

Gender pay report 2026

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**PICK
EVERARD**

Deliver better together.

Change happens when we take deliberate steps to challenge the status quo. As a business, we are committed to closing the gender pay gap, and that means being honest about where we are, taking action where it matters, and making decisions that will lead to lasting change.



While our latest report shows the gap remains, our growing partnership with Artelia continues to shape how we operate as part of a wider, global business and gives us access to shared tools, opportunities and ambition to drive progress.

A key part of this is our alignment with Artelia's global diversity and inclusion approach, "Each & All." It sets out a simple but important aim to create an environment where everyone can find their place, develop their potential and contribute fully. Being part of this wider group gives us a clearer line of sight on where we want to get to.

Building on our shared purpose, we have continued to create opportunities to increase the visibility and progression of female talent across our business. Our first in-person Women in Leadership forum, supported by executive sponsorship from Alastair Hamilton, created space for open conversation,

connection and development. Alongside this, closer collaboration with our Artelia colleagues has opened up new opportunities, from broader project exposure to international experience, giving our team the chance to build their skills and confidence in different environments.

Another key focus is bringing greater balance to the decision-making process, particularly around salary and rewards. We are working towards increasing female representation in these discussions by 25% and establishing a dedicated remuneration committee to support fair, balanced and transparent decision-making.

The focus on representation and progression is also reflected in our early careers pipeline. Almost half of our graduates (46.7%) and a strong proportion of our apprentices are female (43.3%), giving us a more balanced and promising foundation for

the future. The priority now is nurturing this talent, providing visibility, opportunities and experiences that allow them to grow into leadership roles. We will continue to evolve how we identify and support talent, ensuring progression is based on merit while taking a more proactive approach to developing future leaders.

However, until we close the gap, our work is unfinished. We know this will take time, but we remain committed to opening up opportunities at every level.

This change requires everyone's commitment, and together, we can make the difference our industry deserves.



**Duncan Green, CEO
Pick Everard**



Our values

Pick Everard has four core values which are integral to everything we do. We fully embrace these values and embed them in our approach to pay equality as well as our strategic initiatives to help continue reducing our pay gaps.

Professionalism

We act with the highest standards of integrity and respect towards everyone we work with and for. We seek out and nurture talent. We believe in excellence in all areas of our work. We are collaborative, open, honest, and accountable.

Compassion

We make every effort to protect our environment and bring about positive change to the communities we serve. We are passionate about improving health and wellbeing, contributing to a happy, prosperous society. Our teams are collaborative and proactive. We ask questions and listen to every answer.

Drive

We put our clients first. Our curiosity drives us to continuously find and deliver better solutions and more successful outcomes. We get to know our clients and communities and that motivates us to be creative, find efficiencies, innovations, and new ways of working. Simply put, we are always learning how to make things better.

Positive

We harness the potential of different backgrounds, culture, and abilities. We are friendly and inclusive. We foster a strong sense of belonging where everyone feels welcome. We champion diversity and promote personal growth, self-improvement and continuous education. We enjoy what we do and celebrate each other's successes.

Introduction

The production of the Gender Pay Gap report each year enables a focused opportunity to take stock, track the effectiveness of our practices, celebrate our successes and consider what more we should be doing to further our equality, diversity and inclusion strategy.

As we do so, we cannot ignore the backdrop against which we operate. The construction industry remains one in which Britain has a competitive edge, with world-class expertise in architecture, design and engineering. Yet the lack of female representation is a long-standing global issue. While there has been gradual progress, women remain underrepresented across all career levels, with significant occupational segregation. The severe under-representation of women in leadership roles has a particularly detrimental impact on the gender pay gap in the industry.

At Pick Everard, we are committed to building a diverse, equitable and inclusive organisation where everyone can thrive. This is underpinned by our equality, diversity and inclusion (EDI) strategy and our focus on engaging colleagues through consultation and collaboration. We recognise that meaningful EDI progress requires cultural and organisational change, alongside increasing female participation and addressing imbalances in recruitment, promotion and retention.

