

GENDER PAY GAP REPORT 2024

Jackson

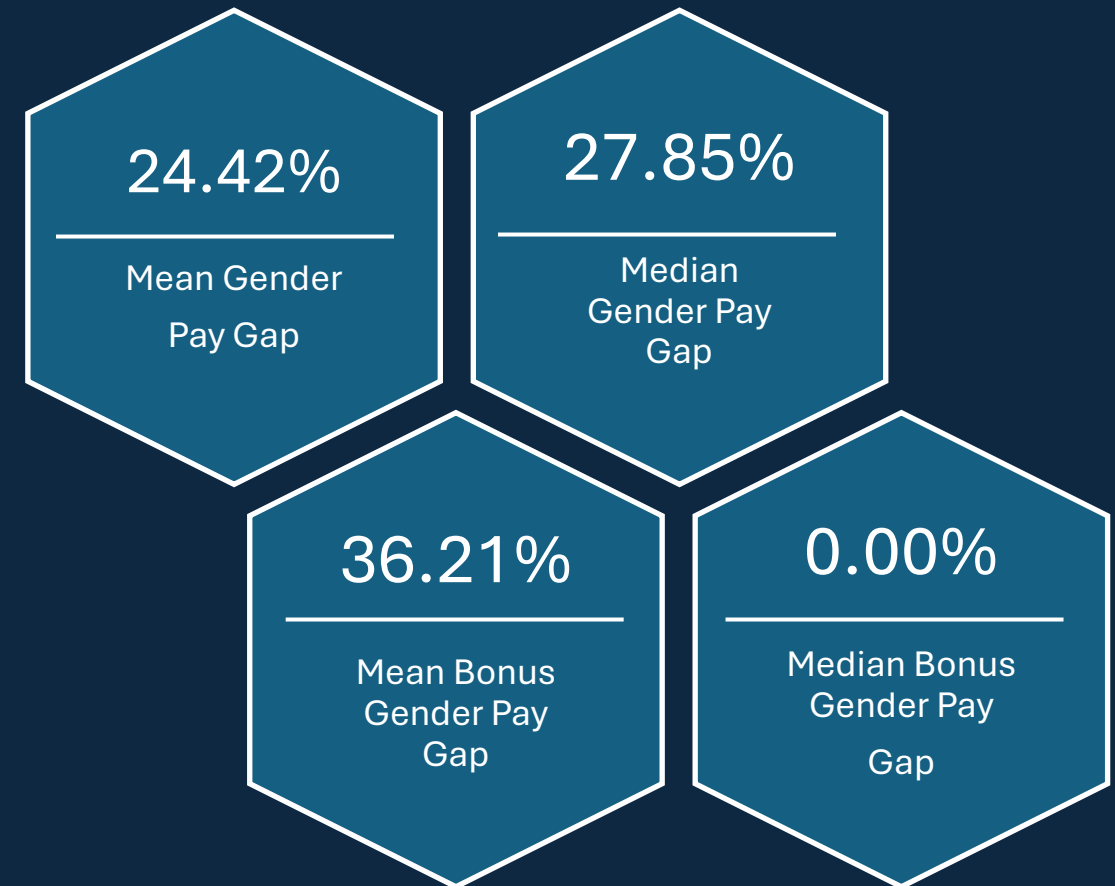


What Is This Report?

We recognise that the construction industry remains male-dominated, with women often underrepresented in technical and management positions.

The gender pay gap measures the difference in average hourly wages between men and women across the workforce. This gap is primarily influenced by the unequal distribution of men and women within our business and the broader industry rather than differences in pay for equivalent roles.

