




GENDER PAY GAP REPORT



AS AT 31 MARCH 2025

A key ESG (Social) indicator reflecting our commitment to transparency, fairness and equality of opportunity.



2025 HEADLINE RESULTS	 MEAN GENDER PAY GAP 9.15%	 MEDIAN GENDER PAY GAP 5.96%	 BONUS PAY Not applicable <i>(no bonus payments awarded)</i>	The Gender Pay Gap shows the difference in average hourly earnings between male and female employees. It is influenced by workforce structure, occupational mix and progression patterns.
	(Detailed description of the Gender Pay Gap metric and its components)			

PAY COMPARISON (HOURLY PAY)

 Female mean £17.17	 Male mean £18.90
Female median £15.62	Male median £16.61

WORKFORCE PROFILE

TOTAL EMPLOYEES 288	MANAGERS 33	PART-TIME WORKFORCE 64% Female 36% Male
100 Female (35%) 188 Male (65%)	9 Female (27%) 24 Male (73%)	

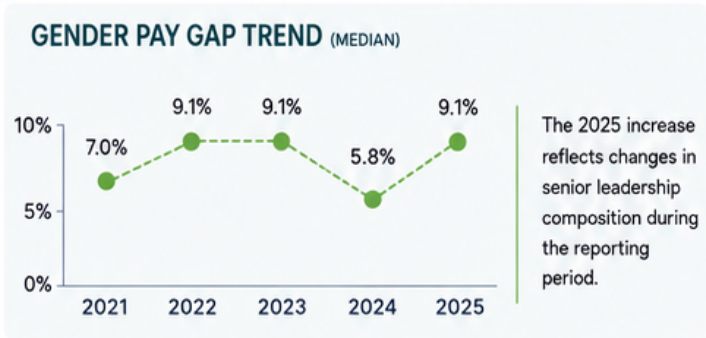
PAY DISTRIBUTION (PAY QUANTILES)

	MALE	FEMALE
Q1 £6.40 – £14.68	54%	46%
Q2 £14.69 – £16.61	52%	48%
Q3 £16.62 – £18.72	60%	40%
Q4 £18.73 and above	68%	32%

Tai Calon currently employs more men in the upper pay quartiles.

OCCUPATIONAL BALANCE (EXAMPLES)

MOST MALE-DOMINATED ROLES	MOST FEMALE-DOMINATED ROLES
<ul style="list-style-type: none"> Gas Engineer: 100% Male Electrician: 100% Male Bricklayer: 100% Male 	<ul style="list-style-type: none"> Support & Sustainability Worker: 100% Female Repairs Planners: 87% Female Customer Service Adviser: 74% Female



KEY DRIVERS OF THE GENDER PAY GAP

- Occupational segregation:** higher-paid technical and trade roles are predominantly male.
- Senior leadership representation:** 4 of 5 Executive roles held by men.
- Recruitment pipeline imbalance:** lower female representation in trades, technical and senior roles.
- Working patterns:** higher proportion of women in part-time roles, influencing progression opportunities.

OUR COMMITMENTS AND ACTIONS

 Inclusive recruitment practices and broader talent attraction strategies.	 Continued focus on underrepresented groups in trade, technical and leadership roles.	 Strengthening flexible and family-friendly policies, including shared parental leave.	 Internal development initiatives, including female coaching networks and programmes.	 Ongoing employee engagement through inclusion-focused forums (Voice Group).
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