Each year, we proactively work with our people to strengthen policies, evolve practices and drive positive change. Progress is also shaped by everyday behaviours, through strong governance, meaningful connections, sponsorship and role modelling.

Our aim throughout this reporting period has been to drive marginal, aggregate gains in our data and results. These incremental improvements will compound into long-term shifts.

I'm pleased to see the green shoots of change now starting to come through following earlier practice changes. We have seen ongoing improved female representation in our hiring, our representation at middle management and early technical career pathways, as well as in our maternity returners' retention figures. I am also particularly proud of the work of the Women in Leadership Forum in driving transparency in the barriers that female professionals face, working together to offer practical solutions and in driving solidarity amongst our growing pool of female talent.

Elizabeth Hardwick-Smith,
Group People and Culture Director, Pick Everard



Defining key terms used within this report

The **gender pay gap** is defined as the difference between the mean or median hourly pay rate that female and male colleagues receive. The mean pay gap is the difference between hourly earnings for female and male colleagues, taking the sum of all hourly rates divided by the total number of females or males in the sample.

The **median pay gap** is the difference between the midpoints in the ranges of hourly earnings between female and male professionals within Pick Everard.

It takes all salaries in the sample, in order from lowest to highest, and picks the middle-most salary.

Whilst we have a legal duty to report our gender pay gap information every year, we welcome the opportunity to be open and transparent on our progress.

The figures provided in the tables and charts within this report are based on hourly rates of pay during the April 2025 pay period. The figures are then compared to previous data from gender pay gap reports. Our mean gender pay gap on the snapshot date was 24.1%, and our median gender pay gap was 31.3%.



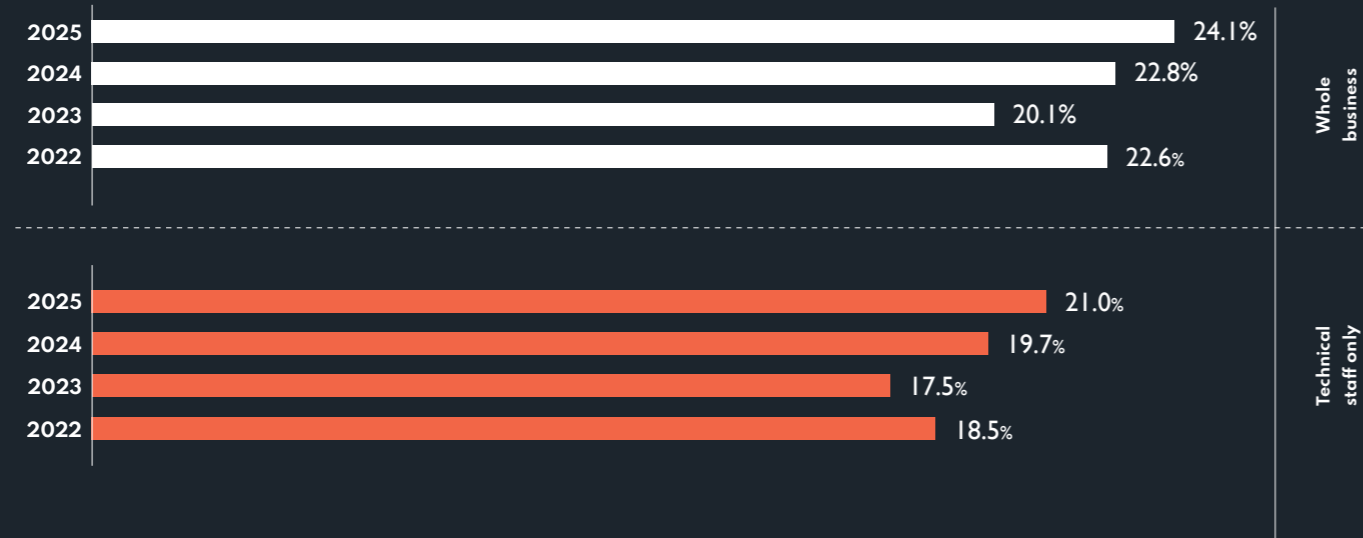
Why do we continue to have a gender pay gap?

