

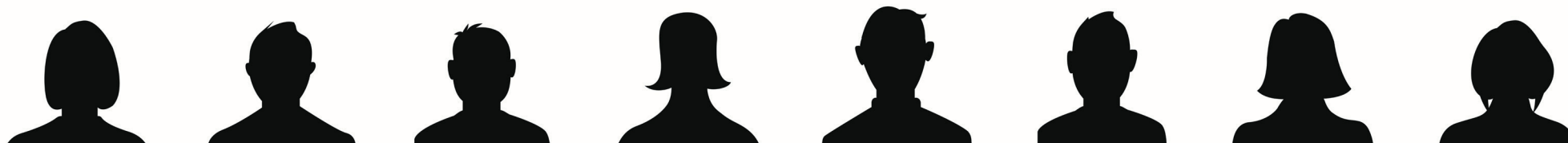
Record UK 2025 Gender Pay Report

2025 Gender Pay Report

The gender pay gap measures the difference in average pay between women and men across the business. It reflects workforce composition and representation at different levels, rather than differences in pay for the same work.

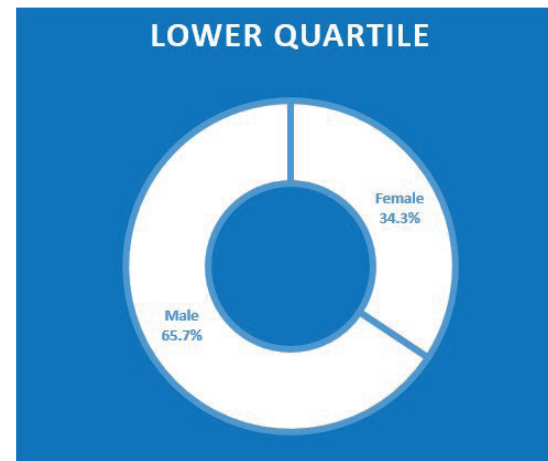
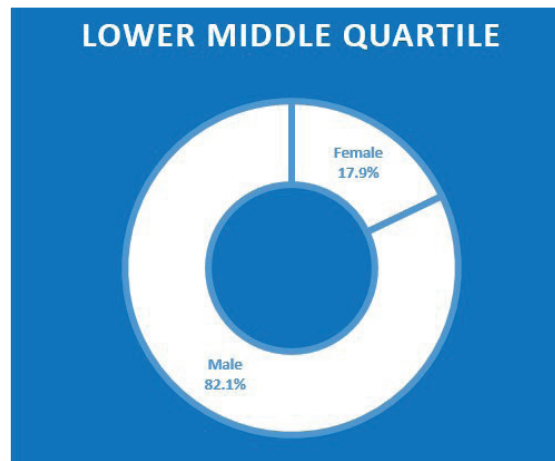
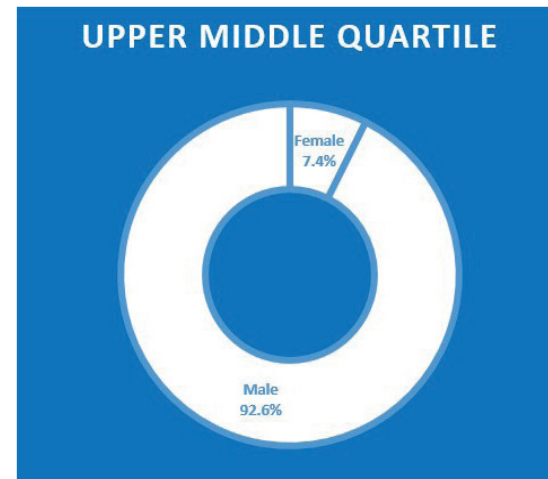
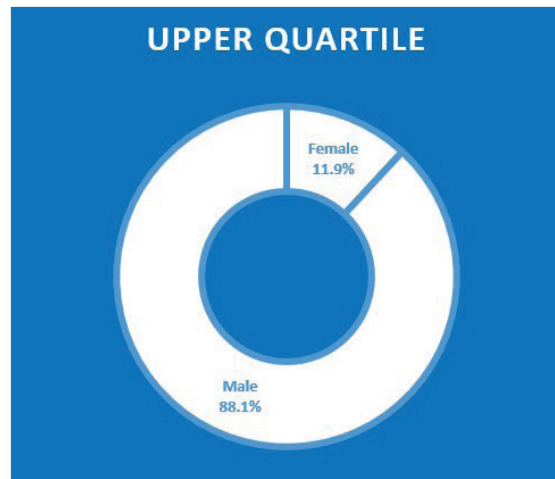
It is important to distinguish this from equal pay, which concerns men and women receiving the same pay for the same or equivalent roles. Our gender pay gap figures do not indicate unequal pay; they highlight structural differences in where men and women are represented within the business.

