



UK Gender Pay Gap Report

↳ Gutteridge Haskins Davey Ltd
Report 2024

Published March 2025





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As an employee-owned organisation, our people are at the heart of everything we do, and we're proud of the progress we've made in closing the UK gender pay gap. Our efforts to create an inclusive environment help us attract and retain the best talent, keep our people engaged, and improve our overall employee experience. By putting our people first, we're building a workplace where everyone feels valued and empowered to succeed. We remain committed to ensuring that all our colleagues have equal opportunities to thrive as we continue this journey”.

» Jan Sipsma, Chief People Officer

Introduction

Gender pay gap legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish gender pay gap data on an annual basis. This is our second gender pay gap report with our results based on data taken on 05 April 2024. We also choose to report data on the three UK entities combined, Gutteridge Haskins Davey Ltd, Movement Strategies Ltd and GHD Livigunn Ltd ('All GHD UK') to provide a representative picture of our entire UK workforce.

Our employee-owned status is a powerful point of differentiation and helps drive our passion and accountability in how we drive gender equality, serve our clients, deliver projects, and pursue new opportunities. Employee ownership is at the core of our culture. Our people are empowered to share knowledge, collaborate, and create lasting community benefit. Mobility opportunities across countries, disciplines, and markets provide career advancement and job enrichment, as well as a multi-cultural, diverse experience in our globally connected network.

We are committed to attracting individuals from diverse backgrounds, experiences, identities and perspectives to represent the communities we serve. This helps us to build inclusive teams, communities and an overall culture of belonging and trust. Our continued growth and success creates opportunities for fulfilling and rewarding roles, utilising the diverse skills and capabilities of all our people. We invest in the growth and development of our people as the next generation of leaders. GHD is the place for aspiring people to thrive, achieve their career goals, and make a lasting impact.

We are proud to share this year's Gender Pay Gap Report, which reflects our ongoing commitment to fostering a diverse, equitable, and inclusive workplace. As an organisation in a sector historically underrepresented by women, we recognise the importance of addressing systemic barriers and driving meaningful change. We look forward to continuing to review a snapshot of the data for years to come to ensure the actions we are taking as an organisation are continuing to have a positive impact, driving us towards our aspiration to be a leading employer in our industry for Inclusion and Diversity (I&D).



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At GHD, we promote and support gender equality, because we know that providing opportunities for all means that we achieve the best outcomes for our people, our clients and our communities. We are committed to empowering our people to achieve their full potential.”

» Kevin Evers, UK Regional General Manager

Foreword

As a global, multidisciplinary professional services network, we are collectively committed to address the world's biggest challenges in the areas of water, energy and communities, building resiliency and sustainability for generations to come. This commitment to deliver lasting community benefit is reflected within our own GHD community as we look to foster inclusion and diversity to benefit our people, our clients, and society as a whole.

With this in mind, we are delighted to share our second Gender Pay Gap Report, with a marked improvement in the data collected 05 April 2024. This report reinforces our ongoing success and illustrates the progress we have achieved in our continuing commitment to gender equality and fair compensation practices.

As an employee-owned business we care for our people and recognise that they are our greatest asset. We want to promote diversity and inclusion within GHD to build a culture that continues to be open and fair. We recognise the importance of transparency and accountability, and it is with great pride that this year we are able to report measurable progress and highlight the positive strides we have made in addressing the gender pay gap within our business.

While these improvements demonstrate that our initiatives are making a tangible difference, we understand that closing the gap is a long-term journey that requires

sustained focus and effort. We remain committed to creating a level playing field in which our people have equal access to opportunities to support and develop their progression.

As we move forward with a shared purpose and ambition in the UK, we stay unwavering in our resolve to further bridge gaps and create a workplace where everyone, regardless of gender, has an equal opportunity to thrive and succeed, cultivating a workplace culture that supports progression for our employees so that we deliver first-class outcomes to our clients and communities. We are collectively challenging the status quo in an historically male dominated industry. As we look for continuous improvement, we are investing in our future leaders, in our internal structures, ways of working and in our overall employee experience, to create an environment of equality where everyone has the opportunity to grow and succeed.