1. We know we currently have more men than women in the organisation and in senior leadership positions that attract higher levels of pay.
2. Within our bonus structure, bonus awards increase with career level. Again, since we have more men than women in senior leadership positions, higher bonuses at the senior level contribute to our bonus gender pay gap, as do the variable nature of the bonus scheme based on eligibility and performance.
3. We recognise that gender-related barriers persist within the industry and our organisation. We are continuing to take action based on the outcomes of our internal research, focusing on addressing these barriers and supporting long-term, sustainable improvement in gender balance.
4. During the reporting period, a senior leadership role previously held by a female colleague was filled through an internal succession process and subsequently occupied by a male colleague. This change has had an impact on our reported figures.

Gender Pay Report 2025: the numbers

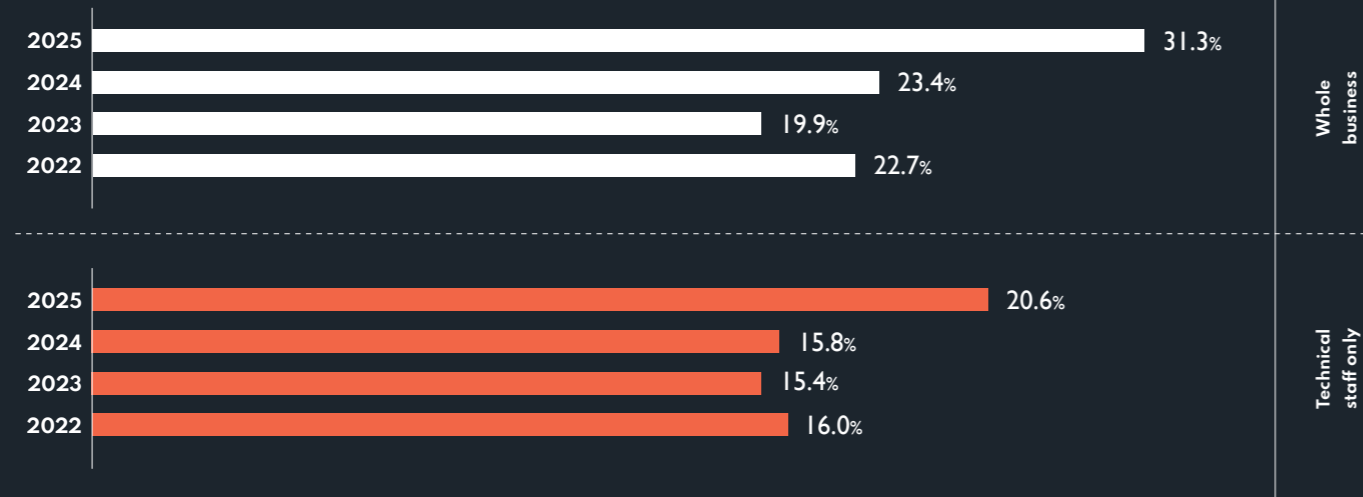
Mean Gender Pay Gap

The Mean Gender Pay Gap is calculated by comparing the total pay bill for male employees and the total pay bill for female employees and expressing the difference as a percentage.



