

Gender Pay Gap Report 2025

This report details 5th April 2024 results.





Donna, HSQE Administrator

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A message from our MD

At McCann, we believe that building infrastructure also means building a fairer, more inclusive future.

This is our first Gender Pay Gap report, and it sets the foundation for how we measure progress, hold ourselves accountable, and take meaningful action.

We operate in an industry where women remain significantly underrepresented—and that reality is reflected in our data. There is a huge amount of work still to do, but this report gives us a clearer picture of where we stand and where we must go next.

Over the past year, we've taken tangible steps to improve equity for women in our business—from introducing mentoring initiatives and inclusive hiring practices to celebrating the achievements of women across our organisation. These efforts are outlined in the Supporting Women at McCann section below.

I want to thank everyone at McCann who helps create an environment where all voices are valued, and in particular, to recognise the continued contributions of the women who are helping to shape the future of our company and our industry.

Together, we are laying stronger foundations—not just for roads and lighting—but for equality, opportunity, and progress.

I confirm that the data and information presented in this statement are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

John McCann
Managing Director



Gender Pay Gap Regulations and Reporting Metrics

In line with the UK Government's Gender Pay Regulations, companies in England, Wales and Scotland with 250 or more employees have been required since 2017 to publish data on their gender pay gaps.

Data must be collected on a specific date each year (the 'snapshot date'), for public authority employers this is 31 March, and for all other companies it is 5 April. The data used to calculate our gender pay

gap is taken from the payroll closest to the week that includes the snapshot date (5th April 2024) for monthly payroll and weekly paid employees.

The report covers the differences in the mean and median hourly pay between men and women (gender pay gap) within our business. These are expressed as a percentage difference between the majority demographic (in this case, male) and the specific demographic being reported. We also report our

bonus payment gaps for gender, which are similarly expressed as a percentage difference.



A statement on Gender Identity

The data in these reports categorises employees as either male or female as per the rules set by the UK Government. We know that not everyone defines themselves in this way and we are committed to supporting our non-binary colleagues. Our aim is to create a workplace where everyone feels comfortable being themselves, no matter their sexual orientation or gender identity.



Enya, Contracts Controller, undertaking social value work for OPAL initiatives.

Defining Terminology

Gender Pay Gap

A gender pay gap is a measure of the difference between the average earnings of men and women (irrespective of roles or seniority). For example, if a significant proportion of senior, higher paid roles were carried out by men, there would be a significant pay gap.



Mean Pay Gap

All the hourly pay for each employee is added together and then divided by the total number of employees, with separate workings out for both female and male employees. The Mean Gender Pay Gap is calculated based on the difference between mean male pay and mean female pay.

$$\frac{\text{Female Pay}}{\text{Number of Female Employees}} = \text{Mean Female Pay} \quad \frac{\text{Male Pay}}{\text{Number of Male Employees}} = \text{Mean Male Pay}$$

Median Pay Gap

The Median Pay is worked out by ranking all the employees in order of their hourly pay, with separate lists for both male and female employees. The middle pay on the female list and male list is then compared to create the Median Pay Gap percentage.



Bonus Gender Pay Gap

Bonus pay gap calculations include all bonuses paid in the 12 months ending on your snapshot date. The Mean and Median are worked out on the same rules as the Gender Pay Gap.

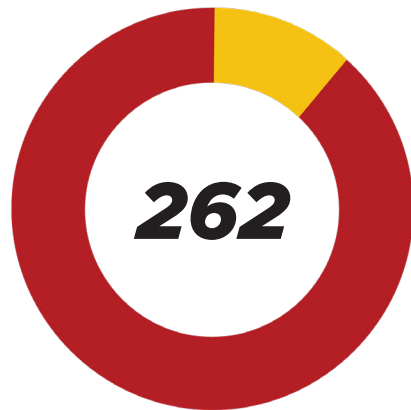
Heather, Training Manager, engaging with the future of construction at a college skills and careers fair.



