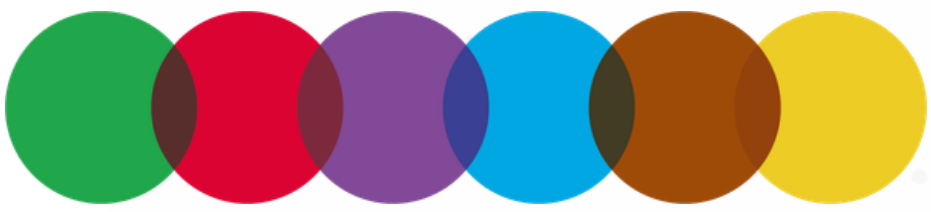


# GTC Gender Pay Gap Report 2025



# What is meant by gender pay gap?

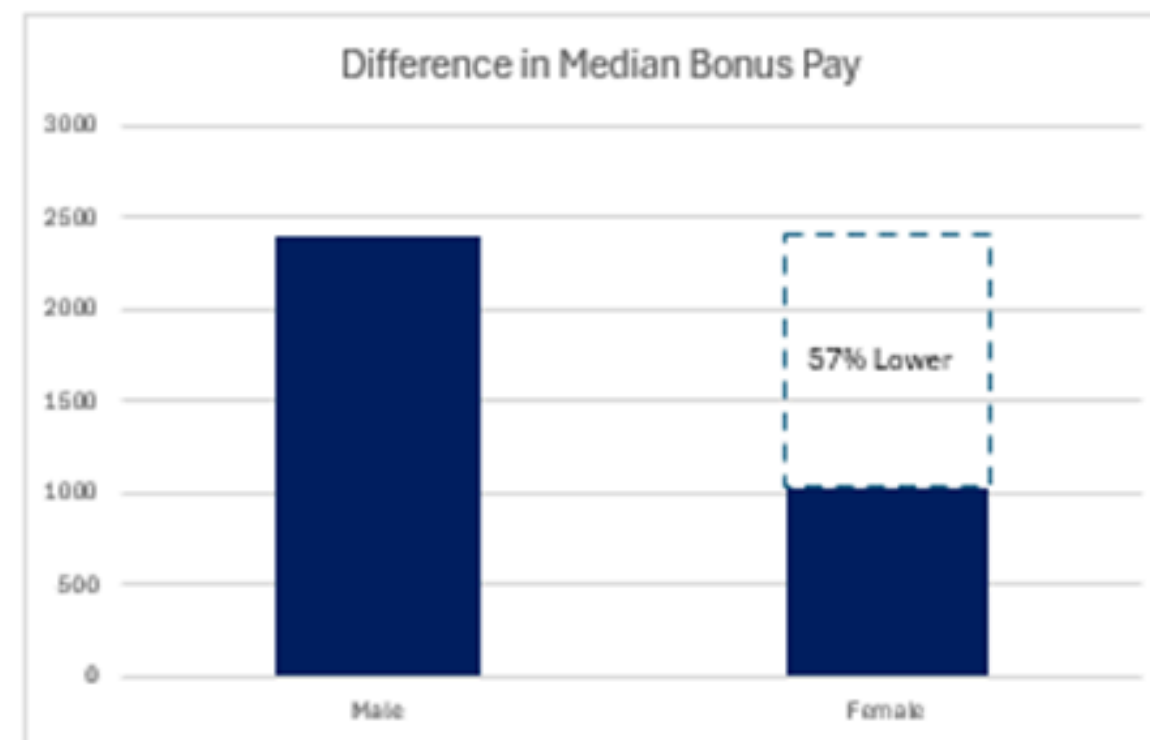
