

GENDER PAY REPORT 2023.

As a Specialist Engineering Contractor, our people are our greatest asset. They are highly skilled and passionate about what they do, and we support them with equitable opportunities to accomplish their full potential. Every individual is respected and valued irrespective of age, gender, race, religion, or disability.

The representation of females within our business is slowly increasing, but we know we need to do more. Our approach to closing the gender pay gap is centred on a long-term sustainable solution.

Within 2023, we focused our efforts on recruiting, retaining, and developing more entry-level apprentices and graduate females into core construction and engineering roles. Working in collaboration with CITB, we engaged with over 100 students from across London, offering them firsthand insight into a career in construction. Four of our women participated in Women into Construction's Moving on Up programme.

This programme aims to support companies like us that aim to improve their gender diversity through direct support of women and supervisors in their employment.

As a business we believe addressing the longstanding underrepresentation of women in our industry will be vital to creating meaningful change and while progress will be steady, we believe it will have a far greater outcome.

GENDER REPRESENTATION.

MEAN GENDER PAY GAP - **20.7%**

MEDIAN GENDER PAY GAP - **20.5%**

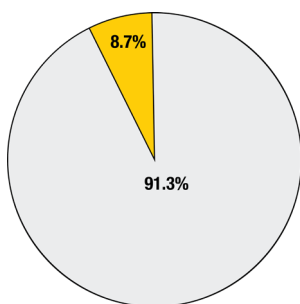


MALE - 87%

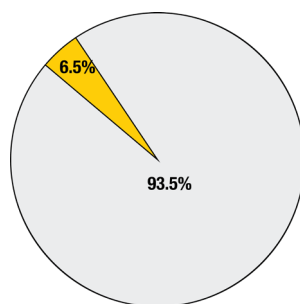


FEMALE - 13%

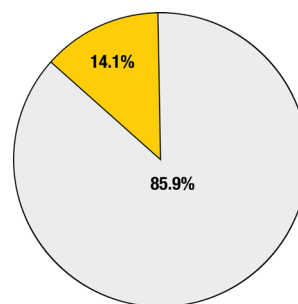
PROPORTION OF MALE AND FEMALE BY QUARTILE %



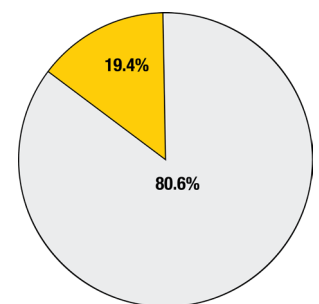
Upper hourly pay quartile



Upper middle hourly pay quartile



Lower middle hourly pay quartile



Lower hourly pay quartile



MALE - 81.6%*



FEMALE - 64.7%*

MEAN BONUS PAY GAP - **75.9%**

MEDIAN BONUS PAY GAP - **36.4%**

*Percentage of employees that recieved a bonus.

BONUS PAY:

As an employee-owned business we all share in its success. Under the rules of the Employee Ownership Trust bonus scheme, employees must have at least 12 months' continuous employment. To that effect employees that have not received a bonus had less than 12 months service when the bonus was approved.