



AllanWebb

Gender Pay Gap Report

2024





Our Commitment to Workplace Equality

At Allan Webb Ltd, we're committed to creating a fair and welcoming workplace where everyone has equal chances to succeed. Tackling the gender pay gap is an important part of this work, and we believe in being open about our progress and challenges.

The gender pay gap isn't about paying men and women differently for the same job - we always ensure equal pay for equal work. Rather, it looks at the average earnings across our whole company. These figures are affected by things like the types of roles people hold and how many women and men we have at different levels of the organisation. While we still have work to do, we're proud of the progress we've made so far.

In this report, we share our latest gender pay gap figures and highlight our progress towards a more balanced workplace. We understand this is a complex issue, and we remain committed to taking meaningful steps to address any gaps and ensure all our team members can succeed.

I'd like to thank everyone at Allan Webb who is helping to make our company a place where fairness isn't just something we talk about, but something we put into practice every day. By working together, I believe we can create lasting positive change and lead by example in our industry.

*Andrew Lloyd
Managing Director*



Andrew Lloyd
Managing Director



Definitions

Negative Earnings Gap (-%): A negative percentage figure indicates a pay gap in favour of women.

Mean: The mean gender pay gap is calculated by adding up all of the pay of AWL employees and dividing it by the number of employees.

Equal Pay: The difference between equal pay and the gender pay gap

Median: The median gender pay gap is calculated by lining up all of AWL employees' pay and finding the mid-point for both men and women. The difference between those two mid-points is the median gender pay gap.

Equal Pay : paying women and men the same for performing the same or equal work. Nationally, one of the main reasons for the gender pay gap is that men are more likely to be in senior roles.

Gender Pay Gap : is the difference between the average pay of all men compared to the average pay of all women in an organisation.

Our Gender Pay Gap in 2024: Progress and Commitments

At Allan Webb Ltd, we're taking meaningful steps to create a more balanced workplace where everyone can thrive. We've implemented targeted career development programmes, mentoring opportunities, and leadership training to support women's progression into higher-paid roles. We're also reviewing our bonus structure to ensure fair recognition of contributions across all levels. These actions are already showing positive results, with our lowest pay quartile now achieving a perfect 50/50 gender balance. We've also seen encouraging improvements in our lower middle pay quartile, where women's representation has significantly increased to 22.06%, and small but important gains in our upper quartiles, with women now representing 14.49% of our highest-paid positions.

While we're pleased with this progress, our data shows we still have work to do. Men earn on average 20.79% more than women, reflecting the continuing higher proportion of men in senior roles within our defence and engineering sectors. Although a higher percentage of women received bonuses (83.87% compared to 78.47% for men), the average bonus amount was 33.67% higher for men. We recognise these challenges and remain committed to transparency as we work towards closing these gaps. By continuing our focused efforts on career development and fair reward structures, we're building a workplace that values talent equally, regardless of gender.



As a company operating in the traditionally male-dominated Defence and Engineering sectors, we recognise the importance of taking proactive steps to improve gender balance.

Our progress across pay quartiles demonstrates that our initiatives are having a positive impact, though more work remains to be done. We're committed to addressing the root causes of these gaps through targeted career development programmes, mentoring opportunities, and equitable reward structures.

By continuing to support women's progression into leadership and technical roles, we're building a more inclusive and balanced workplace that benefits everyone.



Our 2024 gender pay analysis reveals encouraging progress alongside areas requiring continued focus:

- **Improving Gender Balance:** We've achieved positive shifts in gender balance across all pay quartiles this year. Most notably, our lower quartile now has a perfect 50/50 gender split, while our lower middle quartile shows the most significant improvement in women's representation. The upper quartiles, though still predominantly male, show promising upward trends in female representation.
- **Current Pay Gap:** Our current pay figures show a mean gender pay gap of 20.79% and a median gap of 28.89%. While these figures reflect the reality of women's underrepresentation in our highest-paid positions, the improving balance across quartiles suggests we're moving in the right direction.
- **Bonus Distribution:** The bonus pay gap has shifted, with the mean gap at 33.67% and median at 14.15%, both favouring men. This reflects both the higher proportion of men in senior roles and the statistical impact that movement of even a few individuals can have in our organisation.



Business plan strategic goal

Improve our workforce demographic by 2030 :

- Aspire to achieve 20% Female employees in each quartile of our pay scale
- Aspire to achieve a 20% – 30% of new recruits in early careers categorisation
- Service leavers to make up to at least 30% of the AWL workforce



At Allan Webb Ltd, we're taking concrete steps to build on our progress and further reduce the gender pay gap across our organisation. Our data shows we're moving in the right direction, and we're committed to accelerating this positive change.

