

# GENDER PAY GAP REPORT 2025

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**Jackson**





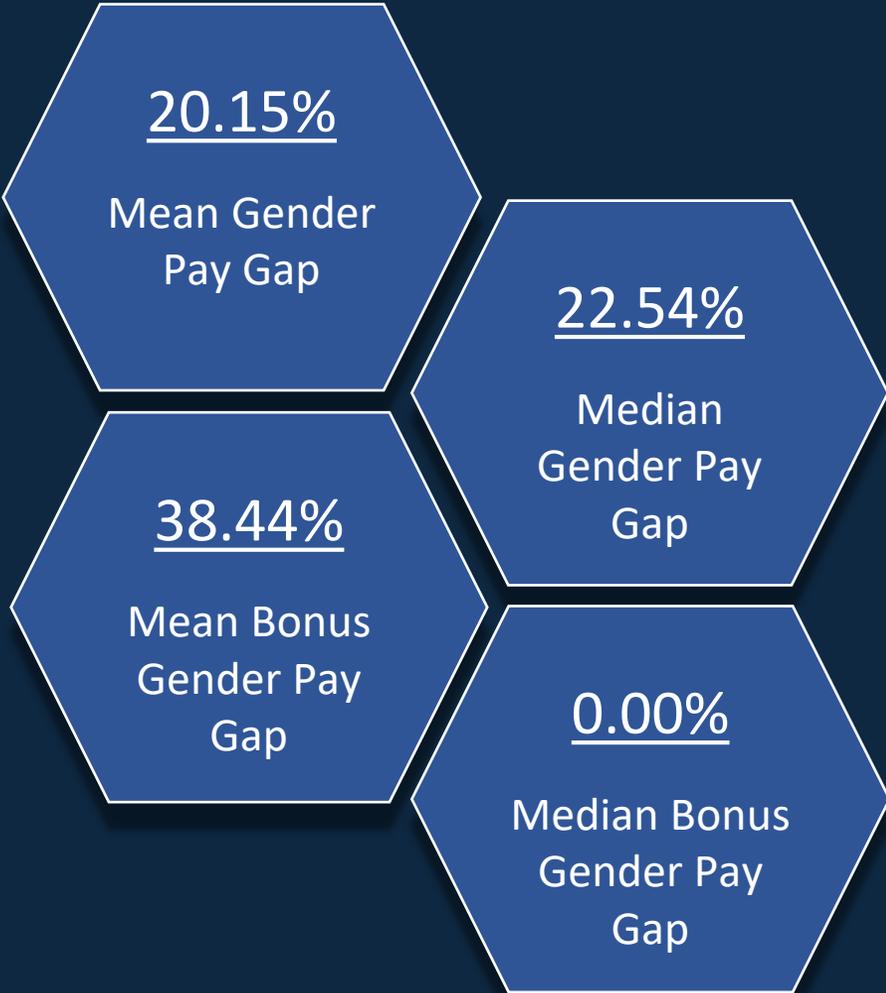
# What Is This Report?

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We recognise that the construction industry remains male-dominated, with women often underrepresented in technical and management positions.

The gender pay gap measures the difference in average hourly wages between men and women across the workforce. This gap is primarily influenced by the unequal distribution of men and women within our business and the broader industry rather than differences in pay for equivalent roles.

During the period, our average staff number was 339, and as such, we publish an annual gender pay gap report showing the difference in pay between male and female employees. Our analysis is based on a workforce of 268 males and 71 females as of our snapshot date, 1 April 2025.

