

Gender Pay Gap Report

Huws Gray Ltd
2025

A note from our Chief Executive Officer

At Huws Gray Group, we believe that building a great business starts with building a workplace where everyone has the opportunity to thrive. Creating a diverse and inclusive environment is not separate from our success – it is fundamental to it.

During the Year we continued our strategic partnership with the Construction Inclusion Coalition (CIC) having been one of their founding partners, working alongside others in our sector to address the structural barriers that have long shaped our industry. Construction employs millions across the UK, yet women and other minority groups remain significantly underrepresented – a challenge that is reflected in our own workforce.

We are clear that this challenge cannot be solved through isolated initiatives. It requires deliberate action, sustained focus and measurable progress and we are committed to creating a safe, inclusive, diverse and growth-focused workplace – one that offers fair working conditions and meaningful career opportunities within our local communities.

We know there is more to do, and our focus is to ensure our activity, insight and accountability are fully aligned with that ambition. What's important is that we approach this with clarity, transparency and determination – and that we continue to move forward with purpose.



Daksh Gupta
Chief Executive Officer

A note from our Chief People Officer

At Huws Gray Group, we believe that monitoring pay between men and women is an important step in ensuring all colleagues are fairly rewarded for their work and for the contribution they make to our business.

This year's report reflects a positive position for the Group, with our gender pay gap currently in favour of women. For the 2025 reporting period, women were paid 0.4% more than men on a mean hourly basis and 2.3% more than men on a median hourly basis. These results reflect the distribution of roles across our pay quartiles and the significant contribution women make across our organisation.

Our bonus figures this year have also been influenced by business performance during the period. As the Group did not meet its overall performance and profit targets in 2024, performance-related bonuses were paid to a limited number of colleagues. However, in recognition of the efforts of colleagues across the business, a discretionary bonus was paid to colleagues who did not receive a performance-related award. Despite this being a universally positive step, the distribution of roles across the business has influenced the changes seen in our bonus pay gap this year.

While we are encouraged by the overall position reflected in our data – especially the year-on-year increase in the number of women within our Group, we recognise that improving diversity remains a challenge across our industry. Through our partnership with the Construction Inclusion Coalition, alongside continued focus on inclusive leadership, fair recruitment and removing barriers to progression, we remain committed to widening access to opportunity and building a more inclusive organisation.

By doing so, we strengthen our business, better reflect the communities we serve and create a more resilient future for Huws Gray Group.



Rachel Wheeler
Chief People Officer

Understanding our gender pay gap

This report presents our gender pay gap data for the 12 months leading up to 5 April 2025, based on pay information for 4,148 full-pay relevant colleagues.

A positive story is reflected in the data, with the analysis demonstrating a pay gap in favour of women, reflecting the current distribution of roles across the four pay quartiles.

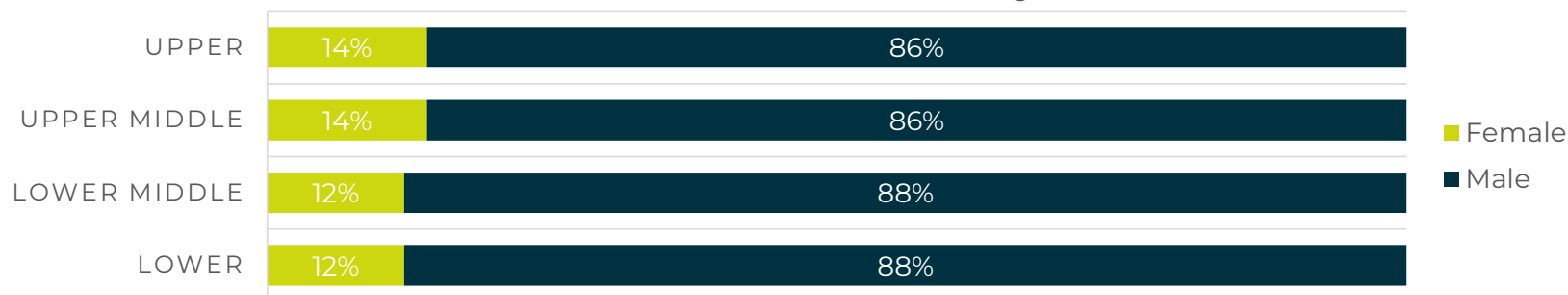
Compared with the previous reporting year, our mean hourly pay gap has increased by 1.8 percentage points. Our median hourly pay gap has decreased slightly by 0.2 percentage points. For the 2025 reporting period, women were paid 0.4% more than men on a mean hourly basis and 2.3% more than men on a median hourly basis.

Mean hourly pay gap	2025	2024
Difference	-0.4%	-2.2%

Median hourly pay gap	2025	2024
Difference	-2.3%	-2.1%

In comparison, our 2024 gender pay gap calculations were based on pay data for 4,243 full-pay relevant colleagues. The reduction in this number for 2025 reflects the planned organisational changes that took place during the year.

