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Gender Pay Gap Report 2025

McLaren Construction UK

Introduction

Achieving pay equity is not only a moral necessity but a critical component of building a fair, inclusive and high performing workplace. The gender pay gap continues to be a significant focus across our industry and progress requires sustained, evidence based action. Our 2025 Gender Pay Gap Report provides a comprehensive analysis of the current landscape across McLaren Construction, highlighting the factors that continue to influence disparities in pay and bonus outcomes. It also outlines the tangible steps we have taken over the past year, particularly in strengthening our talent pipeline; expanding development opportunities for women; improving diversity within key job families; and sets out the strategic actions we will continue to prioritise to accelerate change. Through this work, we reaffirm our commitment to equity, inclusion, and creating an environment where all colleagues are supported, recognised and rewarded fairly for the contribution they make.

It is important to note that the Gender Pay Gap is not the same as Equal Pay. Equal pay is a legal requirement under The Equality Act of 2010 whereby companies must ensure that men and women are paid the same for performing the same or similar roles that are of equal value. McLaren is committed to paying men and women the same for carrying out the same roles.

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McLaren's Gender Split at a glance

The Gender Pay Gap is the difference between the average pay of all men and all women across our business. This report will look at both the Mean and Median gender pay gaps based on the hourly rate of pay.

McLaren Construction had a total of 970 relevant, full pay employees in the period and these are broken down into the following:

Male	Female	Total
778	194	970

We saw a 19.7% increase in male headcount and a 26.3% increase in female headcount over the previous reporting period. Overall, this equates to a 20.8% increase in total headcount from the 2024 figures.



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The Mean

The figures shown below are based on the mean difference in average hourly pay of all full pay and relevant male and female employees in McLaren Construction, regardless of their job role.

The mean Gender Pay Gap for the reporting period is **39.78%** which equates **to a 4.11 percentage point improvement on our 2024 pay gap.**

The monetary amounts behind this figure are:



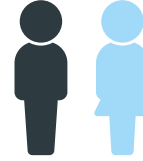
Mean Hourly Rate (Male)

£42.87



Mean Hourly Rate (Female)

£25.81



Absolute Difference

£17.05

A 5-year view of the Mean Gender Pay Gap

Year	Mean gender pay gap (%)	Change from previous year (percentage points)
2025	39.78	-4.11
2024	43.89	-2.14
2023	46.03	-1.67
2022	47.7	9.3
2021	38.4	-7.5
2020	45.9	-1.5

The Median

The figures shown below are based on the median difference in pay between the middle-paid man and middle-paid woman in our organisation.

The Median Gender Pay Gap for the reporting period is **45.45%** which demonstrates a **3.09 percentage point improvement** on the 2024 figures and our lowest Median figure since reporting started in 2018.



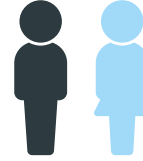
Mean Hourly Rate (Male)

£39.37



Mean Hourly Rate (Female)

£21.48



Absolute Difference

£17.89

A 5-year view of the Median Gender Pay Gap

Year	Median gender pay gap (%)	Change from previous year (percentage points)
2025	45.45	-3.09
2024	48.54	-2.1
2023	50.64	-3.76
2022	54.4	6.5
2021	47.9	-2.2
2020	50.1	0.7

The Pay Quartiles

Our pay quartiles show the proportion of female and male employees according to four set pay bands. The bands are defined by ranking all our employees from the highest to the lowest paid, then divided into four equal parts to show the percentage of males and females in each of the quartiles.

McLaren has made notable progress in improving gender representation across all pay quartiles during this reporting period which is demonstrated in the 3-year view below.

In 2025, the upper quartile saw a moderate increase of 0.88 percentage points, whilst the upper middle quartile saw the largest increase of 1.94 percentage points. The lower middle quartile another moderate increase of 0.86 percentage points and the lower middle quartile saw a slight decrease by 0.01 percentage points.

Description	Males 2025	Females 2025	Males 2024	Females 2024	Males 2023	Females 2023
Includes all employees whose standard hourly rate places them in the upper quartile	95.04%	4.96%	95.92%	4.08%	96.11%	3.89%
Includes all employees whose standard hourly rate places them in the upper middle quartile	92.98%	7.02%	94.92%	5.08%	97.22%	2.78%
Includes all employees whose standard hourly rate places them in the lower middle quartile	79.34%	20.66%	80.20%	19.80%	83.89%	16.11%
Includes all employees whose standard hourly rate places them in the lower quartile	53.31%	46.69%	53.30%	46.70%	50.00%	50.00%

The year-on-year improvements to the quartile representation encouraged us to look at the 2025 quartile in more detail. As a result, we have looked at the mean pay for male and female colleagues and the pay gap for each of the 4 quartiles.

Quartile	Mean Pay Male	Mean Pay Female	Pay Gap (Mean)
The upper quartile	68.90	64.24	6.77%
The upper middle quartile	41.86	40.67	2.85%
The lower middle quartile	30.70	29.31	4.53%
The lower quartile	16.97	17.96	-5.8%

This has clearly shown that the mean pay gaps within each quartile are significantly smaller than the over 39.78% for McLaren as a whole. This is a classic example of what's known as Simpson's Paradox, where trends that appear in different groups of data disappear or reverse when the groups are combined. This does not take away from that fact that there is still progress to be made and this is something McLaren remains committed to.

