



# Gender Pay Report 2025

Reporting period: April 2024 to April 2025





## INTRODUCTION

In 2024, HG Construction Ltd met the threshold to report under the Gender Pay Gap Reporting Regulations for the first time. This milestone presented a valuable opportunity to reflect on our current position and reinforce our commitment to gender diversity across the business.

A year on, this report presents the organisation's Gender Pay Gap results for the snapshot date of 5 April 2025 and compares them with previously reported figures. It highlights the significant progress made over the past year and sets out our commitment, current initiatives, and further practical steps to promote gender equality and reduce the gender pay gap.

## WHAT IS THE GENDER PAY GAP?

Gender pay gap reporting measures the difference between the average earnings of men and women across the organisation, comparing the average pay by gender across all roles regardless of specialism or level. It is not the same as equal pay, which relates to men and women being paid equally for the same or equivalent work.

At HG Construction Ltd, we are fully committed to providing equal opportunities and equal treatment for all employees. We maintain a clear policy of paying men and women equally for the same or equivalent work.

## REDUCING OUR GENDER PAY GAP

Median	Mean
28.3% (2024: 68.5%)	36.8% (2024: 39.5%)

Our report shows significant improvement across both mean and median gender pay gaps which represents positive progress. It illustrates the improved gender balance across roles of seniority compared with the previous reporting period. It also demonstrates a stronger balance in pay distribution between male and female employees around the midpoint of the organisation’s pay structure. During the months preceding the snapshot date, there was an increase in representation of women within mid-level and high-level roles, reflecting the positive actions put into place to recruit and retain female talent within the organisation. We also saw an 8% increase in women represented on our Operational Board during this time.

Our gender pay gap is primarily driven by workforce representation and not unequal pay for equivalent roles. A higher proportion of men occupying senior and higher-paid roles, and a historic underrepresentation of women within the construction industry contributes to this, which is a trend mirrored across the UK.

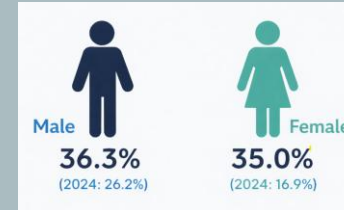
Construction organisations typically employ a higher proportion of men in site management, engineering, commercial delivery and senior project leadership roles. These roles are generally positioned within upper pay quartiles and therefore have a strong influence on headline gender pay gap results. While representation of women in these pathways continues to improve, this remains the single most significant factor contributing to the organisation’s overall gender pay gap.

HG operate a promote from within policy and as such this shows an imbalance in the upper pay median. To address this, we are continuing our focus on recruiting more female employees earlier on in their career and as such over time this will further adjust the upper imbalance, building on our current progress. Supporting progression of women into these pathways remains the most effective long-term mechanism for reducing the organisation’s gender pay gap.

## BONUS PAY GAP

Median	Mean
51.2% (2024: 57.14%)	55.9% (2024: 59.68%)

