

**Gender pay gap
report 2025**





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Introduction

In 2025 we were delighted to share our new People-Planet-Purpose strategy. This strategy defines our legacy for 2030 and beyond – to be known as a business with a diverse, inclusive and safe workforce; and one that inspires the next generation, protects the natural environment and connects communities.

Creating a diverse, inclusive, and safe working environment across VolkerWessels UK is a key business priority and will be vital in delivering fair representation and opportunity in our sector which is so important in addressing the gender pay gap.

Our ongoing focus to build and sustain an inclusive and respectful culture was further reinforced this year with the launch of our updated Fairness Inclusion and Respect (FIR) strategy. Central to this strategy is our vision:

To ensure fairness, inclusion and respect is rooted in our operations, so that everyone feels valued and our business is fit for the future. We will empower our people to continue to drive our RESPECT agenda, be consciously inclusive and work with our partners to promote a positive, respectful culture.

In support of this, inclusive leadership training was delivered to 600 of our senior and project leadership team throughout 2025 – a key enabler to us creating a true FIR legacy that genuinely makes a difference.

By successfully delivering on our People-Planet-Purpose legacy, and building a respectful culture where everyone can develop, I am confident that we will continue to create a positive environment that truly recognises our great people.

Richard Offord
CEO



How are we addressing the gender pay gap?



If we are to successfully deliver our People-Planet-Purpose legacy, and continue to attract, retain and develop female employees across our Group, it is vital that we take clear and targeted action.

We have a proud track-record of supporting our people to fulfil their potential, which is a key priority for reducing our gender pay gap. The more opportunities we can provide, and the greater female representation we can achieve at all levels of our business, the more successful we will be. We are seeing progress in this area but there is still a lot more to do.

This is why we are taking specific action. A great example is our Empower programme, which offers targeted coaching and development to help female employees advance their careers and progress within the organisation. Running since 2023, we have seen great success in developing and retaining our participants, with over a third promoted within a year of completing the programme.

Another way we are focusing on our people is our Menopause Network Group, which goes from strength to strength. The group raises awareness of this important topic with all employees as well as offering vital support and building confidence where needed. During 2025 this included regular group wide meetings, open to all, and supporting Menopause Awareness Month which saw us host an osteoporosis webinar, run an awareness quiz and share resources through our learning platform.

These specific examples support other initiatives such as the use of gender decoding in our job adverts, a successful female mentoring programme, a refreshed female PPE offering following consultation and testing, and a Parents and Carers Network Group, all of which demonstrate how we are taking clear action to positively develop our culture and build a balanced business that truly provides opportunities for all.

Paul McCreath
Group People Director

Gender pay gap explained

The Equality Act 2010 Regulations 2017 require any UK organisation employing 250 or more employees to publicly report its gender pay gap. The gender pay gap is the difference in the average earnings (measured using the mean and median) between all men and women in an organisation, regardless of the roles they undertake. Gender pay gap reporting is not about equal pay. Equal pay concerns differences in the actual earnings of men and women performing work of equal value.

Median calculation

The median is the figure that falls in the middle of a range, when the wages of all relevant employees are lined up from smallest to largest. The median gender pay gap is calculated based on the difference between the middle employee in the range of male wages and the middle employee in the range of female employees.

Mean calculation

The mean is calculated by adding up the wages of all relevant employees of each gender and dividing the figure by the number of employees of each gender. The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.



VolkerWessels UK gender pay gap results 2025

The gender pay gap figures in this report are calculated using the snapshot date of 5th April 2025. This means figures included are from payments processed either on 4th April 2025 for weekly employees, or 25th April 2025 for those paid monthly.

VolkerWessels UK employed 3,861 employees at the snapshot date. Of this population 78.6% are male and 21.4% are female (2024 Male: 79.4% Female: 20.6%).

The results of the gender pay gap calculations show that for VolkerWessels UK the Mean Pay Gap has increased by 0.1% and the Median Gender Pay Gap has increased by 1.3%.

The Mean Bonus Gender pay gap has decreased by 8.1% and the Median Bonus gap has increased by 4.8%.

