

Gender Pay Report.

As a Specialist Engineering Contractor, we recognise that our greatest strength lies in our people. We are 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 both the progress we've made and the challenges that remain. While the representation of women within our business continues to grow, we acknowledge that there is still more to do.

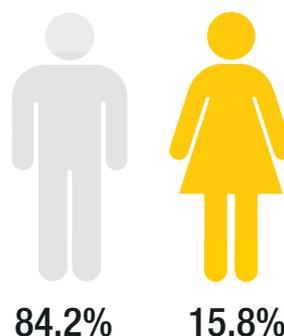
Closing the gender pay gap requires long-term, sustainable action. Over the past year, we have:

- Recruited, and developed a higher proportion of women in core engineering and construction roles
- Expanded our engagement with young people across London, offering firsthand exposure to careers in construction

Our commitment to diversity is reflected in this year's Early Careers programme intake, where 50% of new hires are female and 60% come from underrepresented

groups, figures that exceed industry averages while maintaining our focus on recruiting the best talent.

While the increase in female representation is a positive step toward greater inclusivity, it has had a short-term impact on our mean and median gender pay gap, leading to an increased gap in this year's figures. This shift reflects the necessary groundwork for meaningful change, and we remain committed to attracting, retaining, and advancing more women into leadership and technical roles to create lasting impact.

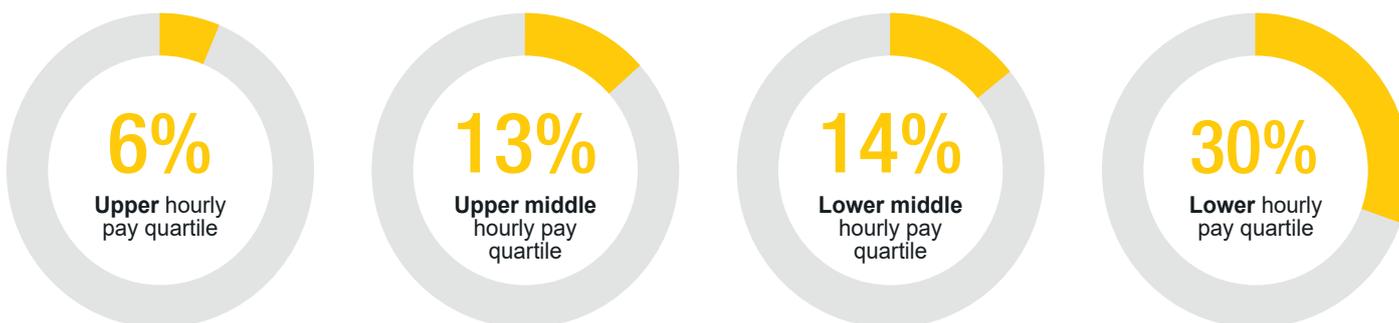


Gender Representation.

Gender Pay Gap

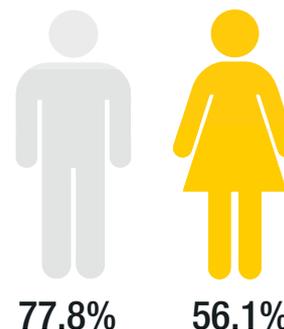
Mean: 30.2%
Median: 26.1%

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: 75.9%
Median: 41.7%

% Employees Receiving a Bonus