



Gender Pay Report

Reporting Year: FY25



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Executive Summary



This is the first time we have officially reported on Gender Pay and I'm pleased to see that we have a very encouraging set of results. Our overall pay gap between male and female employees is 13.3%. That compares to a construction industry average of 23%*.

We won't be resting on our laurels though. We believe that fairness improves our culture, and improving our culture improves our service, and that makes us more successful and sustainable.

We are striving to deliver the best environment we can for our people to thrive and enjoy their careers and behaving with fairness and integrity is at the core of that pursuit.

A handwritten signature in black ink, appearing to read "Rob McGregor".

Rob McGregor,
Chairman

STATUTORY GENDER PAY GAP REPORTING

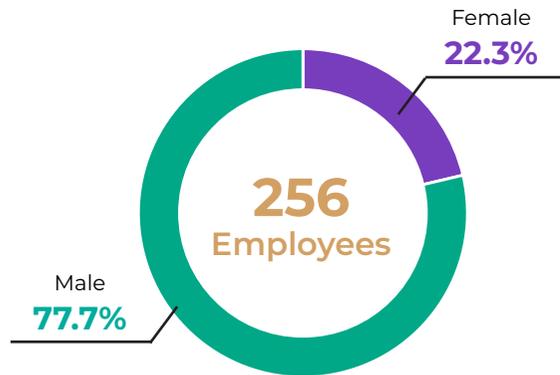


OUR EMPLOYEES



McConnell Employees split by gender

UK construction average: 85% Male, 15% Female*

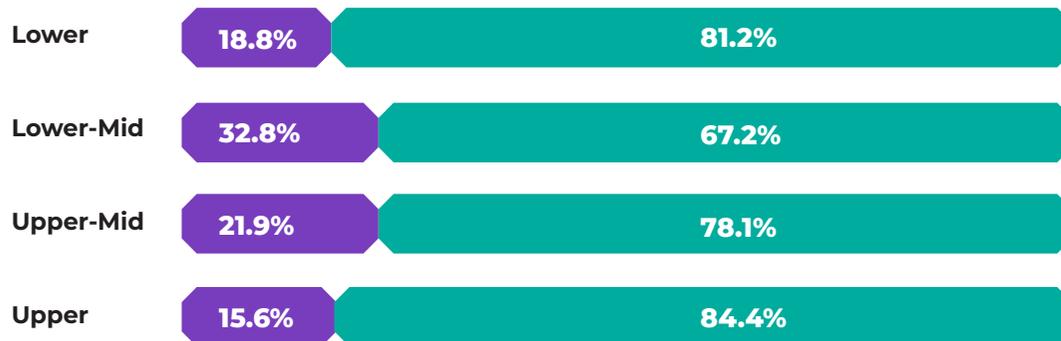


McConnell Senior Leadership split by gender



Pay Quartiles

The following chart demonstrates the split between male and female employees in salary-band quartiles. As McConnell has grown, we have been able to attract more female employees into the upper two quartiles. We continue to operate on an organic basis, working against prejudice and confirmation bias, and our excellent performance compared to industry averages validates our approach.



Mean Pay Gap

The Mean Gender Pay Gap is the difference between the average hourly rate of pay for male full-time employees and that for female full-time employees.



Industry Average: 23%*

Median Pay Gap

The Median Gender Pay Gap is the middle point of a population. If you put all our female and male employees in order of their hourly rate, the median pay gap is the difference between the hourly rate for the middle female compared to that of the middle male.



Industry Average: 27%**

BONUS DATA

Bonus Payment

McConnell awards discretionary bonuses to employees who merit additional reward beyond their basic remuneration. The performance of all employees is considered and bonuses are awarded as merited.



33.7%
of men
received a bonus



43.9%
of women
received a bonus



Mean Bonus Gap

The Mean Gender Bonus Gap is the difference between the mean bonus amount paid to men compared to the mean bonus amount paid to women.



Median Bonus Gap

The Median Bonus Pay Gap is the difference in the middle paid bonus for a man compared to the middle paid bonus for a woman.



Looking Ahead



The data presented in this report demonstrates that McConnell significantly out-performs most of its industry peers in gender pay equality.

We introduced further changes and initiatives during 2025, that should help continued improvement of our gender equality performance, including improved parental leave, free BUPA period and menopause support for all female employees, and a 1:1 Leadership Coaching programme.

