



UK Gender Pay Gap Report

↳ Gutteridge Haskins Davey Ltd Report 2025

→ The Power of Commitment

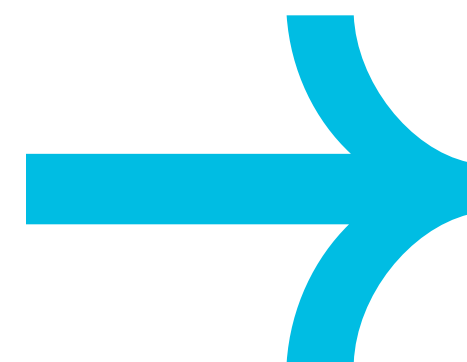
Introduction

As part of our UK gender pay gap reporting, we remain focused on strengthening equality, fairness, and opportunity across our organisation. Transparency and accountability are central to how we measure progress and drive meaningful change.

Our employee-owned structure is a clear differentiator and underpins our commitment to responsible leadership, inclusive growth, and long-term value for our people, clients, and communities. It fosters a collaborative culture where individuals are empowered to contribute, share knowledge, and deliver lasting benefit.

We are deeply committed to diversity, equity, and inclusion, actively building teams that reflect the communities we serve. We value diversity of background, experience, identity, and perspective, recognising this as essential to high performance and innovation. Through continued growth, we create inclusive career opportunities and invest in developing our people as the next generation of leaders. GHD is a place where individuals can thrive, progress their careers, and make a meaningful impact.

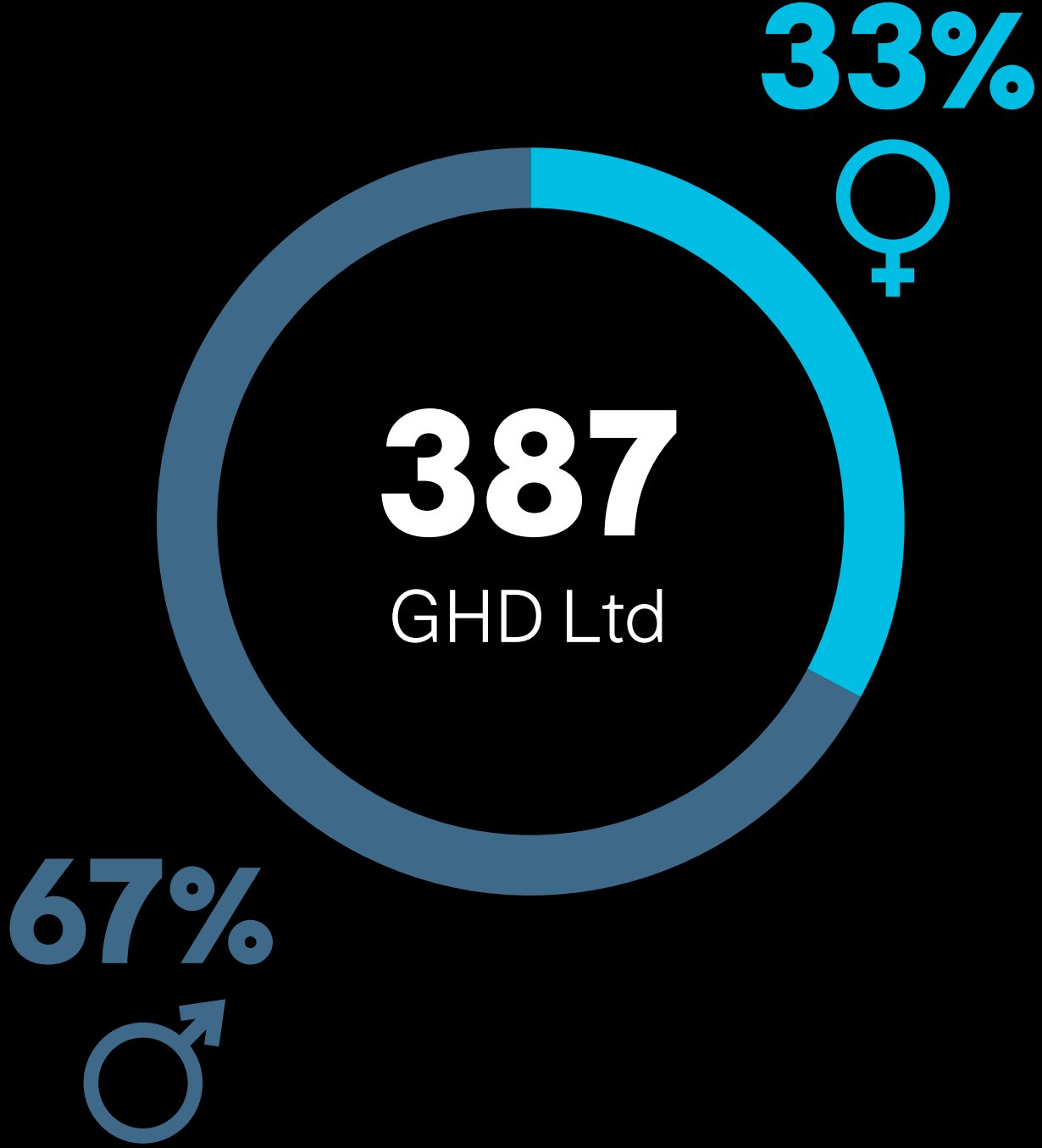
We confirm that the information and data presented in this report are accurate and have been calculated in accordance with the requirements and methodology set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Organisational Context