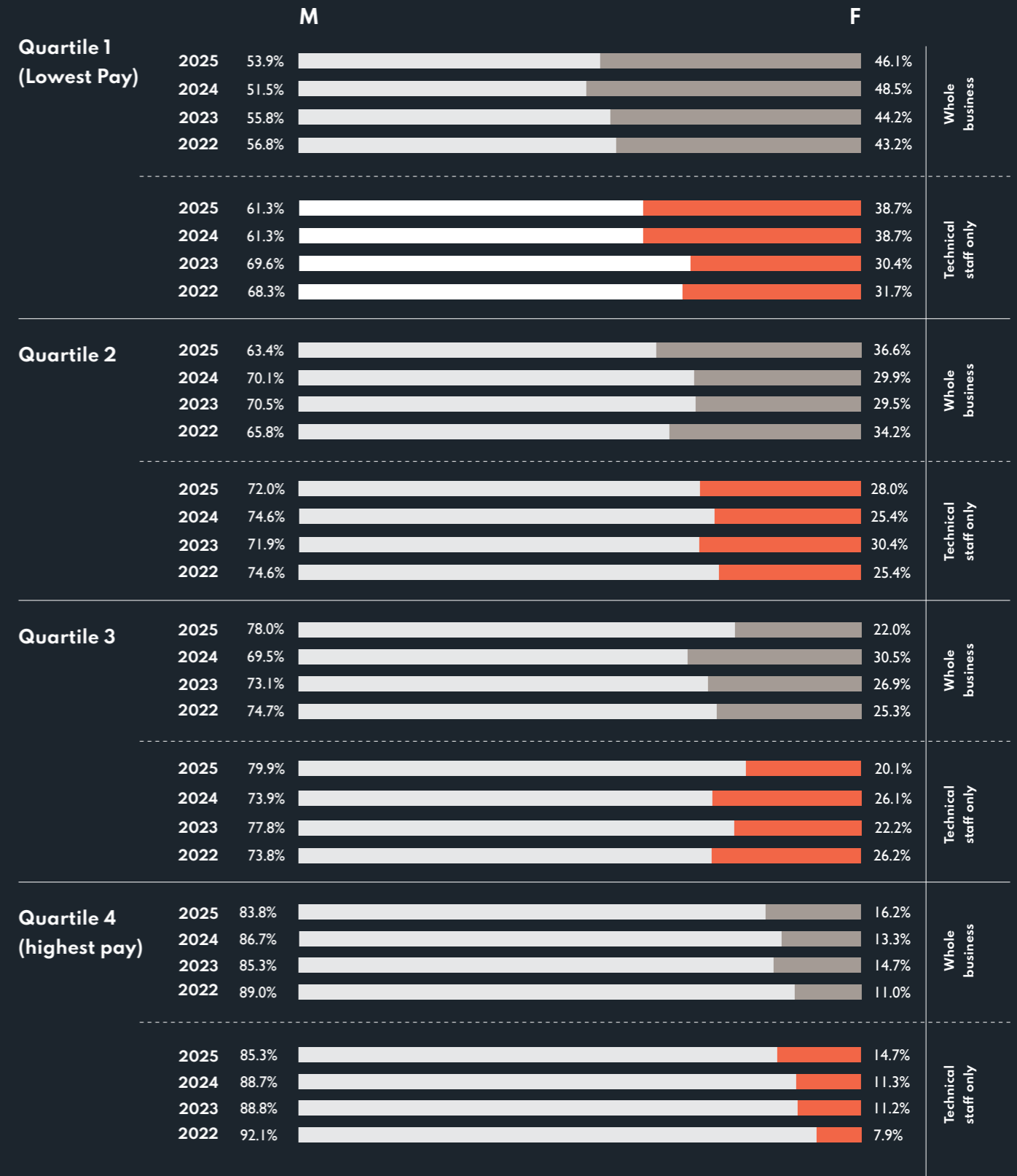
Median Gender Pay Gap

The Median Gender Pay Gap is calculated by taking the middle figures when you place male and female salaries in order and expressing the difference as a percentage.



Pay Quartiles

We are required to break down the statistics into four equal pay quartiles. That means listing and sorting the rates of pay for all employees and splitting into four sections, showing the percentage of men and women in each quartile.

