

Gender Pay Gap Report 2025

Executive Summary

Our 2025 gender pay gap results reflect the structure of our workforce rather than any equal-pay concerns. Women currently make up 21.5% of our workforce - significantly ahead of the UK construction industry average of 15% - and our analysis confirms that men and women performing equivalent roles are paid fairly within the same pay band.

While women remain underrepresented in senior and specialist positions, we are taking meaningful steps to strengthen our talent pipeline, enhance transparency in career pathways, and improve progression opportunities. With targeted investment, clear development frameworks, and a sustained focus on inclusion, we are confident that we will continue to close the gap over time.

Introduction

At Morris & Spottiswood Ltd, we are committed to creating a fair, inclusive, and equitable workplace where all colleagues can develop and succeed. The gender pay gap measures the difference in average pay between men and women across an organisation, regardless of role, seniority, or working pattern.

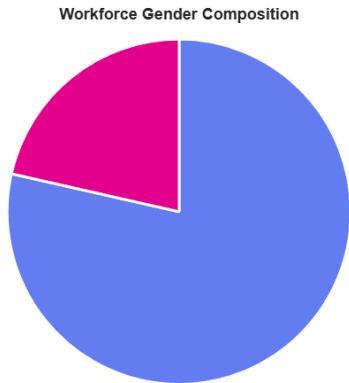
For the 5 April 2025 snapshot date, our results reflect the distribution of men and women across our workforce and the roles they undertake. They do **not** indicate equal pay issues - which relate to paying men and women differently for the same work - but instead highlight structural and representation trends within the organisation.

Our Gender Pay Gap Results

Our gender pay gap continues to be driven by the distribution of men and women across different levels and functions of the business rather than by pay inequality. As is common across the construction sector, men currently occupy the majority of senior, specialist, and technical roles that attract higher levels of pay and bonus opportunity. By contrast, women are more represented in lower and mid-level positions, which influences our mean and median pay gap figures.

These results highlight the importance of accelerating female progression into higher-graded roles, an area that remains a core priority within our people strategy.

1. Workforce Composition



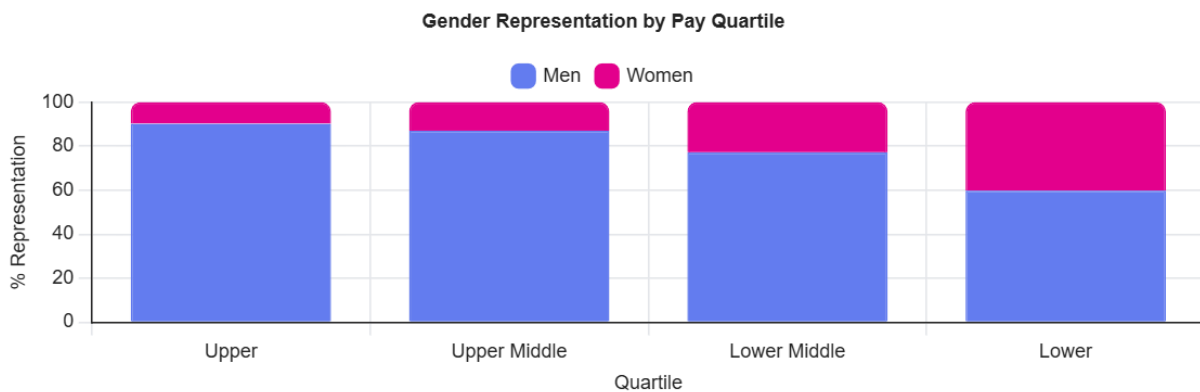
For the April 2025 reporting period, our full-pay relevant employee population comprised **368 colleagues**, of whom:

- **289 were men (78.5%)**
- **79 were women (21.5%)**

This gender imbalance is reflected across all quartiles, particularly in the upper parts of the pay structure.