In this report, we share the results of the latest gender pay gap analysis for Gutteridge Haskins Davey Ltd (GHD Ltd) and the three legal entities that GHD operates in the UK combined (All GHD UK). We confirm that this information and data is accurate as of the date of 05 April 2024.

→ Author



→ **Sarah Heldson**
People Leader EMEA

Organisational Context

Historically, our industry has been heavily dominated by men so like most organisations in our sector, our gender pay gap is largely a reflection of the disproportionate ratio of men to women in our business, particularly within our senior population. We are striving to change this with ambitious gender diversity goals.

→ Here is a snapshot of our organisation on 05 April 2024

→ GHD Ltd: 388 employees



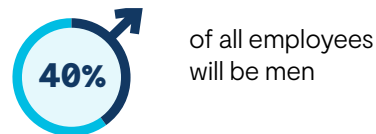
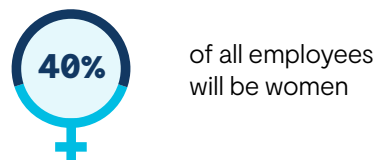
→ All GHD UK: 490 employees



→ Our 40:40 campaign

Our 40:40 initiative reflects our journey to becoming a more diverse organisation globally. We are committed to monitoring our progress towards our gender diversity goals. While we're legally obligated to report on individuals as either man or woman according to their sex assigned on their birth certificates, we acknowledge that not everyone identifies strictly within those binary categories. We understand that some individuals may identify as gender fluid, non-binary, or may experience changes in their gender identity over time.

Our 40:40 campaign outlines our gender diversity goals across the globe:



...including leadership, senior professional, and entry level positions.

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Empowerment of women in the workplace, especially a male dominated one, is a necessary step towards our goal for true equality. On our journey there we reap the benefits of a diversity of thought, experience, and new perspectives which allows us to better represent the diverse communities we serve, drive innovation, and achieve superior outcomes for our people and clients. Our dedication to fostering female career growth, creating opportunities for all, and actively addressing the gender pay gap is essential for the future success of our business.”

» Chris Oates, Engineering Design Organisation Operations Manager

Understanding the Gender Pay Gap

Gender Pay Definition

The gender pay gap is defined as the difference in the average earnings of men and women over standard period of time, regardless of their role or seniority – across an entire organisation, business sector, industry or the economy as a whole.

It is important to note that Gender pay gap is not the same as equal pay. Equal pay is about paying men and women the same salary for the same or similar roles. At GHD, our annual pay equity reporting is carried out by an external provider to ensure that we are paying all our employees equally and fairly for their roles, experience, skills and performance.

How are the median and mean gaps calculated?

Using the calculations set out in the gender pay gap reporting regulations, we have taken pay data from our UK business, which includes many different roles that bring a variety of rates of pay.

Median pay gap

The median represents the middle point of a population. If you lined up all our women and all our men in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rate for the middle woman compared to that of the middle man.

The mean and median are important metrics and need to be looked at together. However, the mean can be skewed by fewer individuals earning more in the upper ranges.

Mean pay gap

The mean pay gap is the difference in the average hourly pay for women compared to men, within our organisation.

How are the pay quartiles calculated?

In the report we also share the percentage of men and women in each pay quartile. Quartiles are calculated by listing the rates of pay for each employee across the business from lowest to highest, then splitting that list into four equal-sized groups and calculating the percentage of males and females in each.

What's included in our calculations?

Calculations of mean and median pay and of quartile pay bands are based on data 05 April 2024, including ordinary pay and bonus pay. Ordinary pay is not limited to basic pay but includes other types of pay such as pay for leave. It does not include pay for overtime, pay relating to redundancy/termination of employment, or the value of benefits which are not in the form of money.

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The Women at GHD Employee Resource Group (WING ERG) empowers women in GHD by providing a platform to connect and by leading initiatives that inspire personal and professional growth that leads all GHD people to foster a culture of gender equality and inclusion.

I am proud to be an ally of the WING ERG, supporting my colleagues' journeys and growth, and most importantly, listening and understanding their experiences.

The WING ERG plays an important part in fostering a community which not only support one another but play an integral part in shaping life for women at GHD.”

