



Gender Pay Gap Report 2025

The Gender Pay Information Act 2021

GEM Construction proudly upholds a culture of respect, diversity, and inclusion across our organisation.

At GEM Construction, we believe a great company is built on respect, fairness, and opportunity. Creating a workplace where people feel valued, supported, and able to grow is central to who we are.

As part of the Gender Pay Gap Information Act 2021, this report provides a clear summary of our pay data, the reasons for gaps, a reflection on the past 12 months and the steps we are taking to ensure equality of opportunity across our business.

The construction industry is continuing its evolution toward greater gender balance, and GEM is committed to actively contributing to that progress. Our aim is to attract exceptional talent, support career development, and create pathways that grow and diversify our leadership team - not out of obligation, but because we recognise the value that diverse perspectives and talent bring to our people and our business.



What distinguishes the *Gender Pay Gap* from *Equal Pay*?

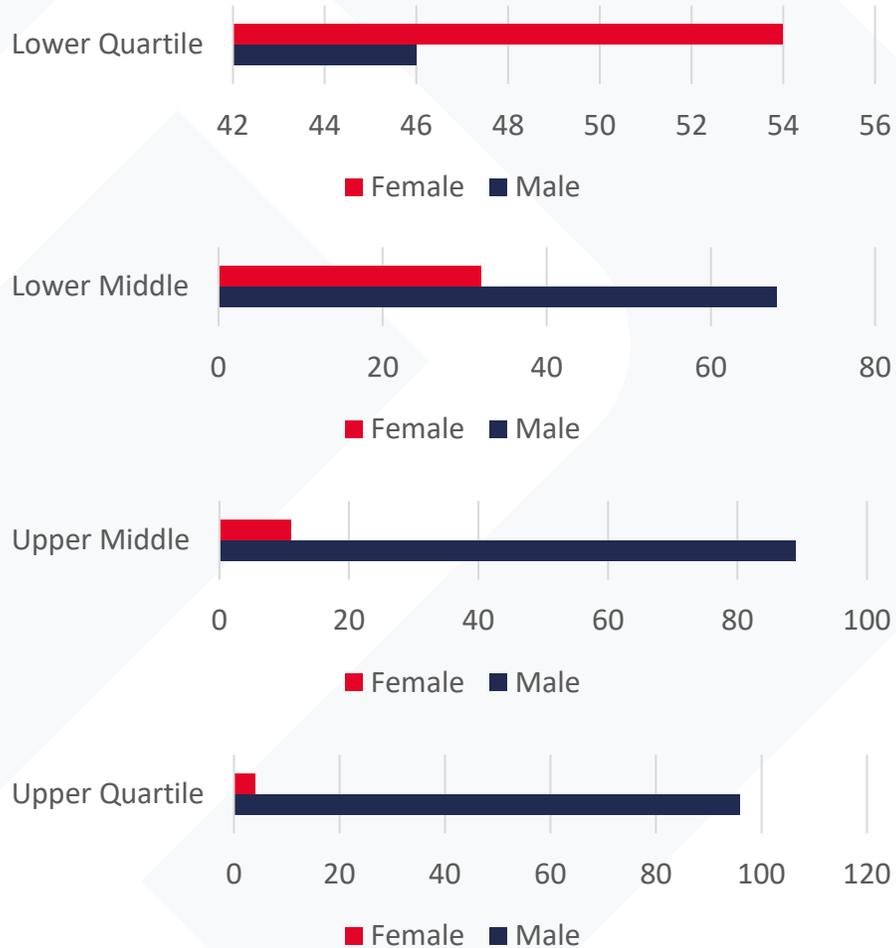
Equal pay refers to employees performing the same work or work of equal value, which GEM Construction is fully compliant.

The **Gender Pay Gap**, however, measures the difference in the **Average Hourly Pay** of men and women across the entire organisation, regardless of role. It reflects the structure of the workforce rather than unequal pay for equal work.

The data mirrors industry-wide underrepresentation, but it does not show the momentum building across the construction sector to make the profession more appealing to women. At GEM, we are committed to playing our part by nurturing talent, investing in mentorship, and creating clear pathways for internal progression into senior roles.

Report Finding 2025

Gender Distribution Findings



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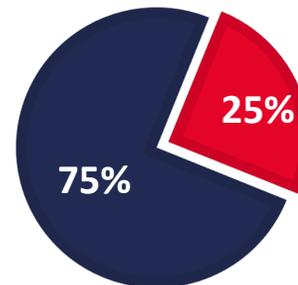
Gender Data Findings

AVERAGE PAY GAP – HOURLY PAY



HEADCOUNT

■ Male ■ Female



AVERAGE BONUS PAY



Key Drivers of the Pay Gap

The industry as a whole is still catching up, with fewer women nationally who have had the opportunity to build the experience and expertise required for senior technical and operational roles.

This limited talent market makes it more challenging to fill senior positions with female candidates.

However, this is a key focus across the construction sector, with ongoing efforts to make the industry a more attractive and accessible career path for women.

Commitments Going Forward in 2026

Strengthening Internal Progression Pathways

- Expanding mentoring and development programmes to support female employees in building the skills and experience needed for future senior roles.
- Creating clearer, structured pathways to progression, ensuring internal opportunities are visible, accessible, and based on capability and performance.

Recruitment Practices

- Continue to using gender-neutral language in job descriptions and reviewing recruitment materials to ensure they encourage a diverse pool of applicants.

Workplace Culture

- Continuing to promote an inclusive, respectful culture that supports all employees and fosters a strong sense of belonging across all teams.

**Data prepared in accordance with
Gender Pay Gap Information Act 2021**

