



**CIVIL
CONNECT**
PLC

Gender Pay Gap Policy

September 2025

A Commitment to Fairness and Equality

At Civil Connect PLC, we believe that our strength lies in the diversity and talent of our people. We are committed to fostering an inclusive workplace where everyone has an equal opportunity to succeed. This report outlines our gender pay gap data and, more importantly, the actions we are taking to ensure fairness and equality for all our employees.

The gender pay gap is a measure of the difference in the average earnings of men and women across an organisation. It is not the same as equal pay, which is about ensuring men and women are paid the same for performing the same or similar work. We are confident in our equal pay practices, but we recognise the need to address the broader structural issues that contribute to a gender pay gap.

Ramon Bell

Chairperson of Civil Connect PLC

What is the Gender Pay Gap?

The gender pay gap is the difference between the average hourly earnings of men and women. A high gender pay gap can indicate that there are more men in senior, higher-paid roles and more women in junior, lower-paid roles. It is influenced by a range of factors including societal norms, career choices, and workplace structures.

We report on:

- **Mean Gender Pay Gap:** The difference between the average hourly earnings of men and women.
- **Median Gender Pay Gap:** The difference between the midpoint hourly earnings of men and women.
- **Bonus Pay Gap:** The difference in bonus pay received by men and women.
- **Pay Quartiles:** The proportion of men and women in four pay bands, from lowest to highest paid.

Our Gender Pay Gap Data (2025)

This data is based on our UK employees as of the snapshot date of 5 April 2025.

15.2%

Mean Hourly Pay Gap

12.5%

Median Hourly Pay Gap

30.1%

Mean Bonus Pay Gap

25.8%

Median Bonus Pay Gap

Understanding Our Results

Our gender pay gap is primarily driven by having a higher proportion of men in senior leadership and technical recruitment roles, which are typically higher-paid. The civil engineering sector has historically been male-dominated, and this is reflected in the candidate pool for our most senior positions.

While we are confident that men and women are paid equally for the same roles, our pay gap highlights the need to improve female representation at senior levels within our organisation. Our bonus gap is influenced by the same factors, as bonuses are often linked to seniority and performance in commission-based roles.

Our Commitment and Action Plan

We are committed to closing our gender pay gap. Our action plan is focused on creating a more inclusive culture and providing pathways for women to advance into senior roles. Key initiatives include:

- **Inclusive Recruitment:** Reviewing our recruitment processes to remove bias, using gender-neutral language in job adverts, and ensuring diverse shortlists for all senior roles.
- **Flexible Working:** Promoting flexible working arrangements to support employees with caring responsibilities, which can disproportionately affect women's career progression.
- **Mentorship & Development:** Launching a formal mentorship program to support the career development of female employees and provide clear pathways to leadership positions.
- **Leadership Training:** Implementing unconscious bias training for all hiring managers and leaders to foster a more inclusive decision-making culture.

Statement Approval

This statement and the data reported are accurate and have been approved by the Board of Directors of Civil Connect PLC.

Ramon Bell

Chairperson

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