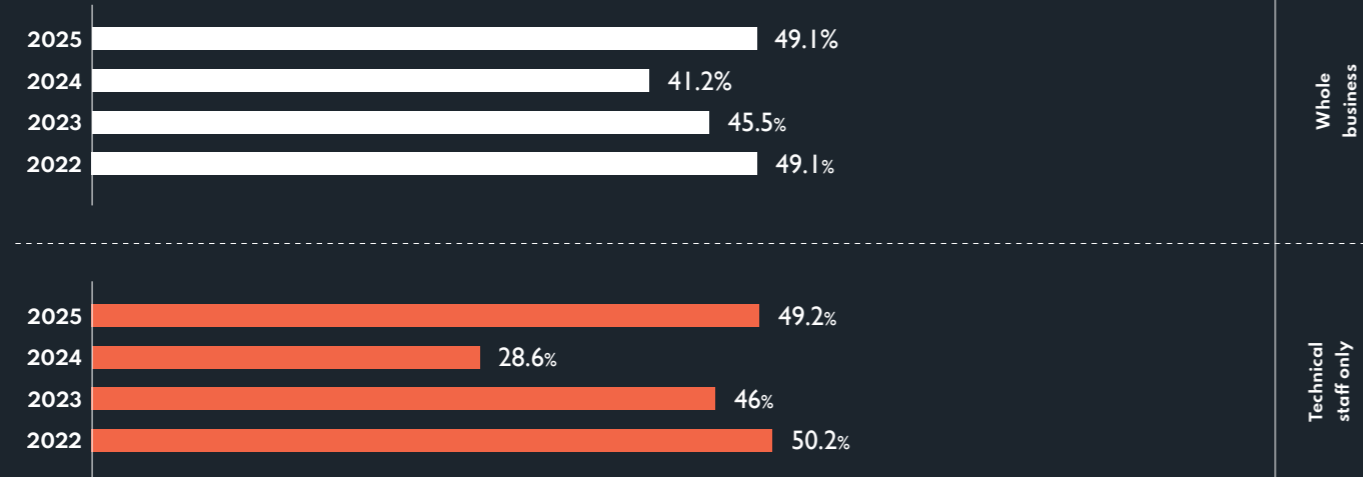


Bonus Reporting

The difference between bonus payments made to males and females in the 12 months preceding 5 April 2025.

