



Lorne Stewart Group Gender Pay Gap Report at 5 April 2022

We design, build and maintain a vast array of buildings with our reputation built on high quality technical delivery, backed by financial robustness. We combine this technical and engineering pedigree built over the last 100 years with a growing need for energy conservation, innovation and environmental awareness.

Working closely with our customers, employees and supply chain ensures we deliver value for money, effective sustainable solutions for now and the future. This extensive expertise spreads over many sectors encompassing delivery of multi-million pound one off projects, to smaller specialised dedicated facilities contracts and minor works.

Within the construction and facilities services sector, there is still further work to be done in this area but we are committed in building a workforce that is diverse and one that reflects our communities.

The gender pay is the difference in the average pay and bonuses of all men and women across an organisation. We are confident that we have equal pay for work of equal value, however we do have a gender pay gap when we compare the overall average pay and bonuses for women and men.

| Mean and median pay and bonus gap | | |
|-----------------------------------|------|--------|
| | MEAN | MEDIAN |
| Gender Pay Gap | 41% | 36.9% |
| Gender Bonus Gap | 90% | 53.6% |

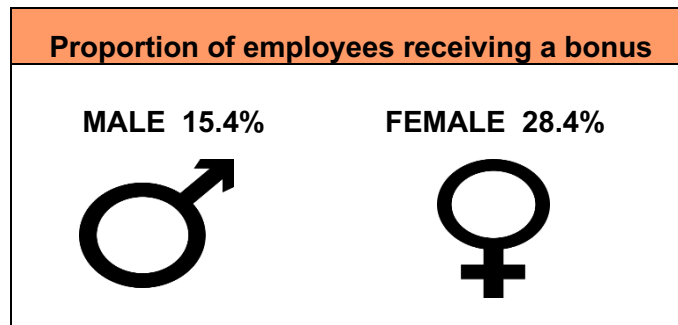
The gap is due to the unequal distribution of men and women across the company and the industry itself. Men continue to dominate the construction and engineering sector as fewer women choose this area when selecting a career. It is our experience that men or women are over-represented in specific roles. For example, Administration and Cleaning roles which tend to be lower paid, are traditionally dominated by women whilst engineering is higher paid and tends to be dominated by men.

The biggest contributing factor to our gender pay gap is that men continue to hold more of the senior positions than the women. Due to this the higher paid colleagues are male and therefore make up a much bigger proportion of the management positions.

| Proportion of employees in each pay quartile band | | |
|---|-------|--------|
| PAY QUARTILE | MALE | FEMALE |
| Upper | 97.8% | 2.2% |
| Upper Middle | 92.5% | 7.5% |
| Lower Middle | 89% | 11% |
| Lower | 55% | 45% |

The lower end of the quartile tends to be less technical and the proportion of employees are very similar.

Our bonus payments as you can see have risen in the proportion of female employees receiving a bonus.



Many of our operative's employees are governed by National Agreements which dictate the pay and rewards the employees receive. Employees who are not governed by these agreements are paid and rewarded by taking the following factors into consideration; the performance of the company, economic climate and the external market within our industry. Pay and rewards are continuously reviewed, taking the gender pay gap into consideration.

We continue to encourage better gender balance throughout the organisation through our people processes. The gap in our mean pay shows there is a fair amount of work to be done, however we do not have an equal pay issue, we will continue to look at our recruitment, policies in order to reduce our pay gap and continue to invest in future apprentice programmes to promote the industry in order to reach the female audience whilst at college.

We welcome applications for our skilled trade roles from all, however as is common in our industry, candidates are generally from men. The company is committed in building an inclusive workforce with a culture that reflects the communities which we work in.