Number of employees	269
Male employees	221
Female employees	48
Male Key Leadership Members	87.5%
Female Key Leadership Members	12.5%



Population By Pay Quartiles

At Record UK, women occupy **11.9%** of the highest paid positions and **34.3%** of the lowest paid roles as detailed below.



Mean & Median Pay

Mean Gender Pay Gap

The mean gender pay gap represents the difference in average hourly pay between women and men across the business. It reflects overall workforce composition and the distribution of men and women across roles and seniority levels, rather than differences in pay for the same job.

Median Gender Pay Gap

The median gender pay gap compares the midpoint of hourly earnings for men and women. To calculate it, all hourly pay values for each group are listed from lowest to highest, and the middle value is identified. The gap between these two midpoints shows the typical difference in pay experienced by men and women across the business.

Understanding our Pay Gap

Since our previous report our mean gap has increased by **4.48%** which is due to a decrease in female hourly rates within the upper middle and more females in the lower hourly quartile. Our median gap has increased by **4.04%**.

2024 Mean Gender Pay Gap: **12.2%**

2024 Median Gender Pay Gap: **11.1%**

2025 Mean Gender Pay Gap: **16.68%**

2025 Median Gender Pay Gap: **15.14%**

Median average hourly pay Men: **£17.37**

Median average hourly pay Women: **£14.74**

Median Gap 2025: **15.14% (£2.63)**. Women earn **£0.84p** for every **£1** earned by Men.

Mean average hourly pay Men: **£20.44**

Mean average hourly pay Women: **£17.03**

Mean Gap 2025: **16.68% (£3.41)** Women earn **£0.83p** for every **£1** earned by Men.