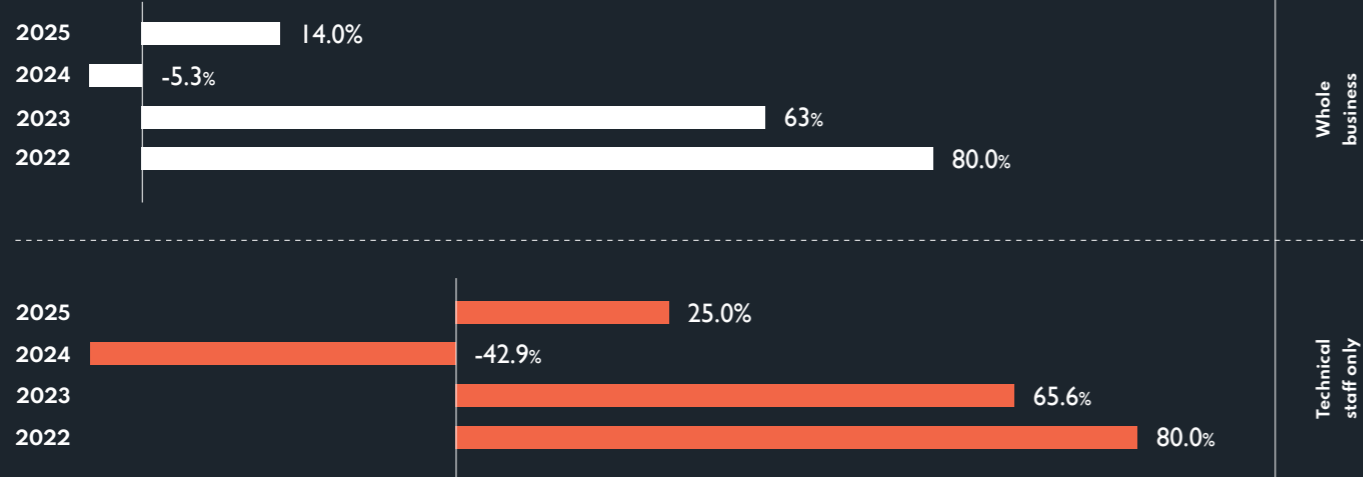
Mean Gender bonus pay gap

The Mean Gender Pay Gap is calculated by comparing the total pay bill for male employees and the total.

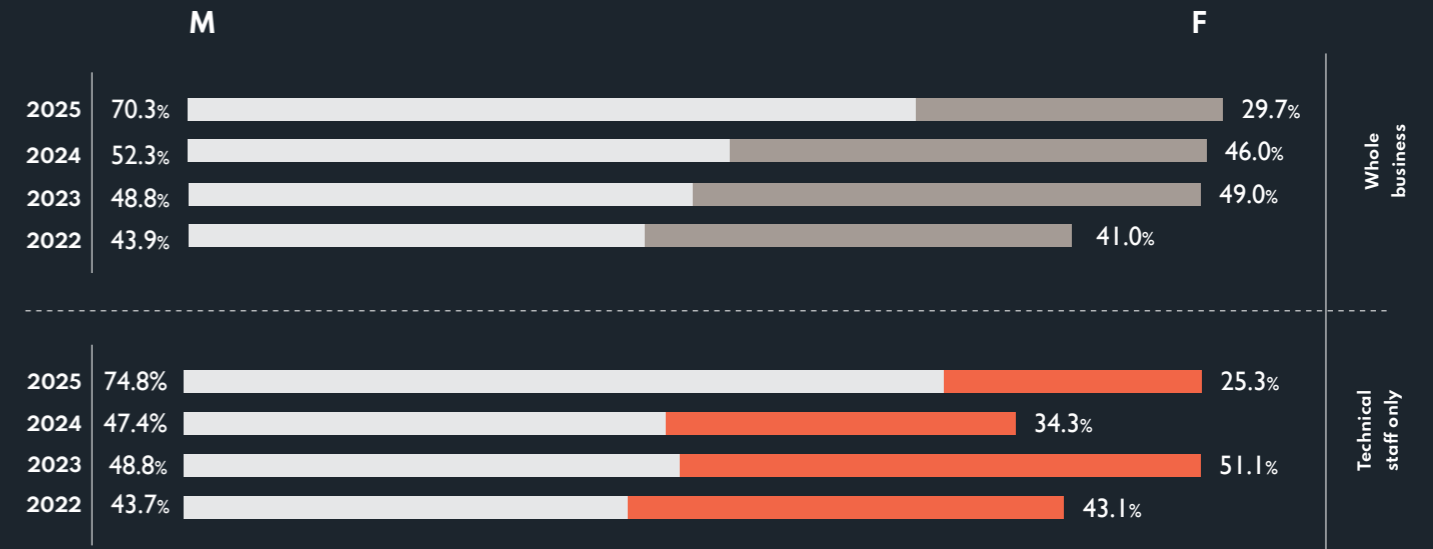


Median Gender bonus pay gap

The Mean Gender Pay Gap is calculated by comparing the total pay bill for male employees and the total.



Proportion of employees awarded a bonus for 2025





How do we attract female talent?

Progress and positive steps

We have made incremental improvements during the reporting period, with a number of positive indicators across recruitment, progression and reward.

- Women accounted for **24%** of hires.
- Early careers applications (apprentices and graduates) reached **a near 50/50 gender balance**.
- **100%** of early careers assessment centres included diverse recruitment panels.
- Female progression was evident across disciplines, highlighting growing representation in multi-disciplinary teams.
- Average **salary increases for female employees were higher** than for male employees during the review period.