	2023	2024	2025
Mean Gender Pay Gap	24.1%	21.0%	21.1%
Median Gender Pay Gap	25.8%	23.6%	24.9%
Mean Bonus Gender Pay Gap	43.8%	57.4%	49.3%
Median Bonus Gender Pay Gap	25.0%	36.6%	41.4%
Proportion of males receiving a bonus	23.2%	46.6%	49.5%
Proportion of females receiving a bonus	11.3%	38.0%	42.0%

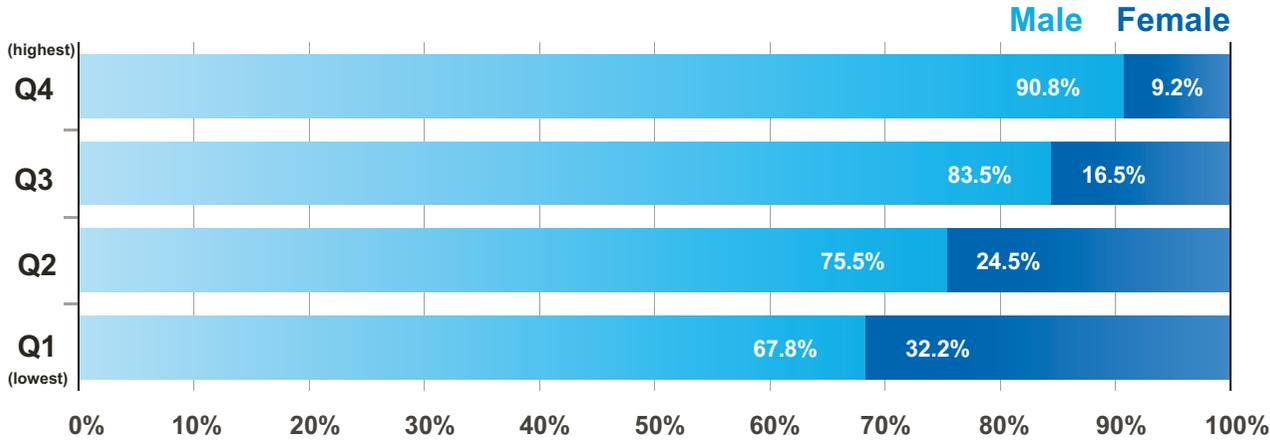
Distribution of VolkerWessels UK employees by quartile

The image below illustrates the distribution of VolkerWessels UK male and female employees across four equal bands, ranked by hourly pay.



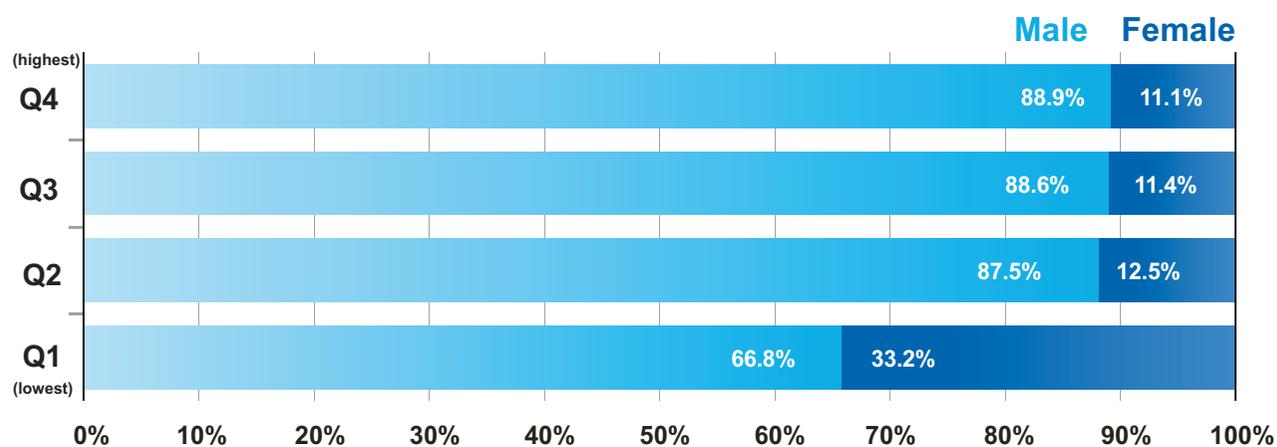
VolkerFitzpatrick gender pay gap results 2025