The Gender Bonus Gap

McLaren Construction operates a discretionary annual bonus scheme, available to all colleagues who have successfully completed their probation period.

Year	Males with bonus (%)	Change from previous year	Females with bonus (%)	Change from previous year
2025	64.06	-4.48	61.73	3.4
2024	68.54	0.46	58.33	-0.76
2023	68.08	6.78	59.09	6.49
2022	61.3	55.2	52.6	51.6
2021	9.6	-64.9	1.0	-67.5
2020	74.5	4.5	68.5	-4.5

In 2025 reporting period, the percentage of male employees receiving a bonus saw a decrease from 68.54% to 64.06%. In contrast, the percentage of female employees receiving a bonus increased marginally from 58.33% to 61.73%. These small changes may be attributed to factors such as role distribution, eligibility timing, or variations in workforce composition over the year. The changes in this reporting period means the gender gap in who receives a bonus has become very small at only 2.33 percentage points apart. This is a positive indicator for representation and fairness in bonus eligible roles.

The Bonus Pay Quartiles

A breakdown of bonus distribution by pay quartiles highlights the proportion of employees receiving a bonus across different pay levels:

Group	Percentage of Males receiving bonus	Percentage of Females receiving bonus	Contribution to Mean Bonus Gap
The upper quartile	92.90%	7.10%	65.92%
The upper middle quartile	87.10%	12.90%	5.39%
The lower middle quartile	81.29%	18.71%	0.57%
The lower quartile	60.65%	39.35%	-3.75%

The data suggests that a larger proportion of bonus recipients are concentrated in the upper quartiles, where male representation remains significantly higher. Addressing this imbalance remains a key focus area for McLaren as we continue to enhance female representation in senior and higher-paid roles.

The Mean & The Median Bonus Pay Gap

In this reporting period, the Mean Gender Bonus Gap has increased slightly to 68.12%, up from 67.08% in 2024, representing a 1.04 percentage point rise. This suggests that, on average, men continue to receive significantly higher bonus values than women and that the highest bonus awards, typically concentrated in senior or specialist roles, are still disproportionately held by male employees.

In contrast, the Median Gender Bonus Gap has remained stable at 50%, indicating that the midpoint of bonus distribution has not shifted since last year. This stability shows that while bonus eligibility for women has improved across the business, this has not yet translated into changes in the underlying structure of bonus earning roles. Women remain under represented in the mid to upper bonus bands, meaning the typical (median) female bonus remains half that of the typical male bonus.

Taken together, these two measures demonstrate that although progress is being made in widening access to bonus eligible roles, reflected in narrowing eligibility gaps, the distribution of bonus value itself remains uneven, with higher value awards continuing to drive the mean gap upward. This highlights the ongoing need to increase female representation in senior, higher earning positions to effect meaningful and sustained change in future reporting cycles.

Progress made in 2025

In 2025 McLaren continued to implement our action plan to support our goal of closing the Gender Pay Gap.

Following the success of a pilot programme last year, McLaren has re launched The Circle Partnership for 2026 with an expanded cohort, increasing the number of spaces available to our female colleagues. This continued investment reflects our commitment to developing and progressing female talent within the organisation, particularly at middle management level where we know greater support can have the biggest long term impact on representation in senior roles.

The programme continues to offer our female employees access to experienced external mentors who provide targeted guidance, broaden professional networks and help build the

confidence and capability needed to transition into leadership positions. By extending the number of participants, we are strengthening our talent pipeline and ensuring that more women have access to high quality development opportunities that support sustained career progression.

This programme expansion also reinforces McLaren's commitment to building an equitable and inclusive culture, where women are supported not only in their current roles but empowered to thrive and advance. We remain focused on prioritising development initiatives that create meaningful change and contribute to narrowing the gender pay gap through increased female representation across senior levels of the business.

In July 2025, McLaren introduced a series of further enhancements to our people policies to further support colleagues through key life stages and to further strengthen our commitment to gender equality and inclusion. These changes directly align with our evolving EVP, insights from our workforce surveys, construction board feedback and the legislative developments for 2026. Collectively, they are designed to improve retention, support sustainable career progression and remove barriers that disproportionately impact women - therefore contributing to long term reductions in the gender pay gap. These include;

Improving Maternity Support and Return-to-Work Outcomes

Alongside existing benefits such as our Bupa baby bonus, we have committed to strengthening the people processes that support pregnant colleagues and new mothers. Building on our demographic insights, which show a number of women leaving the business after maternity leave, we are taking a more proactive approach to facilitating successful returns to work. This focus is central to retaining female talent and supporting progression into senior roles, where representation remains lower and contributes to the gender pay gap.