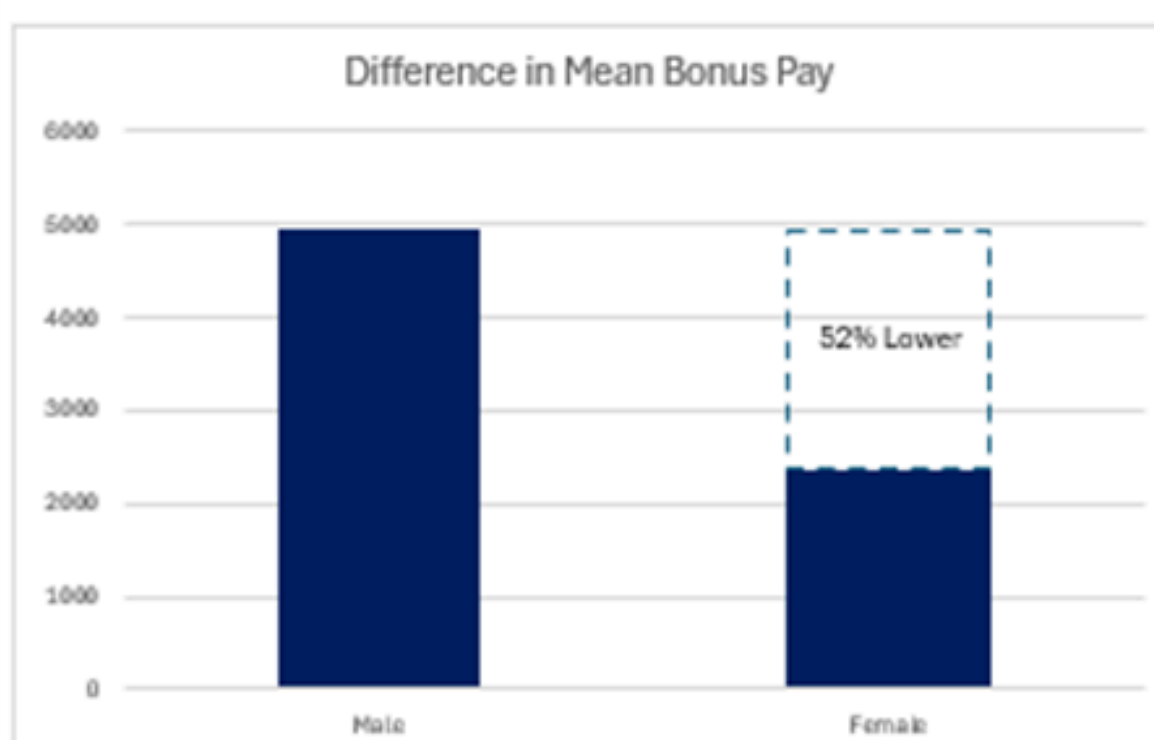
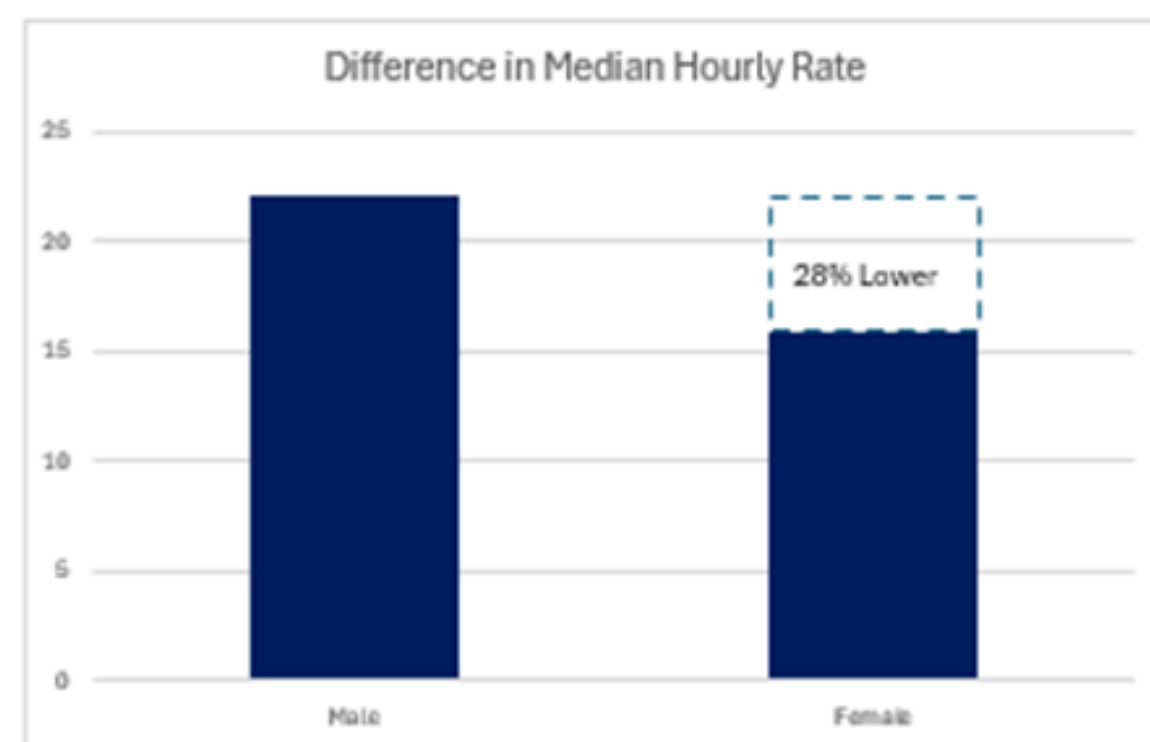
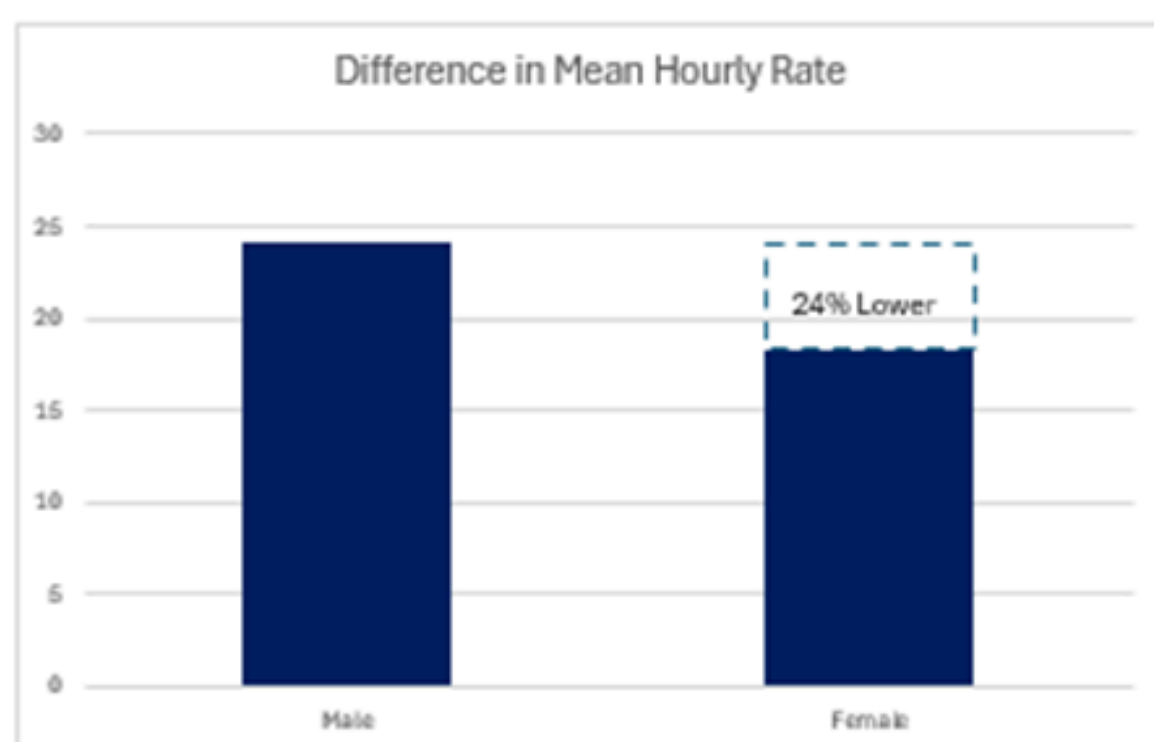
Employers with over 250 employees are required to publish statutory calculations every year showing their pay gap between male and female employees.