Like much of our industry, our workforce has historically been male-dominated. As a result, our gender pay gap largely reflects the current gender balance within the organisation, particularly at senior levels. We recognise this and remain committed to addressing it through clear, ambitious gender diversity goals.

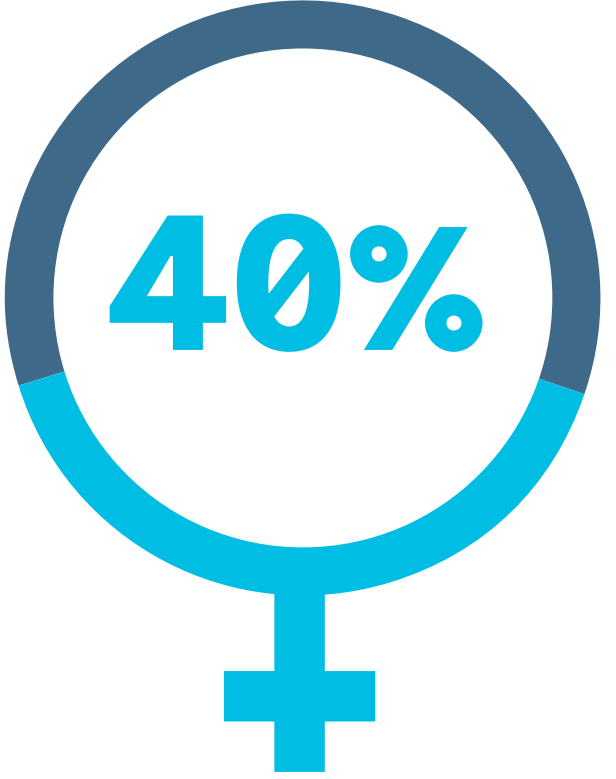
→ Here is a snapshot of our organisation on 05 April 2025



