



AllanWebb

Gender Pay Gap Report

2025





Our Commitment to Workplace Equality

At Allan Webb Ltd, we remain committed to creating a fair and inclusive workplace where everyone has equal opportunities to succeed. We believe in transparency about our progress and the challenges we face in addressing the gender pay gap.

The gender pay gap reflects the difference in average earnings across our entire organisation, influenced by the distribution of men and women at different levels and in different roles. It is not about paying men and women differently for the same work - we ensure equal pay for equal work. This report presents our 2025 figures and the factors that have shaped them.

We recognise that meaningful change takes sustained effort, and we remain focused on creating a workplace where our colleagues can thrive and progress, regardless of gender.



Andrew Lloyd
Managing Director



Our Gender Pay Gap in 2025: Progress and Commitments

The 2025 reporting period was one of significant change for Allan Webb Ltd. In April 2025, we welcomed 61 employees through TUPE transfer as part of a new contract. This acquisition brought 56 male and 5 female employees into our organisation, significantly impacting our overall demographics and pay gap calculations. While our gender pay gap has widened – partly due to the demographics of our TUPE transfer and changes in senior positions – we remain committed to our long-term goals.

We recognise that progress is not always linear, particularly during periods of organisational change. However, we continue to see positive indicators:

- Improved gender balance in direct recruitment
- Women progressing to higher pay bands
- Female appointments to senior leadership positions
- Equitable bonus distribution at the median level

By maintaining focus on our 2030 strategic goals and continuing our equality initiatives, we are building a more inclusive Allan Webb Ltd that benefits from diverse perspectives and talents at every level.

We will continue to report transparently on our progress, acknowledging both successes and setbacks as we work towards a more balanced and equitable workplace.

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 employee pay and dividing by the number of employees, calculated separately for men and women

Equal Pay: Paying women and men the same for performing the same or equal work.

Median: The median gender pay gap is calculated by arranging all employees' pay from lowest to highest and finding the mid-point for both men and women. The difference between those two mid-points is the median gender pay gap

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



Our Action Plan for Continued Progress



Despite the challenges presented by significant organisational change this year, we remain committed to reducing our gender pay gap through sustained action:

Recruitment & Early Careers

Continue improving our recruitment gender balance: While our direct recruitment showed improvement (24% female vs 23% last year), we recognise the need for continued focus on attracting female talent to our traditionally male-dominated sector.

Strengthen partnerships with educational institutions and organisations that support women in defence and engineering careers.

Review our recruitment processes to ensure inclusive job descriptions, diverse interview panels, and unconscious bias training.



Career Development & Progression

Build on our success in supporting women's progression to higher pay bands, as demonstrated by advancement from lower-middle to upper-middle quartile.

Expand mentoring programmes to support career development at all levels.

Ensure transparent promotion criteria and equitable access to development opportunities.



Our Action Plan for Continued Progress



Leadership Representation

Continue appointing women to senior positions: The addition of two female heads of department shows our commitment to female leadership.

Develop succession planning that actively considers gender balance.

Create clear pathways to senior roles for women at all career stages.



Retention & Support

Understand and address the factors behind female departures from senior roles

Enhance flexible working arrangements to support diverse needs

Foster an inclusive culture where all employees feel valued and supported



Fair Reward & Recognition

Maintain our focus on equitable bonus distribution, building on the 0% median gap achieved when excluding recognition awards

Continue our employee recognition programmes that celebrate excellence at all levels

Regular monitoring of pay and bonus data to identify and address any disparities promptly.





Understanding our 2025 Figures

Changes Across Pay Quartiles

Upper Hourly Pay Quarter:

- Female representation in this quartile declined to 12.00% from 14.49% in 2024. The retirement of 2 female employees from senior roles, combined with the TUPE transfer bringing 11 male employees into this band, reduced representation at our most senior level.
- While we appointed two women to head of department positions during the period, this was insufficient to offset the overall decline but shows the intent to recruit and promote into this banding.

Upper Middle Hourly Pay Quarter:

- Female representation in this quartile declined to 5.19% from 5.88% in 2024. The TUPE transfer, which brought predominantly male employees into this band, was the primary driver of this change.
- Despite one new female hire and one female progressing from the lower-middle quartile, this was insufficient to offset the TUPE impact. Accelerated recruitment and development efforts at this level are needed.

Lower Middle Hourly Pay Quarter:

- Female representation decreased to 12.99% from 22.06% in 2024, primarily due to natural attrition and progression to higher bands.
- This decline highlights the importance of maintaining a strong recruitment pipeline to ensure continued representation at this career level.

Lower Hourly Pay Quarter:

- This quartile maintained strong gender balance with female representation at 50.67%, compared to 50.00% in 2024.
- Sustaining near-equal representation at entry level demonstrates that our recruitment practices can attract diverse talent. Our focus now is on ensuring women at this level have clear pathways and support to progress into higher-paid roles.

Percentage of men and women in each hourly pay quarter	Men	Women
Upper hourly pay quarter	88.00%	12.00%
Upper middle hourly pay quarter	94.81%	5.19%
Lower middle hourly pay quarter	87.01%	12.99%
Lower hourly pay quarter	49.33%	50.67%

Understanding our Bonus Gap Figures



Mean and median gender pay gap using hourly pay

Mean gender pay gap using hourly pay	30.64%
Median gender pay gap using hourly pay	31.80%

The bonus pay gap shows **a mean of 17.29% and a median of 5.02%**. It's important to note that our bonus payments include recognition awards such as gift vouchers for employee excellence. When calculated without these recognition awards, our median bonus gap was 0%, indicating parity at the mid-point of bonus distribution.

Percentage of men and women who received bonus pay	Men	Women
	71.19%	81.97%

Improved Distribution:

A higher percentage of women (81.97%) received bonuses compared to men (71.19%), reflecting our commitment to recognising contributions across all levels of the organisation.

Mean gender pay gap using bonus pay	17.29%
Median gender pay gap using bonus pay	5.02%

Impact of New Starters

The overall percentage of employees receiving bonuses decreased this year, largely because employees who joined in April 2025 (including those through TUPE transfer) were not yet eligible for the annual bonus scheme at the snapshot date.



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