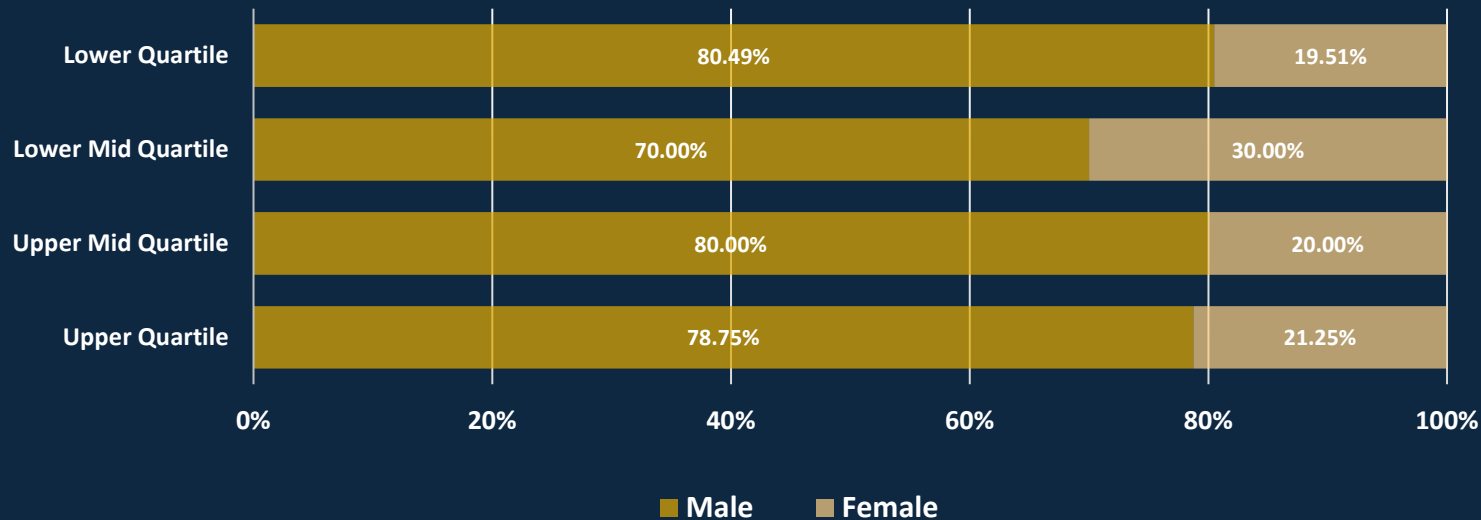
During the period, our average staff number was 328, and as such, we publish an annual gender pay gap report showing the difference in pay between male and female employees. Our analysis is based on a workforce of 251 males and 77 females as of our snapshot date, 1 April 2024.



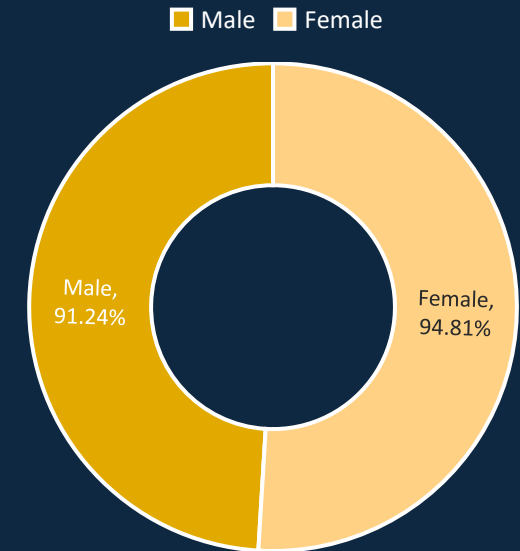
Commentary

At Jackson, we are committed to cultivating equality and diversity across our workforce. We are confident that we provide equal pay for equal work; however, the overall gender pay gap reflects the gender composition of our organisation, where women are disproportionately represented in mid and lower quartile roles, often in non-technical or administrative functions.

PROPORTION OF MALES & FEMALES IN EACH QUARTILE



PROPORTION OF MALES & FEMALES RECEIVING BONUS PAY



Understanding The Gender Pay Gap

The construction industry has historically struggled with gender diversity, with technical roles - such as engineering, quantity surveying, and project management - being largely male-dominated. As these roles typically attract higher salaries, the underrepresentation of women in these positions directly impacts our gender pay gap.

Additionally, barriers such as work-life balance challenges, career breaks, and limited access to training and development opportunities can hinder career progression for women, affecting their long-term earning potential.

Addressing these issues is a priority for us as we continue striving for a more balanced workforce.



Recruitment & STEM Initiatives

We remain committed to increasing female representation within our organisation, particularly in senior and technical roles. We are expanding our outreach efforts through STEM (Science, Technology, Engineering, and Mathematics) programs in local schools and colleges to inspire more young women to consider careers in construction.

Currently, we have a team of 24 registered STEM Ambassadors who actively engage with educational institutions, sharing insights and experiences to encourage female participation in the industry.



Recruitment & STEM Initiatives

In March 2025, our Bewdley site hosted Jackson's first Constructing Change event. The aim was to educate, inspire and empower young people aged 13 to 16 from underrepresented backgrounds to enhance diversity and promote inclusivity and the empowerment of women.

