



GENDER PAY GAP REPORT 2025/2026

OUR COMMITMENT TO GENDER BALANCE

At Curtins, we are committed to creating a workplace where every colleague can thrive. As an employee owned trust, fairness and inclusion underpin how we operate and how we deliver a meaningful impact for our people and our clients.

Since our first report in 2017, we have made consistent progress in reducing our gender pay gap. While we continue to be encouraged by the movement in the right direction, the pace of change is simply not rapid enough. For this reason, the Board have identified Gender Balance as one of the business' three strategic priorities for 2026, led by Andy Roberts and Rhiannon Carss.

It is important to acknowledge that Bands B and D - our most senior positions - remains the area with slowest change, and therefore the biggest contributor to the remaining gender pay gap.

While this is not inconsistent with industry-wide challenges in engineering, where women remain under-represented in higher-paid technical and leadership roles, we must not be complacent and treat this as an acceptable picture for Curtins. It is for this reason that the focus for the Strategic Board Priority is specifically directed at increasing the number of women in senior technical roles - responding to our most significant area of challenge.



OUR WORK TO TACKLE STRUCTURAL BARRIERS

1

ADVANCING INCLUSIVE PPE STANDARDS

In 2025/6, Curtins played an active role in work to improve safety and equity for women on construction sites. We have contributed to ongoing national conversations around the need for inclusive PPE, culminating with our involvement in the launch of the BSI's new standard BS 30417, which aims to ensure PPE fits all, regardless of gender, ethnicity, body shape or disability. This standard addresses the significant evidence that ill-fitting PPE disproportionately affects women's safety and wellbeing at work.



2

PARTNERSHIP WITH THE PURPOSE COALITION

We continue to work closely with The Purpose Coalition, participating in central and local Government forums on women's wellbeing and workplace inclusion. Curtins' involvement in Purpose Coalition activity - such as panels at the Labour Party Conference and Westminster roundtables - strengthens our ability to tackle stigma and promote policies that support gender equality at a significant and influential level.

Through this partnership, we are shaping best practice on women's health, recognising that issues such as menstruation, menopause, fertility, miscarriage and mental wellbeing deeply influence retention, performance, confidence and long-term career outcomes.

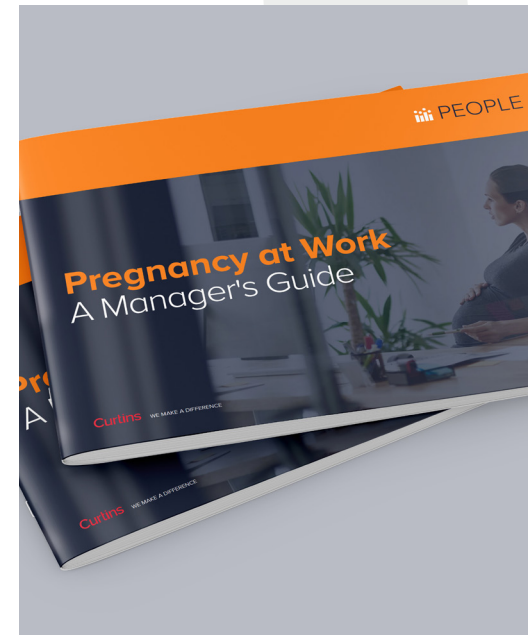


3

MANAGER'S GUIDANCE

In 2025, we launched our Manager's Maternity Guidance, a comprehensive and practical framework designed to strengthen the support our colleagues receive from their managers throughout pregnancy, maternity leave and their subsequent transition back into work. We created this resource in recognition that maternity is a significant life event and that the role of a supportive and well informed manager is critical to ensuring that experience is a positive one.

The guidance sets clear expectations for compassionate, consistent and proactive support at every stage.



OUR COMMITMENT TO GENDER BALANCE

With clear Board direction, our 2026 priorities focus on accelerating female progression into senior roles, particularly within technical pathways where representation remains the most uneven.

In order to achieve this, we are strengthening our understanding of the barriers – whether they be cultural, structural or operational - that can make progression more challenging for women and taking targeted action to address and remove them.

A central part of this strategy is strengthening Curtins' position as an employer of choice for women in engineering. We are enhancing our external visibility and reputation by collaborating with partners at both regional and national levels, showcasing our commitment to equity, inclusion and industry thought-leadership. Through this work, we aim to attract more female engineers into the business while ensuring that once they join us, they have the support and environment to thrive and advance.

These efforts form a holistic approach that not only accelerates progression for our existing colleagues but also strengthens the future talent pipeline, ensuring we build a more balanced and resilient leadership team for years to come.

LOOKING AHEAD

We are proud of the progress reflected in our 2025 results, but we are not complacent. Our gender pay gap is narrowing, but still not quickly enough. With renewed Board leadership and a clear plan to accelerate representation at senior levels, Curtins is committed to delivering a future in which gender is never a barrier to opportunity.



RESULTS

GENDER PAY GAP BASED ON 2025 (FIGURES REPORTED IN 2026)

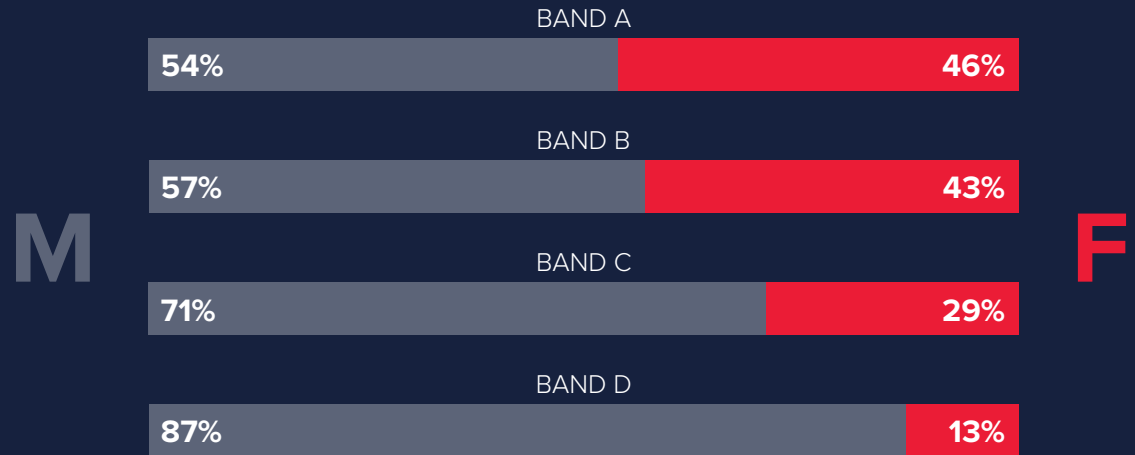
GOVERNMENT DEFINITION

The mean hourly rate is the average hourly wage across the entire organisation, so the mean gender pay gap is a measure of the difference between women's mean hourly wage and men's mean hourly wage. The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly wage of the person in the middle. So the median gender pay gap is the difference between women's median hourly wage (the middle paid woman) and men's median hourly wage (the middle paid man).

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- GENDER PAY GAP REPORT 2024
- GENDER PAY GAP REPORT 2025

PAY QUARTILE PERCENTAGES



THE PROPORTION OF EMPLOYEES RECEIVING A BONUS



*this figure is not 100% for either male or female because it only includes colleagues who were employed long enough to qualify for a bonus