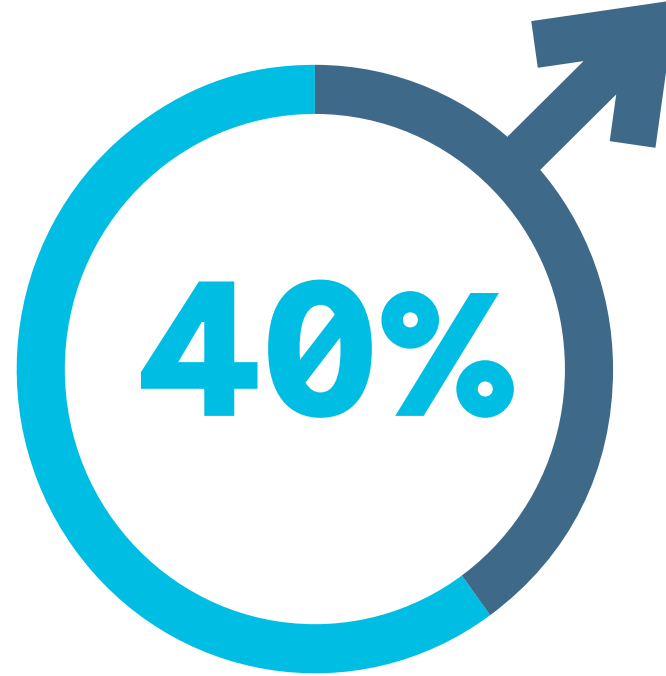
→ Our 40:40 campaign

Our 40:40 initiative reflects our ongoing commitment to building a more diverse organisation globally. We continue to monitor our progress carefully to ensure we are moving in the right direction. While we are required to report gender data based on sex as recorded on birth certificates, we recognise that gender identity is more complex and personal for many people. We acknowledge and respect that some individuals may identify outside of binary definitions, or that their gender identity may evolve over time.

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



of all employees will be women including leadership, senior professional and entry level positions.



of all employees will be men.

Gender Pay Definition

→ Understanding the Gender Pay Gap

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.



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.



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.



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.



What's included in our calculations?

Calculations of mean and median pay and of quartile pay bands are based on data 05 April 2025, 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.



Mean pay gap

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



Gutteridge Haskins & Davey Ltd

Our results at a glance



→ Gender pay gap analysis

19.7%

Mean Pay

The mean pay of men is 19.7% higher than that of women.

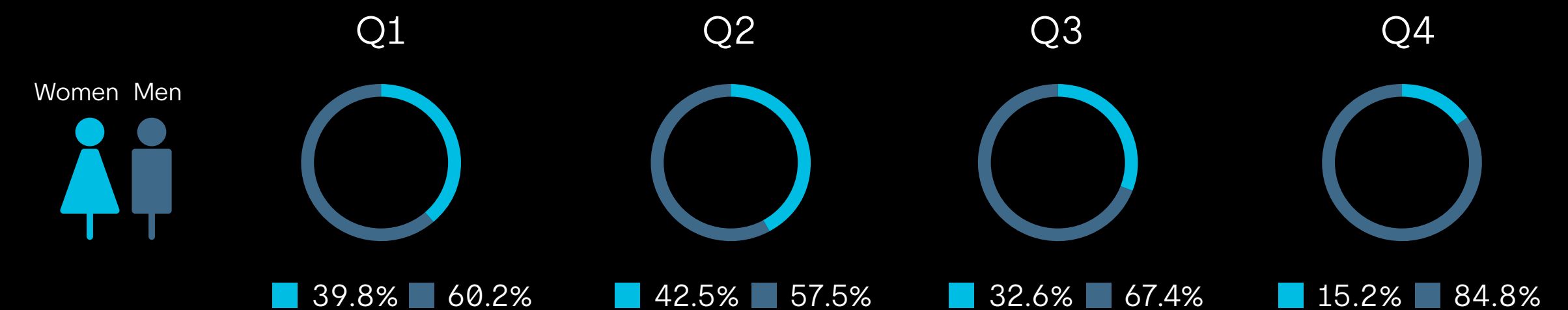
22.1%

Median Pay

The median pay of men is 22.1% higher than that of women.

→ Proportion of employees in each pay quarter

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



→ Bonus gap analysis

23.3%

Mean Pay

The mean bonus pay gap indicates women received 23.3% less than men.

24.8%

Median Pay

The median bonus pay gap indicates women received 24.8% less than men.

Bonus participation

% of employees who received a bonus.



How have our results changed? At a glance

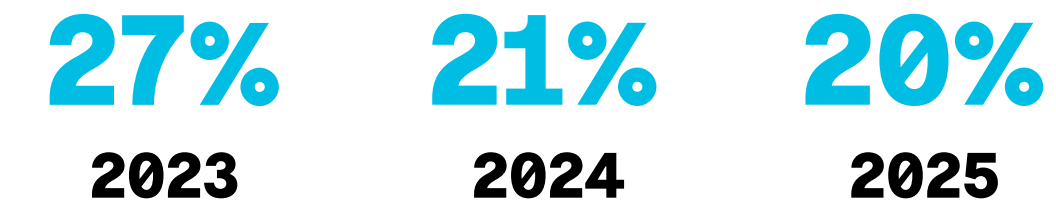
This section presents the year-on-year comparison data for the GHD pay gap report, focusing specifically on Gutteridge Haskins & Davey Ltd. We have chosen to display only the workforce data for Gutteridge Haskins & Davey Ltd because, after thorough review,

the figures closely align with the broader 'All GHD UK' population, including all three legal entities operating in the UK. The results differ by no more than +/- 2%, ensuring that the data shown here is a reliable and representative reflection of the wider organisation.

