



TROUP
BYWATERS
+ ANDERS

Gender Pay Gap Report

March 2026

High-performing partnership
Higher performing buildings

1.0 Introduction

We are committed to creating an inclusive environment for all of our people to be their true authentic selves, achieve their full potential and personal developmental career goals. As a We Invest in People triple Platinum employer we are committed to promoting equal opportunities in employment and creating a workplace culture in which diversity and inclusion is valued and everyone is treated with dignity and respect.

We acknowledge that our workforce, and that of the industry, is predominately male, our workforce is currently made up of 24% female, 21% of our engineering workforce are female which is above the industry average of 16.5% (Engineering UK).

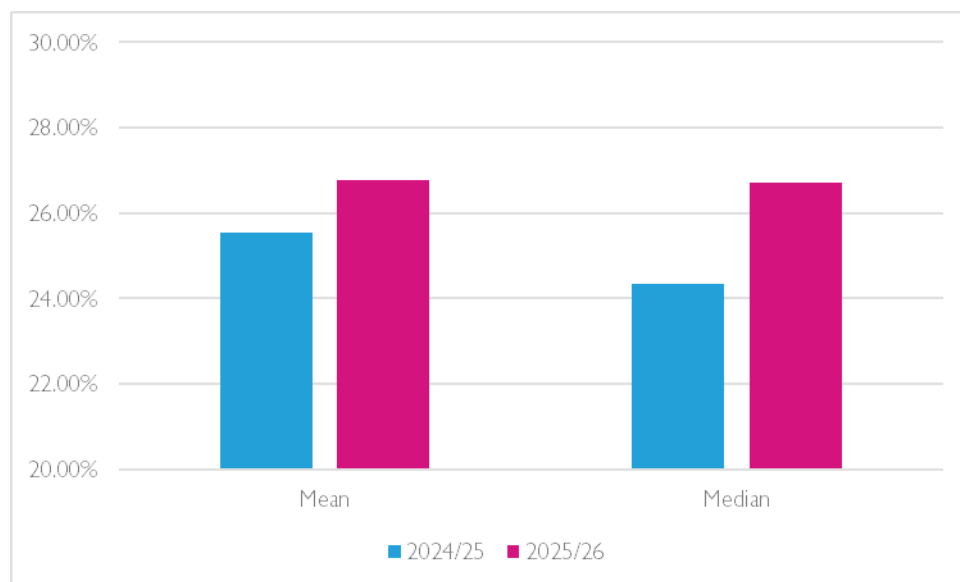
Gender pay is defined as the average difference in hourly pay between men and women, irrespective of what their job role is, reported as a %. It is important to note that gender pay is not the same as equal pay which refers to individuals receiving the same pay for doing the same (or subsequently similar) work irrespective of gender.

We are required to publish both the Mean and Median figures. The Mean calculation calculates the average across the whole sample which can be skewed by extreme salaries at the top and bottom of the pay data whereas the Median calculates the average from the middle of the sample.

2.0 Our Gender Pay Gap

2025/26 26.78% Mean, 26.72% Median

2024/25 25.54% Mean, 24.35% Median, UK average 12.8%



Our gender pay gap relates to a higher number of males holding more senior positions, with the increase this year being reflective of an increase in external hires at a senior level in response to our business offering expanding;

2025/26: 36 new positions, 12 of these were female. 5 senior positions were all male.

2024/25: 38 positions, 16 of these were female. 4 senior positions were all male.

The number of females within our workforce has increased overtime, with improvement across all levels, with the highest change at senior/management levels, which has doubled over 5 years:

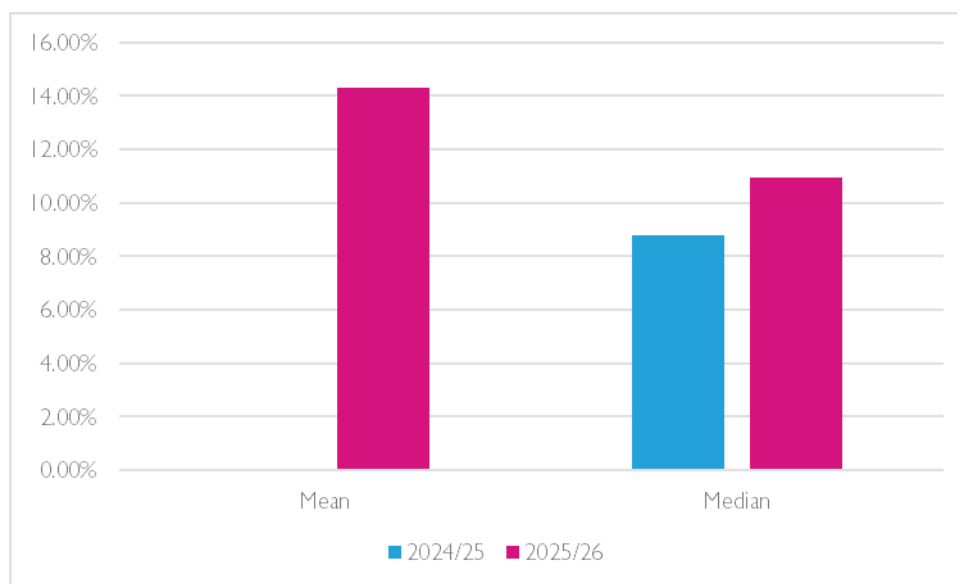
	2020	2021	2022	2023	2024	2025
% TOTAL STAFF	21	22	22	22	24	24
% TOTAL ENGINEERING STAFF	15	15	14	15	19	21
% MANAGEMENT ROLES	7	10	10	10	15	14
% APPRENTICES & TRAINEES	32	28	23	17	21	33

We should continue to see this upward trajectory with 19% of our succession plan being female, in comparison to this being 12% in 2021/22. 19% of senior promotions were female job holders in 2024/25.

3.0 Our Gender Bonus Gap

2025/26 10.95% Median, 14.29% Mean

2024/25 8.78% Median, 0.00% Mean



The gender bonus gap relates to higher number of males holding more senior positions.

Bonus payments are contractual for our senior management team with varying financial entitlements based on level but the same pay principles apply to all those that are eligible.

4.0 Our pay quartiles

2025/26:

	Female	Male
Upper	11.11%	88.89%
Upper Middle	16.67%	83.33%
Lower Middle	31.94%	68.06%
Lower	43.06%	56.94%

2024/25:

	Female	Male
Upper	9.86%	90.14%
Upper Middle	15.49%	84.51%
Lower Middle	32.39%	67.61%
Lower	33.80%	66.20%

5.0 Further information

We are committed to creating an environment that supports all of our people to develop their career and have introduced several initiatives that should further instil this and improve the diversity of our workforce overtime.

The industry is predominantly male, a challenge we have looked to address through our early careers initiatives to encourage more females into the industry. Since the inception of our apprenticeship scheme 28% have been female and as this talent matures, we see this positively influencing the gender pay gap.

Our flexible working policies support all of our people to have the opportunity to work flexibility in relation to their work location and hours.

We have introduced several forums into the partnership to create further opportunity for development, particularly focussed on leadership and developing skills required to undertake a leadership role effectively.

We continue to be committed to improving the diversity of our workforce through our fair working practices, policies and procedures.

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