

Gender Pay Gap Report 2025



Executive Summary

This report is published in accordance with the Gender Pay Gap Information Act 2021, which requires organisations with over 150 employees to report on gender pay differences annually from 2024 onwards. The data below represents the gender pay position for James McMahon Ltd. for the 12 months as of the snapshot date of 24 June 2025.

The Gender Pay Gap measures the difference in average hourly pay between male and female employees. A positive percentage indicates that men are paid more on average, while a negative percentage indicates that women are paid more. The Mean represents the average across all employees, whereas the Median represents the midpoint, the value separating the higher half and lower half of all pay values.

Our 2025 results demonstrate significant progress in closing the gender pay gap across most measures, with a number of metrics now showing parity or favouring female employees. Compared with last year, the overall trend is positive, reflecting our continued focus on fairness, opportunity, and inclusion. In an industry that has traditionally been male-dominated, these results are an encouraging indication of the impact of our efforts to attract and retain a more diverse workforce.

Understanding the Results

- The gender pay gap shows the difference in average pay between men and women across the organisation, not a comparison of equal pay for equal work (which is already a legal requirement).
- A positive gap means that, on average, men are paid more than women.
- A negative gap means that, on average, women are paid more than men.
- The Mean (average) figure takes the total of all hourly pay and divides it by the number of employees. It can be influenced by very high or very low salaries.
- The Median (midpoint) figure shows the middle value when all employees' pay is listed from lowest to highest, often giving a clearer picture of the typical employee experience.

2025 Gender Pay Gap Results

	Mean Hourly Pay	Gap
1 (a)	Mean Hourly Pay Gap	-10.7%
1(b)	Part-time Employees	10%
1(c)	Temporary Contracts	-1%

	Median Hourly Pay	Gap
2(a)	All Relevant Employees	-8.0%
2(b)	Part-time Employees	3.2%
2(c)	Temporary Contracts	0.0%

	Additional Pay	Gap
3(a)	Mean Bonus	11%
3(b)	Median Bonus	25%
3(c)	% of EE paid a Bonus	-1.3%
3(d)	% of EE with BIK	-22.5%

	Quartile Pay Band	Gap
4(a)	Lower Remuneration	2%
4(b)	Lower Middle Remuneration	13%
4(c)	Upper Middle Remuneration	-13%
4(d)	Upper Remuneration	-2%

The 2025 results reflect a continued positive trajectory for James McMahon Ltd. We have reduced or closed the gap across most measures compared with 2024. Notably, the Mean Hourly Pay Gap now favours female employees (-10.7%), indicating a narrowing and, in several areas, a reversal of the traditional industry imbalance.

Our part-time and temporary employee results remain close to parity, with small gaps that reflect the distribution of roles rather than differences in pay for equal work. Bonus and benefit-in-kind results continue to vary slightly by gender, but we have seen a marked closing of these gaps over the past year. This improvement aligns with our efforts to ensure that performance-related and recognition-based rewards are applied consistently across all teams.

Across the quartile pay bands, women are increasingly represented in the middle and upper bands, reflecting both progression opportunities and successful internal development initiatives. We are particularly encouraged by the continued movement toward balance in these areas.

Positive Actions and Commitments

James McMahon Ltd. continues to take proactive steps to promote equality, inclusion, and opportunity. We have strengthened our benefits offering to support employees at every stage of life and career, including:

- Paid Maternity and Paternity Leave
- Employee Assistance Programme (EAP)
- Professional Membership and Education Support
- Internal Promotions and Career Development Opportunities
- Pension and Retirement Readiness Programmes
- Recognition of Service, Annual Leave Increases, and Employee Events

Our investment in automation and facilities will also create more diverse roles within our operations, reducing manual handling and broadening opportunities for all employees. This commitment to innovation and inclusivity is integral to our strategy for attracting talent from all backgrounds.

Looking Ahead

We are proud of the progress achieved to date and remain committed to continuous improvement. Our goal is to maintain the positive trajectory demonstrated this year, closing any remaining gaps while fostering an environment where all employees feel valued, supported, and able to reach their potential. Through ongoing review, inclusive recruitment, and targeted development initiatives, James McMahon Ltd. will continue building a workplace that reflects fairness and opportunity for everyone.