



GENDER PAY GAP REPORT

APRIL 2026



Introduction

Carmichael^{UK} is a privately owned labour supplier and recruitment company operating within the UK construction industry. The company has been trading nationally since 1995.

The construction industry is recognised as a male dominated industry, with women making up only about 15% of the UK workforce. There is an even lower percentage of around 1-2% of women employed in manual, on site trades in the industry.

Females make up just under one tenth of our workforce. There is a higher proportion of males compared to females in all of the four quartiles measured, which contributes to our gap.

Whilst we continue to increase efforts to improve diversity through our **Celebrate** inclusive recruitment model, the sector faces significant gender imbalances and skills shortages, with women often occupying fewer than 10% of top level positions. The impacts of losing one senior female employee or the gain of a senior male employee, can have a significant impact on our figures, and therefore contribute to our gap.

Gender Pay Gap Reporting & Overview

From April 2017, organisations in the UK with more than 250 employees are required to report annually their gender pay gap. Carmichael Site Services Limited, trading as Carmichael^{UK}, falls over the reporting threshold, with our headcount being more than 250 employees as of the snapshot date of 5 April 2025.

Gender pay gap reporting is about measuring gender balance by reporting the difference between the gross hourly earnings and bonus pay between men and women. It compares the average pay by gender for all roles collectively regardless of level or type. It is different from equal pay, which measures whether males and females are paid equally for the same work or work of equal value.

Mean gender pay gap

7%

hourly pay

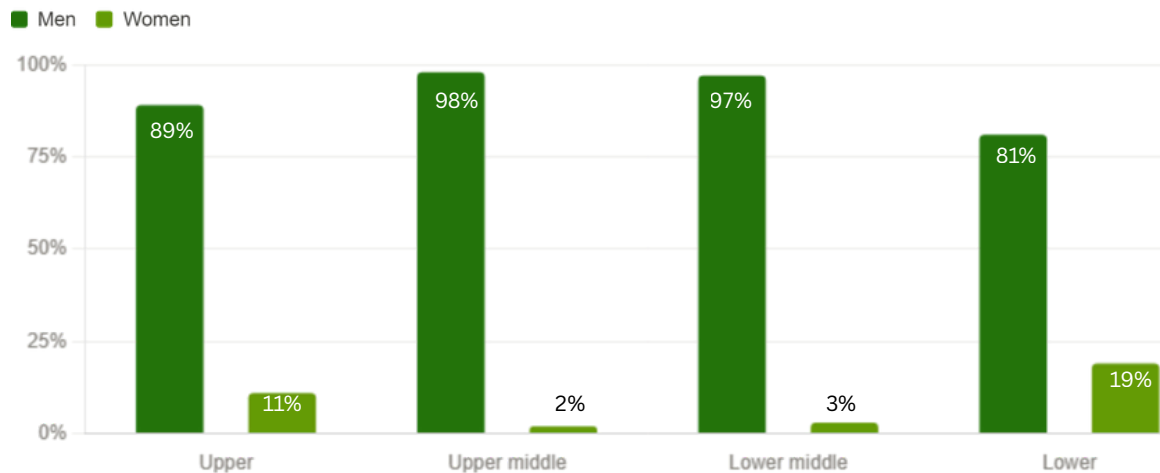
Median gender pay gap

20%

hourly pay

Your paragraph text

Proportion of men and women in each hourly pay quartile



The **mean pay gap** is the difference in what males and females receive. It is calculated by comparing the average paid to males with the average paid to females.

The **median pay gap** is the difference between the midpoints in the ranges of male and female pay. It is calculated by ordering employees from those paid the lowest, to those paid the most. It then compares the pay of the middle person in the female line, with the pay of the middle person in the male line. In 2025, the UK median gender pay gap was 12.8% in favour of men.

Bonus Pay

We operate a commission structure for certain roles within our organisation. Commission structures are applied consistently to males and females and based on sales, contract renewal and personal performance.

