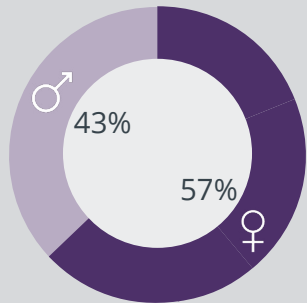


Gender pay gap report 2025

A snapshot of our gender pay gap results as at April 2025 and continued areas of focus

Men/women ratio

461 UK employees



9.3% Median gap

15.9% Mean gap

Pay quartiles

Our gender proportions across pay quartiles

♀ 47% Q4 53% ♂

♀ 63% Q3 37% ♂

♀ 53% Q2 47% ♂

♀ 66% Q1 34% ♂

11% Median bonus gap

3% Mean bonus gap

UK employees receiving a bonus

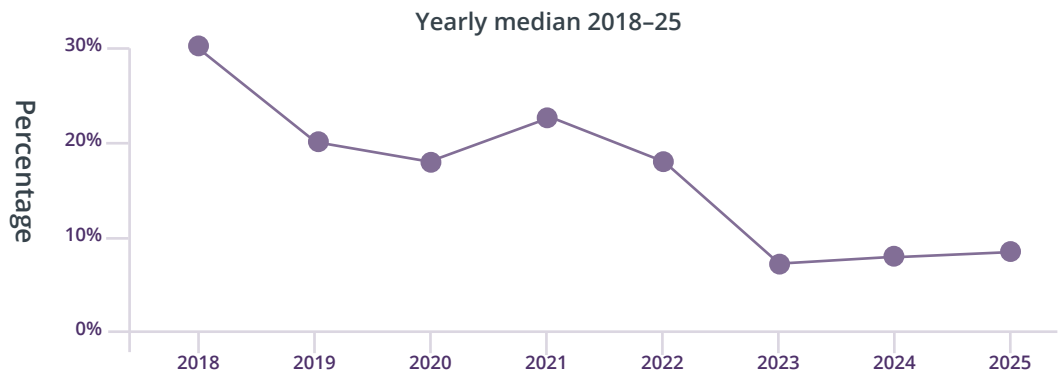
♂ 7%

♀ 6%

Our workforce

The 2025 results reflect a slight increase in both the median and mean gender pay gap compared to 2024. This is mainly attributed to changes in workforce composition at the snapshot date, including an increase in the proportion of men in the upper pay quartile.

It is important to note that we have seen a steady overall reduction in our gender pay gap since 2018, reflecting sustained focus on fair pay, progression and inclusive practices.



Pay quartiles

While women make up the majority of the workforce overall, the slightly higher proportion of men in the upper quartile is a key contributor to the overall gender pay gap and continues to be an important area of focus.

Bonus pay

Bonus participation rates are low and broadly similar for women and men. Differences in bonus outcomes reflect both participation levels and the value of bonuses awarded, rather than systemic differences in access to bonus schemes.

Our continued focus

Significant progress has been made, driven by our [2024-2026 DEI Strategy](#), to improve processes, increase knowledge and understanding, and deliver meaningful change. Over the coming year, we will continue to make a difference by:

- Publishing a Menopause Action Plan, aligned with government guidance, supported by education and open dialogue on menopause and reproductive health, to help women remain and succeed in the workplace and to address factors contributing to the gender pay gap.
- Strengthening gender representation across all levels, alongside other characteristics, with focus on increasing the number of women in senior leadership roles. Our Executive team currently comprises 56% men and 44% women.
- Empowering our employee networks, particularly the Women's Network and Parents & Carers Network, to enhance support, visibility and advocacy for women.
- Enhancing our approach to parental support, ensuring equitable guidance and resources throughout parental leave and return to work.
- Embedding inclusivity into everyday business practices, ensuring it is consistently reflected in behaviours, decisions and people processes.
- Continuing close collaboration between the DE&I and People teams to ensure equity across attraction, recruitment, promotion, pay and reward.
- Celebrating diversity and inclusion so every employee feels valued, respected and recognised.

Deepening our impact

As part of our ongoing goal to improve the diversity of those who work in the sector we serve, we have joined forces with eight other professional body partners to drive progress collectively for the built and natural environments. Together we have agreed our [2026-2030 action plan](#).