



Esh Construction

Gender Pay Gap Report 2025



www.eshgroup.co.uk

Context

Esh Construction operates within the construction sector across the North East of England, Yorkshire and the Humber region, predominantly within infrastructure, civil engineering, house building and property services.

This Gender Pay Gap Report is based on data available on 5th April 2025, when we employed 660 people, with 576 being male and 84 being female (12.7%).

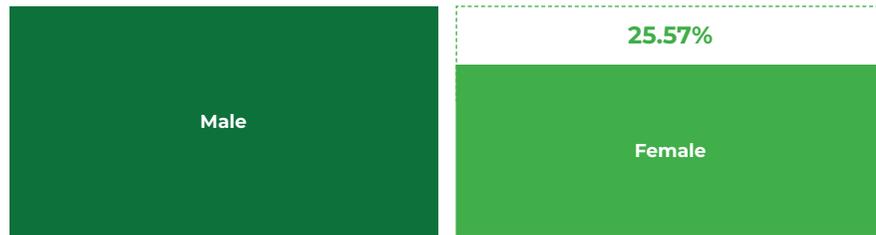
Esh Construction regularly reviews pay to ensure that there is consistency between roles and employees within roles; in this regard, we believe we are an equal and fair employer.

Esh Construction's Gender Pay Gap is not a result of female employees earning less than males working in similar roles, but, as with the broader construction sector, Esh Construction employs a significantly higher number of men in senior positions.



Gender Pay Gap Headlines

The mean pay gap compares average hourly pay for men and women, while the median pay gap compares the middle-earning man and woman. Positive figures show women earn less on average; negative figures show women earn more.



Mean Gender Pay Gap



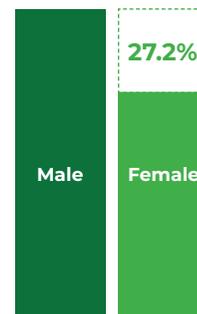
Median Gender Pay Gap

Proportion of Women in Each Pay Quartile

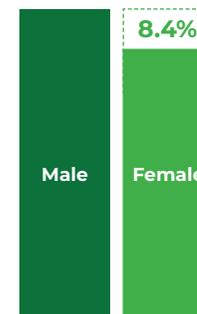
The lower quartile includes office-based, administrative roles, where 27.2% of employees are women. It also includes site-based operative roles that are predominantly male.

The lower middle and upper middle quartiles include technical and professional construction roles such as engineering, site management, project management and commercial.

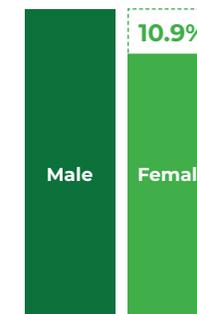
The upper middle pay quartile includes construction, commercial and department head of / director roles.



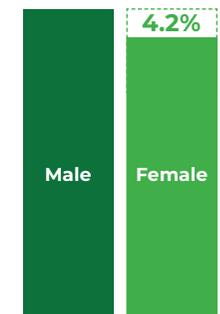
Lower Pay Quartile



Lower Middle Pay Quartile



Upper Middle Pay Quartile



Upper Pay Quartile

Bonus Pay



Males
are awarded bonus

Females
are awarded bonus



The balance between base salary and bonus varies by role. A higher proportion of men are employed in site-based operative and management positions, which typically place greater emphasis on bonus payments to support productivity. Many men in trade roles receive a weekly productivity-based bonus, whereas most women receive an annual bonus.

This structural difference contributes to women's bonus pay being 59% lower on a mean basis and 47% lower on a median basis compared with men.

In 2025, the proportion of bonus payments made to female employees increased by 16.2%.



Our Challenge

The construction sector has historically been male-dominated, particularly within the specialist subsectors in which Esh Construction operates, where 87% of our workforce is currently male. This reflects wider industry trends rather than our recruitment practices.

Across the sector, fewer women traditionally choose site-based, production and vocational roles, or pursue Science, Technology, Engineering and Maths (STEM) pathways that lead to careers in construction. Encouragingly, this is beginning to change as awareness of the breadth of opportunities within the industry continues to grow.

While progress is being made, the industry recognises there is more to do to challenge outdated perceptions of construction and to promote it as an inclusive, rewarding and accessible career choice for everyone. Esh Construction remains committed to playing an active role in this positive change.



Our Commitment to Closing the Pay Gap



During 2026, Esh Construction will take the following actions to improve its gender pay gap:

Outreach

- Promote STEM careers and introduce learners to positive female role models through timetabled, 'full cohort' (male and female students) engagement in primary and secondary schools. This year 8,300 students were engaged through our award winning 'Get into STEM' programme.
- Work with colleges and universities to provide work experience and T-Level placements for female students. This year we delivered 80 work experience placements and organised 870 days of industry placement for T-Level students.
- Continue the roll-out of our award-winning 'Construction in the Curriculum' schools programme, delivering curriculum subjects through a construction and built environment lens to inform female students about careers in the industry and how subjects apply to real-life job roles. This year, we delivered 48 timetabled lessons engaging 1,400 students.
- Provide careers advice, inspirational and perception changing employability workshops in secondary schools across our operating regions. This year, we engaged 5,705 students through our award-winning 'Building My Skills' and employability programmes.
- Continue Esh's representation and participation with National Association of Women in Construction (NAWIC), Women in Property (WIP) and Women in Social Housing (WISH).

Our Commitment to Closing the Pay Gap

Recruitment

- Encourage recruitment partners to ensure gender-balanced shortlists for internal and external roles.
- Target a 50/50 gender split on graduate and apprentice recruitment.
- Increase apprenticeship recruitment so that apprentices represent a minimum of 9% of our workforce.

Workplace

- Provide enhanced maternity policy paying 90% of salary for the first 6 months of maternity leave.
- Promote family-friendly policies, including flexible working and hybrid working for most office-based roles.
- Showcase our company values of care, trust, respect, integrity and collaborative working. Manage negative behaviour appropriately.
- Monitor pay and reward structures (including bonus) to ensure men and women doing the same role are paid equally.
- Take a proactive approach to retaining female talent through improved pay, internal promotion, development training, and more open succession planning.
- Monitor our trend dashboard highlighting gender representation within teams and pay quartiles.
- Deliver unconscious bias training for hiring managers and senior managers.
- Ensure talented people have every opportunity to succeed and progress their careers.
- Showcase women in our organisation internally via My.Esh and externally through PR and social media.