Our Gender Pay Gap Data

**Number of Relevant
Employees by Gender**

88.94% **11.06%**



Percentage of employees receiving bonuses both male and female: 100%

**Mean Gender
Pay Gap**

15.82%

**Median Gender
Pay Gap**

14.56%

At McCann, women earn just over 85p (85.44p) for every £1 that men earn when comparing the median hourly pay.

**Mean Gender Bonus
Pay Gap**

8.47%

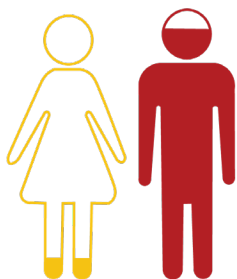
**Median Gender Bonus
Pay Gap**

-33.33%

The minus signifies that the gap is in favour of women.

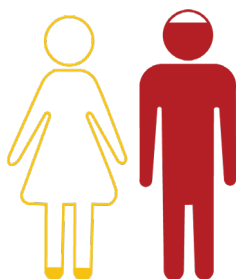
Proportion of men and women in each quartile of the organisation's pay structure

Pay Quartiles are calculated by dividing the full list of employees (sorted from highest to lowest hourly pay) into four equal groups. The percentage of men and women in each quarter is then calculated to generate the pay quartiles.



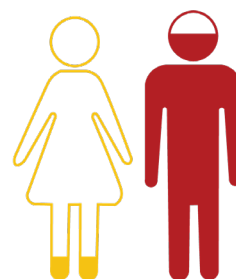
Upper Quartile

Men: 93.90%
Women: 6.10%



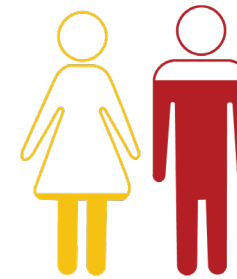
Upper Middle
Quartile

Men: 96.70%
Women: 3.30%



Lower Middle
Quartile

Men: 92.50%
Women: 7.50%



Lower Quartile

Men: 71.21%
Women: 28.79%

Understanding our Gender Pay Gap

This is our first-year reporting on our Gender Pay Gap, so this sets the benchmark for all our work to close the gap moving forward. For this report, we have looked at the wider construction industry standards for 2024.

Based on information collected from the Office for National Statistics, the average women in the construction industry in 2024 was 13.61%*. The percentage of women at McCann was 11.06%, just 2.55% below the national average on the snapshot date. Comparing the Top 20 Construction Companies** in the UK and their reported Gender Pay Gap data from the 2024 snapshot date, the average mean gender hourly pay was 22.52% and the average median gender hourly pay was 25.33%***. McCann sits below these with our mean gender pay gap being 15.82% and our median gender pay gap being 14.56%.

To understand our gender pay gap, we need to look beyond the numbers and focus on the factors that influence the gaps.

The construction industry is historically male dominated, which unfortunately has led to deep rooted issues when trying to create a more inclusive and equal industry. This isn't just an issue created by the people within the industry but stems from prejudices that begin at a young age, with the presentation of gendered

roles in schools, at home and within the media. These reinforce the idea that building, engineering and manual labour are specifically for men, even toys that infants play with fortify this image.

The number one factor that influences the gaps and leads to the issues is a low number of women in the sector overall, certain industries have large overall percentage of women holding jobs (77% health and social work, and 70% education****) whereas construction is considerably lower, with less than 20%.

The lack of women holding jobs within the construction industry, unfortunately, leads to a smaller and limited pool of women to recruit from, especially within senior positions. This leads to an under representation of women in higher-paying roles across McCann and the wider industry. At McCann men make up a significantly larger percentage of our upper pay quartile.

Another factor which reduces the average women employed by McCann is the lack of women in site teams and operational roles. A large percentage of our total number of employees is made up of our site teams.

All these key factors which influence our gap are things that as a team, we are looking to act upon to reduce our gap. In the next section, we outline and highlight what

McCann are doing to support women in construction.

*<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/timeseries/14ej/lms> Based on the data collected in 2024 Q1 figures which report number of women being 286,000 and men being 1,814,000, therefore the percentage of women in the industry is 13.61%.

