



gtc

GTC UC GENDER PAY

Report 2025



GENDER PAY GAP

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.

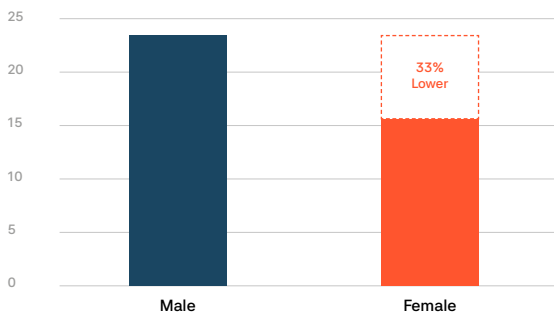
The gender pay gap is the difference in the average earnings between men and women, regardless of the roles they perform. Gender pay differs from 'equal pay', which looks at pay differences between people carrying out the same or comparable work.

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).

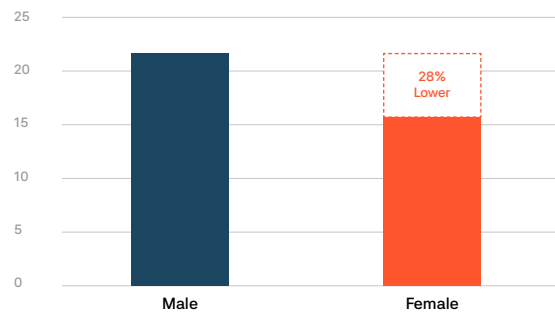
HOW MUCH IS OUR GENDER PAY GAP?

The mean and median gender pay and bonus gaps at 01 April 2025 can be seen in the graphs below.

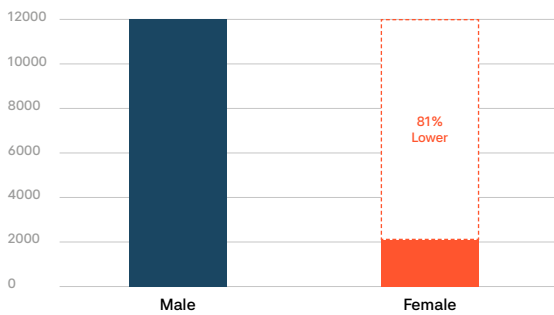
DIFFERENCE IN MEAN HOURLY RATE



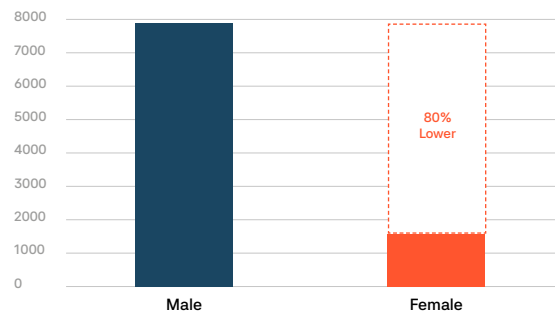
DIFFERENCE IN MEDIAN HOURLY RATE



DIFFERENCE IN MEAN BONUS PAY

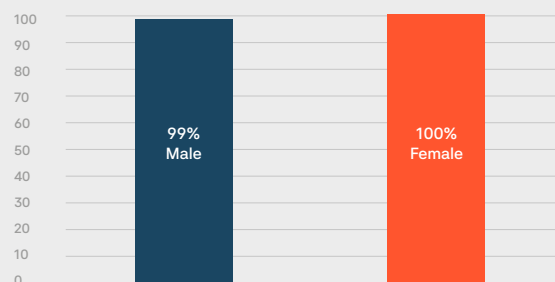


DIFFERENCE IN MEDIAN BONUS PAY



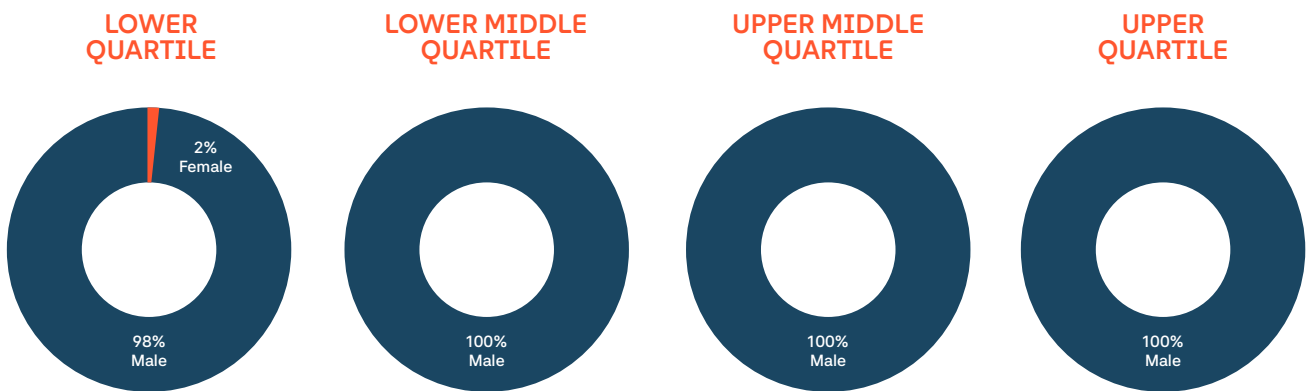
% OF MALE VS FEMALE RECEIVING A BONUS

Female employees receiving a bonus remained at 100% in 2025.