The gender pay gap is the difference in the average earnings between men and women, regardless of the roles they perform. Gender pay differs from 'equal pay', which looks at pay differences between people carrying out the same or comparable work.

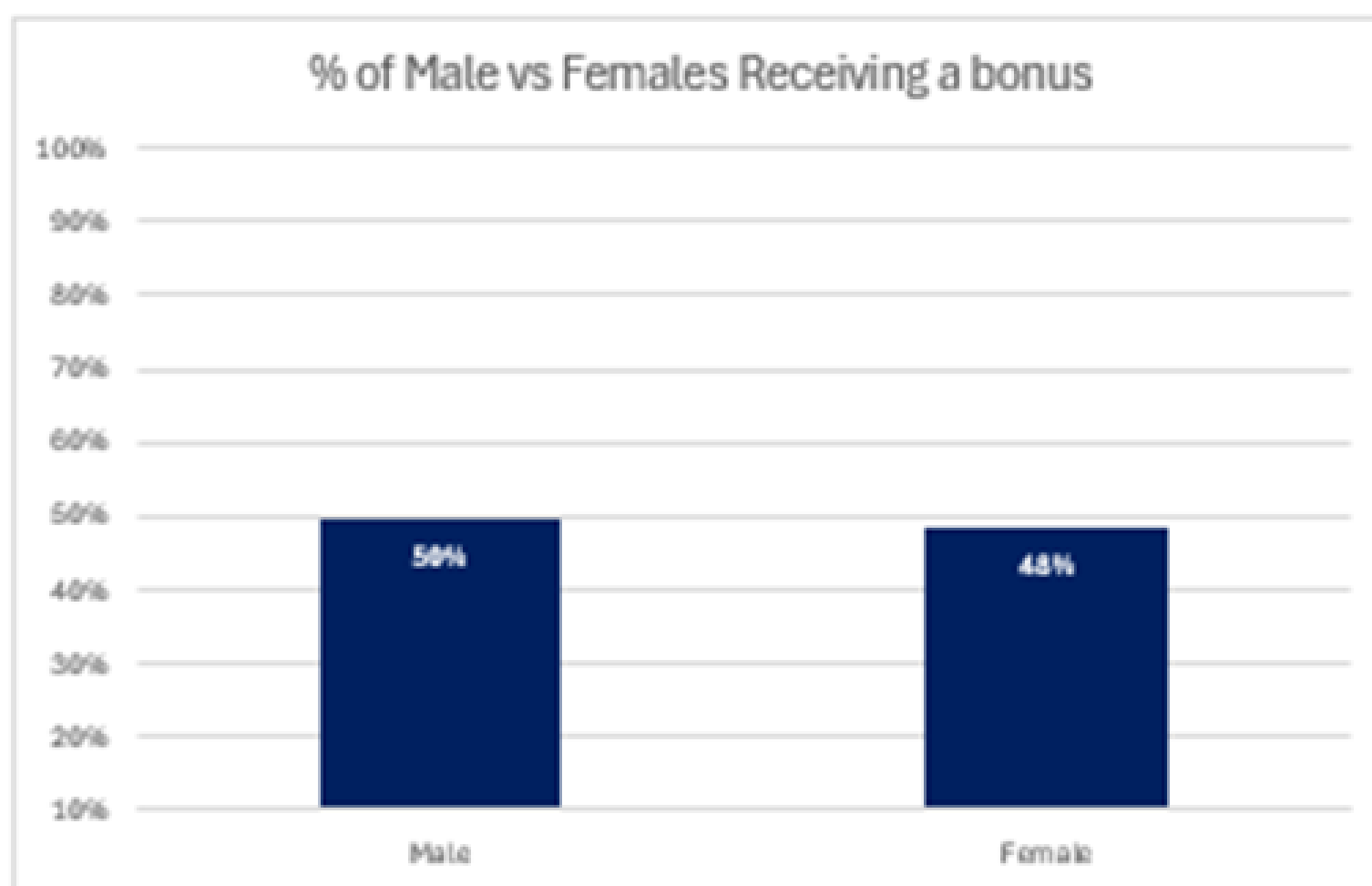
The calculations carried out by the Company are shown in the document below and are based on the snapshot date of 01 April 2025. They have been completed in line with the Government regulations (available through the ACAS website).