2. Pay Quartile Distribution

The proportion of women decreases steadily higher up the pay scale:



Pay Quartile	% Men	% Women
Upper (75–100%)	90.2%	9.8%
Upper Middle (50–75%)	87.0%	13.0%
Lower Middle (25–50%)	77.2%	22.8%
Lower (0–25%)	59.8%	40.2%

This distribution indicates that women remain under-represented in senior and higher-paid roles within the organisation. Conversely, women are proportionally more represented in lower-paid roles.

Gender pay gap in hourly pay

- Mean gender pay gap: 29.75%
- Median gender pay gap: 35.19%

Our gender pay gap reflects the structural composition of our workforce rather than unequal pay for equal work. Like much of the construction sector, we have a predominantly male workforce, and women remain underrepresented in senior and specialist roles that typically command higher salaries.

However, our position relative to the wider industry demonstrates meaningful progress. Women currently make up 21.5% of our workforce, compared with 15% across the UK construction sector, indicating that our organisation is already ahead of industry norms in attracting and retaining female talent. Our male-to-female ratio of 3.66:1 compares favourably with the sector's ratio of 5.67:1, reinforcing the positive direction of travel.

The median pay gap of 35.19% is largely driven by the distribution of men in upper-quartile, higher-paid roles. As we continue our work to build a stronger talent pipeline and increase the representation of women at senior levels, we expect to see further reductions in this gap over time.

We remain committed to advancing gender balance at every level of the organisation and are actively working to increase female representation in senior, specialist, and technical roles where women remain underrepresented.

Gender pay gap in bonus pay

- Mean bonus pay gap: 54.96%
- Median bonus pay gap: 36.23%

Proportion of men and women receiving a bonus

- 47.06% of men received a bonus
- 56.79% of women received a bonus

Our bonus pay gap is shaped largely by the profile of roles eligible for bonus and the levels at which bonuses are awarded. Senior posts - currently held predominantly by men - attract higher bonus opportunities, while some areas of the business, such as weekly-paid roles, are not part of our bonus scheme. Bonuses are often calculated as a percentage of salary, meaning higher-earning employees receive greater absolute bonus amounts.

The mean bonus gap of 54.96% is particularly sensitive to very high-value bonuses within senior positions, whereas the median gap of 36.23% provides a more typical comparison between male and female bonus amounts.

To ensure fairness, eligibility for bonus payments operates on a transparent sliding-scale basis aligned to start dates, so all eligible employees receive a bonus proportionate to their contribution period. We regularly review the structure and accessibility of our bonus arrangements to ensure they remain equitable and aligned with our long-term inclusion goals.

We are reviewing bonus eligibility criteria and monitoring gender representation in bonus-linked roles to help reduce this gap over time.

Understanding the Drivers of Our Gender Pay Gap

Our gender pay gap continues to be shaped primarily by workforce distribution rather than pay inequality. The key factors influencing the gap this year include:

1. Under-representation of women in senior roles

Women make up less than 10% of colleagues in the upper quartile, which is where our highest-paid roles sit. This has a significant impact on our overall gender pay gap.

2. Pipeline and progression dynamics

Although representation improves in the lower and lower-middle quartiles, this has not yet translated into proportional representation in middle- and senior-level positions.

3. Recruitment demographics

Our workforce historically attracts more male applicants, particularly within technical and specialist roles that command higher salaries.

Comparative Industry Context

When compared with the wider UK construction sector - where women represent only 15% of the workforce - our female representation of 21.5% demonstrates meaningful progress in attracting and retaining women. Likewise, our senior female representation of 17% is aligned with, and in some areas slightly ahead of, sector benchmarks*. According to the latest ONS Labour Force Survey data for Q4 2025*, women represent only 15% of all workers in construction, with 85% being men.

Our male-to-female ratio is 3.66:1, compared with the construction sector's ratio of 5.67:1. Although our workforce remains male-dominated, the comparison indicates that we are performing better than the sector benchmark in attracting and retaining women.