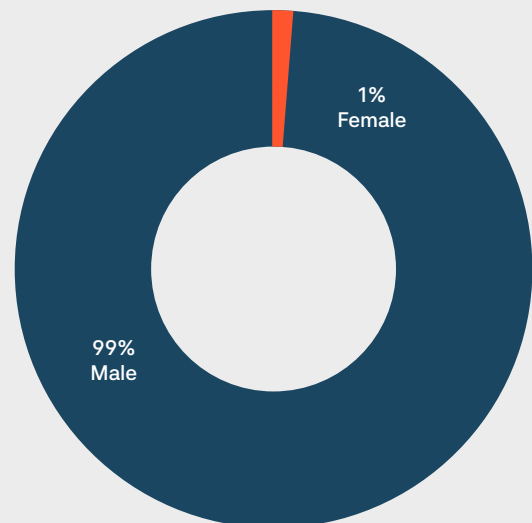
QUARTILE PAY BAND DISTRIBUTION

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.



GENDER SPLIT MALE V FEMALE

GENDER SPLIT MALE V FEMALE



WHY IS GTC UC 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, college and university, meaning fewer women apply for roles in these sectors.

GTC Utility Construction is a field-based business, employing predominately manual workers who are technically qualified in engineering disciplines. These positions can attract productivity bonuses. The field work does not lend itself to part time or flexible working arrangements. Work that does lend itself to flexible working arrangements is traditionally more attractive to women.

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

INDUSTRY LED

The industry we work in, is historically dominated by male employees.



WORKING HOURS

The field-based roles do not lend themselves to flexible working arrangements.

FIELD BASED

Most roles in GTC Utility Construction are field based carried out by manual technical workers. Such roles are not traditionally attractive to females. The opportunity to earn higher rates of bonus is more prevalent in such 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 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.

Our approach

GTC UC 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.

2018

Best workplaces
x1 Award

2019

Best workplaces
x1 Award

2020

Best workplaces
x1 Award

2021

Best workplaces
x2 Awards

2022

Best workplaces
x3 Awards

2023

Best workplaces
x3 Awards

2024

Best workplaces
x5 Awards

2025

Best workplaces
x5 Awards

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2024

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x5 Awards

2025

Best workplaces
x5 Awards



Career minded

We continue to work within the communities in which we operate to encourage females to choose careers within our industry. Our STEM (Science, Technology, Engineering and Mathematics) Ambassador Programme builds relationships with local educational institutions to promote opportunities available to females pursuing STEM-related careers and to challenge existing stereotypes. We have also operated a work experience programme for the past three years, designed to encourage young people to gain experience within the engineering industry. Our aim is to recruit an equitable gender split across participants in this programme.

Graduate scheme

We run a Graduate Scheme across key areas of the business, with a goal of achieving an equitable gender split. This year, 46% of graduate roles were filled by women, representing a 7.5% increase on the previous year. We are particularly pleased that 100% of Engineering Graduate roles were filled by women, a significant improvement from 35% in 2023 and 75% in 2024. We will continue to promote this programme and aim to attract a higher number of female graduates to apply each year.

Working from home

We continue to operate a hybrid working policy for certain roles within the business to support a better work-life balance for our employees. In addition, we regularly review our flexible working policy, exploring opportunities such as part-time, job share, and hybrid working arrangements. These initiatives are designed to widen the talent pool and recognise that flexibility is a key attraction and retention tool, particularly for female employees.

Inclusion plan

Throughout 2025, we delivered our second Inclusion Plan, developed to promote ongoing improvements to our culture based on findings from our **Great Place to Work** results. The plan established key priorities across the Equality, Diversity and Inclusion (EDI) agenda, with women at the forefront. A primary objective relating to women is reducing our overall gender pay gap, supported by bespoke targets to better understand and address barriers women may face when joining the business, as well as those that may hinder career progression and development.

To support this workstream, our Women's Collective has continued to grow in strength, hosting events throughout the year, including a flagship event celebrating International Women's Day. The Collective provides a supportive space for women to connect, share experiences, and advocate for opportunities that enable them to reach their full potential.

Management training programme

We also offer a dedicated first-line management training programme designed to equip employees with the skills needed to apply for more senior roles and encourage female employees to pursue management-level positions. This programme includes specific unconscious bias training within both recruitment and selection modules, as well as performance management modules that emphasise 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 programme provides equity, diversity and inclusion training and ensures that we are giving the same message of our commitment to being an inclusive employer to all members of our leadership team.



Job share

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 through our recruitment process. This is supported through our recruitment system, enabling managers to approve more positions as eligible for job shares.

Supporting women

To ensure that we are supporting women through key life stages in the workplace and to support the retention of women, we have continued to roll out a number of menopause workshops and cafes in 2025. These sessions bring the myths and facts about menopause to the forefront and provide people with 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 (which simulates menopausal hot flushes) and Crampsta (which simulates period-type pain). Participants gained real insights into the experiences of women and came away with a greater level of empathy and understanding. We are proud of the number and variety of sessions delivered, which actively underpin our work towards supporting and developing women, including sessions focused on building resilience, the art of influence and challenging imposter syndrome.

Having a passionate, engaged and diverse workforce is central to our continued success as a business. We will continue to deliver on our commitment to creating a more inclusive workplace that attracts and develops 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

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