keltbray

GENDER PAY GAP 2025





Keltbray is a specialist construction engineering and major civils solutions group

Our purpose is to redefine the way sustainable development is delivered.

Based on our collective experience, we collaborate at the earliest stage to design and self-deliver innovative customer solutions across technically demanding built environment and major civils sectors.

Working in partnership with our stakeholders, we are actively contributing to economic growth, social advancement and environmental protection.



Contents

A message from our CEO	**5**
About Gender Pay Gap	**6**
What is our data showing us?	**8**
A message from our Group People Director	**9**
Addressing the Gap	**10**

We are deeply committed to our company values, ensuring that every project we deliver reflects and upholds the principles that define our company.

OUR PURPOSE

To redefine the way sustainable development is delivered

OUR VALUES



Care for everyone and work with respect



Nurture winning teams



Put the customer at the heart of everything



Bring innovation to life



Keep our promises, aim to exceed



Work with integrity and do the right thing

A message from our CEO

At Keltbray, we are committed to building a fair, inclusive and progressive workplace where everyone has the opportunity to thrive. Achieving greater equality across our business is not only the right thing to do, it is essential to building a strong, sustainable organisation for the future.

Our 2025 Gender Pay Gap results show encouraging progress across a number of areas, alongside clear indicators of where we must continue to focus our efforts. While we recognise that meaningful, structural change takes time – particularly within our industry – this year's results demonstrate positive momentum and reinforce our determination to keep moving forward.

We remain focused on creating an environment where all colleagues feel valued, supported and able to reach their full potential, and we will continue to hold ourselves accountable for delivering long term, lasting improvement.



Karl Goose
Group Chief Executive Officer

About Gender Pay Gap

In the UK, employers with 250 or more employees must report on their gender pay gap, this applies to all private sector companies. Charities and other non-public organisations.

The following metrics must be reported:

- Mean and median gender pay gap
- Proportion of male and female employees in different pay banks, gender bonus gap and the proportion of male and female employees receiving bonuses

Keltbray believes passionately in the value of equal opportunity and diversity. Our people strategy aims to make Keltbray a place where people thrive and the business succeeds.

EQUAL PAY V GENDER PAY GAP

Equal pay is whereby men and women doing the same job should be paid the same amount. The gender pay gap looks at the average difference in pay between all men and all women within an organisation or sector. It's a broad comparison that reflects overall disparities in pay, not necessarily for the same work.

MEAN AND MEDIAN

Both measures are important for understanding the gender pay gap. The mean is the average of all pay figures and is calculated by adding up all the individual hourly pay rate for men and women and then dividing the total by the number of people in that group. The median is the middle value in a set of pay figures when they are ordered from lowest to highest.

Keltbray 2025 vs 2024

Category	Measure	Keltbray 2025 (%)	Keltbray 2024 (%)	Difference (%)
Pay	Mean Gap	26.32	26.87	-0.55
	Median Gap	22.2	29.42	-7.22
Bonus	Mean Bonus Gap	40.87	83.11	-42.24
	Median Bonus Gap	40	57.89	-17.89
	Female Bonus Recipients (%)	43.42	9.94	33.48
	Male Bonus Recipients (%)	37.31	8.4	28.91
Quartile Breakdown	Female Top Quartile	10	9.6	0.4
	Male Top Quartile	90	90.4	-0.4
	Female Upper Middle Quartile	14	7	7
	Male Upper Middle Quartile	86	93	-7
	Female Lower Middle Quartile	18	12.6	5.4
	Male Lower Middle Quartile	82	87.5	-5.5
	Female Lower Quartile	30	34.1	-4.1
	Male Lower Quartile	70	65.9	4.1