This does not diminish the challenges that remain: like much of the industry, we see greater male representation at the top of our pay structure. However, the data shows that we are building from a stronger position than many of our peers, providing a solid foundation for further progress.

However, like much of the construction industry, we continue to see lower representation of women in the upper quartiles of our pay structure. This remains a key driver of our gender pay gap and is an area where focused action is required.

*Source: [Latest construction workforce figures](#)

Senior Leadership Gender Representation

Across our Executive and Senior Leadership structures, women currently represent 17% of our senior team. When compared with construction sector benchmarks - where women hold only around 16% of senior positions and as few as 7% of board-level roles - our representation is broadly aligned with, and in some areas slightly above, the wider industry.

Women in our organisation hold senior roles across Executive, Senior Director and Head of Function levels, providing a strong platform from which we will continue to build a more gender-balanced leadership pipeline.

While still male-dominated, our leadership structure is aligned with – and marginally outperforming – broader construction industry norms.

Clear pathways are essential so women in our organisation can see how to progress. Our Role Family Framework supports this by placing transparency on career pathways and fair reward as a way to attract and retain female talent.

Pay Equity Analysis and Assurance

Our internal pay equity analysis provides important assurance. In every role family examined, women and men performing equivalent roles were paid consistently within the appropriate pay band. This confirms there are no equal-pay concerns in the roles reviewed.

Our review confirms that women and men are paid equitably for equivalent roles across the following positions:

Role Family	Applicable roles	Number of Roles
Commercial	<ul style="list-style-type: none"> Assistant Quantity Surveyor Quantity Surveyor Senior Quantity Surveyor Trainee Quantity Surveyor 	4
Business Growth	<ul style="list-style-type: none"> Account Manager Framework Manager Estimator / Surveyor Senior Estimator 	4
Operational	<ul style="list-style-type: none"> Project Manager Senior Designer Design & Compliance Manager Design Manager 	4
Enabling	<ul style="list-style-type: none"> Buyer HSQE Business Partner Security Vetting Administrator 	3

In each of these cases, we can demonstrate that women’s salaries sit appropriately within the expected pay band, consistent with their male counterparts. This means there are no identified equal-pay concerns for these roles.

This analysis will remain a core part of our annual governance cycle to maintain fair reward practices, identify any emerging trends, and support confidence in our pay structures.

What We Have Been Doing

Over the past year, we have taken targeted steps to improve gender balance and build a more inclusive working environment. Our continued commitment to flexible and hybrid working is particularly important in a sector where such arrangements have historically been challenging to offer. By empowering teams to balance collaboration time with individual flexibility, we are supporting retention, broadening our appeal, and creating a culture that enables all colleagues to thrive.

We have also invested in greater transparency through our Role Family Framework, which clearly outlines progression pathways and supports equitable pay progression. By reviewing talent pipelines and analysing career-advancement barriers, we have strengthened our understanding of where improvements are needed and have shaped our DEI priorities accordingly.

Our initiatives include:

1. Workplace Flexibility and Support

Construction as a sector has long faced challenges offering flexible working arrangements. Despite this, we continue to prioritise flexibility as a core part of our retention and inclusion strategy. We:

- We offer flexible, hybrid, and predictable working patterns, recognising that flexibility is a critical factor in retaining women and reducing flight risk across the construction industry.
- While many organisations are shifting back toward mandatory office attendance, we have deliberately retained a hybrid approach for all non-site-based roles, with no mandated office days.
- Instead, we empower managers to design team rhythms that balance business needs with personal flexibility - scheduling office time for collaboration, relationship-building, and problem-solving, while still respecting individual working patterns. This approach supports inclusion, enhances retention, and reflects our commitment to modern, people-centred working practices.