### PROPORTION OF EMPLOYEES RECEIVING A BONUS

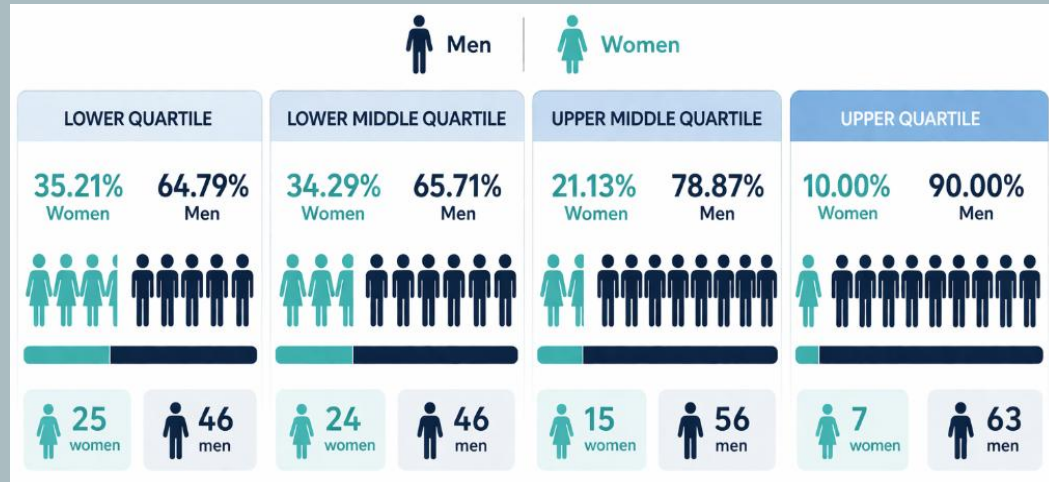


The proportion of employees receiving bonuses has increased significantly for both men and women. Notably, the participation gap between men and women has reduced substantially, with almost equal proportions receiving bonuses in 2025.

This represents a strong improvement in bonus accessibility and distribution across gender. Our bonus structure is partially linked to specific project milestones which can have an impact on these figures, based on the length of a project and when the completion of those milestones occur across the reporting periods.

*Since 2024, our mean hourly pay gap reduced by 2.7% and our median pay gap reduced by 40.5%*

## PAY QUANTILES



Our pay quartiles show the gender of employees according to four pay bands. The bands are defined by ranking all our employees from the highest to the lowest paid, then divided into four equal parts to show the percentage of women and men in each of the quartiles.

Since our 2024 report, there has been improvement in female representation within the upper middle quartile, increasing from 9.86% in 2024 to 21.13% in 2025. Representation in the upper quartile has also increased from 7.14% to 10.00%.

Encouragingly, the improved representation within the upper middle quartile reflects strengthening progression pathways and recruitment into new opportunities across key business areas. Continued focus on supporting women into senior project delivery and commercial leadership roles remains a key priority for reducing the overall gender pay gap.

## WHAT WE'RE DOING TO CLOSE THE GAP

We continue to develop our early careers pathways as a key area of increasing female representation in commercial and site management roles. We are pleased to report that females made up 50% of our 2024/2025 apprenticeship intake in trainee quantity surveyor and trainee site manager roles.

To recognise International Women's Day, we celebrated some of our female workforce across several key roles. We created a number of news posts on our internal news platform and on our social media channels to showcase the dedication, expertise and impact women bring to HG and to inspire the next generation entering our industry.

As part of our structured career development initiatives, we continued our Positive Leadership Programme to support senior managers to develop and nurture their people. 15% of senior leaders attending the workshops and one-to-one coaching sessions were female, further strengthening the skills of our existing leaders in nurturing female talent across the organisation and providing structured career development to help women progress to senior roles.

We have further enhanced our family-friendly policies, offering improved parental leave and flexible working options to support work-life balance. 100% of our female employees who have taken maternity leave in the past two years have returned to their roles on adjusted flexible working patterns which further emphasises our commitment to retaining female talent and demonstrates that our teams feel supported with work-life balance.

We have continued our work partnering with local schools and colleges to raise young people's awareness of the different career opportunities within the constructions sector. We were also proud to have strengthened our relationships with colleges and universities which has enabled us to attend various careers and placement fairs where we had the opportunity to reach females across the communities we work in, promoting construction roles.

*Since 2024, female representation has increased by 11% in upper middle quartile and 3% in upper quartile*



## SUMMARY

HG Construction Ltd are committed to improving gender balance across our workforce and to taking meaningful action to support progression, retention and opportunity for women across both operational and professional roles. We believe real change comes from supporting women throughout their careers, starting with recruitment and extending through to leadership development; progress of which is reflected in our gender pay gap report.

Through targeted action across site, technical and leadership career pathways, the organisation expects these initiatives to support continued improvement in gender representation, contribute to reducing the gender pay gap, and help build a more inclusive future.

## DECLARATION

We confirm that the information and data reported here are accurate and meet the requirements of the methodology set out in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to be 'Adam Quinn', written over a light blue horizontal line.

Adam Quinn  
CEO  
HG Construction Ltd