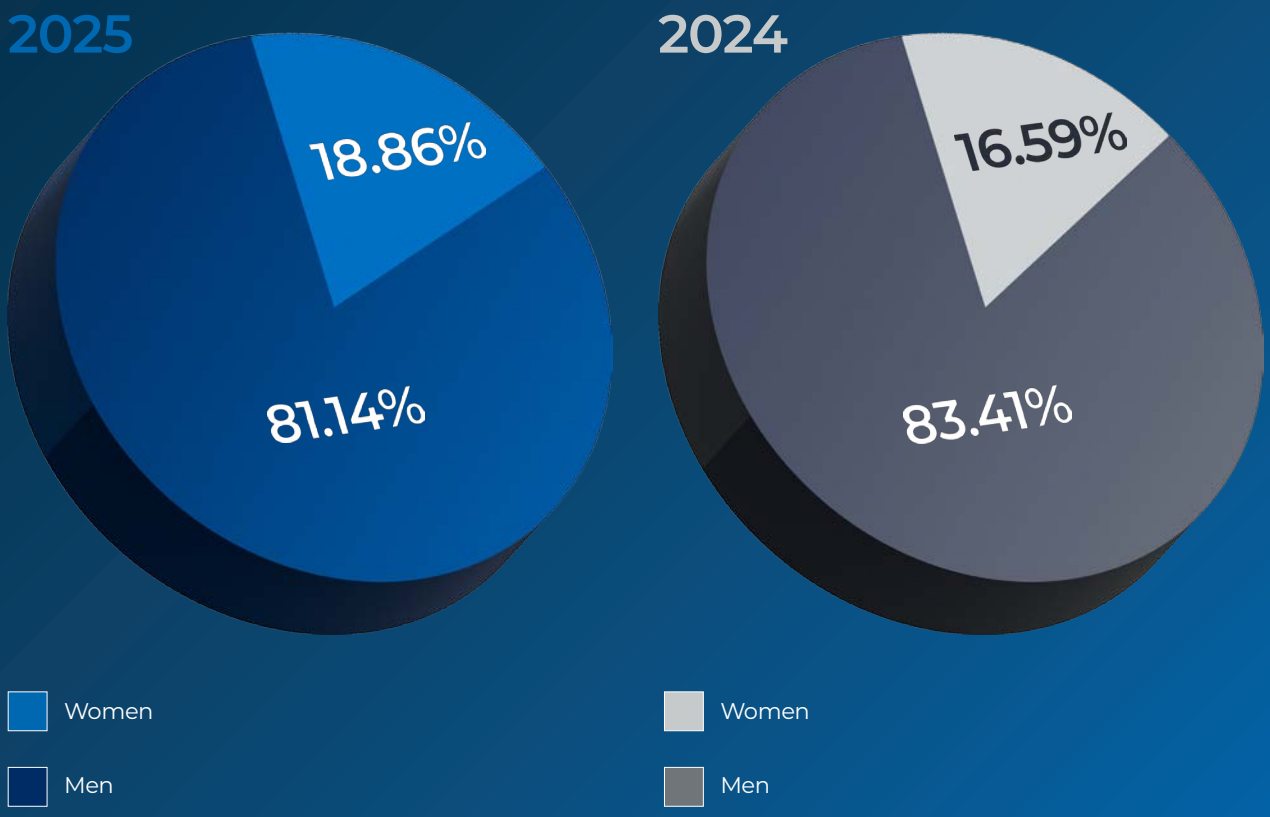
2025

Pay gap	Bonus gap	Bonus Receivers
26.32%	40.87%	43.42%
Mean Pay Gap (-0.55%)	Mean Bonus Gap (-42.24%)	F Bonus Recipients (+33.5%)
22.20%	40%	37.31%
Median Pay Gap (-7.22%)	Median Bonus Gap (-17.89%)	M Bonus Recipients (+28.9%)

2024

Pay gap	Bonus gap	Bonus Receivers
26.87%	83.11%	9.94%
Mean Pay Gap	Mean Bonus Gap	F Bonus Recipients
29.42%	57.89%	8.40%
Median Pay Gap	Median Bonus Gap	M Bonus Recipients

The number of men and women in Keltbray



What is our data showing us?

This year's Gender Pay Gap data demonstrates continued progress in narrowing our gender pay gap, with a small reduction in the mean gap and a more substantial improvement in the median gap. This indicates positive movement across the workforce rather than a change driven by a small number of senior roles.

The reduction in both the mean and median hourly pay gaps reflects a combination of structural changes to the reporting population, including the removal of the Infrastructure business from this year's submission, and underlying improvements within the remaining business. In particular, the BE-only data shows a continued narrowing of the gap year-on-year, indicating progress in the distribution of women across higher-paid roles.

We made strong progress on bonus pay outcomes, with significant reductions in both the mean and median bonus gender pay gaps. This reflects a wider distribution of bonus payments across the organisation, including increased participation at less senior levels, alongside improved outcomes for women in bonus-eligible roles.

Female representation within the workforce has increased year-on-year, reinforcing our ongoing focus on attracting, developing and retaining women across the business. While women remain under-represented in the highest-paid quartile, the movement into the middle pay quartiles is encouraging and provides a stronger pipeline for future progression into senior roles.



A message from our Group People Director

Our 2025 Gender Pay Gap results reflect tangible progress across pay, bonus outcomes and representation, driven by targeted action and greater consistency in our people practices.