	2023	2024	2025
Mean Gender Pay Gap	27.7%	23.3%	22.7%
Median Gender Pay Gap	30.1%	25.0%	27.2%
Mean Bonus Gender Pay Gap	52.5%	58.8%	53.3%
Median Bonus Gender Pay Gap	44.3%	51.5%	37.8%
Proportion of males receiving a bonus	39.4%	40.1%	41.9%
Proportion of females receiving a bonus	20.3%	21.0%	28.6%



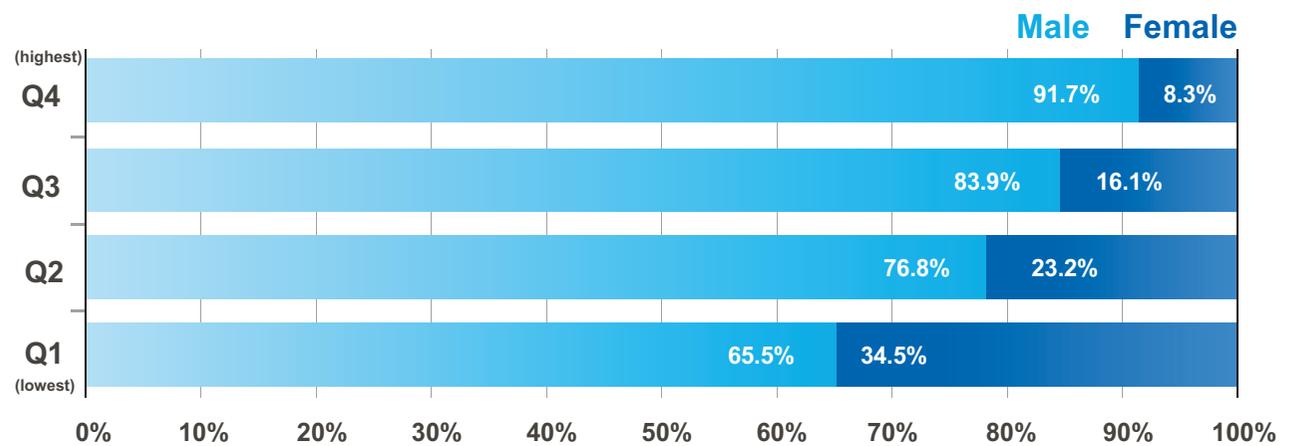
VolkerRail gender pay gap results 2025

	2023	2024	2025
Mean Gender Pay Gap	22.6%	21.6%	18.7%
Median Gender Pay Gap	27.8%	28.4%	24.4%
Mean Bonus Gender Pay Gap	19.3%	44.3%	38.8%
Median Bonus Gender Pay Gap	6.3%	41.4%	38.4%
Proportion of males receiving a bonus	14.2%	66.3%	67.4%
Proportion of females receiving a bonus	8.5%	75.0%	77.5%



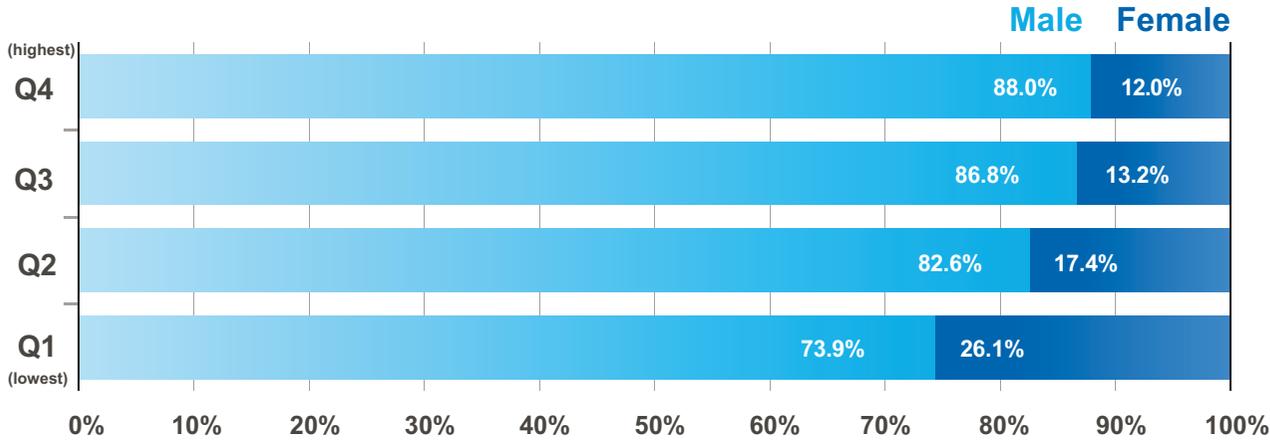
VolkerStevin gender pay gap results 2025

