



**GENDER
PAY GAP**

REPORT

INTRODUCTION

James McMahon Ltd is happy to share our Gender Pay Report for the year 2024. The report analyses pay data for the period July 2023 -June 2024 and is a legal requirement under The Gender Pay Gap Information Act 2022.

The purpose of the report is to examine gender representation across the various levels of the business, and to ask if representation is concentrated in any one section, e.g. the lowest paid roles.

The report is the starting point to addressing any identified gaps through changes in recruitment, training, compensation etc to enable greater representation across the board.

While the construction industry is traditionally a male oriented industry, McMahons now have a male: female split of 84% to 16% respectively. We have introduced a number of initiatives which are designed to enable greater diversity in the business, and to assist in the development of both male and female colleagues in their career paths. Examples of such initiatives include; paid Paternity and Maternity Leave, the Employee Assistance Program, Leadership Development training for Managers, Technical skills training across the board, Retirement Readiness programs, and further education support.

Our job advertisements and job specifications contain gender neutral language, and in 2025 all hiring managers will have specific training on recruitment with particular focus on the equality legislation and the objective requirements for the role in question. Balanced, consistent and regular performance review and development practices will also ensure parity of opportunities to gain skills, knowledge and stretch assignments, all of which provide increased access to promotion prospects.

PAY GAP

ANALYSIS RESULTS

A negative gap % indicates a higher result for females when compared to males, and a positive % result indicates an average higher amount for males over females.

MEAN HOURLY PAY	GAP
1(a) All Relevant Employees	-1%
1(b) Part-time Employees	19%
1(c) Temporary Contracts	-51%

At a general overview, female employees are paid marginally more on average than male colleagues.

The gap for our male part-time employees is quite high, and this can be attributed to the age profile of our team, as our male managers approach retirement they are moving to part-time hours. We have far more males at a retirement ready stage than females.

When reviewing those on temporary contracts, the males tend to be casual staff in entry level roles, whereas the females on temporary contracts are on professional fixed term assignments.

PAY GAP ANALYSIS RESULTS

A negative gap % indicates a higher result for females when compared to males, and a positive % result indicates an average higher amount for males over females.

MEDIAN HOURLY PAY	GAP
2(a) All Relevant Employees	0.5%
2(b) Part-time Employees	5%
2(c) Temporary Contracts	-51%

With median pay, similar to mean pay, there is no discernible gap between male and female employees at half of one percent.

As before, the gap is more visible at a temporary contract level where our female temporary staff tend to be in professional positions on fixed term contracts.

PAY GAP ANALYSIS RESULTS

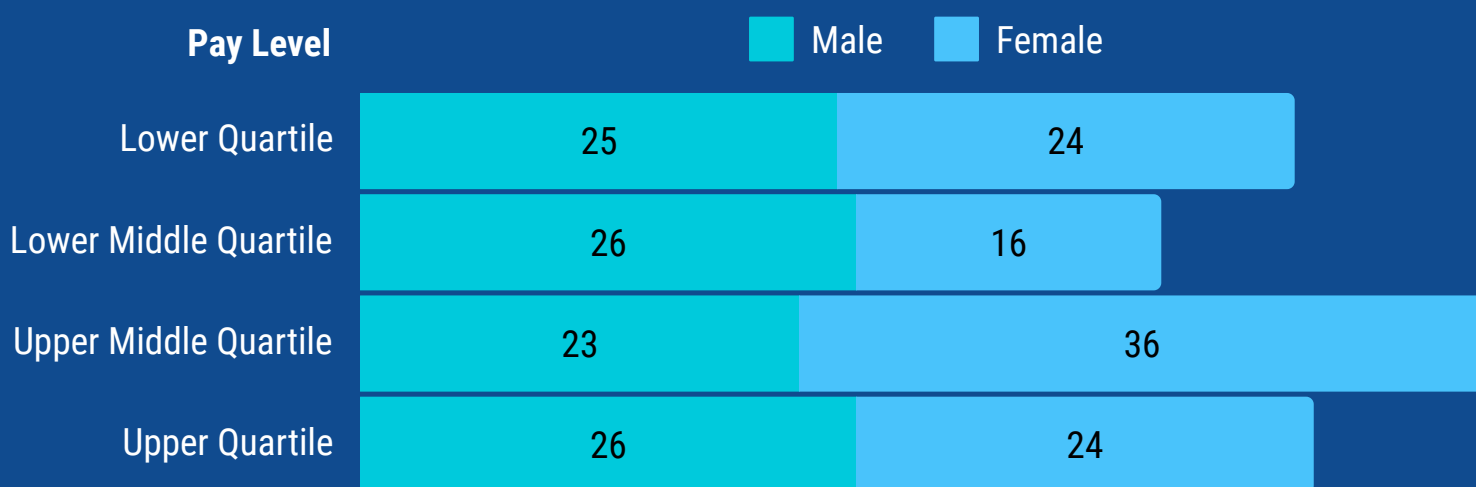
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ADDITIONAL PAY	GAP
3(a) Mean Bonus	40.3%
3(b) Median Bonus	-3.1%
3(c) % of EE paid a Bonus	-6%
3(d) % of EE with BIK	-14%

The median bonus for males and females only differs marginally in favour of our female employees, however the mean bonus has a larger gap of 40.3%. This is due to the type of roles which are eligible for bonuses having a higher representation of males, particularly at the more senior level.

However, there are proportionally more female staff in receipt of a bonus, and in receipt of BIK than our male staff.

GENDER REPRESENTATION IN EACH QUARTILE



This table indicates the proportion of male and female staff in each of the pay quartiles. While there are fewer female staff at just 16% of our headcount, 60% of them are represented in the two upper quartiles combined.

This is a very encouraging statistic and representative of the efforts made to attract more females into our workplace in strategic and meaningful positions.

In 2025 we will continue to focus on recruitment to increase the overall diversity mix in the organisation, and on our succession planning and development activities.