This year, both our mean and median hourly pay gaps reduced, influenced by changes in workforce composition and the removal of the previous Infrastructure Business from our reporting. We also saw particularly strong improvement in our bonus outcomes. The mean bonus gap reduced by 42.24%, and the median bonus gap decreased by 17.89%, reflecting a more balanced distribution of awards and an increase in the proportion of women receiving performance based bonuses.

We are encouraged by the continued improvement in female representation across the business. The overall percentage of women at Keltbray increased by 2.27% to 18.86%, supported by targeted recruitment initiatives, strengthened outreach and clearer progression opportunities. This improvement is further reflected in our quartile distribution, with a 12.4% increase in the number of women in the middle quartiles, indicating growing representation in skilled, technical and managerial roles.

While the proportion of women in the upper quartile reduced slightly due to structural changes, we remain focused on strengthening development pathways to support longer term progression into senior roles. Greater representation at all levels remains critical to achieving sustained improvement in our gender pay outcomes.



Neil Patterson
Group People Director

Addressing the Gap

Recruitment and attraction

EARLY CAREERS & SOCIAL VALUE

Keltbray's early careers efforts play a key role in tackling attracting women into the industry. Apprenticeships and graduate programmes remain a key focus for Keltbray in attracting women into technical, professional and operational roles. These programmes provide structured entry routes into the business, combining practical experience with formal development and long term career opportunities.

Keltbray has continued to increase female participation within its apprenticeship schemes, with 18% of employees on our Graduate programme and 31% of our apprentices being female, supporting women to enter and progress within the construction industry through accessible pathways. These programmes play a critical role in building capability, confidence and retention, while supporting longer term progression into higher paid roles.

Our early careers activity is closely aligned with our social value commitments, with a strong emphasis on engaging with schools, colleges, universities and local communities. Through outreach initiatives, careers events, work experience placements and site based engagement, we aim to challenge perceptions of the construction industry and highlight the breadth of career opportunities available to females.

Initiatives such as female focused site visits for work experience students, Open Doors events and education partnerships provide opportunities for young women to engage directly with the industry, hear from female role models, and gain insight into real world construction projects. These activities are designed to inspire confidence, break down stereotypes and encourage women to consider careers in construction and engineering.

RECRUITMENT

Attracting women into the construction industry requires a long-term, multi-layered approach, beginning with early engagement and inclusive recruitment practices.

In 2025, our recruitment data showed encouraging progress:

- 36.5% of all applicants for roles advertised by Keltbray were female
- 25% of new starters in 2025 were female, a higher proportion than the overall gender split within the organisation

This demonstrates that our attraction strategies are beginning to positively influence the gender balance of our workforce and supports our continued focus on inclusive job advertising, gender-neutral language, and data-led recruitment insight through our new recruitment platform.

> Having joined Keltbray as a graduate, I have seen how important Early Careers initiatives are in creating equal access to career opportunities. The support and experience I gained through the graduate programme provided a strong foundation for my progression to my current role of Finance Operations Manager.
>
> We visited early career fairs at Universities with the intention of attracting students that were considering their career paths. Being able to demonstrate that progression at Keltbray is based on factors such as commitment and potential as opposed to gender is a privilege.

> I began my journey with Wentworth in 2021 as a placement student in the Wentworth Bathgate Office, as part of my Civil Engineering degree. I later completed a summer placement in Esher, and after graduating, I returned to Wentworth as a Graduate Engineer in August 2024. One year later, I was promoted to Grade 2 Engineer.
>
> I still have a great deal to learn and many opportunities ahead, but it has been a pleasure to grow within the company and continue my development here. I am proud to be part of Wentworth and to contribute to breaking the stereotype that construction is a male dominated industry.



Dobromira Taneva
Grade 2 Engineer



Kayleigh Barry
Finance Operations Manager

Development

PERFORMANCE

We have made great progress in a number of areas, for example our completion rates for women having their annual performance review increased from 76.5% in 2024 to 82.5% in 2025, and 32% of employees undertaking learning and development courses were female, supporting both personal growth, career development and progression.

In terms of performance ratings, females continue to lead year on year with 77% of female employees continuing to perform at the highest levels. This is complimented by the fact 30% of all promotions in 2025 were females. Both of these statistics reinforce the effectiveness of our development and support initiatives and that strong performance is translating to tangible progression outcomes of advancement into management and senior professional positions.

The focus now is on identifying and developing future leaders who demonstrate strong performance and potential. Targeted development plans and exposure to commercial leadership opportunities and structured succession planning will be key to supporting progression into senior roles within the upper pay quartile (Q4).