	2023	2024	2025
Mean Gender Pay Gap	26.4%	22.0%	23.6%
Median Gender Pay Gap	32.3%	27.9%	28.5%
Mean Bonus Gender Pay Gap	58.0%	33.8%	56.5%
Median Bonus Gender Pay Gap	41.7%	50.0%	42.4%
Proportion of males receiving a bonus	15.5%	31.0%	45.5%
Proportion of females receiving a bonus	6.5%	25.0%	32.1%



VolkerHighways gender pay gap results 2025

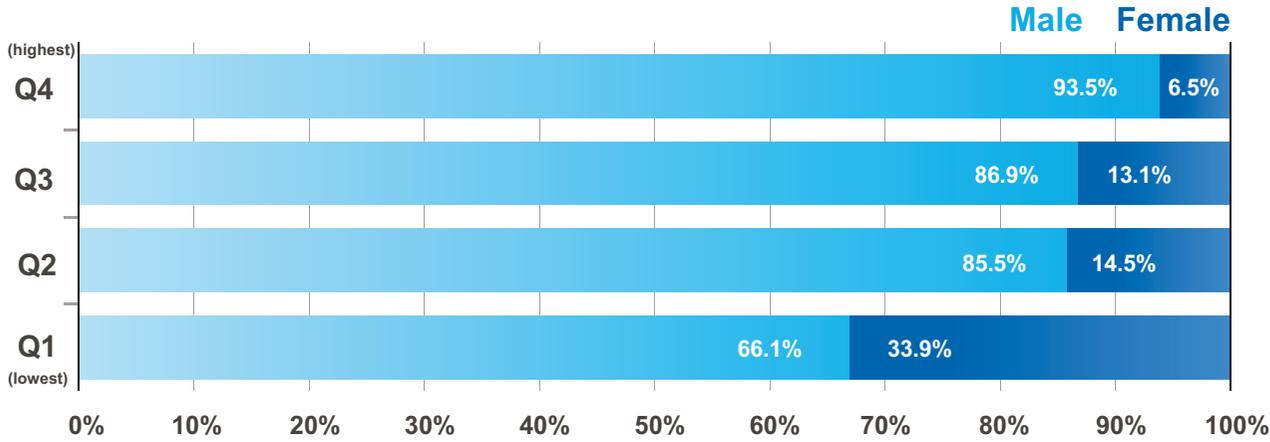
	2023	2024	2025
Mean Gender Pay Gap	20.7%	17.9%	20.6%
Median Gender Pay Gap	20.9%	17.7%	14.0%
Mean Bonus Gender Pay Gap	53.6%	70.1%	76.3%
Median Bonus Gender Pay Gap	43.0%	40.0%	44.6%
Proportion of males receiving a bonus	14.7%	21.0%	19.3%
Proportion of females receiving a bonus	7.6%	30.4%	24.2%



VolkerLaser gender pay gap results 2025

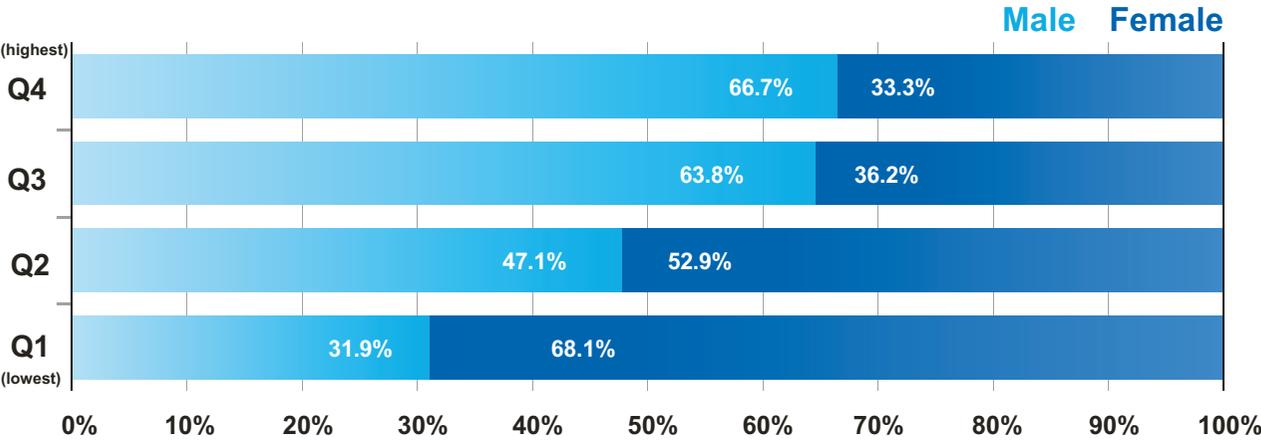
	2023	2024	2025
Mean Gender Pay Gap	29.6%	24.3%	28.3%
Median Gender Pay Gap	15.4%	6.9%	23.1%
Mean Bonus Gender Pay Gap	76.9%	76.2%	66.5%
Median Bonus Gender Pay Gap	68.3%	66.7%	45.3%
Proportion of males receiving a bonus	49.3%	63.4%	72.2%
Proportion of females receiving a bonus	3.1%	27.5%	46.5%