Equality is an essential ingredient in achieving our company 'Why':

We want to create an authentic environment where people can be the best versions of themselves, where they can blossom and reach their full potential, feeling safe and secure, achieving a healthy life balance, and enjoying their career.

We are fully committed to equality and delivering on our Why.

A handwritten signature in black ink that reads "FGibson".

Fiona Gibson
Head of Human Resources



BUILDING CAREERS

Building careers through learning and coaching opportunities

BUILDING CAREERS

We are committed to developing people and ensuring everyone has equal opportunity to become the best version of themselves.

Leadership Coaching

We have a 1:1 Leadership Coaching programme that is designed to enable us to overcome the challenges for developing female leaders in the male dominated construction industry.

Two years ago, when this programme was introduced, we had two females in the Senior Leadership Team. We now have eleven.

We have seen the benefit of increasing the percentage of female leaders in McConnell. It brings better balance to our culture and creates a more harmonious and inclusive environment for our employees to be authentic and vulnerable.

Management Training

We developed a bespoke management training programme that has our CARE Values at its heart.

Ethics are the core of our care values and instilling this in our male and female employees is creating better equality and equitability in an organic way.

Raising ethical awareness in all our employees creates better Yin & Yang balance, and this produces a more level playing field for everyone.

We feel our metrics underpin that our organic approach is delivering better equality for all.





BUILDING OUR CULTURE

Creating an authentic, safe, and inclusive, environment for our employees

BUILDING OUR CULTURE

Creating an authentic environment where people can be the best versions of themselves, where they can blossom and reach their full potential, feeling safe and secure, achieving a healthy life balance, and enjoying their career.

Improved Parental Leave

To ease the pressures that often accompany parenthood, we have enhanced our paid parental leave policies for everyone. Allowing parents time and respite to bond with their children and as a family unit, improves wellbeing for our employees, improves employment harmony, aligns with our Care Values, and makes McConnell a better employer in terms of employee attraction and retention.

Menopause and Period Support

96% of women aged 16 – 40 experience period pain,* and 79% of employed women experience peri or menopausal symptoms that affect their ability to perform their job.* Unfortunately, 56% of women experience difficulties in accessing help for period and menopausal issues through their GP and the NHS.*

We have introduced free Period and Menopause consultations and support for all female employees. The service is provided by BUPA and they develop a personalised plan for each employee that contacts them.

Mental Health Support

We recognise that maintaining good mental health is critical to employee wellbeing and performance. We already provide a We Care service that delivers free advice and interventive support for mental health, as well as legal, financial, and physical health, for all employees and their families.

However, GP's and the NHS are struggling more than ever to meet the growing demand for interventive therapeutic and psychological mental health support, and the construction industry in the UK is amongst the highest for rates of suicide, depression, and anxiety.

In 2025, we introduced the Amplify YP service, that provides our employees and their spouses, with direct and unlimited access to high quality 1:1 consultations with highly experienced psychologists. This actively demonstrates our commitment to our Care Values and delivering on our 'Why'.

52
people have received
direct therapeutic
intervention support
from Amplify



*Source: Wellbeing of Women Charity, 2025



BUILDING TOMORROW

Maintaining a fair recruitment process aligned with our Values

BUILDING TOMORROW

Promoting the construction industry to all

Recruitment

Our recruitment and selection process is monitored for fairness and consistency by our HR department. We have several intake positions that suit disadvantage employment groups such as NEET and IPS, people with no construction industry experience, and those entering employment for the first time, or those who require flexible or part-time working. We collaborate with national and local employment support services and charities as part of our Social Value commitments, and we actively promote the construction industry to education establishments within the communities that we work.

2025 New Recruits

We monitor the diversity of our new recruits. In 2025, 35% of new employees were female. Our overall female employee percentage is 22.3%. This demonstrates that we continue to improve our gender balance, significantly beyond the industry average of 15%.



Breaking Stereotypes

In an industry that is male-dominated, we want to inspire the next generation and make equal opportunities available for everyone. Our combined efforts and initiatives have already put us comfortably ahead of most of our peers on gender pay equality, and increasing the density and empowerment of our female employees will help us continually improve towards true equality in the workplace.

Declaration

I confirm that the gender pay gap within this report is accurate and has been produced in accordance with legal requirements.



Rob McGregor, Chairman