CAREER PATHWAYS

Clear job descriptions and career pathways will support transparency and career progression. We are working to:

- Improve the visibility of all internal vacancies via internal platforms
- Use Career Conversation Plans to identify the females interested in opportunities such as mentoring, job shadowing and secondments for cross-business exposure
- Increase access to leadership and commercial development opportunities

Highlights

- 30% of promotions in 2025 were women
- 32% of employees undertaking Professional Development courses were female (this includes the ILM coaching & mentoring, ILM leadership & management and the mini MBA)

> Supported by ongoing development and a collaborative culture, I have strengthened my skills and confidence, enabling me to progress my career from an administrative role into Plant Management. I am proud to represent women within construction and to demonstrate that leadership and results are defined by performance and commitment, not gender. My journey reflects a culture where talent is recognised, contribution is valued, and progression is accessible. Keltbray demonstrates that women can thrive and lead at every level of the business, with a strong commitment to ensuring all employees have equal opportunities to succeed, despite working in a male-dominated industry.



Sanela Kajevic
Plant Manager - Formwork & Falsework

RETAINING OUR FEMALE TALENT

Employee Voice

INTRODUCTION OF KELT

Keltbray's Employee Leadership Team (KELT) committee plays a vital role in supporting our efforts to reduce the gender pay gap. With a focus on wellbeing, communication, and diversity and inclusion, KELT provides a structured forum for feedback, ideas and lived experiences. This enables us to better understand the barriers that affect progression and retention, and to shape initiatives that foster a more inclusive and supportive workplace.

One initiative driven by KELT is our Wellbeing & Engagement Survey which provides valuable insight into how our people feel about working at Keltbray. The survey helps us understand the factors that support wellbeing, inclusion, progression and retention, and highlights any barriers that may impact colleagues' experience. The feedback enables us to shape targeted actions, strengthen our culture, and ensure we create an environment where everyone feels supported, heard and able to thrive.

RAISING AWARENESS CAMPAIGNS

Henley Women's Regatta Partnership – As a proud sponsor of Henley Women's Regatta, Keltbray has hosted sessions with Olympians and Paralympians, providing female employees with the opportunity to hear first-hand experiences of navigating and succeeding in male-dominated environments. These sessions have been empowering and thought-provoking, encouraging connection, reflection and confidence-building across the business.

Highlights:

- Female turnover was 2% lower than male turnover in 2025 showing our efforts to retain our female talent are working.
- 73% of women shared an idea in their annual performance review (GPS)

"I joined Keltbray as a Senior Estimator within the Piling Team in January 2020. Over the past six years, my time at Keltbray has enabled me to develop new skills and achieve significant milestones - from undertaking mentor and coaching training to achieving chartership with the Institution of Civil Engineers.

I have also had the opportunity to attend many memorable and enriching events, including an invitation to a "Meet the Olympians" session with the Henley Women Regatta, where the parallels between women in rowing and women in construction were explored. Hearing the parallels between women in rowing and women in construction (the resilience, determination, and shared drive to succeed) was incredibly inspiring. It was a powerful reminder of the strength that comes from backing yourself and supporting others.

While my job title at Keltbray may remain the same as it was six years ago, thanks to the support and opportunities I have received, my contribution and my appreciation of my own self-worth have grown significantly."

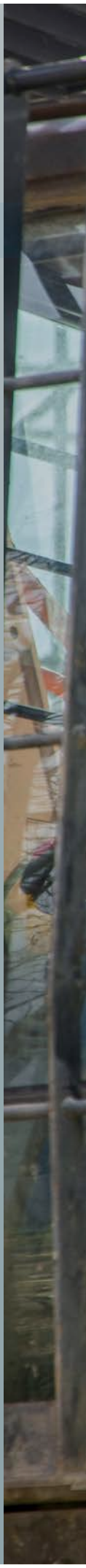


Jess Ramsay
Senior Estimator

"I joined Keltbray in 2021 as a Technical Co-ordinator for the Piling division and have since progressed into my current role within the Pre-Construction team. During my career, I took maternity leave at a time when the organisation was undergoing significant change, and I felt fully supported upon my return. Stepping into a new role, I have been able to continue developing my professional skills while successfully balancing my responsibilities at work and at home."



Julia Flory
Pre-Construction Administrator





This report was written, designed and produced by Keltbray Group Limited. No part of it may be reproduced without the prior permission of Keltbray Group Limited.



Redefining sustainable development

keltbray

St Andrew's House
Portsmouth Road
Esher, Surrey
KT10 9TA

T: +44 (0) 20 7643 1000
E: enquiries@keltbray.com
keltbray.com

© This document is the copyright of Keltbray Group Limited.

Any unauthorised reproduction or usage by any person other than the addressee is strictly prohibited.