» Nic Dazeley, WING ERG Ally.

Our results at a glance

GHD Ltd

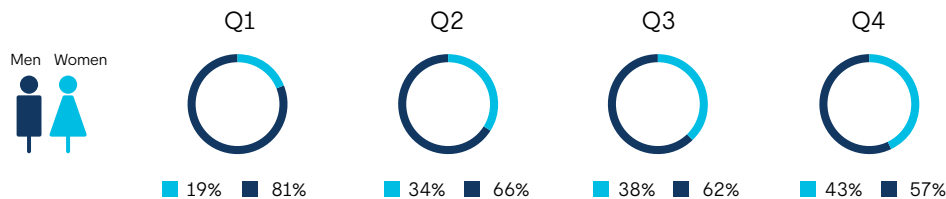
→ Gender pay gap analysis

21% **Mean Pay**
The mean pay of men is 21% higher than that of women.

23% **Median Pay**
The median pay of men is 23% higher than that of women.

→ Proportion of employees in each pay quarter

Quartiles represent the pay rates from the highest (Q1) to the lowest (Q4) for our UK employees, split into four equal sized groups with the percentage of men and women in each quartile.



→ Bonus gap analysis

-7% **Mean Bonus Pay**
The mean bonus pay of men is 7% lower than that of women.

-19% **Median Bonus Pay**
The median bonus pay of men is 19% lower than that of women.



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For me, creating an inclusive and diverse environment where everyone feels they truly belong is essential for the growth of any individual and organisation. As a Young Professional, I feel supported and encouraged to grow not only in my role but as a leader. GHD's commitment to fostering an inclusive culture is clear - not just in words, but in the opportunities I've been given to develop my skills and career. As an integral part of the UK Young Professionals Committee, I'm proud to be part of an organisation that values diversity and is committed fostering a vibrant workplace that celebrates inclusivity, ensuring that every individual feels valued and empowered, especially in the early stages of their career.”

» Rocio de la Torre Perez, Energy Solutions Consultant
UK Young Professionals Chair

Our results at a glance

All GHD UK

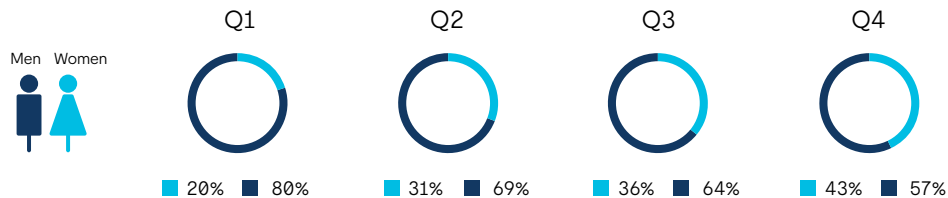
→ Gender pay gap analysis

19% **Mean Pay**
The mean pay of men is 19% higher than that of women.

20% **Median Pay**
The median pay of men is 20% higher than that of women.

→ Proportion of employees in each pay quarter

Quartiles represent the pay rates from the highest (Q1) to the lowest (Q4) for our UK employees, split into four equal sized groups with the percentage of men and women in each quartile.



→ Bonus gap analysis

5% **Mean Bonus Pay**
The mean bonus pay of men is 5% higher than that of women.

33% **Median Bonus Pay**
The median bonus pay of men is 33% higher than that of women.



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Building an inclusive culture and diversity of workforce, is paramount to our vision to create a best-in-class employee experience in which we know our people can thrive and experience a feeling of belonging. We are proud of our culture today and the progress we have made already. However, we recognise there is more to do and remain confident that our ability to adapt and learn as a team will enable us to achieve our pay equity goals.”

» Sheila Mistry, UK People Manager

Our results at a glance

How have our 'All GHD UK' results changed?

Focusing on the results representative of our entire UK workforce, we have seen small, yet promising changes in the data. We are pleased that the actions we are taking as an organisation and our ongoing efforts to prioritise inclusion and diversity are having a positive impact.

→ How has our gender pay gap changed?

Mean Pay

The mean gender pay gap has improved by 4%.

2023 → **23%**

2024 → **19%**

Median Pay

The median gender pay gap has improved by 2%.