2. Transparent Career Pathways & Pay Structures

We are continuing to build fairness and transparency into our organisational structure through the introduction of our Role Family Framework, which will:

- Publish clear progression frameworks, reducing ambiguity about career pathways and helping women more confidently navigate advancement opportunities.
- Support ongoing equal pay and pay progression audits, ensuring our reward structures remain fair and uncovering any structural barriers that may disproportionately affect women, even though equal pay is distinct from the gender pay gap.

3. Reviewing Talent Pipelines to Identify Disproportionate Attrition or Barriers

- Identified structural or cultural barriers that may impact career advancement

This includes evaluating:

- access to development opportunities
- consistency of performance evaluation
- availability of role-modelling and sponsorship
- the impact of flexible working perceptions on progression
- potential pinch points in heavily male-dominated areas
- This analysis is directly informing our DEI priorities for 2026–27.

- By reviewing both progression patterns and pay band positioning, we have strengthened assurance that women are not disadvantaged in either pay or career trajectory for like-for-like roles.

Our Future Commitments

Looking ahead, we are committed to taking purposeful and measurable action to reduce the gender pay gap. Our focus includes strengthening female representation at senior levels, enhancing technical career pathways, and expanding early-career development for women.

We will continue partnering with industry bodies to support broader change in the sector, while also ensuring that our internal culture, processes, and leadership behaviours enable women to build long-term, fulfilling careers with us.

These commitments reflect our belief that improving gender balance is not only the right thing to do, but essential to our success, resilience, and ability to attract the talent we need for the future.

1. Set Ambitious but Realistic Gender Representation Targets

To drive meaningful and measurable progress, we will consider setting representation targets aligned with business needs and industry benchmarks - not quotas, but realistic and stretching goals. These may include:

- Increasing women in leadership roles from **17% to 25% by end of 2026**
- Increasing women in technical roles by **5-10% points annually**
- Increasing female representation in apprenticeship cohorts in 2026 by **5-10% points annually**

Targets demonstrate organisational intent, help prioritise investment, and reinforce accountability.

2. Partner with Industry Bodies Driving Gender Inclusion

To strengthen our impact and expand our reach, we will explore deeper partnerships with organisations leading the push for greater gender inclusion in construction, including:

- Women in Construction
- CITB (Construction Industry Training Board)
- Local skills partnerships
- Regional STEM initiatives

These partnerships support early-career engagement, provide specialist resources, and enhance our credibility in fostering gender diversity.

3. Improve Retention Through Feedback and Listening

Retention is critical to closing the gender pay gap. To better understand and respond to the lived experience of women within our organisation, we will:

- Conduct gender-specific employee experience surveys to identify barriers, challenges, and opportunities that may not surface in general feedback mechanisms.
 - Create internal women's networks to support peer mentoring, improve visibility, and build a sense of belonging.
4. **Enhance our succession planning** to ensure equitable access to development opportunities and senior roles by reviewing talent pipelines to identify disproportionate attrition or barriers in specific areas.
 5. **Continue monitoring pay equity** to ensure men and women are paid fairly for equivalent roles.
 6. **Enhance our Diversity, Equity and Inclusion (DEI) initiatives** by strengthening our focus on Inclusive leadership, supporting diverse teams through awareness, accountability, and continuous education.

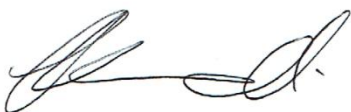
These efforts create a working environment where people feel respected, supported, and able to thrive - and ensure women have a clear voice in shaping their working environment.

Conclusion

Closing our gender pay gap is a long-term commitment that requires consistent focus and meaningful action. Although challenges remain - particularly in increasing senior female representation - we are making progress and building the structures, behaviours, and opportunities needed to accelerate change. We remain fully committed to fairness, inclusion, and creating a workplace where women can develop, advance, and lead.

Written Statement

I confirm that the gender pay gap information provided for Morris & Spottiswood Ltd is accurate and has been calculated in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read 'Jon Dunwell'.

Jon Dunwell
Chairman
4 April 2026