

# Gender pay report 2025

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PICK  
EVERARD

Deliver better together.

**Consistent closing of the gender pay gap within an industry that has an average female representation of 15% is a long-term challenge rooted in historical under-representation of women at senior level – an issue faced across the sector. Reporting on our own gap each year is a crucial exercise, allowing us to assess progress, reflect on our efforts – and identify what more we need to do.**



In a male-dominated sector, business growth can sometimes widen the gap. Diversity pools naturally fluctuate year-to-year as staffing levels change, and while this reporting period has seen a slight increase in our gap, the broader trend over several years shows stability amid our own growth. What we strive towards now is turning that stability into a consistent closing of the gap – and this report outlines our people-first approach and the steps we are taking through our equality, diversity, and inclusion initiatives to close the gap.

A key focus remains on unlocking progression opportunities for female staff, which translated as 20% of all senior promotions during the reporting period. Clear progression pathways are vital for all employees, but particularly for women, who often face additional societal pressures. We are committed to providing transparent career routes

from junior through to senior level, highlighting opportunities, offering the flexibility needed for modern pressures, and providing the nurturing programmes like our next generation leadership pathway to support junior women's progress into more senior roles on merit.

Turning an eye to staff attraction, 35% of our new hires during the reporting period were women, showing that we are attracting standout female talent against the backdrop of an industry that has on average 15% female representation. Alongside evolving our own practices in attracting and retaining women, our involvement in industry initiatives has increased. The firm actively participates in Women in STEM events, awareness campaigns and sponsorship and involvement in female leadership recognition and awards schemes.

Following the success of our early careers employability toolkit, we have also developed a similar toolkit for experienced adult hires to support professionals re-entering the workforce following a break or transitioning into the sector. With many of these people typically being female, this is an excellent resource for finding employment opportunities that will support not just our business but also increase social mobility and advancement of other represented groups – all serving to make our industry much more diverse.

Encouragingly, at more junior levels, we see a much more balanced representation of men and women in our organisation. This is the next generation and gives a positive glimpse of what the future looks like if they are nurtured and engaged in the right manner.

As we continue to grow, we are creating more opportunities for both our existing team and those seeking new careers with us. Our ambition remains clear: to increase female representation in underrepresented areas while maintaining a commitment to hiring, retaining, and promoting talent based on merit.



**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, to 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

**We have been reporting on our gender pay gap for more than 7 years, during which time we have seen minor fluctuation in our data as we have navigated both societal and business change. Our reports show that the gender pay gap has widened before narrowing, only to this year widen again with further shifts in our workforce.**

Since our early days of reporting, our firm has remained committed to implementing and driving a series of key initiatives aimed at promoting gender equality and better balance. Taking action to address our gender pay gap is a key part of Pick Everard's 13-point EDI plan. Driving equity in reward irrespective of background, along with providing equity of opportunity for all career opportunities are key pillars of this strategy. Each year, we're working to make a positive impact on our workforce and the communities we serve, including by championing inclusion. Our report sets out tangible steps we've undertaken to do more to support and advance our female professionals and make our contribution towards having a broader societal and industry impact. We are keen to benefit from the long term impact of these efforts.

Whilst our data this year shows more women are being recognised for their contribution and performance than the previous reporting period at Pick Everard, our bonus pay gap has been impacted by variable factors. Eligibility based on start date or promotion date for the main bonus scheme, prorating due to absences and varying company and business unit performance have impacted on the outcome of this year's bonus gap. Having said that, it has shown an improvement since the last reporting period which we will continue to build on, supported by changes in our practices and broader reward structures. While we do that, we also continue to drive progress in addressing the challenges that historical under-representation in the industry has led to, impacting on the salary gender pay gap we continue to see.

Pick Everard's culture continues to be rooted in our four core values. These principles guide the firm's commitment to professionalism, compassion, drive and positivity. By continuing to foster an inclusive and collaborative environment underpinned by these principles, Pick Everard are strengthening connections, nurturing talent and advocating for change within the industry. Through these efforts we will see a long-term shift in gender representation and pay gaps, as well as the presence of more balanced teams in the sector - building sustainable, inclusive communities and delivering better together.

**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.

While 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 2024 pay period. The figures are then compared to previous data from gender pay gap reports. Our mean gender pay gap has increased from 20.1% in 2023 to 22.82% in 2024 and our median gender pay gap has increased from 19.9% in 2023 to 23.43% in 2024.



