



# GENDER PAY GAP REPORT

JUNE 2025

# Introduction

This Gender Pay Gap report is the first annual report prepared by Waterman Moylan in accordance with the requirements of the Gender Pay Gap Information Act 2021. The information presented in this report has been prepared in accordance with the methodology set out in the Act, which requires employers to analyse and publish the difference in average hourly pay of women compared to that of men in their organisation. The regulations apply to employers with 50 or more staff from 2025 onwards.

At Waterman Moylan, we strive to create a culture that is inclusive and supportive for everyone who works for the company. We are committed to creating equal opportunities for all and an environment that allows creativity to thrive and where differences are respected and valued.

Our Gender Pay Gap Report presents the pay gap as it was on 30 June 2025 (Snapshot date). This report will be prepared and published annually. It will provide an insight into what progress we make in the coming years to reduce the pay gap.

# What is the gender pay gap?

- The gender pay gap is the difference in the average hourly wage of men and women across a workforce. It compares the pay of all working men and all working women in the organisation, **not** just those in similar jobs, with similar working pattern or with similar competencies, qualifications or experience.
- A gender pay gap does not necessarily indicate discrimination or an absence of equal pay for equal value work. It reports a gender representation gap. Even if an employer has an effective equal pay policy, it could still have a gender pay gap, for example if a smaller number of women are employed in the higher-paid roles within the company.
- Other factors that can lead to the existence of gender pay gaps include differences in educational attainment and qualifications, career progression, interrupted employment or other career gaps, responsibility for caring roles and indeed, the pool of candidates from which companies recruit, which in the case of the construction industry, is not gender-balanced.

# Definitions

## Mean Gender Pay Gap

The mean gender pay gap is the difference between the average hourly pay of males and that of females, expressed as a percentage of the average hourly pay of males. The Average hourly pay includes ordinary pay and bonus.

## Median Gender Pay Gap

The median gender pay gap is the difference between the median hourly pay of males and the median hourly pay of females expressed as a percentage of the median hourly pay of males. To calculate the median gender pay gap, all employees are listed from lowest to highest pay and the hourly wage of the person in the middle of the male list is compared to the hourly wage of the person in the middle of the female list. The median is not as affected by very high or very low earners.

## Meaning of Positive/Negative Percentage

Where a positive percentage is indicated, this is the percentage by which the pay or bonus of males is greater than that of females.

Where a negative percentage is indicated, this is a percentage by which the pay or bonus of males is less than that of females.

## Quartiles

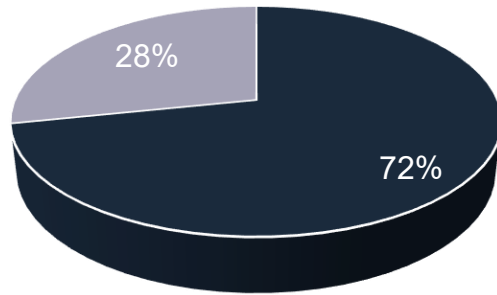
The quartiles are calculated by listing the hourly pay for all staff from lowest to highest. This list is then divided into quartiles so that there are four groups, or quartiles, of employees, representing the lowest paid employees, the lower middle, the upper middle, and the highest paid employees. The proportion of males and females in each of these quartiles is then assessed.



# Our Gender Pay Gap Figures

## Gender Representation

On our selected snapshot date, our total number of relevant employees was 92. This consists of 72% males (66) and 28% females (26).



■ Male ■ Female

## Our Gender Pay Gap Figures

The table below shows our mean and median hourly pay and bonus gap figures at 30 June 2025.