**<https://www.theconstructionindex.co.uk/market-data/top-100-construction-companies/2024>

***<https://gender-pay-gap.service.gov.uk/compare-employers/2024> Figures based on the UK Gov reporting website comparison tool.

**** <https://commonslibrary.parliament.uk/research-briefings/sn06838/#:~:text=This%20briefing%20covers%20women%E2%80%99s%20participation%20in%20business%20and,according%20to%20the%20ONS%20UK%20Labour%20Force%20Survey.>



Lorraine and Enya, Contracts Controllers, undertaking social value work for OPAL initiatives.

Supporting Women in Construction

In the year following our reporting snapshot, we've made strategic changes to improve gender representation and support women in the workplace.

Inclusive Hiring Practises:

To increase the number of women within the construction industry, we have critically reviewed our hiring practises to reflect a more inclusive process. We've reviewed our job descriptions, introduced diverse hiring panels, and using inclusive language in recruitment.

This has led to the successful hiring of a more diverse workforce, including hiring our first board Director who is female. Catherine Brookes was appointed as McCann's Strategic Highways Director in May 2024, after having worked in the Civil Engineering industry for over 35 years within the public sector. Catherine brings a wealth of knowledge to our highways department and ensures that our clients are happy with the work we do, principally this is our work for National Highways on their Scheme Delivery Framework



Catherine, Strategic Highways Director



Charlotte, our new Go Construct STEM ambassador, at a careers fair.

Recruiting and developing Up-and-coming Talent:

McCann have been actively working on altering the perspective of the industry and starting the recruitment process with school aged females. We have increased the number of careers and skills fairs that we have attended, and where possible have an equal gender representation attending, to promote and encourage females into the construction industry.

During the year since reporting, McCann have enrolled three females into apprenticeship degrees, two of which are undertaking Level 6 Chartered Surveyor Degrees, and one starting Level 4 Construction Site Supervisor Apprenticeship Degree, as part of our ongoing commitment to develop our colleagues and support them in the development of their careers.

Introducing Mentoring Initiatives:

As part of developing up and coming talent, McCann has launched cross-company mentoring schemes to connect women across the business, build confidence, and support career development.

The mentoring initiatives are designed to help support the career progression of McCann employees, by utilising the vast knowledge of the senior members of our team. We are hopeful that this will increase the percentage of women in our upper pay quartiles.

Supporting Women in Construction *(continued)*

Highlighting Success:

We continue to support and recognise the valuable contributions our talented female workforce makes both inside and outside the organisation and are proud to see that Jenna Holmes, our Head of Pre-

Construction, was a finalist in the Leader of the Year category at the Investors in People Awards 2024.

Our team took home the Equality, Diversity and Inclusion award at the John Sisk Supply Awards 2024 for our efforts to integrate diversity and inclusion into the core of our business practices through employee community groups, revamped onboarding and induction processes, and volunteering and community reach.



Jenna, Head of Pre-Construction

Conclusion:

This report forms part of McCann's wider Equality, Diversity and Inclusion (EDI) Strategy 2025-2029, which outlines our commitment to building a workplace that reflects the communities we serve.

We still have a long way to go to reach our 2029 targets, which aims to increase our female representation to 25% and reduce our gender pay gap by at least 25%.



Andrew, Catherine, Carl and Adrian, Directors at McCann's celebrating our EDI Award win.

sessions that celebrating diversity through lived experience storytelling.

- Launching cross-company mentoring schemes to connect women across the business, build confidence, and support career development.

- Enhancing flexibility and promoting work-life balance to improve retention and progression for employees.

The gender pay gap is not just about numbers—it's about people, opportunity, and fairness. At McCann, we are committed to building a future 'where everyone feels respected and empowered to succeed'

We know we're on a journey. But every journey begins with a first step—and this is ours.

To ensure we meet these targets we are working towards:

- 100% of our managers to receive inclusive leadership training by 2027
- Using our community networks to empower underrepresented voices.
- Listen and Learn