GENDER POPULATION BY PAY QUARTILE



* Relevant full-pay colleagues are those colleagues who were paid their usual full basic pay during the pay period in which the snapshot date falls

Understanding our gender bonus pay gap

This report outlines our gender bonus gap data for the 12 months to 5 April 2025, based on bonus information for 4,584 relevant colleagues.

At Huws Gray, we believe every colleague should feel recognised and valued for the contribution they make to their branch and to the wider business. For this reason, all colleagues were eligible to receive a bonus during the reporting period ending 5 April 2025.

For context, we operate a range of performance-related bonus schemes depending on role and location. Some bonuses are linked to overall business performance, others to individual branch or business unit performance, and some to individual achievement.

In the year ending December 2024, the business did not meet its overall performance and profit targets. As a result, performance-related bonuses were paid to only a small number of colleagues.

However, to recognise the contribution of colleagues across the organisation, the business paid a discretionary bonus to colleagues who did not receive a performance-related bonus during the year. This payment was set as a percentage of each colleague's bonus on-target earnings (OTE) and would typically be at a lower £note value than performance bonuses.

This approach has influenced changes in both the mean and median bonus pay gaps between the 2024 and 2025 reporting periods.

The most significant shift is seen in the median bonus pay gap, which has increased by approximately 12 percentage points. This change is largely driven by the way bonuses were distributed during the reporting period. A higher proportion of women received the discretionary bonus, while performance-related bonuses were more commonly awarded in roles within our trading locations, which have a higher proportion of male colleagues.

This distribution has had the effect of increasing both the mean and median bonus pay gaps in this reporting period, despite the discretionary payment being applied consistently to colleagues who did not receive a performance-related bonus.

Mean bonus pay gap	2025	2024
Difference	5.1%	9.0%

Median bonus pay gap	2025	2024
Difference	14.3%	2.0%

Our 2025 data is based on pay information from 4,584 colleagues. The reduction in the number of 'relevant colleagues' compared with the previous year reflects the planned organisational changes.

Summarising our gender pay gap data

Huws Gray Limited		
	2025	2024
% male/female colleagues	86%/14%	86.5%/13.5%
Mean gender pay gap	-0.4%	-2.2%
Median gender pay gap	-2.3%	-2.1%
Mean bonus pay gap	5.1%	9.0%
Median bonus pay gap	14.3%	2.0%
% male/female receiving bonus	90.4%/90.6%	71.0%/61.2%
Upper quartile (male/female %)	86%/14%	86%/14%
Upper middle quartile (male/female %)	86%/14%	86%/14%
Lower middle quartile (male/female %)	88%/12%	90%/10%
Lower quartile (male/female %)	88%/12%	85%/15%

% Male & Female Colleagues



Comparison Data*

Median pay gap - all Employers	2025	2024
Difference	12.8%	13.1%
Median pay gap - Construction	2025	2024
Difference	17%	22%

*provisional 2025 data from ONS

Our D&I Focus: Driving Sustainable Progress



Attraction

Review attraction and selection processes to broaden our talent pipelines remove barriers.

Improve access for diverse candidates.



Tackling Bias

Strengthen fair and consistent recruitment and progression decisions.

Embed gender-neutral hiring practices and equip managers to recognise and challenge bias.



Education

Build inclusive leadership capability across the Group.

Deliver mandatory D&I training for all colleagues, supported by regular refreshers to sustain impact.



Inclusion

Improve retention and progression by fostering an inclusive culture.

Promote flexible working and ensure equitable access to development and advancement opportunities.



Data Monitoring

Track, review and analyse progress.

Use data insights to inform targeted actions.

Understanding how we calculate our gender pay and bonus gap

What is the Gender Pay Gap?

The Gender Pay Gap is the difference between the average pay of men and women in an organisation, regardless of their roles.

Under UK legislation all companies with 250 or more colleagues are required to publish gender pay gap information.

The gender pay gap and equal pay both deal with pay disparity at work, but they are not the same.

Equal pay means that men and women performing equal work, or work of equal value, must receive equal pay.

Gender pay gap measures the difference between men and women's average earnings in an organisation. This is therefore impacted by the number of men and women at different levels of seniority throughout the organisation.

What do we measure:

1. Mean average pay gap

The mean gender pay gap is the difference between the average hourly rate of pay for women and the average hourly rate of pay for men.

2. Median average pay gap

The median represents the middle point of our pay range when we rank each gender group from highest to lowest pay.

3. Pay quartiles

Pay quartiles represent the percentage of men and women in four equally sized groups, ranked from highest to lowest hourly pay.

If the figures show a negative percentage, it means that men have lower pay or bonuses than women. If the percentage is positive, it means that women have lower pay or bonuses than men.

A zero percentage shows that there is equal pay/bonuses between men and women in the Group.

Thank you

Huws Gray Ltd
Llangefni Industrial Estate
Llangefni
LL77 7JA