

Gender Pay Gap Report 2025

This report outlines our gender pay gap for the reporting period April 2024 – April 2025 and provides context to explain the factors influencing the results.

Overview

Our mean gender pay gap is **9.2%**, and our median gender pay gap is **9.4%**, indicating that, on average, male employees earn more than female employees across the organisation.

In contrast, our bonus pay gap is **-25.5% (mean)** and **-2.9% (median)**, meaning that female employees, on average, received higher bonus payments than their male counterparts during the reporting period.

The proportion of employees receiving a bonus is broadly similar, with **91.1% of males** and **87.3% of females** receiving a bonus.

Workforce Composition

Our workforce is predominantly male, with **84% male employees** and **16% female employees**. This distribution is reflected across our pay quartiles:

- The **lower quartile** has the highest female representation at **31.2%**
- The **lower middle quartile** has **5.3% female representation**
- The **upper middle** and **upper quartiles** each have **14.5% female representation**

This distribution shows that female employees are underrepresented in higher-paid roles across the business.

Industry Context and Key Drivers

The primary driver of our gender pay gap is the structure of our workforce rather than unequal pay for equal work.

As a business operating in heavy manufacturing and construction trades-based environments, many of our higher-paid roles require specialist technical skills. These roles are part of sectors that have a well-documented gender imbalance and a limited pipeline of female candidates.

According to the Office for National Statistics, the overall UK gender pay gap for 2025 is **6.9%**. However, this increases significantly in sectors aligned to our operations, rising

to **13.9% for skilled trades** and **12.3% for machine operatives**, highlighting the broader challenges faced in achieving gender balance within these roles.

Within our organisation, a higher proportion of male employees occupy skilled trade and production roles, which attract higher rates of pay. Female employees are more likely to work in non-production or support functions. This occupational distribution is a key factor contributing to our gender pay gap.

Bonus Pay Gap

The negative bonus pay gap reflects the distribution of roles across the organisation.

A greater proportion of female employees work in non-production or professional roles where discretionary bonuses are awarded based on individual contribution. These roles typically attract higher bonus values compared to production-based incentives.

While a slightly lower percentage of female employees received a bonus during the reporting period, this was influenced by the timing of new hires who were not eligible for bonuses relating to the full performance year. All female employees who were employed for the full year received a bonus.

Actions and Future Focus

We recognise that there is more to do to improve gender balance across our workforce and reduce our gender pay gap over time.

Our focus includes:

- Expanding **flexible and part-time working opportunities** to attract a broader and more diverse talent pool
- Investing in **apprenticeship programmes** to encourage more women to enter skilled trades and construction-related careers
- Promoting **career opportunities within our industry to female candidates**, helping to address the longer-term skills gap
- Reviewing our **recruitment practices** to ensure they are inclusive and accessible
- Supporting **development and progression opportunities** for all employees.

We recognise that improving gender representation in traditionally male-dominated industries is a long-term challenge. However, through sustained focus on early careers, inclusive recruitment, and workforce development, we aim to make meaningful progress over time.