Bonus Pay Gap Report

-23%

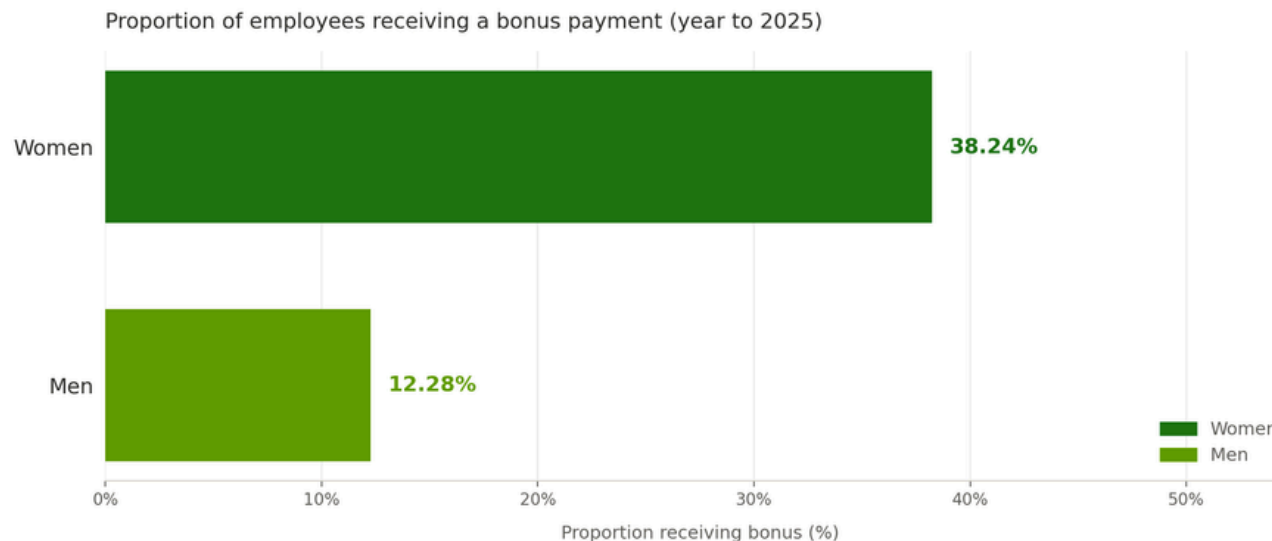
Mean bonus
pay gap

-1%

Median bonus
pay gap

38% vs 12%

Bonus recipients
(women vs men)



There are 3 times more men than women occupying roles that earn a bonus, however given that only 10% of the workforce are women the percentage of women receiving a bonus against the total women employed creates the higher percentage. Of those men earning a commission, there more males occupying roles that attract a lower commission structure. These statistics will both have an influence on our gap as it relates to bonus pay.

Actions

Closing the gap is a long-term commitment and we are invested in progressing our gender balance at all levels. We do this through educating our staff about inclusivity and through using our inclusive recruitment models. Our Senior Leadership team consists of three males and three females and all are committed to supporting women into construction roles. We do this by attending schools and colleges to promote construction to females. We explain how women can enter the industry and we advise and support them to do so.



We

- Regularly review our pay and reward structure and have a robust, fair and structured process for awarding pay increases. This also includes the development of a pay policy and completion of a salary benchmarking exercise of all roles across the company to ensure roles are benchmarked in line with external comparator roles.
- Continue to educate all members of staff across the business about our corporate values, which primarily focuses on embedding a culture that values diversity and inclusion. This education falls under our Celebrate initiative which is our dedicated programme for reaching out to all sections of society, including females, to promote fully inclusive recruitment.
- Will continually review and update our policies and procedures so that we promote diversity and inclusion across our business.

We will

- Continue to monitor our data and discuss trends at Board level. We will monitor our gender pay gap year on year and continue to identify actions that will contribute to closing the gap.
- Ensure that we recruit the right calibre and experience into roles and those who share our values of inclusivity.
- Continue to adopt advertising and recruitment campaigns that use inclusive language and imagery to attract a diverse range of candidates.
- Continue to review our recruitment procedures to ensure fair and effective recruitment campaigns continue to be conducted.
- Review and promote our flexible working and family friendly policies to help attract and retain female talent.
- Continue to run our annual employee engagement survey and allow our staff an opportunity to suggest ways in which we can improve our diversity and inclusion.





I confirm that the gender pay gap information published in this written statement and submitted to the Gender pay gap service is accurate and has been calculated according to the requirements and methodology set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Marta Blacey

**Managing Director
Carmichael Site Services Limited
trading as Carmichael^{UK}**

April 2026