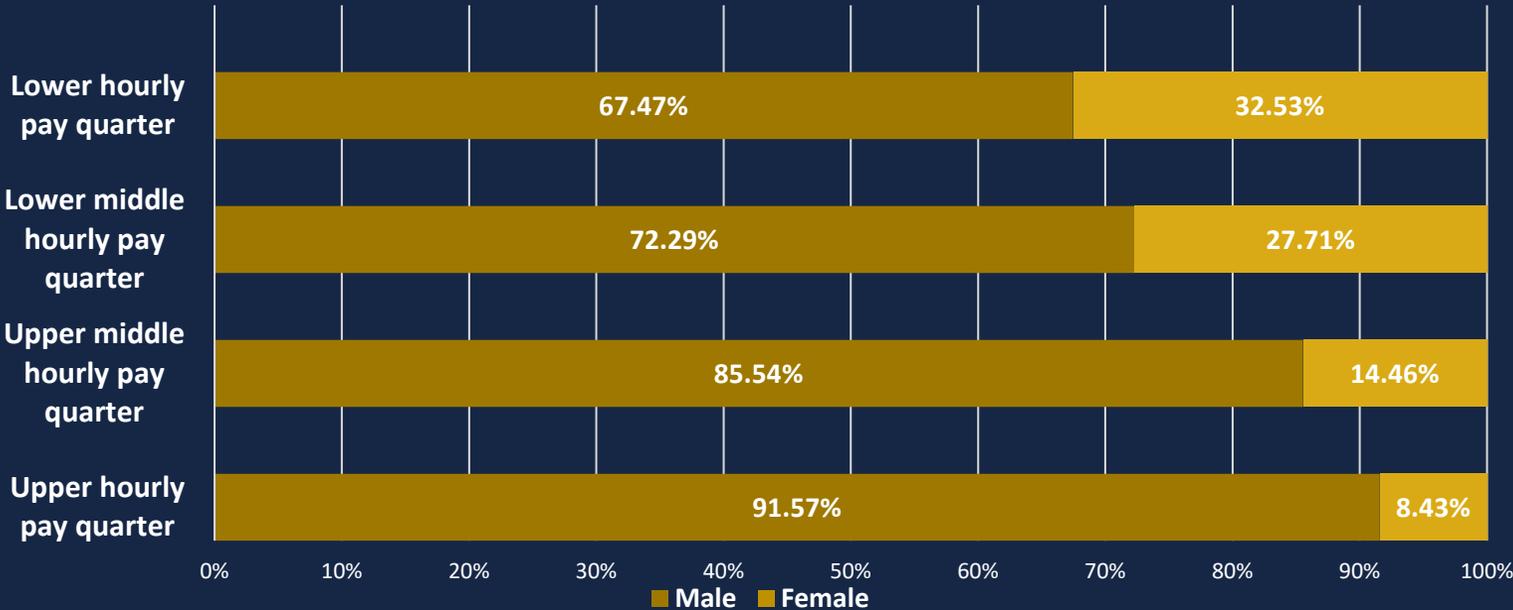




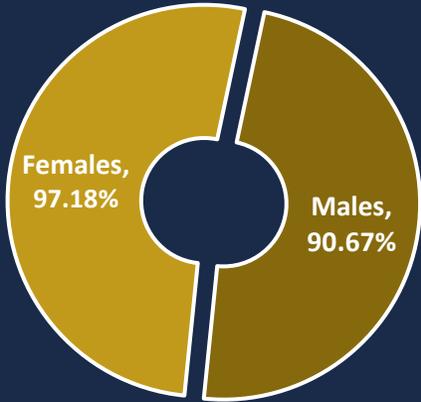
# Commentary

At Jackson, we are committed to cultivating equality and diversity across our workforce. We are confident that we provide equal pay for equal work; however, the overall gender pay gap reflects the gender composition of our organisation, where women are disproportionately represented in mid and lower quartile roles, often in non-technical or administrative functions.

**PROPORTION OF MALES & FEMALES IN EACH QUARTILE**



**PROPORTION OF MALES & FEMALES RECEIVING BONUS PAY**



# Understanding The Gender Pay Gap

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The construction industry has historically struggled with gender diversity, with technical roles - such as engineering, quantity surveying, and project management - being largely male-dominated. As these roles typically attract higher salaries, the underrepresentation of women in these positions directly impacts our gender pay gap.

Additionally, barriers such as work-life balance challenges, career breaks, and limited access to training and development opportunities can hinder career progression for women, affecting their long-term earning potential.

Addressing these issues is a priority for us as we continue striving for a more balanced workforce.