# Why do we continue to have a gender pay gap?

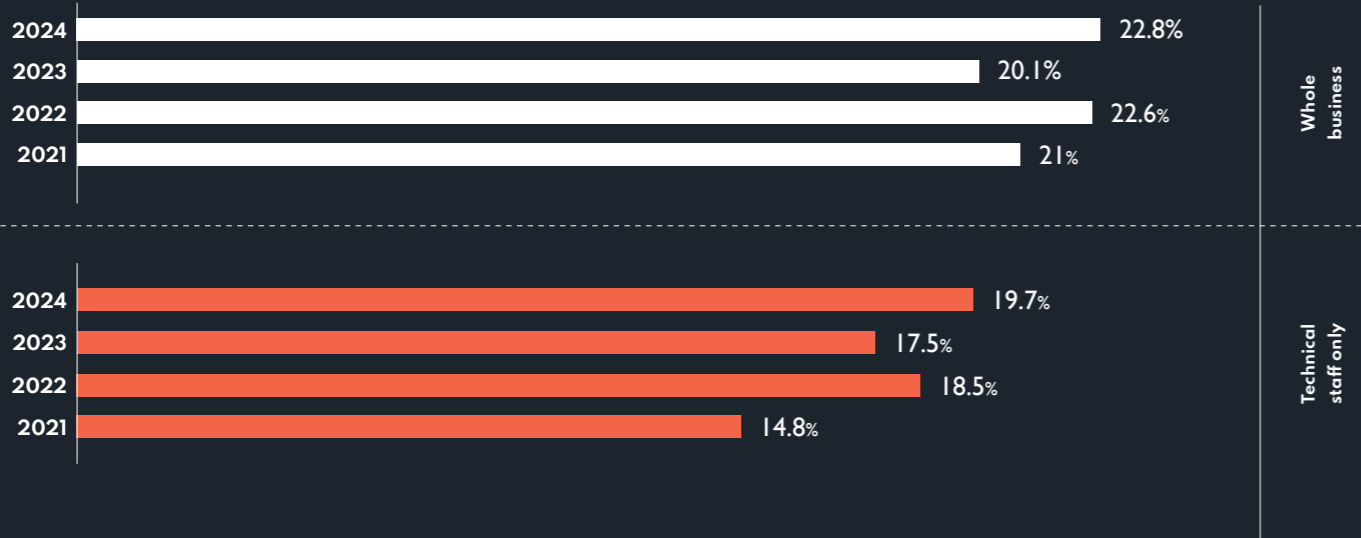
1. We know we currently have more men than women in the organisation and in senior leadership positions that attract higher levels of pay.
2. Within our bonus structure, bonus awards increase with career level. Again since we have more men than women in senior leadership positions higher bonuses at senior level contribute to our bonus gender pay gap, as do the variable nature of the bonus scheme based on eligibility and performance.
3. Through our recent research, we understand that some of the gender-related barriers faced by women in the industry also need to continue to be tackled within Pick Everard to ensure a long term improvement of our gender pay gap.

We strive to continue to increase the participation of women in areas where they are under-represented while hiring, retaining and promoting based on merit.