Results since 2022 include PJ Davidson



VolkerServices gender pay gap results 2025

	2023	2024	2025
Mean Gender Pay Gap	45.2%	37.7%	37.9%
Median Gender Pay Gap	30.7%	26.9%	29.8%
Mean Bonus Gender Pay Gap	71.3%	85.8%	73.9%
Median Bonus Gender Pay Gap	46.0%	44.4%	45.0%
Proportion of males receiving a bonus	19.4%	26.2%	31.3%
Proportion of females receiving a bonus	12.0%	21.0%	26.3%



Statutory reporting

	Mean gender pay gap	Median gender pay gap	Mean gender bonus gap	Median gender bonus gap	Proportion of men receiving Bonus	Proportion of women receiving bonus
VolkerFitzpatrick Ltd	22.7%	27.2%	53.3%	37.8%	41.9%	28.6%
VolkerHighways Ltd	20.6%	14.0%	76.3%	44.6%	19.3%	24.2%
VolkerStevin Infrastructure Ltd	23.6%	28.5%	56.5%	42.4%	45.5%	32.1%
VolkerServices Ltd	37.9%	29.8%	73.9%	45.0%	31.3%	26.3%
VolkerWessels Ltd	21.6%	22.9%	48.2%	33.3%	39.6%	29.0%
VolkerWessels UK Ltd	21.1%	24.9%	49.3%	41.4%	49.5%	42.0%
VolkerRail Group Ltd	18.7%	24.4%	38.8%	38.4%	67.4%	77.5%
VolkerRail Ltd	19.6%	21.8%	51.1%	29.4%	62.6%	74.6%
VolkerRail Specialist Businesses Ltd	19.7%	25.1%	28.4%	45.6%	70.8%	81.3%

Proportion of men and women by pay quartile	Lower Quartile		Lower middle quartile		Upper middle quartile		Upper quartile	
	Men	Women	Men	Women	Men	Women	Men	Women
VolkerFitzpatrick Ltd	67.8%	32.2%	75.5%	24.5%	83.5%	16.5%	90.8%	9.2%
VolkerHighways Ltd	73.9%	26.1%	82.6%	17.4%	86.8%	13.2%	88.0%	12.0%
VolkerStevin Infrastructure Ltd	65.5%	34.5%	76.8%	23.2%	83.9%	16.1%	91.7%	8.3%
VolkerServices Ltd	31.9%	68.1%	47.1%	52.9%	63.8%	36.2%	66.7%	33.3%
VolkerWessels Ltd	65.6%	34.4%	73.9%	26.1%	81.3%	18.7%	87.5%	12.5%
VolkerWessels UK Ltd	64.9%	35.1%	79.4%	20.6%	84.1%	15.9%	88.7%	11.3%
VolkerRail Group Ltd	66.8%	33.2%	87.5%	12.5%	88.6%	11.4%	88.9%	11.1%
VolkerRail Ltd	57.3%	42.7%	83.5%	16.5%	89.1%	10.9%	82.2%	17.8%
VolkerRail Specialist Businesses Ltd	73.4%	26.6%	91.1%	8.9%	89.3%	10.7%	93.5%	6.5%

Note: VolkerLaser have less than 250 employees at the snapshot date, therefore in compliance with gender pay gap regulations we are not required to publish their results.