Discipline	% change in female professionals
Civil Engineering	+2.5%
Cost Management	+1.5%
Building Surveying	+9.2%
Architecture	+2.7%
Project Management	+2.5%
Building & Construction Safety	+0.5%
Landscape Architecture	+4.2%



Afoza Akter
Graduate Civil Engineer

“To make engineering more accessible for women, we need to challenge the idea that it’s a “male-only” field. Encouraging young girls to study STEM subjects and offering mentoring can help inspire them to pursue engineering. Volunteering sessions in schools and colleges can also guide female students toward this career.”

Strengthening our processes

We have taken important steps to strengthen both our attraction and selection processes to support a more inclusive and balanced workforce.

Job adverts are carefully reviewed to ensure the language is clear, inclusive and accessible, with detailed job descriptions available for all roles. Requirements for our vacancies are focused on essential skills and competencies, aligned with our in-house competency framework and skills matrix, which helps reduce unnecessary barriers that may discourage strong female candidates from applying.

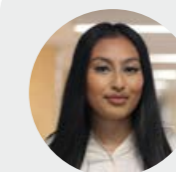
Our interview processes continue to evolve, with structured interview questions and clear evaluation criteria in place to ensure candidates are assessed objectively on their skills, experience and potential. The Talent team works closely with hiring managers to raise awareness of inclusive recruitment practices and unconscious bias and improve gender representation across interview panels.

Broadening our pool

We continue to broaden our reach through external partnerships and targeted engagement.

Our collaboration with the Diversity Jobs Group enables us to broaden our reach and ensure our opportunities are visible to a wide range of candidates. We also committed to two graduate Women in STEM careers fairs to attract early career talent, meeting with future professionals who are curious about working in the built environment.

Alongside this, we are committed to ensuring our employment offering reflects an inclusive and supportive workplace. Over the past year, we have actively promoted our flexible workplace approach and our family-friendly policies and benefits, helping to attract candidates who value balance and inclusivity in their careers.



Jeminee Joshi
Talent Advisor

“Pick Everard being present at graduate female STEM careers fairs matters because visibility matters. Events like this give us the opportunity to connect with talented individuals, challenge perceptions of the sector, and showcase the wide range of career opportunities available.”

How do we develop our talent?

Championing role models

We actively celebrate and promote the achievements of our female colleagues through marketing, recognition initiatives, and industry awards. By showcasing these successes, we aim to create visible examples of career progression and leadership within our organisation.

Our colleagues also act as diversity champions, helping to broaden our reach through platforms that connect underrepresented groups with employment opportunities. Campaigns such as “Being Pick Everard” further enhance visibility, with our colleagues sharing their personal career journeys and experiences. These stories help to inspire future talent and demonstrate clear pathways for progression within the business.

Together, these activities help us to proactively seek and attract more female talent while ensuring that current colleagues can see positive role models and clear pathways for progression within the business.



Jenny Curtlin, Director
Structural Engineering

“In the future we would like to see more women in the top leadership roles, board and Operations director level, so we have those role models within the business at the very top levels throughout the business.”

Mentoring and development

Investment in development opportunities remains central to improving retention and progression for female talent. All employees have access to structured appraisals, regular one-to-ones and development planning, enabling them to reflect on progress and set clear objectives for career growth.

While we provide structured career pathways, we recognise that career journeys are not always linear. We actively support flexible and self-directed career development, enabling movement across disciplines and opportunities within the wider Artelia Group.



This approach supports those balancing career progression with commitments such as maternity or part-time working.

Our RISE mentoring programme continues to play a key role in supporting progression. Open to all employees and facilitated by senior colleagues, the programme provides a structured space to discuss challenges, share experiences and identify practical solutions. Female participation remains strong, accounting for 45% of all participants.