# Gender Pay Report 2024: the numbers

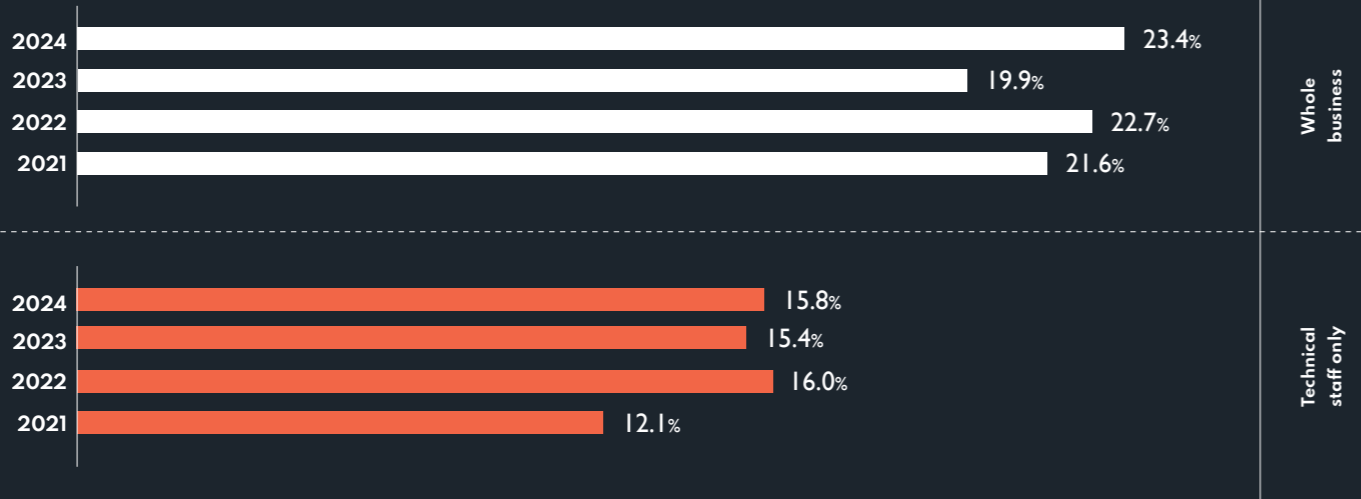
## Mean Gender Pay Gap

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.