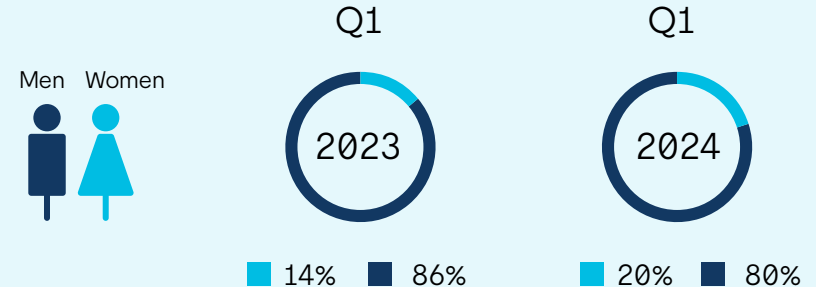
2023 → **22%**

2024 → **20%**

→ How have the proportion of employees in each quartile changed?

Q1

There has been a 6% increase in the proportion of women.



Q2

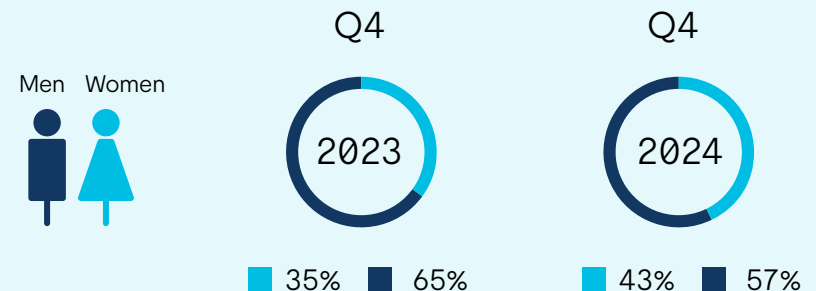
There has been no change in the proportion of women in Q2.

Q3

There has been no change in the proportion of women in Q3.

Q4

There has been an 8% increase in the proportion of women in Q4.



Closing remarks

Our ongoing commitment

Our I&D strategy continues to be shaped by the actions we are taking as an organisation to increase minority representation and bring greater diversity to our teams.

Our strategy and action plan are built around:

- Attracting and retaining the best talent
- Building inclusive teams and a culture of belonging
- Committing individually and collectively to I&D
- Behaviours of being open, informed, accountable, empathetic and bold

We also are committed to increasing opportunities for women and other minorities with our STEAM outreach work. In partnership with the GHD Foundation, we are going into schools to support equitable access, and remove barriers, to science, technology, engineering, the arts and mathematics (STEAM) education for a more diverse workforce of the future.

GHD Foundation's partnership with the Smallpeice Trust

Smallpeice Trust is a charity dedicated to inspiring young people to pursue careers in science and engineering, by creating equitable access to STEAM education, the partnership supports social mobility and gender diversity across two key programmes. GHD volunteers are playing a vital role in amplifying the Foundation's impact by volunteering their time to aid with development, delivering, and engagement with STEAM "challenge days" across eight schools across the UK and a three-day residential programme, offering lectures, career talks, and hands-on projects in energy, civil engineering, and robotics.

Scholarships and Bursaries

The inaugural UK scholarship by the GHD Foundation, is dedicated to sponsoring a three-year STEAM degree at the University of Salford. Priority has been given to students who are the first in their family to pursue higher education.

This scholarship aims to assist a student from a low-income background, thereby contributing to the expansion of educational opportunities and increasing diversity within our industry.



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At GHD we are committed to building and fostering a culture of belonging and trust where our people can be their authentic selves, feel heard and valued in a community that enables them to reach their potential and thrive. Our efforts to create an inclusive work environment help us attract and retain the best talent, keep our people engaged and develop an industry-leading employee experience.

We are proud of the progress we have made in fostering this culture for our people and the results show in how we are closing the gender pay gap. Across this year we have focused on how we get greater representation of females across all our quartiles and the increase of females we see in Q1 and Q4 is testament of this work. Alongside this we work continually to facilitate pay equity in our business.”

» Rebecca Lynch, Senior Business Partner EMEA



→ The Power of Commitment