## How much is our gender pay gap?

The mean and median gender pay and bonus gaps at 01 April 2025 can be seen in the graphs below. The gender pay gap for mean hourly rate decreased again to 24%; our lowest rate since commencing reporting. Our mean bonus rate also decreased an additional 6% from 2024 to 52% from 58%.



The number of employees receiving a bonus is shown in the graph below.



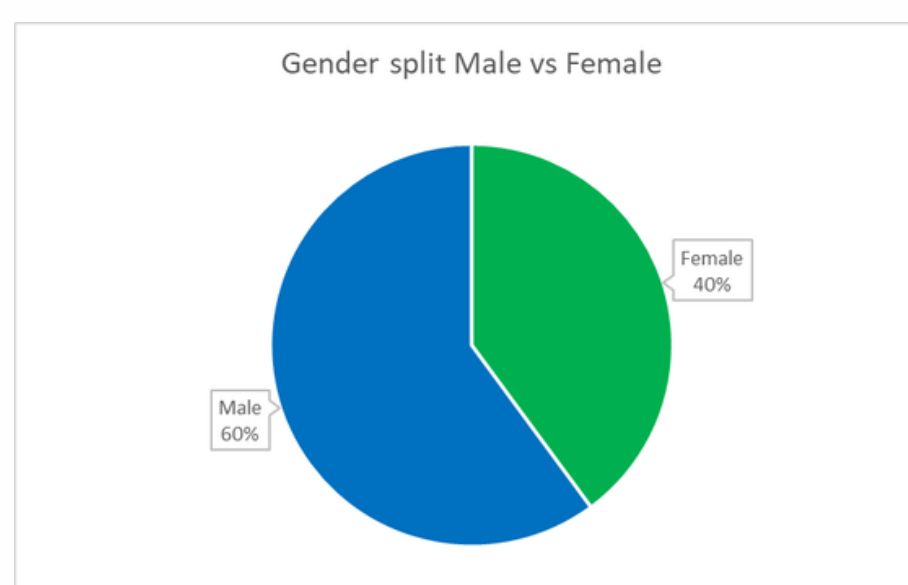
## Quartile pay band distribution

This is calculated by ranking the hourly rate of all employees from the highest to the lowest paid, dividing this list into four equal parts and working out the percentage of males and females in each of the four parts.

The percentage of women in the lower quartile has reduced by 2% since 2024, whilst women in the lower middle quartile also decreased by 1%.



## Gender split male v female



# Why is GTC gender pay gap higher than average?

**The business works across the construction, engineering and utilities sectors which are historically dominated by male employees.**

One of the big factors for the under representation of women in the utilities, engineering and construction sectors is that historically fewer women both in general and at a senior level have studied the STEM subjects (Science, Technology, Engineering and Maths) at school and university, meaning fewer women apply for roles in these sectors.