→ How has our gender pay gap changed?

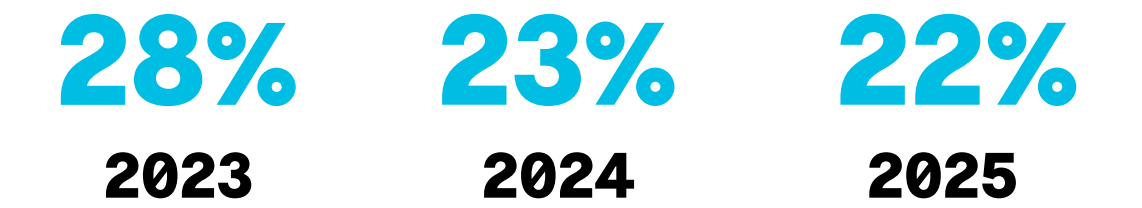
Mean Pay

The mean pay gap has improved by 7%.



Median Pay

The median pay gap has improved by 6%.



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

	Quartiles							
	Lower (Q1)		Lower-Mid (Q2)		Upper-Mid (Q3)		Upper (Q4)	
	Female	Male	Female	Male	Female	Male	Female	Male
2023	35.0%	65.0%	36.0%	64.0%	31.0%	69.0%	14.0%	86.0%
2024	43.0%	57.0%	38.0%	62.0%	34.0%	66.0%	19.0%	81.0%
2025	39.8%	60.2%	42.5%	57.5%	32.6%	67.4%	15.2%	84.8%

Summary of gender gap by quartile over time

In simple terms, here's what happened to the male-female gap from 2023 to 2025 in each quartile:

- **Lower (Q1):** Gap is about the same overall (slightly smaller in 2025 than 2023)
- **Lower-Mid (Q2):** Gap slightly narrows overall, with a small widening from 2024 to 2025.
- **Upper-Mid (Q3):** Gap narrows clearly each year (strongest improvement from 2023 to 2025).
- **Upper (Q4):** Gap narrows overall, improving a lot in 2024 and then widening a bit in 2025.

Overall: All quartiles show a net narrowing of the gap from 2023 to 2025, with the biggest improvement in Q2. Importantly, the upper quartile (Q4) shows a positive shift in the women-to-men split, with women increasing from 14.0% in 2023 to 15.2% in 2025, meaning more women are represented in the highest pay roles.

Closing remarks

Our Inclusion and Diversity (I&D) strategy continues to focus on practical action that strengthens representation, fosters belonging, and supports a more diverse workforce across our organisation. Our approach is centred on:

- Attracting and retaining high-quality talent
- Building inclusive teams and a culture of belonging
- Encouraging individual and collective accountability for I&D
- Embedding behaviours that are open, informed, accountable, empathetic, and bold.

We remain committed to increasing the participation of women and underrepresented groups through targeted STEAM outreach. In partnership with the GHD Foundation, we are supporting equitable access to science, technology, engineering, the arts and mathematics education by reducing barriers and widening opportunity for future generations.

Through the GHD Foundation's partnership with the Smallpeice Trust, our people continue to support programmes that promote social mobility and gender diversity. GHD volunteers contribute their time and expertise across UK schools and residential programmes, helping young people gain practical exposure to engineering, technology, and innovation through hands-on learning experiences.

In addition, the GHD Foundation's UK scholarship programme supports access to higher education by sponsoring a three-year STEAM degree at the University of Salford. The scholarship prioritises students who are the first in their family to attend university and aims to broaden participation in our industry by supporting individuals from low-income backgrounds.





***Thank You**

