

Gender Pay Report 2025.

As a Specialist Engineering Contractor, we recognise that our greatest strength lies in our people. We remain committed to building an inclusive workforce where everyone is valued, supported, and given the opportunity to reach their full potential.

Our latest gender pay gap analysis reflects encouraging progress. Over the past year, we have seen a reduction in both our mean and median gender pay gaps, demonstrating that our long-term approach to improving representation and progression is beginning to deliver measurable impact.

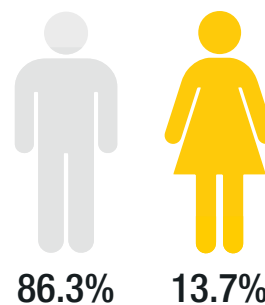
We are also pleased to report that 78.0% of employees received a bonus payment this year, reflecting our continued commitment to recognising and rewarding contribution across the business.

Closing the gender pay gap requires sustained and meaningful action. Over the past year, we have continued to:

- Recruit and develop a higher proportion of women into core engineering and construction roles
- Expand our engagement with young people across London, offering greater exposure to careers in construction

Through our “growing our own” approach, we are building a strong and diverse talent pipeline. This year, 40% of our early careers team are female, and notably, all of our commercial trainees are female, clear indicators of the steady progress we are making in attracting and developing women into areas where they have traditionally been underrepresented. Retention rates for female trainees, apprentices and graduates remains at 100%.

While we are encouraged by steady progress made this year, we recognise that there is more to do. We remain committed to attracting, retaining, and developing women at all levels, particularly in technical and leadership roles, to ensure long-term, sustainable change.

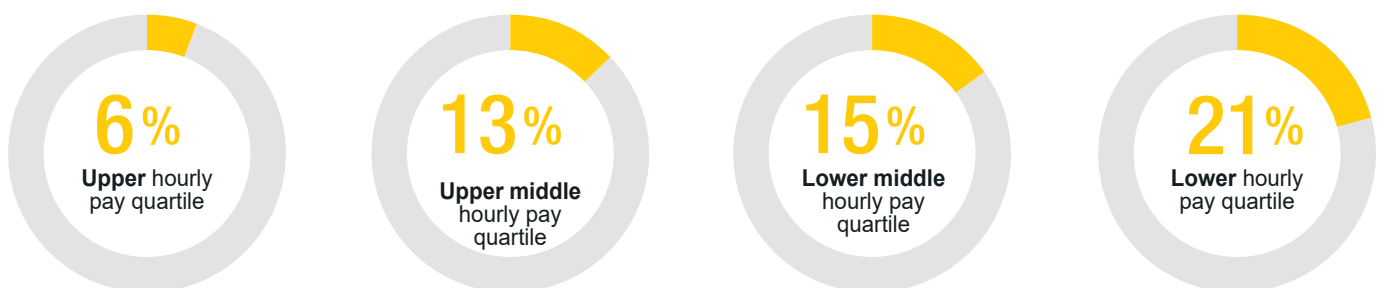


Gender Representation.

Gender Pay Gap

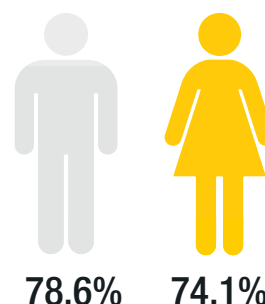
Mean:	23.2%
Median:	20.2%

Proportion of Male & Female by Quartile %.



Bonus.

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.



Gender Representation.

Bonus Pay Gap

Mean:	71.7%
Median:	33.3%

% Employees Receiving a Bonus