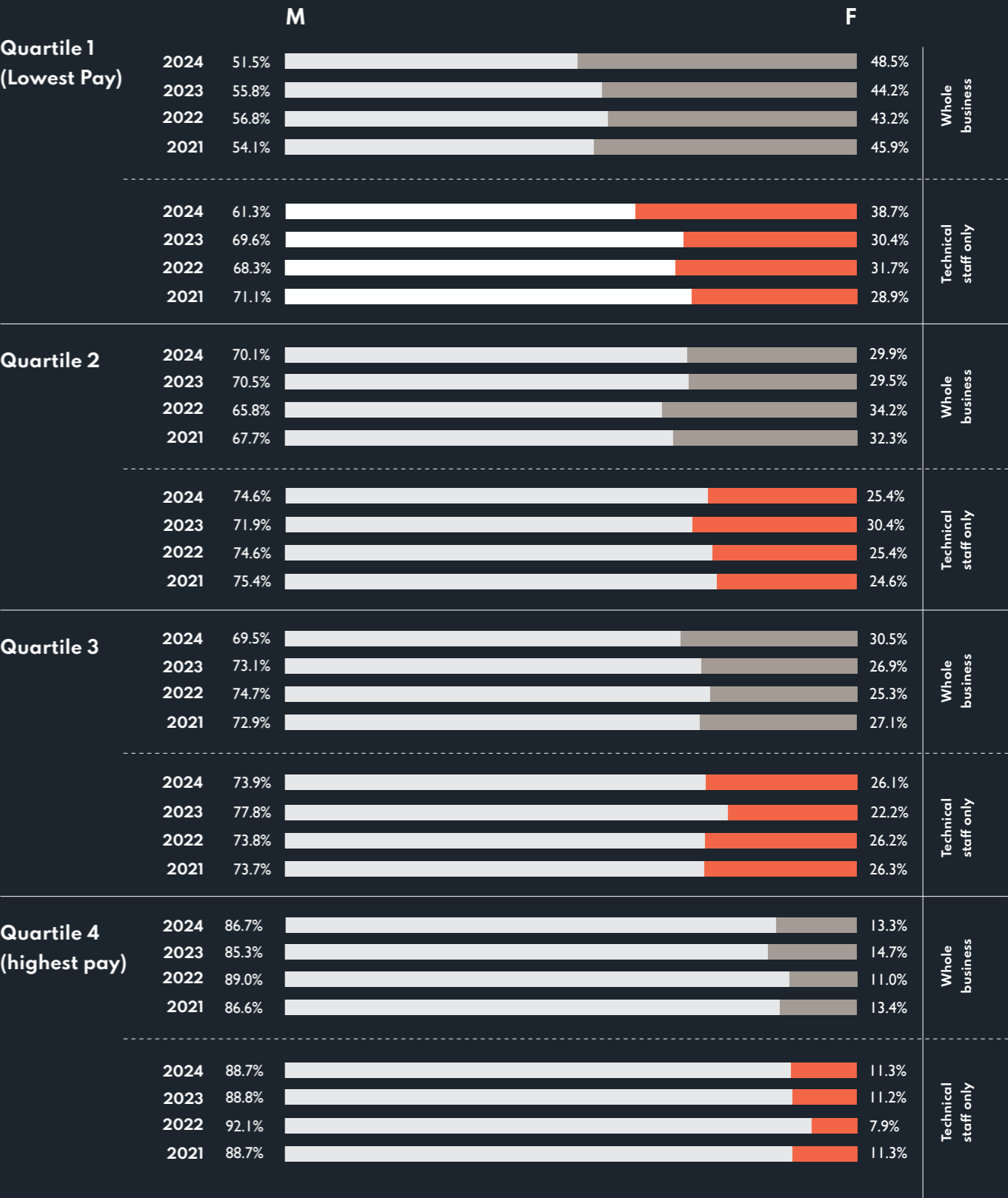
## Median Gender Pay Gap

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.

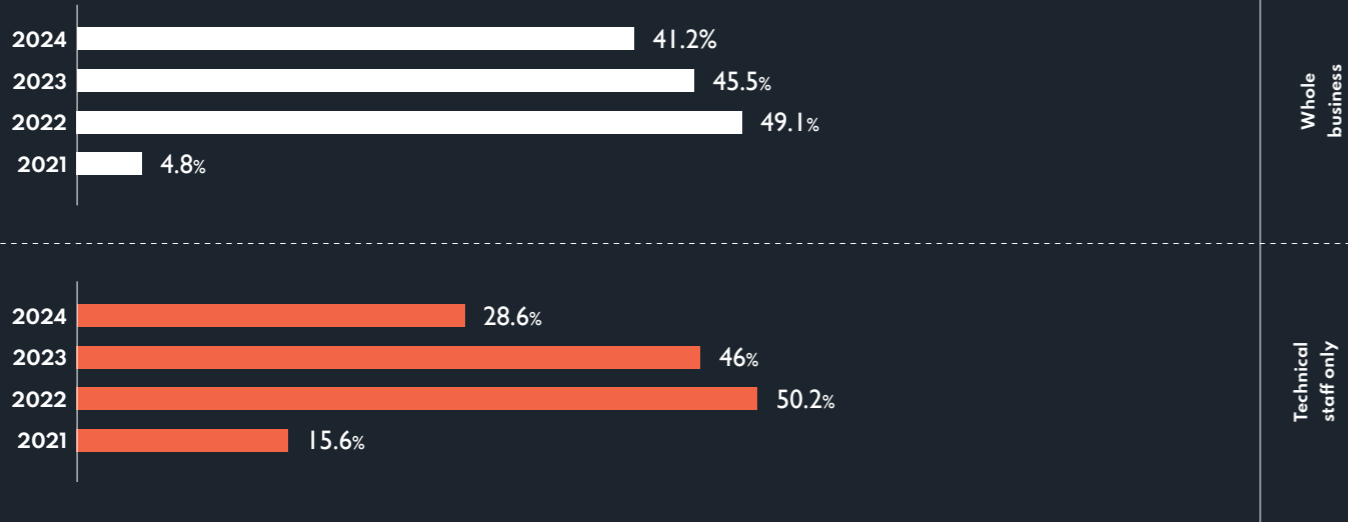


Bonus Reporting

The difference between bonus payments made to males and females in the 12 months preceding 5 April 2024.