# Recruitment & STEM Initiatives

We remain committed to increasing female representation within our organisation, particularly in senior and technical roles. We are expanding our outreach efforts through STEM (Science, Technology, Engineering, and Mathematics) programs in local schools and colleges to inspire more young women to consider careers in construction.

Currently, we have a team of 28 registered STEM Ambassadors who actively engage with educational institutions, sharing insights and experiences to encourage female participation in the industry. We continue to promote the STEM Ambassador role and have an increased number of employees in early careers roles supporting our efforts.



# Recruitment & STEM Initiatives

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Our Bewdley site hosted Jackson's first Constructing Change event in 2025 aimed at young people aged 13 to 16 from underrepresented backgrounds to enhance diversity and promote inclusivity and the empowerment of women.

We continue to review our recruitment processes to ensure inclusive hiring practices, promoting diverse shortlists, and addressing unconscious bias in selection procedures in order to attract a more diverse range of candidates. In addition to this, our Recruitment Team attend Women in Construction events at local colleges to promote construction as a career option.

We delivered over 96 hours of STEM activities to underrepresented groups in 2025, reaching 623 individuals.



# Early Careers

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We continue to promote Civil Engineering as an accessible and attractive career path for all young people, including those from disadvantaged backgrounds. Our strong partnerships with regional colleges and universities enable us to engage with a wide and diverse audience. To support continued improvement, a Microsoft Form survey was introduced for the 2025/6 cohort to collect data on how students learned about our opportunities. This will allow us to identify which outreach methods are most effective and where additional focus is required.

## Industrial Placements

In 2025, 11% of our Industrial Placement cohort identified as female. This figure is expected to increase to 18% in 2026.

We will continue to monitor gender representation within the application process to ensure our outreach activities are inclusive and that we are effectively promoting the construction industry as a career for everyone.

## Graduates

Of our 2025 Graduate intake, 20% were female and a predicted 33% will be returning in 2026.

## Apprentices

We currently have 15 apprentices studying qualifications as part of their role. 20% are female, which will increase to 25% later in 2026.



# Early Careers

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## Graduates

Among our 2025 Graduate intake, 20% identified as female. Based on current projections, female representation within the 2026 Graduate cohort is expected to increase to 33%.

## Apprentices

We currently have 15 apprentices working towards formal qualifications as part of their roles. At present, 20% of the apprentice cohort is female. With one additional female employee due to undertake an apprenticeship, this proportion will increase to 25%.





## Flexible Working & Work-Life Balance

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The evolution of workplace flexibility, accelerated by pandemic-driven changes, has provided valuable insights into cultivating a more inclusive environment.

In response, we have implemented hybrid working arrangements where feasible, enabling employees to balance their professional and personal responsibilities more effectively. This is particularly beneficial for individuals with caregiving duties, many of whom are women.

We continue to explore ways to make site-based roles more adaptable while ensuring productivity and efficiency remain uncompromised.



## Enhanced Maternity Pay & Support

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We recognise that maternity leave and childcare responsibilities often contribute to wage disparities for women. To address this, we offer enhanced maternity pay, providing financial security and encouraging a smoother return to work. Our enhanced maternity pay rates were reviewed and increased in 2025. This approach to maternity pay aims to mitigate the wage penalties associated with career breaks and encourage a more family-friendly workplace culture.

Additionally, we are committed to supporting returning parents through phased returns, mentoring, and career planning discussions to ensure they have the opportunity to progress within our organisation.

We recognise that the gender pay gap can also have long-term implications for retirement savings and financial security. Although pension arrangements are applied consistently across our workforce, we are aware that the gender pay gap can contribute indirectly to a pension accumulation gap over time, particularly where women are more likely to have experienced career breaks, part-time working, or lower average earnings during their working lives.

Employees who are members of the pension scheme remain enrolled during maternity leave. During the period of Ordinary Maternity Leave, both employer and employee pension contributions continue to be based on the employee's pre-maternity salary.