	Mean	Median
Pay Gap	28.7%	22.4%
Bonus Gap	55.7%	0%

## Bonus

Proportion of Males receiving a bonus - 100%



Proportion of Females receiving a bonus - 100%



## Benefit in Kind (BIK)

Proportion of Males receiving BIK - 48%

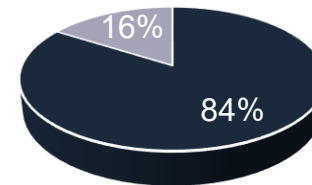


Proportion of Females receiving a BIK - 33%



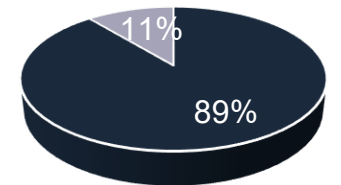
## Pay Quartiles

### Upper quartile pay band



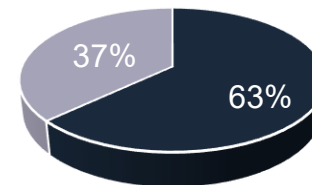
■ Male ■ Female

### Upper-middle quartile pay band



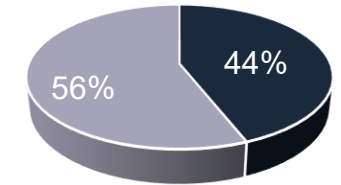
■ Male ■ Female

### Lower-middle quartile pay band



■ Male ■ Female

### Lower quartile pay band



■ Male ■ Female

## Key Findings

- Our gender representation is 28% female employees. This is above the national average which was reported by the CSO as 15% female employees in the sector in 2023.
- Our Mean Gender Pay Gap is 28.7% and reflects the high proportion of male employees in senior management levels.
- All female and all male staff received a bonus and the median bonus of 0% indicates that bonuses are distributed equally between males and females in comparable roles.
- The Mean Gender Bonus Pay Gap is 55.7%. This is because those in senior roles from Associate and above are eligible for a higher level of bonus. The proportion of males in senior roles who qualify for this higher level of bonus is significantly higher than females.
- The gender representation in the lower and lower middle quartiles show a much greater proportion of female staff, with females being in the majority in the lower quartile.

## Understanding the gap

- Our pay gap is not an equal pay issue. Waterman Moylan has a clear policy for paying employees equally for the same or equivalent work, regardless of gender, across the business.
- Historically, engineering has been a male dominated industry with a shortage of women entering the profession. It is pleasing to see this beginning to change, with increased awareness of STEM careers and targeted approaches to encourage women to consider a career in engineering. From analysing our pay and bonus gap, we can determine the main reason for this gap is that our business has a higher proportion of men (72%) compared to women (28%) overall and therefore natural progression tends to result in slightly lower female representation in more senior and consequently higher paying roles.
- This is the first year that Waterman Moylan has been required to publish its gender pay gap and whilst it is acknowledged that a gender pay gap exists, Waterman Moylan is committed to fair and inclusive recruitment practices. The shortage of women in the engineering profession particularly in previous decades presents a unique challenge to closing this gap, for which Waterman Moylan is and continues to take steps to address.
- The high proportion of females in our lower and lower-middle quartiles is very encouraging. As the cohort of engineers now in the early stages of their careers progress, this should result in the gradual reduction of the Gender Pay Gap.

# What are we doing to address the gap?

We need to address the gender balance at all levels and encourage more women to take up a career in engineering. With this in mind, we have several initiatives underway ...



## Education and Awareness

Continue to increase and develop the work we do within our communities, schools, colleges, universities and other educational establishments to improve the awareness of our industry and to encourage students to choose STEM (Science, Technology, Engineering, Mathematics) subjects that lend themselves to a future career in engineering. Our stem ambassadors are key to this aim.



## Recruitment

Continuously review and monitor our recruitment processes to ensure that they are accessible to all.



## Internship Programme

The Waterman Moylan Internship programme is a key pathway to employment and career development for early-stage female and male talent. We promote our internships across third educational institutions, offering summer and longer term placements ensuring equal access for female students. Interns gain experience across multi-disciplinary teams and are guided by assigned mentors to prepare them for transition to graduate employment.



## Development

Our career development processes recognise successes and offer progression opportunities based on merit. We are proud to have visible female role models in leadership positions and will continue to develop our people at all levels to encourage progression into more senior roles.



## Retention

Our policies include occupational enhanced maternity pay, and actively encourage employees to return to work following this leave. This allows our employees to further their careers, with the opportunity of availing of our hybrid working policy and flexible working. We support employees in achieving a healthy work-life balance and are committed to offering meaningful career opportunities at all levels. We encourage employees to have a voice within the workplace and recognise the working environment is constantly evolving.