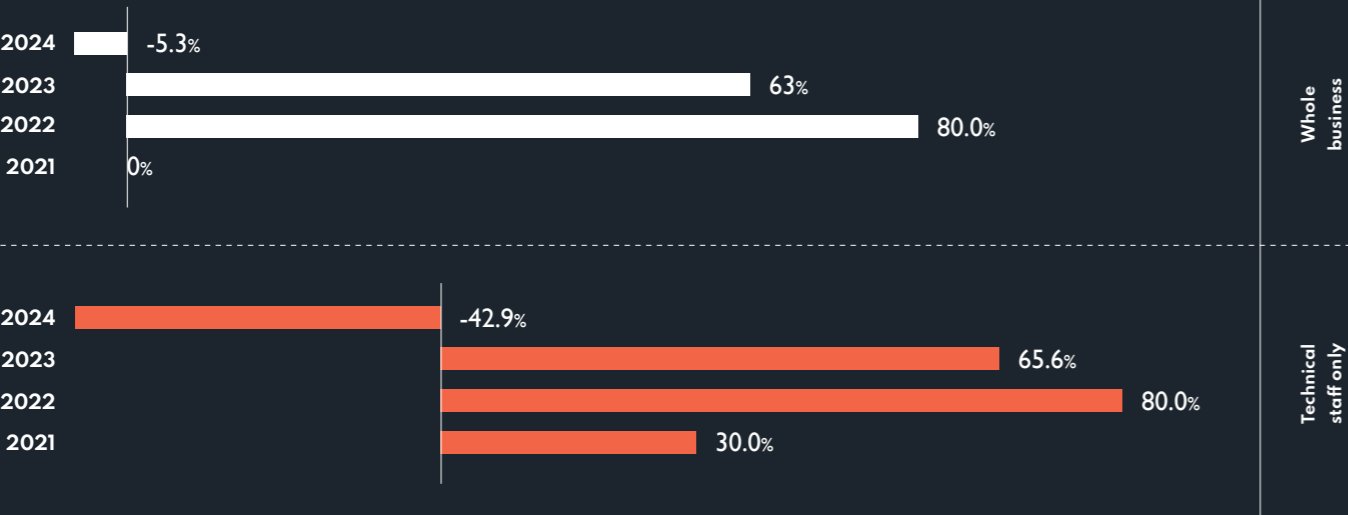
Mean Gender bonus pay gap

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

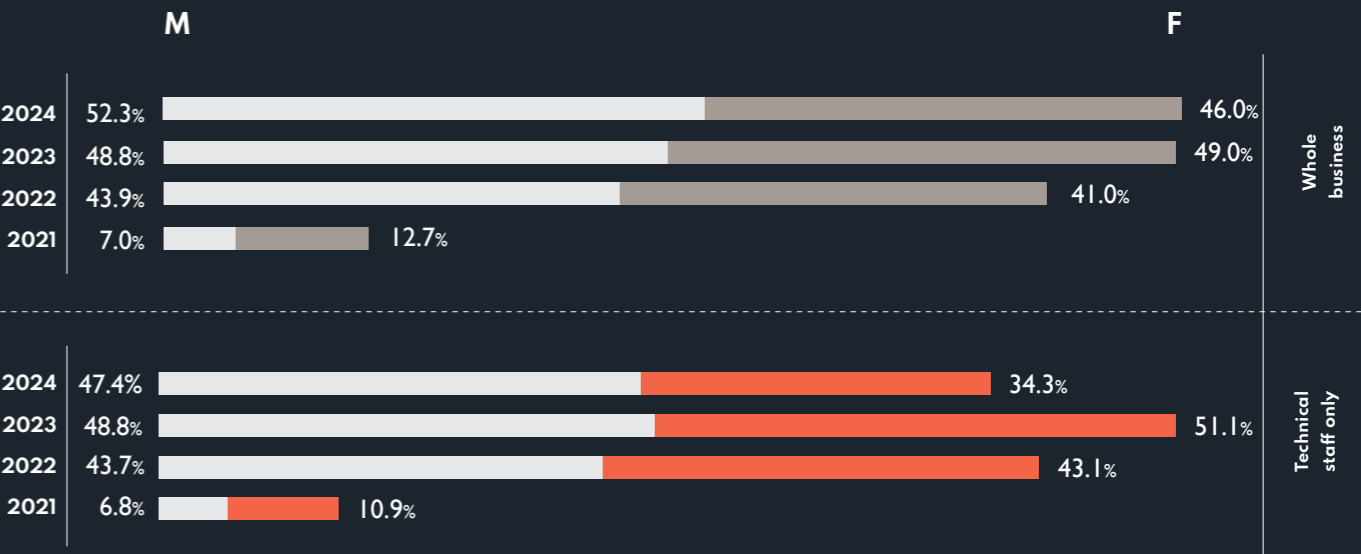


Median Gender bonus pay gap

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 2024



## The steps we are taking

There are many actions that we have already taken, and we will continue to adapt as an organisation and assess our progress, remaining conscious that we need to continue to improve.



### Supporting parents and long-term career breaks

We are now nearing the final design stages of our parents and career returner programmes. These programmes have important objectives and aims to provide tailored onboarding and mentorship for valued professionals returning to the industry after a break.