Introducing Paid Carers Leave

Recognising the growing number of colleagues with caring responsibilities, we enhanced our carers policy to include one-week paid leave per year (previously four weeks unpaid), alongside three additional weeks unpaid. Carers leave continues to be particularly impactful for women, who are more likely to undertake caring roles,

making this enhancement an important step in supporting retention and wellbeing.

Menopause Policy Implementation

We have also embedded our menopause policy into our core policies and procedures, providing clearer guidance to colleagues and managers on how to support those experiencing menopause. As a condition that disproportionately affects women, often during peak career years, greater awareness and support in this area plays a meaningful role in enabling women to remain and progress within the business.

In 2025, McLaren participated in a panel discussion hosted by our supply chain partner Dornan, following recognition of the strong gender balance within the 10 King William Street team. The round table, held in August, provided a highly collaborative platform for McLaren and other industry partners to openly share ideas on how to better attract, retain and develop women in the construction sector.

This discussion reinforced several elements of McLaren's existing gender equity approach, including targeted development initiatives such as the Circle Partnership, strengthened family friendly and menopause policies and the increased visibility of women in technical and leadership roles. These interventions form part of McLaren's broader strategy to improve progression pathways and reduce structural barriers contributing to the Gender Pay Gap. Insights from the Dornan session also offered valuable external validation of

McLaren's approach and helped shape the ongoing refinement of our EVP and wider inclusion strategy, supporting long term, sustainable improvements in representation and equitable access to opportunities across the business.

Closing the gap in 2026 & beyond

To accelerate progress in closing our Gender Pay Gap, McLaren will be convening internal focus groups in 2026, bringing together women from across the business and senior leaders. This forum will create a dedicated space to explore the lived experiences behind our data, particularly the structural barriers highlighted in our extensive analysis on the 2025 data set, such as occupational segregation, underrepresentation of women in higher paid operational and technical roles and the impact of career breaks on progression. By enabling open discussion, the focus group will help us identify practical obstacles to career development, test the effectiveness of recent policy enhancements and co design targeted actions that support women's retention and progression. It will also strengthen senior leader ownership of the issue and ensure our future interventions remain evidence based, employee informed and aligned with our wider inclusion strategy.

Furthermore, after the success of Dornan's round table discussion in 2025, McLaren will seek to host its own series of round table discussions with our supply chain partners. These sessions will continue to provide an open space for clients, contractors and supply chain partners to share their understanding of the structural issues influencing the persistent Gender Pay Gap within our industry.

Construction is a fast moving, risk sensitive sector and round table discussions create a collaborative environment where organisations can openly explore what is working, what is not and where innovation is needed. This approach accelerates learning across the supply chain and supports higher standards for gender representation by strengthening industry wide responses to systemic issues. By promoting a shared understanding of the risks, blind spots and cultural barriers that affect women's progression, these discussions encourage collective ownership of gender representation across the construction sector.

In 2026, McLaren will also be selecting strategic charity partners to support our wider social value and ESG commitments. One of these partners is the Forces Employment Charity (FEC), an organisation dedicated to helping service leavers, veterans, reservists and military families transition into sustainable civilian employment. The FEC provides employers with tailored support to recruit from the Armed Forces community, offering access to a highly skilled and motivated talent pool. They also run targeted initiatives designed to support women into employment, helping to remove barriers and promote gender representation in traditionally male dominated sectors.

McLaren recognises the breadth of value the FEC brings, not only in supporting Armed Forces personnel into meaningful work, but also in strengthening diversity and inclusion across the industry. By partnering with the FEC, we aim to play an active role in supporting individuals into employment pathways that align with their transferable skills and aspirations.

In early 2026, McLaren attended the FEC's Women into Construction event, which highlighted the significant potential within the Armed Forces community, particularly for improving gender representation through targeted outreach and bespoke employability support. This partnership presents an important opportunity for McLaren to tap into a wide and underutilised talent pipeline while contributing to our social value agenda and commitment to supporting underrepresented groups into long term careers in construction.

In 2026, McLaren began scoping and developing a dedicated Returners Policy, designed to support individuals back into work following periods of unemployment, career breaks, caring responsibilities or maternity leave. This policy forms part of our inclusion and EVP enhancements and directly supports the improvements identified within our gender pay and workforce insights.

The introduction of a Returners Policy reflects our understanding that women disproportionately take extended time away from the workplace due to maternity, childcare and wider caring responsibilities. By creating a structured return to work pathway, including tailored support, flexibility and barrier removal measures, McLaren aims to retain female talent, strengthen career progression and reduce the risk of women exiting the industry altogether. This aligns with our broader inclusion strategy, where return to work programmes or 'returnships' have been highlighted as an important lever for improving gender representation at all levels.

Taken together, these initiatives, along with the foundations we have built on over the previous six years, signal a decisive shift in how McLaren will address the structural drivers of our Gender Pay Gap in 2026 and beyond. By combining employee voice, cross industry collaboration, targeted partnerships and enhanced return to work support, we are building a more inclusive and representative workforce at every level of our organisation. This integrated approach ensures that our actions are not only evidence based and responsive to the lived experiences of women within our business but also aligned with our long term ambition to create a fair, progressive and high performing workplace where all colleagues can thrive.

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