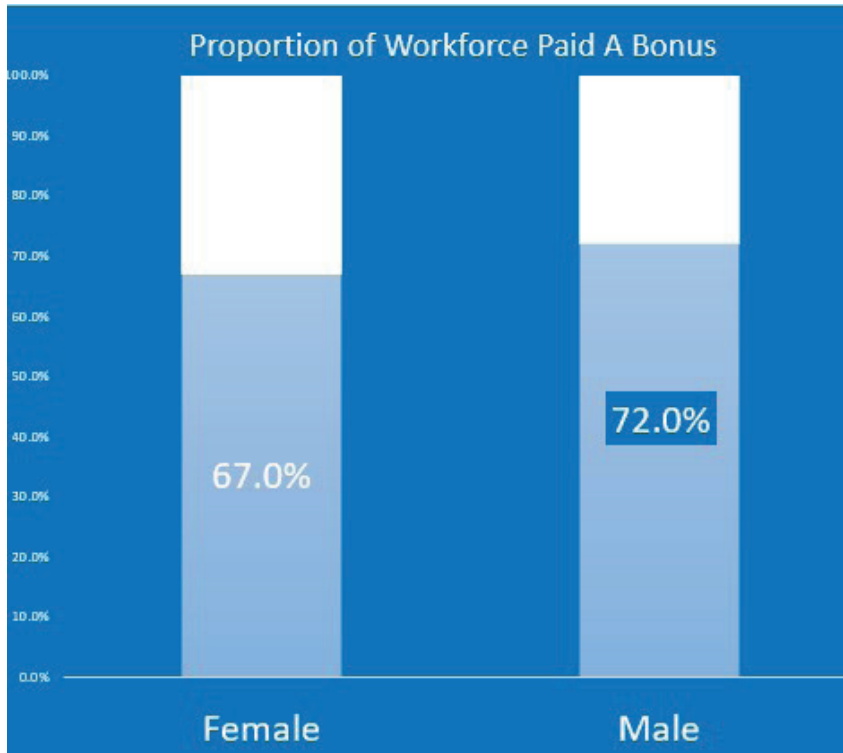


Bonus Payments

Our bonus distribution this year reflects the demographic makeup of our engineering teams, which currently represent the largest population of bonus eligible roles. As these teams are **99%** male, a significantly higher proportion of men qualified for bonuses compared with women. The resulting gap is therefore a structural outcome of workforce composition rather than of bonus decision making.

Over the past year, we have increased the proportion of women eligible for a bonus from **53.2%** to **67%**, demonstrating meaningful progress in broadening access to bonus eligible roles.

This highlights a broader strategic priority: strengthening gender representation within engineering and other bonus eligible functions to create a more balanced talent pipeline over time.

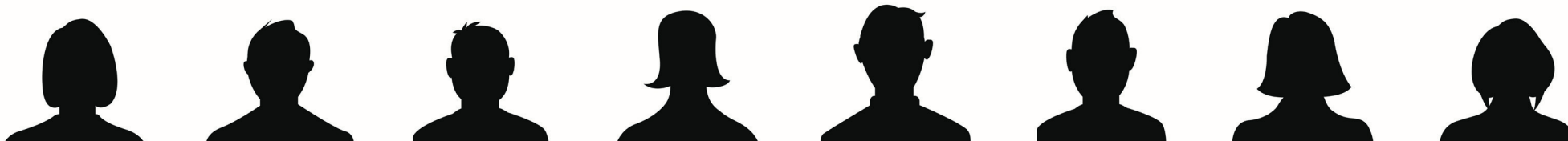


Plans To Close The Gap

Our gender pay gap continues to be driven primarily by the under representation of women in higher paid and bonus eligible roles, particularly within engineering and technical functions. We remain committed to building an inclusive culture, ensuring equitable pay, and creating clear pathways for women to enter, progress, and thrive across the business.

By broadening representation, improving career mobility, and embedding fair pay practices, we are committed to reducing the gender pay gap and creating a workplace where everyone can thrive. This year's plan builds on last year's foundations while sharpening our focus on representation, progression, and accountability.

In 2023-24, the median hourly pay gap for the largest construction firms was **23%**, according to Construction Management Magazine. This is significantly higher than the overall UK median, which dropped to **12.8%** for all employees in 2025, as reported by the Office for National Statistics.



Strategic Action Plan to Close the Gender Pay Gap

Recruitment, Attraction and Retention

- Set clear, measurable recruitment targets for women in engineering, technical roles, and the Senior Management Team.
- Strengthen partnerships with technical colleges, apprenticeship providers, and industry networks to attract women into engineering pathways.
- Review and update job adverts, role descriptions, and selection processes to remove gendered language, reduce bias, and ensure accessibility.
- Conduct stay interviews with women in technical roles to understand barriers and opportunities.
- Review flexible working options, shift patterns, and on call arrangements to ensure they support diverse talent.
- Ensure all succession plans include diverse talent pipelines with clear development actions.

Strengthen Culture, Inclusion, and Accountability

- Inclusive Leadership and Manager Capability
- Deliver inclusive leadership training for all managers, with a focus on bias in hiring, performance, and day to day decision making.
- Provide managers with practical tools and guidance to support fair, consistent people decisions.
- Fair Pay and Governance
- Continue to conduct regular, robust pay reviews to ensure roles are rewarded consistently and fairly, regardless of gender.
- Review bonus eligibility criteria and distribution to ensure transparency and fairness.

