

## Gender Pay Gap Report – Annual Report at 5th April 2025

**Shepley Engineers Limited** (hereafter referred to as SHEPLEY), based in Cumbria, was founded in the late 1940's and has been working in highly regulated environments, delivering projects to the highest quality standards ever since.

SHEPLEY operates as a major multi-discipline contractor and project manager specialising in term contract works. SHEPLEY have developed a breadth of services through both acquisition and organic growth and now operate in the Nuclear Engineering and asset care, Decommissioning and decontamination, and Restoration and renovation sectors.

This is the SHEPLEY report for the snapshot date of 5 April 2025. On the snapshot date SHEPLEY employed 311 relevant individuals.

### Gender Balance

Male 84.9% Female 15.1%

The overall proportion of women in the workforce had increased from last year and reflects the national shortage of women entering engineering, fabrication, and related technical career paths.

### Gender Pay Gap Results

Category	Percentage	% Last Year	Comment
Mean Gender Pay Gap	19.9%	24.6%	Improved
Median Gender Pay Gap	27.6%	29.0%	Improved

Both the mean and median gender pay gaps have decreased compared with 2024. This reflects gradual changes in the distribution of female employees across the organisation, particularly increased representation in the higher middle and upper quartiles.

However, our pay gaps remain influenced by the very low representation of women in skilled engineering and technical roles, where market rates and allowances are higher.

### Pay Quartiles

Category	Males	Females	Description
Lower	69.2%	30.8%	Includes all employees whose standard hourly rate places them at or below the lower quartile
Lower Middle	91.0%	9.0%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
Upper Middle	88.5%	11.5%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Upper	90.9%	9.1%	Includes all employees whose standard hourly rate places them above the upper quartile

Female representation is highest in the lowest quartile, reflecting the concentration of women in support and trainee roles. Representation decreases across the higher quartiles, where the majority of roles are technical, site-based or supervisory positions traditionally dominated by men within the wider engineering and construction sectors.

Despite this, female representation in the upper-middle and upper quartiles has increased compared with last year, indicating progress in developing and retaining female employees in more senior or specialist roles.

## Contact Us.

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## Bonus Pay Gap

Category	2025	Trend vs 2024
Mean Bonus Gap	3.4%	Decrease from last year
Median Bonus Gap	49.0%	Higher gap
% of females receiving a bonus	17.0%	Higher than last year
% of males receiving a bonus	52.7%	Higher than last year

The mean bonus gap remains very small at 3.4%, reflecting similar average bonus payments between men and women who receive them.

The median bonus gap, however, is higher. This is driven by the significantly larger proportion of men in bonus-eligible operational and technical roles, compared to the small number of women in these roles.

The proportion of women receiving a bonus has increased compared with last year, but the difference in eligibility between male-dominated technical roles and female-dominated administrative roles remains a key factor.

### Why Shepley has a gender pay gap

Shepley's gender pay gap is not a result of unequal pay for equal work. Men and women are paid equally for doing the same or equivalent roles. Our gender pay gap is primarily driven by:

#### 1. Occupational segregation in the engineering sector

Women remain significantly under represented in skilled engineering, welding, technical and site based roles. These roles typically attract higher hourly rates, allowances and bonus eligibility.

#### 2. Workforce demographics

Only 15% of our workforce is female, which is broadly consistent with national trends across engineering, nuclear and construction industries. This limits the pool of women entering higher paid operational and technical roles.

#### 3. Bonus eligibility linked to operational roles

Most bonus eligible roles are operational, technical or site based positions, areas where female representation is lowest.

#### 4. Women concentrated in support functions

Women are more likely to work in support functions, which typically fall in the lower pay quartile and do not attract the same allowances or bonuses.

These structural factors are common across the engineering and construction sectors and are not unique to Shepley.

### What is Shepley doing to improve Gender Representation?

Shepley remains fully committed to reducing gender imbalance over time through a long term, multi year strategy. Initiatives include:

#### Recruitment and Early Careers

- Continued outreach to encourage female applicants for apprenticeships, traineeships and technical roles, building on previous intakes where over 50% of apprentices were female.
- Strengthening partnerships with local schools and colleges to promote engineering careers to young women.
- Reviewing job descriptions and advertisements to remove unintended bias.
- Challenging recruitment agencies to present more diverse candidate shortlists.

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#### Development, Progression and Retention

- We are proud to report that women now make up 20% of our Group Senior Leadership Team.
- All members of the Senior Leadership Team complete Empowering Differences training.
- We continue our partnership with the Women's Engineering Society, and we will renew our employee membership scheme.
- We are establishing a Women's Forum to provide a dedicated space for networking, mentoring and shared experiences.
- We continue to run leadership and development programmes, including support for women in leadership. This year, 17 women from across the Group are participating in the programme.
- We have updated our appraisal and performance review systems to ensure fair, transparent pathways to progression.
- We have implemented development plans that provide opportunities for coaching, shadowing and ongoing professional growth.

#### Culture, Inclusion and Engagement

- Achieved Investors in Diversity Silver Award, embedding FREDIE principles across the organisation.
- Operating a Diversity & Inclusion Forum to identify barriers and areas for improvement.
- Conducting surveys to gather employee insights on fairness, inclusion and belonging.
- Enhanced maternity policies and flexible working options to support retention.

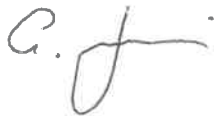
These initiatives support long term cultural and structural change that will help attract and retain more women in technical, operational and leadership roles.

#### Our Commitment

- While the gender pay gap cannot be eliminated quickly, Shepley is committed to taking meaningful steps each year to improve representation, remove barriers and promote a fair and inclusive working environment.
- We will continue to monitor our progress, review our policies and practices, and publish annual updates on the actions taken and their impact.

I, **Gavin Jakubowski, Managing Director**, confirm that the information in this statement is accurate.

SIGNED:



DATE: 4.4.26

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