Pick Everard has signed up to the Career Returners employer network. Career Returners is a purpose-led organisation, specialising in enabling professionals who have taken a longer career break to get back to fulfilling work. They're on a mission to remove the 'Career Break Penalty' – dismantling the personal and structural barriers that people face. This aligns with the work we're doing to strengthen re-boarding for our own returners but also provides stronger opportunity for new talent to join us after a break for parenting, caring, illness, or any other reason – many of which typically impact female professionals on a greater scale.

Following the success of our early careers employability toolkit, we have created an experienced hire employability toolkit. This is now ready to publish and share with adult experienced hires who are looking to return to work after a break or are exploring the industry for the first time – many of whom are women. This toolkit supports more effective job hunting, application and selection processes and acceptance or new career opportunities within the industry. It is an excellent tool to support social mobility and the advancement of other underrepresented groups – as well as helping welcome more people into the industry at large.

We are maintaining our policies that support flexibility for our people – our agile working approach, holiday purchasing scheme, flexible working policy, sabbatical policy, short term opportunities to work abroad, opt-out of the Christmas break, our enhanced our maternity, paternity, adoption and shared parental policies and our childcare voucher scheme. These all help our people accommodate personal responsibilities while maintaining career progression opportunity.

### Leveraging employee networks & EDI education

We have continued to leverage employee networks and employee voices, by expanding our staff forums and progressing against our shared objectives within our women in leadership and diversity champions forums. Further information on these is included in this report.

Our People & Culture team and diversity champions are now learning more about intersectionality and how we can take better account and action around this as a business in our policies, practices and interaction with each other. We'll be looking to build recognition across the business that different forms of discrimination and privilege often intersect, creating unique challenges for people with multiple identities.

We've launched a new sexual harassment policy and are undertaking toolbox talks around the business to ensure women feel safe in our work environment.

We are looking at opportunities to collaborate across the Artelia group in our diversity agenda.

### Talent Attraction & Development

We continue to drive a broad social media presence and showcase the experiences and skills of our people across the organisation.

Whilst prioritising a direct hire strategy, we also continue to strengthen how we work with third party suppliers – those that share our values and understand our business culture closely.

We remain committed to getting the basics right – broadly advertising opportunity externally and internally to widen the pool of candidates; holding inclusive recruitment training for all leaders through our management LITE programme, reducing bias in our recruitment and interview processes. and neutralising language in our adverts. We are delighted that 35% of our new hires during the reporting period were women.

We're accommodating candidates' needs and giving them more opportunities to showcase their skills by removing obstacles in our selection processes, revisiting our language and qualification requirements, and thinking flexibly about the hours and location that work can be delivered in.



Our early career campaign continues to grow, and we’re already seeing that our goal of achieving better gender balance in our early careers is gaining traction. as the effects of a UK wide presence at Universities and a growing school engagement programme take hold for our business.

We created and launched our first learning & development brochure to enable more of our people to easily access a range of professional development opportunities from technical training to mentoring, coaching and our peer-group programmes. We’ve seen an increase in engagement levels for these professional development opportunities as a result.

We’ve recommunicated our paths to progression and promotion through a published policy, a video briefing and management meetings to ensure this is better understood by our people. We’ll continue to build on the 20% of female senior promotions we progressed during the reporting period.

**Reward**

Our reward roadshow across all our office locations, provided an opportunity to educate our people on our reward offering and had a clear, strong message - our package can be and must be tailored to individual preference such as gender. We encouraged our people to get to grips with our offering, to understand fully how it can best work for them.

Indeed, women are found to access particular benefits such as childcare and holiday purchasing and are more likely to suffer from a pension deficit. We worked to ensure a broad understanding was possible for all parties, while driving a message that choice and flexibility is available to suit individual needs and preferences.

**External Partnerships**

From a talent attraction and inclusion perspective, we continue to champion greater representation of women across the built environment and STEM sectors. Our ongoing support for Women in STEM careers fairs reflects our commitment to creating opportunities for future generations and building a more diverse and inclusive workforce.

We are longstanding supporters of the Enterprising Women network and proudly continue our sponsorship of the Women in Innovation Award, celebrating exceptional female talent. Our teams also regularly take part in industry panels and sponsor initiatives such as the Nottingham Women in Construction – events that provide valuable spaces to share experiences, explore mentoring, and inspire future leaders.

Through our social media channels, we remain committed to sharing leadership insights on equality, diversity, and inclusion, amplifying voices across the sector and supporting meaningful change.



