male employees increases throughout the remaining bands, from 68.5% in band B to 78.4% in band D.

## **How does our gender pay gap compare with that of others?**

The mean gender pay gap for the whole economy (according to the October 2025 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 13.4%, while in the construction sector it is 11.5%. At 17.1%, our mean gender pay gap is higher than the whole economy and our sector.

The median gender pay gap for the whole economy (according to the October 2025 ONS ASHE figures) is 12.8%. At 1.7%, our median gender pay gap is lower than the whole economy.

**Table 2: Comparison with other organisations**

	Our organisation	2025 ONS ASHE whole economy
Mean gender pay gap	8.4%	13.4%
Median gender pay gap	1.7%	12.8%

Our mean and median gender bonus gaps are: 46.9% and 0.0% respectively.

23.3% of men at our organisation received a bonus in the 12 months up to 5 April 2025. For women this was 22.1%.

### **What are we doing to address our gender pay gap?**

We are not happy with our gender pay gap even though it compares favourably with others. We are committed to doing everything we can to reduce the gap. However, we also know this is a difficult task. For example, we have no control over what people choose to study or the career choices that they make.

We also have a seasonal workforce who are captured within this report. More of our seasonal migrant workers are single males as we recruit from countries with cultures that remain traditional with women being homemakers.

So far, we have taken the following steps to promote gender diversity:

1. Creating an evidence base: To find any barriers to gender equality and to help us make priorities for action. A few years ago we introduced gender monitoring to understand:
  - the number of men and women applying for jobs and being recruited;
  - the number of men and women applying for and getting promotions;
  - the number of men and women leaving our organisation and their reasons for leaving; and
  - the number of men and women in each role and pay band.
2. We made changes to our flexible working policy to make it clear that we will consider requests from all employees to work flexibly, regardless of their role and level of seniority, and that flexible working is not just part time working; and
3. We reviewed our policy on bonus payment.

Over the next year, we will continue to:

1. Recruitment practices
  - o Use structured interviews to minimise bias in selection.
2. Career progression and development
  - o Offer training programs to all employees, with enrolment as needed.
  - o Supporting flexible working arrangements to help balance career and personal responsibilities
3. Education and awareness
  - o Provide guidance on fair pay reviews and performance evaluations.
  - o Deliver leadership training covering recruitment bias and fostering psychological safety.
4. Seasonal worker considerations
  - o Implement fair pay practices across the seasonal workforce
  - o Monitor seasonal workforce composition and pay to ensure equity
  - o Recruit our seasonal labour from countries where women are encouraged to work.

Any further initiatives launched throughout the year will be reported on the company SharePoint.

I, Helen Wilson, Corporate Services Director, confirm that the information in this statement is accurate.

A handwritten signature in black ink, appearing to read 'H Wilson', with a long, sweeping underline.