Following an analysis of the data, the key reasons for our gender pay gap are:



**The industry we work in, leading to a high proportion of males in engineering, construction, senior management and technical roles.**

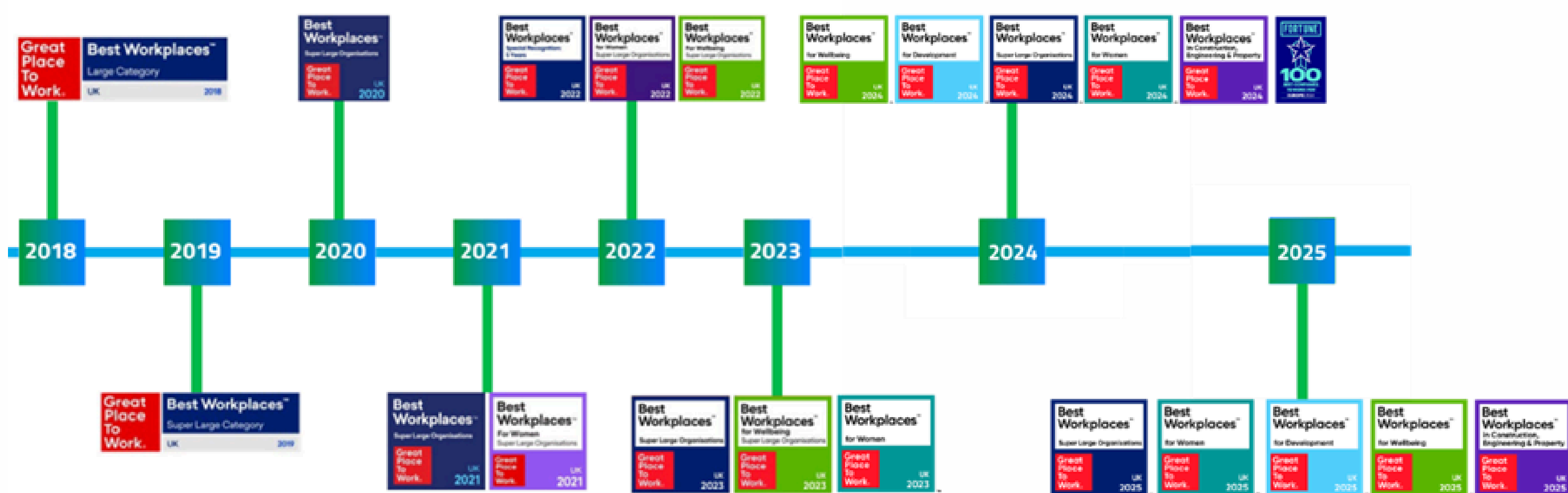


**More of our female employees are working flexibly in part time and support and administration roles**

# How are we addressing the gap?

We are committed to providing a diverse and inclusive workforce, and to ensure all our employees and job applicants feel respected, safe and have the confidence to be themselves at work. We are committed to reducing our gender pay gap and ensuring we attract and recruit people from every part of our community and support our employees to achieve their full potential and feel valued and included, regardless of their gender, age, race, disability, sexuality or social background.

We are making progress, but there is more to be done. Our commitment to reducing the gender pay gap is reinforced through this commitment and by continuous improvement of our working practices and policies by listening to the voice of our colleagues. We have ranked for seven consecutive years for the UK's Best Workplaces™. We have ranked for eight consecutive years for the UK's Best Workplaces™. We have ranked in the UK's Best Workplaces™ for Women for five years running and for four years, we have ranked in the UK's Best Workplaces for Wellbeing™



We are mindful of the need to actively support and encourage women into management, engineering and technical roles within the company and this remains a key issue which we are tackling.

GTC have initiated a continuous development approach to our recruitment process in order to identify how we can maximise diverse attraction, application and appointment to our roles and specifically to ensure our adverts appeal to any gender. We are working towards a equitable gender split on applications for all roles. We will also train our teams and managers with recruitment best practice. We aim to select the best candidate for our roles, ensuring an inclusive and equal process is followed.