Employees also have the option to temporarily pause their own pension contributions while on maternity leave. Where this option is taken, the company continues to maintain pension contributions for the duration of the Ordinary Maternity Leave period by covering both the employer and employee contribution levels. This approach is intended to help minimise the potential impact that maternity leave can have on long-term pension savings.

## Supporting Women with Retirement Planning

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In partnership with our pension provider, Scottish Widows, we delivered a webinar focused on encouraging women to start conversations about retirement planning and long-term financial wellbeing. The session provided practical guidance on key topics including:

- Managing savings
- Maximising employer's contributions
- Having conversations about investing
- Tracking down lost pensions
- Ensuring beneficiaries are nominated



# Career Development & Training Opportunities

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We are dedicated to ensuring that all employees, regardless of gender, have equal access to job opportunities and career advancement. We actively support apprentices, recent graduates, and existing employees who seek further education and professional certification.

Our leadership programs and mentorship initiatives are designed to empower women within our workforce, supporting their progression into senior and technical roles. We are also working to identify and remove barriers that may prevent female employees from advancing within the business.

We are proud to support and celebrate the achievements of our female colleagues, with recent recognition including an Apprentice Engineer who was named Best Newly Registered Technician at the Women's Engineering Society Awards, and a Senior Engineer who completed the Aspiring Leaders programme at the National Highways Roads Academy, making her eligible for Foundation Chartered Manager status in recognition of her leadership and management capabilities.



## Personal Protective Equipment (PPE) for Women

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We have broadened our PPE inventory to provide properly fitted protective clothing for female employees from their first day.

Traditionally, PPE has been designed with a predominantly male workforce in mind, often leading to safety and comfort challenges for women.

By proactively addressing this issue, we are improving both safety standards and inclusivity across our worksites.

# Menopause Support

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Jackson is committed to providing an inclusive and supportive working environment for all and recognises that women may need additional consideration, support and adjustments before (perimenopause), during and after the menopause.

In 2025 we introduced a Menopause Policy as a support guide for all employees. This policy applies to all staff regardless of their gender, who may be affected by menopause or who need to support colleagues experiencing menopause.

Our aim is to raise awareness of menopause and its impact on the workplace by providing information to employees and managers to help them understand the menopause, its symptoms and how to support colleagues going through this transition.

# Hey Girls...

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Jackson (in conjunction with Lee Brothers, our PPE and small tools supply chain partner) have teamed up with Hey Girls, a social enterprise dedicated to creating period equality in the UK. This means we will be supporting the communities in which we work.

For every Hey Girls product we purchase for Jackson, they match every order as a donation to someone facing period poverty as Buy One, Donate One. We are proud to be able to support these women and girls in need.

Since 2021, we have provided free period products to all of our sites across the UK; including HO and regional offices, with the overall aim of making sure they are available at all locations.

# Looking Ahead

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While progress is being made, we acknowledge that there is still work to be done to close the gender pay gap. As an organisation, we are committed to continuing our efforts in recruitment, retention, and career development to create a more balanced workforce. We will also monitor industry trends and best practices, adapting our strategies to ensure that diversity and inclusion remain at the heart of our business.

Jackson has retained membership of the 5% Club – a movement of employers committed to earn and learn as part of building and developing their workforce. This initiative promotes having at least 5% of the overall workforce in earn and learn positions, such as apprentices and graduates on formalised training schemes. In the 2024/25 audit, Jackson was able to demonstrate that more than 11% of our people were in earn and learn positions.

The Defence Employer Recognition Scheme (ERS) is designed to support defence and the armed forces community and align with their values. We signed the Armed Forces Covenant in 2021 and have achieved bronze status and are reviewing our policies and procedures to meet the requirements of silver standard.





## A Message From The MD

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Through sustained efforts, we believe we can contribute to meaningful change within the construction industry and create an environment where all employees - regardless of gender - have equal opportunities to thrive and succeed.

By working collaboratively, investing in mentorship & STEM initiatives, and implementing equitable policies, we aim to shape a more inclusive, dynamic and progressive industry for future generations.

Brian Crofton  
Managing Director