The site hosted nine young women from a local school to show real life examples of the various roles in construction. Following this inaugural event, Jackson aims to roll out the initiative to further sites.

We continue to review our recruitment processes to ensure inclusive hiring practices, promoting diverse shortlists, and addressing unconscious bias in selection procedures in order to attract a more diverse range of candidates. In addition to this, our Recruitment Team attend Women in Construction events at local colleges to promote construction as a career option.





Flexible Working & Work-Life Balance

The evolution of workplace flexibility, accelerated by pandemic-driven changes, has provided valuable insights into fostering a more inclusive environment.

In response, we have implemented hybrid working arrangements where feasible, enabling employees to balance their professional and personal responsibilities more effectively. This is particularly beneficial for individuals with caregiving duties, many of whom are women.

We continue to explore ways to make site-based roles more adaptable while ensuring productivity and efficiency remain uncompromised.



Enhanced Maternity Pay & Support

We recognise that maternity leave and childcare responsibilities often contribute to wage disparities for women. To address this, we offer enhanced maternity pay, providing financial security and encouraging a smoother return to work. Our approach aims to mitigate the wage penalties associated with career breaks and encourage a more family-friendly workplace culture.

Additionally, we are committed to supporting returning parents through phased returns, mentoring, and career planning discussions to ensure they have the opportunity to progress within our organisation.



Career Development & Training Opportunities

We are dedicated to ensuring that all employees, regardless of gender, have equal access to job opportunities and career advancement. We actively support apprentices, recent graduates, and existing employees who seek further education and professional certification.

Our leadership programs and mentorship initiatives are designed to empower women within our workforce, supporting their progression into senior and technical roles. We are also working to identify and remove barriers that may prevent female employees from advancing within the business.

As part of our commitment to supporting career progression, we are proud to have promoted 17 women internally over the past two years across a range of roles, including on-site positions and senior management. These promotions reflect our focus on developing female talent, breaking down traditional barriers, and ensuring that women have the same opportunities to grow and succeed within our organisation.



Personal Protective Equipment (PPE) for Women

We have broadened our PPE inventory to provide properly fitted protective clothing for female employees from their first day.

Traditionally, PPE has been designed with a predominantly male workforce in mind, often leading to safety and comfort challenges for women.

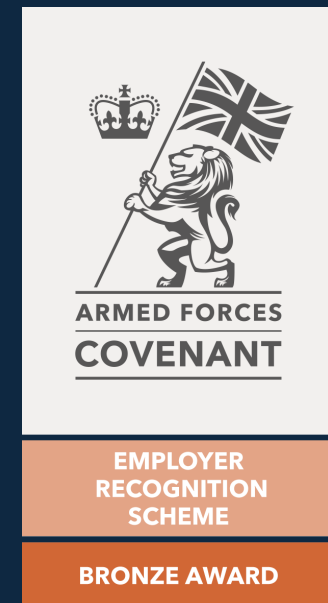
By proactively addressing this issue, we are improving both safety standards and inclusivity across our worksites.

Looking Ahead

While progress is being made, we acknowledge that there is still work to be done to close the gender pay gap. As an organisation, we are committed to continuing our efforts in recruitment, retention, and career development to create a more balanced workforce. We will also monitor industry trends and best practices, adapting our strategies to ensure that diversity and inclusion remain at the heart of our business.

Jackson has become one of only 35 employers to achieve Platinum membership of the 5% Club – a movement of employers committed to earn and learn as part of building and developing their workforce. This initiative promotes having at least 5% of the overall workforce in earn and learn positions, such as apprentices and graduates on formalised training schemes. In the 2024 audit, Jackson was able to demonstrate that more than 11% of our people were in earn and learn positions.

The Defence Employer Recognition Scheme (ERS) is designed to support defence and the armed forces community and align with their values. We signed the Armed Forces Covenant in 2021 and have achieved bronze status and are reviewing our policies and procedures to meet the requirements of silver standard.





A Message From The MD

Through sustained efforts, we believe we can contribute to meaningful change within the construction industry and create an environment where all employees - regardless of gender - have equal opportunities to thrive and succeed.

By working collaboratively, investing in mentorship & STEM initiatives, and implementing equitable policies, we aim to shape a more inclusive, dynamic and progressive industry for future generations.

Brian Crofton
Managing Director