We ensure that our job adverts use gender neutral language to avoid word choices which may be interpreted as biased, discriminatory or demeaning by implying that one sex or social gender is the norm.



We continue to work in the communities in which we operate to encourage females to choose a career within our industry. We have a STEM (Science, Maths, Engineering and Maths) Ambassador Programme which builds relationships with local educational institutions to further encourage and promote the opportunities that are available for females to pursue a career in a STEM related subject and challenge stereotypes. We have had a work experience programme in place for 3 years which aims to encourage young people to gain experience within the engineering industry. We aim to recruit an equitable split of genders into the programme.

We run a Graduate Scheme across key areas of the business and our goal is to reach an equitable gender split. This year, 46% of the graduate roles went to women, demonstrating a 7.5% increase on last year. We are particularly delighted that 100% of the Engineering Graduate roles went to women, representing significant increases from 35% in 2023 and 75% in 2024. We continue to promote this programme and aim to attract a higher number of female graduates to apply for our scheme each year.

We continue to operate a hybrid working from home policy for certain roles in the business. This is to encourage a better work life balance for our employees. Additionally, we continue to review our flexible working policy; rigorously testing the boundaries of flexibility, including offering part time/ job share / hybrid working opportunities to increase the talent pool across the company and understanding that flexibility in work is a key attraction and retention tool for female employees.

Throughout 2025, we delivered our second Inclusion plan, formed to promote ongoing improvements to our culture and based upon our findings identified from our Great Place to Work results. The plan set out key priorities throughout the EDI arena, with women at the very forefront. The primary objective relating to women is to reduce our overall gender pay gap, with bespoke targets aimed at understanding and addressing what barriers women could face when joining the business, and what barriers could stop women progressing and developing in their careers. To support this workstream, our Women's Collective have gone from strength to strength, putting on events throughout the year, with their exemplar event celebrating International Women's Day. This Collective provides a supportive space for women to connect, share experiences and advocate for opportunities that enable them to reach their full potential.

We have a specific first line management training programme to equip employees with the necessary skills to apply for more senior roles and therefore encourage female employees to apply for management level positions. This training course provides specific unconscious bias coaching, in both the recruitment and selection module and the performance management module, which also includes fair treatment and equal opportunities.



Our Leadership and Management Programme for middle managers, senior managers and directors ensures that we maintain a consistent approach to managing people and equipping managers with the skills and competencies they need to lead their teams. This provides equity, diversity and inclusion training and ensures that we are giving the same message of our commitment to be an inclusive employer to all our leadership team.

To improve flexibility and enable more people with childcare or other responsibilities to apply for our roles, we continue to offer a job share option to the recruitment process through our recruitment system so that managers can approve more positions to be eligible for job shares.

To ensure that we are supporting women through key life stages in the workplace and support our retention of women, we have continued to roll out a number of menopause workshops and cafes in 2025 to bring the myths and facts about menopause to the forefront and to give people the tools they need to cope with the changes it can bring about in themselves and those around them.

During our second Learning at Work week, we were delighted to host 'Over the Bloody Moon' who provided opportunities for colleagues to try out the Menovest (creating menopausal hot flushes) and Crampsta (creating period type pain). Participants gained real insights into the experiences of women, and came away with a great deal more empathy and understanding! We are so proud of the number and variety of sessions that we delivered which will actively underpin our work towards supporting and developing our women, including sessions to support building resilience, the art of influence and challenging imposter syndrome.

Having a passionate, happy and diverse workforce is central to our continued success as a business. We will continue to ensure we deliver on our commitment to creating a more inclusive workplace, that attracts and develops its employees and ensures they can succeed, regardless of their gender or background.

**I confirm that this statement is true to the best of my knowledge and belief**

**Sue Piper-Lane**

Head of HR