We also recognise the importance of providing access to development opportunities that build leadership capability. This includes involvement in staff forums, business improvement initiatives and project-based supervisory roles. In addition, we continue to invest in professional development through training, chartership, coaching, conferences and formal qualifications, supporting female talent at all career stages.

How do we enhance our culture?



Strengthening voice, connection and culture

Established in 2023, our Women in Leadership (WiL) Forum was created in response to our Gender Pay Gap findings and the need to accelerate female progression into senior roles. The forum provides a dedicated space for female Associates and above to connect, share experiences and support the development of future leaders within a traditionally male-dominated sector.

In 2024, the leadership of the forum expanded to include a broader group of female technical professionals, strengthening its reach and impact. The forum now delivers regular engagement sessions focused on building confidence, supporting professional growth and driving improvements in diversity and inclusion across the business. It has evolved into a collaborative space where ideas can be shared, challenges addressed and practical solutions developed.



A key milestone in 2025 was the inaugural Women in Leadership Conference in Leicester, which brought together over 50 colleagues from across our UK offices and wider group. The event provided valuable opportunities for networking, group coaching and shared learning, as well as inspiration from external speakers.

Looking ahead, a key focus for 2026 is to strengthen the role of senior male sponsors and allies. Sponsorship plays an important role in advocating for women, increasing visibility and supporting access to career opportunities. While sponsorship has existed within the business, it has often been informal and inconsistent. The WiL Forum aims to take a more structured and proactive approach, encouraging greater involvement from senior leaders to help address structural barriers and support more equitable progression across the organisation.

Inspiration and motivation

We draw inspiration for female leadership both within our business and externally. We've welcomed a range of powerful female speakers over the last two years to inspire and motivate our colleagues:

Nicola Bird - is a multiple award-winning, leading female voice in the construction industry.

Dr Carol Massay - Head of Access Construction and winner of the 'Construction businesswoman of the year' at the 2021 Great British Business Woman Awards.

Ann Daniels - one of Britain's leading female explorers, a world record holder, fighter and leader.

Jane Leonard - Jane earned a Guinness World Record for rowing across the Pacific Ocean as part of a three-woman team.

Kirsty Murphy MBE - Kirsty is famed for her decorated Royal Air Force service, during which she made headlines as the first and only female Red Arrows Pilot

Our action plan

We are dedicated to continuous improvement and have presented a voluntary action plan for the next twelve months. As we progress, we will also support Artelia’s “Each & All” diversity and inclusion programme.

Timeline	
Increase our engagement and sponsorship of female awards and events. More of our female staff to be judges on female awards also	April 2026 – ongoing
Establish consistent, gender mixed selection panels in our recruitment selection processes	April 2026
Actively target higher numbers of female candidates for our hiring pipeline	April 2026
Round table discussion on strengthening male sponsor engagement, including senior male colleagues at the Women in Leadership Forum	April 2026
Implementation of regional ‘solidarity sessions’ for all levels of female talent – to include male allies	April/May 2026
Improvements to our existing approach to preparing women for maternity, adoption and shared parental leave	May 2026
Design and implementation of a return- to- work programme for anyone returning from long term parental leave and implementation of a parents and carers network	May 2026
People business partners to more closely support balanced salary and promotion decisions	June 2026
Implementation of a remuneration committee with majority female representation, to ensure more senior females are involved in decision-making regarding salaries	June 2026
Launch of RISE 2.0 mentoring programme, aligned to life interests and interests in diversity	June 2026
Development of a programme to educate on women’s health – to include menopause, endometriosis, PMDD. Ensuring all staff are trained and aware	July 2026
Continue to keep our data transparent and continue monitoring of hiring, salary review, promotions and engagement of learning opportunities to ensure increasing female representation	Now and ongoing
Ensure all high potential, high performing females have either a career action plan or individual development plan in place and that actions are actively implemented	Now and ongoing
Women in Leadership conference – second to be implemented	September/ October 2026

The data prepared and presented within this report is accurate at the time of publishing.



Duncan Green,
CEO

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