## Our Women in Leadership Forum

Our women in leadership forum has now been running for 18 months. The forum was established to empower our female talent, providing opportunity to talk openly in a safe environment about the matters that affect them the most and to help identify some of the solutions they need.

We aimed to seize the moment and create meaningful, lasting change through addressing difficult questions. The forum has successfully been sharing best practices, as well as gaining insights and learning from experiences both within Pick Everard and in the wider industry. The group is also developing a broader understanding of how successful women leaders have overcome imposter syndrome, addressed sexism, and built confidence to advance their careers, overcoming gender barriers.

**Notable successes include:**

- + Expanded our chairs of the forum across Management, Design and Group to ensure we have the right representation of our business units leading the forum.
- + The forum has met through several virtual sessions to explore barriers and enablers to progression including effective recruitment practices, flexible working, career development opportunities and networking. We also regularly discuss our gender pay gap and our action plan.
- + Our first Women's health session was designed and delivered during our first month long health initiative - Wellfest.
- + We marked International Women's Day through a panel discussion open to all colleagues in the business. Through the panel we brought together female role models from within the industry and within our own organisation to explore their career and routes to success.
- + We've taken more opportunity to support industry opportunity – through attendance at conferences, awards judging of female professional awards, enterprising women networking events, and ongoing sponsorship of the STEM enterprising women award.
- + We commissioned research into what is preventing qualified senior women in reaching senior positions within construction consultancy and have opened up discussion of the findings in the WiL forum.
- + We took part in a podcast to share our diversity journey and 13-point plan.

Our next goal is to meet face to face as a group to revisit our aims and objectives and to benefit from some topical leadership discussions.



## Diversity champions

Now, just over a year in, our diversity champions forum has had its own successes. The forum, which includes talent from different disciplines, backgrounds, locations and career levels have been acting as advisors on our EDI plan, practices, and policies. Champions provide a critical eye on the way we do things; they challenge us to think and act differently in our approach in organisational practice. They support how we work together to raise awareness and educate our people including sharing their own personal experiences and insights.

### **The forum has worked together to:**

- + Create our neurodiversity policy which sets out how we will support our neurodiverse colleagues.
- + Mark Neurodiversity Celebration Week where we invited our colleagues to join us on a Pick Everard webinar to understand more about neurodiversity in the workplace.
- + Share insights regarding National Inclusion Week, which helped us all understand how we can be more inclusive towards all colleagues and our champions have also shared their own personal stories to help educate others.
- + Support LGBTQ+ history month with blogs.
- + Design an upcoming roundtable discussion with our mental health first aiders, to explore the unique experiences of our groups in the business with mental health and wellbeing – whether this be cultural diversity, or gender or sexuality or other forms of difference.

# Research into Barriers and Enablers

To deepen understanding and enable targeted action to the most value-added areas, Pick Everard commissioned research into what is preventing qualified female professionals from more regularly reaching senior positions within the industry.

The study was undertaken through in-depth qualitative semi-structured interviews of mid to senior level female leaders in construction consultancy, exploring the experiences of women in the industry. Questions were shaped to identify common challenges and barriers to progression, from early career through to senior positions. Positive experiences and enabling factors were also investigated, with many women reporting that they enjoyed positive experiences driving their professional growth and advancement.

The research addressed the following aims:

- + To identify what barriers there are to women entering senior leadership positions in construction consultancy.
- + To explore what external support, from others, could help women looking to progress into those areas within the industry.
- + To identify what women in their early career through to middle management positions can do to propel themselves to progress in their careers in readiness for senior positions.

The findings of the research indicated that barriers persist in the construction industry as a result of unclear routes to promotion, difficulties with parental leave and working hours. The masculine culture, dominating leadership style, expectation to overwork, lack of flexibility and unclear routes to promotion were also to be considerable barriers to progression for female professionals. This creates an environment within which women are reluctant to self-advocate.

Yet interconnecting enablers harnessed from early career and sustained into higher career levels were found to have positive impact. Multiple and diverse enablers were identified for women at all career levels. Instrumental relationships at work, family & friends’ support network, the space for women to show a unique authentic leadership style, and mid-career opportunity for varied and influential work were all cited as bringing positive results.

Furthermore, ensuring women have access to the same information and meetings as men, development opportunities and interpersonal success factors such as perseverance, willingness to grasp opportunity and ongoing access to development opportunities were all found to strengthen the career success of women within the industry.

