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Lorne Stewart Group
HUMAN RESOURCES

Gender Pay Gap 2025

Lorne Stewart Group Gender Pay Gap Report at 5 April 2025

We are a UK based engineering and construction services company specialising in mechanical and electrical (M&E) systems. We deliver end to end building services - design, installation, and ongoing maintenance - for sectors like healthcare, education, commercial, and government. The company is known for handling both large-scale construction projects and long-term facilities management contracts, with a growing focus on energy efficiency, sustainability, and integrated service delivery.

Building an inclusive culture remains fundamental to our values. We are committed to creating an environment where everyone feels respected, valued and included.

The gender pay gap refers to the difference in the average pay and bonuses between men and women across the organisation. While we are confident in our approach to equal pay for equal work, the gender pay gap reflects broader structural factors such as role distribution, seniority and workforce composition.

The gender pay gap has reduced in 2025 compared to 2024, with both mean and median figures showing notable improvement. The mean gender pay gap decreased in 2025, while the median gap reduced. This indicates positive progress in addressing pay disparities across the organisation.

Mean and median pay and bonus gap		
	MEAN	MEDIAN
Gender Pay Gap	34.75%	32.62%
Gender Bonus Gap	76.14%	49.82%

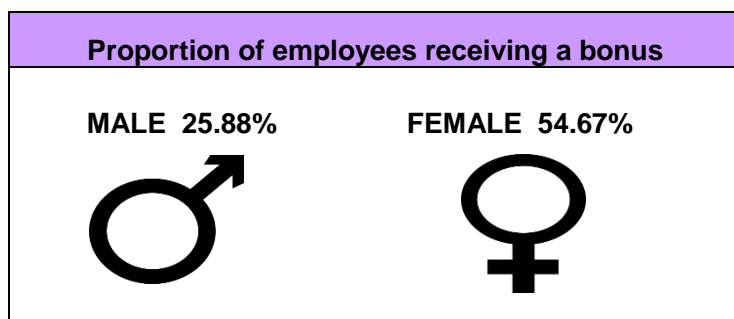
In contrast, the gender bonus gap has widened in 2025. The mean bonus gap increased in 2025, and the median bonus gap rose from 39.12% to 49.82%. This suggests that, despite improvements in base pay equity, disparities in bonus distribution remain and have increased over the reporting period.

Overall, while there has been meaningful progress in reducing the gender pay gap, the increase in both mean and median bonus gaps highlights an area requiring further focus to ensure a more equitable distribution of variable pay.

As in previous years, the upper pay quartiles continue to be predominantly male, while female representation is higher within the lower quartiles. This reflects the current distribution of roles across the organisation, particularly within senior and technical positions, as well as broader trends within the industry.

Proportion of employees in each pay quartile band		
PAY QUARTILE	MALE	FEMALE
Upper	98.47%	1.53%
Upper Middle	92.42%	7.58%
Lower Middle	88.64%	11.36%
Lower	63.64%	36.36%

We recognise that this imbalance is a key driver of the gender pay gap and are taking steps to address it by improving female representation at higher levels. This includes focusing on career development, leadership opportunities, and creating clearer progression pathways to support the advancement of women into more senior roles.



The proportion of employees receiving a bonus increased for both male and female employees in 2025, with a higher percentage of female employees receiving a bonus.

While the gender bonus gap remains, it reflects differences in the average value of bonuses awarded rather than the proportion of employees receiving them. This is influenced by the structure of our workforce, as a male-dominated industry where men are more highly represented in senior and technical roles, which typically attract higher bonus awards.

We recognise that this is a key factor contributing to the bonus gap and are taking steps to address it. This includes continuing to improve female representation at senior levels through targeted development programmes, career progression opportunities, and inclusive recruitment practices.

We remain committed to improving gender balance across all areas of the business through inclusive recruitment practices, targeted development programmes, and clear progression pathways. While progress has been made, we recognise that further work is required to address the structural factors that contribute to the gender pay gap, particularly in relation to representation at senior levels and within technical disciplines.

We are continuing to focus on attracting more women into technical roles through apprenticeships, graduate programmes, and early careers initiatives. Alongside this, we are strengthening support for career progression through mentoring, training, and leadership development opportunities to help build a more balanced pipeline of future talent.

Creating a diverse and inclusive workforce remains a core priority. We are committed to fostering an environment where everyone feels valued, supported, and able to reach their full potential, and where our workforce better reflects the communities we serve.

Lorne Stewart Group – Celebrating success through our people, process and performance