Our Key Initiatives:

- **Building Female Leadership:** We're seeing early success in increasing women's representation in our upper pay quartiles, with improvements in both top tiers this year. We're expanding our leadership development programmes, creating mentoring opportunities, and ensuring fair consideration for promotions to continue this upward trend.
- **Supporting Mid-Career Development:** The significant 7% increase in women in our lower middle pay quartile shows our career development initiatives are working. We're strengthening these programmes with targeted training, professional development opportunities, and clear progression pathways to help more women advance.
- **Maintaining Entry-Level Balance:** We've achieved a perfect 50/50 gender split in our lower pay quartile – an important foundation for future progress. We're focusing on retaining this diverse talent and providing the support needed for advancement through all levels of our organisation.
- **Ensuring Fair Rewards:** We're reviewing our bonus structures to ensure they fairly recognise contributions at all levels. While this year's figures show a gap, we understand this reflects both our current demographics and the statistical impact of individual movements in a company our size. We're enhancing our reward frameworks and monitoring processes to ensure consistent fairness.

Recognising there is more work to do, our improving representation across all quartiles shows we're on the right track. We're committed to transparency about both our progress and challenges as we work to create a workplace where everyone's talents are equally valued and rewarded.

By embedding these equality initiatives into our everyday practices, we're building a stronger, more inclusive Allan Webb that benefits from diverse perspectives and talents at every level.



Our Action Plan For Workplace Equality





Every pay quartile has seen positive movement towards better gender balance in 2024.

The substantial progress in our middle quartiles is particularly encouraging, as it suggests we're building a strong pipeline of female talent for future advancement.

These improvements reflect our ongoing commitment to creating an inclusive workplace where everyone has the opportunity to develop their career at all levels of the organisation.

Key Comparisons on Quartiles

Upper Hourly Pay Quarter:

- In 2024, men represented 85.51%, a drop from 2023, consequently the proportion of women in the quartile increased from 2024 to 14.49% from 13.64% in 2023.
- This indicates a small improvement in gender balance at the upper pay level in 2024.

Upper Middle Hourly Pay Quarter:

- In 2024, Men's representation decreased marginally to 94.12% from 96.97% in 2023. While women saw a small increase to 5.88% from 3.03% in 2023.
- While still predominantly male, there was a slight move towards more representation of women in this bracket.

Lower Middle Hourly Pay Quarter:

- In 2024, Men occupies 77.94% of this quartile compared to 85.07% in 2023, a decrease in male representation. Women's share rose from 22.06% in 2024 from 14.93% in 2023.
- This reflects a notable improvement in the gender balance for this pay range.

Lower Hourly Pay Quarter:

- In 2024, there was a shift in representation, with men increasing to 50.00% from 45.45% in 2023 and women decreasing to 50.00% from 54.55% in 2023.

Percentage of men and women in each hourly pay quarter	Men	Women
Upper hourly pay quarter	85.51%	14.49%
Upper middle hourly pay quarter	94.12%	5.88%
Lower middle hourly pay quarter	77.94%	22.06%
Lower hourly pay quarter	50.00%	50.00%

Understanding Bonus Distribution



The gender pay gap numbers show that, on average, men earn more per hour than women. The **average pay difference (mean)** is 20.79%, while the **middle point difference (median)** is 28.89%. These gaps are influenced by factors like the types of roles men and women have and their representation in higher-paid positions.

The data shows a significant shift in the gender pay gap in bonus pay from 2023 to 2024:

Mean (Average) Gender Pay Gap in Bonus Pay:

- 2023: -1.66% (women received slightly higher bonuses than men)
- 2024: 33.67% (men received higher bonuses on average)

Median Gender Pay Gap in Bonus Pay:

- 2023: 0.00% (equal at the middle point)
- 2024: 14.15% (men received higher bonuses at the median level)

Our bonus pay figures for 2024 show a shift from the more balanced position we achieved in 2023. While last year women were on par with or slightly ahead of men in bonus payments, this year's data shows men receiving higher bonuses both on average (33.67% higher) and at the median level (14.15% higher).

It's important to note that this change doesn't reflect a shift in our approach to rewarding staff. Rather, it demonstrates how, in a company of our size, the movement of just a small number of individuals can significantly impact our overall statistics. The departure or role change of even a few employees can create substantial statistical variations year-on-year, particularly in areas where we have fewer women overall.

We remain committed to fair bonus distribution and are reviewing our reward structures to ensure they recognise contributions equitably across all levels. As we continue to increase women's representation in higher-paid roles, we expect to see more consistent bonus distribution patterns emerge. We're also implementing more robust monitoring processes to better understand these fluctuations and address any genuine disparities promptly.

Mean and median gender pay gap using hourly pay

Mean gender pay gap using hourly pay	20.79%
Median gender pay gap using hourly pay	28.89%

Percentage of men and women who received bonus pay	Men	Women
Percentage of men and women who received bonus pay	78.47 %	83.87%

Mean gender pay gap using bonus pay	33.67%
Median gender pay gap using bonus pay	14.15%



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