While it is acknowledged that not all female professionals desire to progress to senior positions within their discipline, business or the industry at large, there should be nothing preventing those who do. From the study findings, there are five key pillars that stand out as crucial enablers to addressing under representation of women in senior positions within the organisation.

## 1. Inclusive leadership culture

More could be done to address outdated views and set the right tone across the industry. Senior leaders must establish values and behaviours that drive a culture of inclusivity, transparency and performance, as well as recognise the unique qualities female leaders bring. Annual leadership development for existing leaders aligned to inclusive leadership is important, as well as role-modelling personal skills in authenticity, fairness and openness. Such behaviours also need underpinning by a set of workplace policies and practices that are endorsed by leadership and are clear for all colleagues to follow. This could include an annual review of EDI policies to reset expectation and an update of leadership competencies to drive inclusive behaviours.

## 2. Clear pathways to promotion

Organisations must establish clear and transparent career routes from early career to senior level and consistent, fair promotion criteria to provide equitable opportunity, drawing women out of the career labyrinths or cul de sacs. Organisations must enable timely career conversations and opportunities to apply. Not only will this strengthen fairness but also supports women’s ability to see the next career steps ahead, providing opportunity for self-advocacy. There also needs to be recognition that women bring different qualities and skills and a mixed bag of valuable experience. Leaders need to recognise this opportunity to not only harness the unique strengths women bring, ensuring the criteria sought includes this, but also to acknowledge that a well-balanced senior team brings a real competitive advantage.



**3. Opportunities to connect and be informed**

The research found that opportunities to connect with senior leaders and peers are invaluable and it is recommended that meetings that provide opportunity for mixed-gender networking, collaboration and a sharing of expertise have proven important not only for women’s personal development but also in developing key supportive relationships for their onward advancement. Such meetings re-introduce the opportunity for senior females to be informed about the progress and direction of the business at the same time as senior men. If there are women at lower levels of seniority, inviting them to more senior meetings could bring greater diversity in opportunity. Such meetings present opportunity to articulate a shared vision and for women to strategically link what they do to that, understanding their position, and articulating how their discipline and skillset contributes to the bigger picture.

**4. Work flexibility and work-related wellbeing**

Improving availability and quality of parental leave policies and flexible working could significantly improve career longevity and well-being in construction. Establishing more innovative policies in these areas as a cornerstone for a more inclusive and sustainable workforce would add great value. With society now shifting more to dual income-dual career households and people seeking flexibility for various personal reasons, providing policies that enable greater balance for work demand and personal need is essential. The complexity of this is recognised in a sector undergoing a major skills and talent crisis. An increase in parental leave and onward flexibility must be matched with creative routes to resource and overall shift away from the culture of total availability, with feasible flexible practices replacing this that meet demand at the right times.

**5. Next generation leadership development**

Leadership development needs to be better structured and promoted within the industry with progress of participants consistently captured. Content should focus more on inclusive leadership behaviours and leadership success factors and less on addressing deficit. Identifying and enabling key leadership experiences for both sexes should contribute to this alongside implementation of next generation development programmes that focus on equal development of male and female professionals. Leadership development should start from early to mid-career, emphasising the value of the different qualities and strengths both male and female professionals bring and how they best work together to optimise team performance.

Mentoring and sponsors also add value, but these must be formalised and structured to optimise the value, with proper guidance and clear boundaries

set between sponsor and employee. The primary objective must be for female professionals to represent their own interests more and be in control of their own decisions with sponsors and mentors acting in a secondary supporting role, helping the individual take personal ownership. This needs to be underpinned by an industry culture that prioritises self-advocacy at all levels.

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## What Next?

**We know that we benefit from external challenge and rigour. This, coupled with internal scrutiny and our appetite to continuously improve, places us in a positive position for our onward journey.**

We'll continue to maintain a focus on the data – and we will be taking a deeper dive into our successes and why we're still struggling with certain barriers and slower impact for the proactive work already undertaken. Our aim now is for a consistent reduction in our gender pay gap, with a continued commitment to the actions and steps we're already taking. Maintaining these over the long term will ensure we improve our position.

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

A handwritten signature in blue ink, appearing to read 'D Green', with a stylized flourish at the end.

**Duncan Green,**  
**CEO**