

Gender Pay Gap Report 2026

Aarsleff Ground Engineering Ltd



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Aarsleff Ground Engineering Ltd

Gender Pay Gap Report 2026

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Board Statement

On behalf of the Board, we are pleased to introduce Aarsleff Ground Engineering Ltd's Gender Pay Gap Report for the snapshot date of 5 April 2026. This report reflects our ongoing commitment to fairness, transparency, and equality of opportunity across our business, and supports our wider focus on people, sustainability and long-term value creation. This is the first year that Aarsleff Ground Engineering Ltd has reported its gender pay gap under the UK regulations, and therefore no prior year comparison is available.

Gender pay gap reporting is not solely a matter of compliance. It provides valuable insight into the structure of our workforce, how roles are distributed across pay levels, and where we must focus our efforts to ensure that everyone is able to progress and thrive. While the construction and ground engineering sector continues to face well-documented challenges in attracting and retaining women, we recognise our responsibility to play an active role in driving positive change.

Over the past year, we have continued to strengthen our approach to workforce planning, inclusive recruitment, and career development. Our data shows that our gender pay gap is driven by representation rather than unequal pay for equal work. Women are under-represented in senior, specialist, and site-based roles that attract higher market rates, a challenge shared across our industry, but one that we are committed to addressing over time through targeted action.

This report outlines our statutory gender pay gap figures, provides context for the results, and confirms that our pay practices are fair and consistent. We are confident that our reward structures support equal pay for equal work and that all employees are remunerated based on role, skills, and experience.

As we look ahead, we remain focused on building a more balanced and inclusive workforce. This includes broadening talent pipelines, supporting development and progression, and ensuring that our culture enables people from all backgrounds to succeed. We recognise that meaningful progress requires sustained effort, leadership commitment, and accountability at every level of the organisation.

We are proud of the progress made to date, while remaining clear-eyed about the work still to be done. With the ongoing commitment of our people, leadership teams, and partners, we are confident that Aarsleff Ground Engineering Ltd will continue to strengthen its approach to equality, inclusion, and long-term sustainable growth.

- The Aarsleff UK Board of Directors

Kevin Hague - Managing Director

Peter Handley - Senior Director

Richard Hoe - Finance Director

Alistair Macdonald - Managing Director, Cannon Piling

Our Measurement

Governance

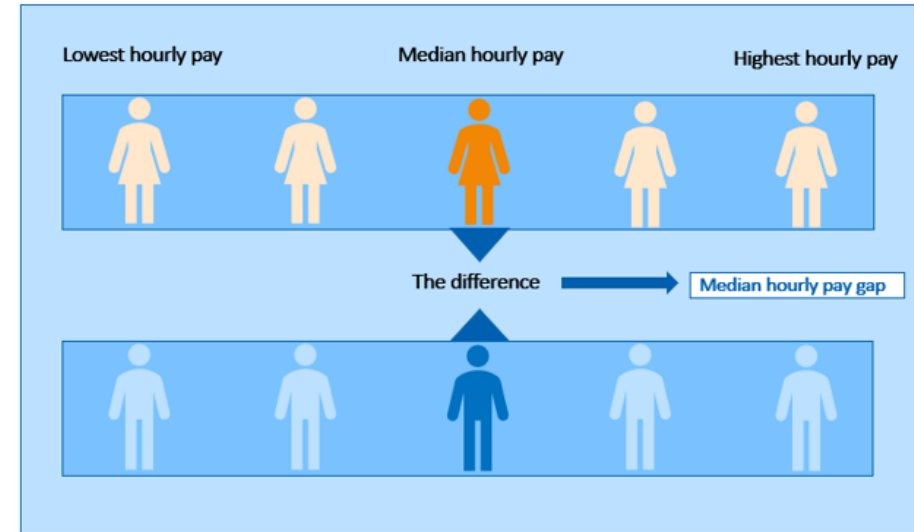
At the time of the reporting period, Aarsleff Ground Engineering Ltd employed 258 people across its three business areas: Aarsleff Ground Engineering, Centrum Pile Ltd and Avoncross Ltd trading as Cannon Piling. At the time of the reporting snapshot date, there was a higher proportion of male employees (86.8%) than female employees (13.2%). The Gender Pay Gap Reporting Regulations require all employers with 250 or more employees in the UK to report their gender pay gap. The figures reported this year are based on calculations set out in the Regulations and must be reported every year.

The gender pay gap does not measure equal pay. Equal pay relates to what women and men are paid for the same or equivalent roles and is underpinned by legal requirements. We are confident that our pay structures support equal pay for equal work and remain committed to ongoing compliance.

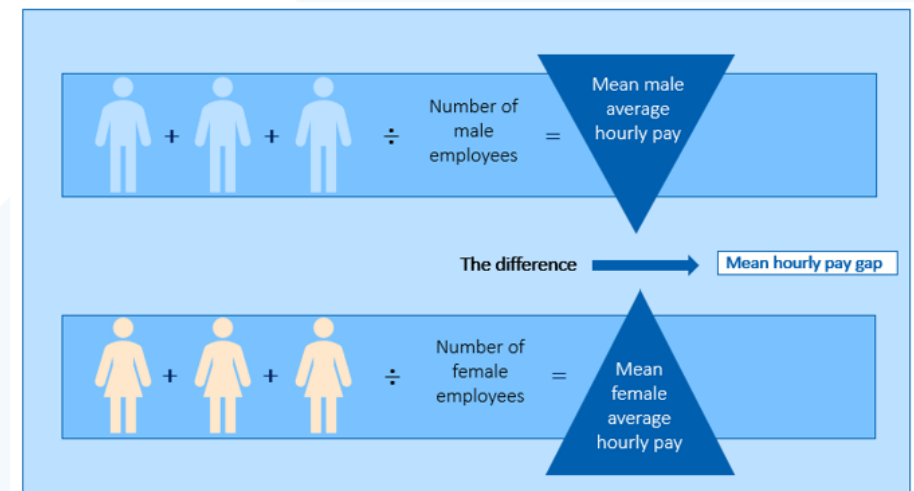
THE PRINCIPLE OF EQUAL PAY IS: The right for men and women to receive equal pay for equal work.

THE GENDER PAY GAP IS: The difference in the average pay and bonuses of all men and women across an organisation, irrespective of their role or level.

How we calculate the gender pay gap median difference



How we calculate the gender pay gap mean difference



Our Findings

The mean gender pay gap reflects the overall difference in average hourly pay between men and women. The median pay gap shows the difference between the middle-earning man and the middle-earning woman within the organisation.

Our gender pay gap does not indicate that men and women are paid differently for the same roles. Aarsleff Ground Engineering Ltd operates structured pay frameworks and grading to ensure equal pay for equal work.

The key factors influencing our gender pay gap include:

Role distribution: A higher proportion of male employees hold senior, technical, and site-based operational roles, which attract higher market rates.

Industry demographics: Construction and ground engineering remains male-dominated, particularly in specialist engineering roles.

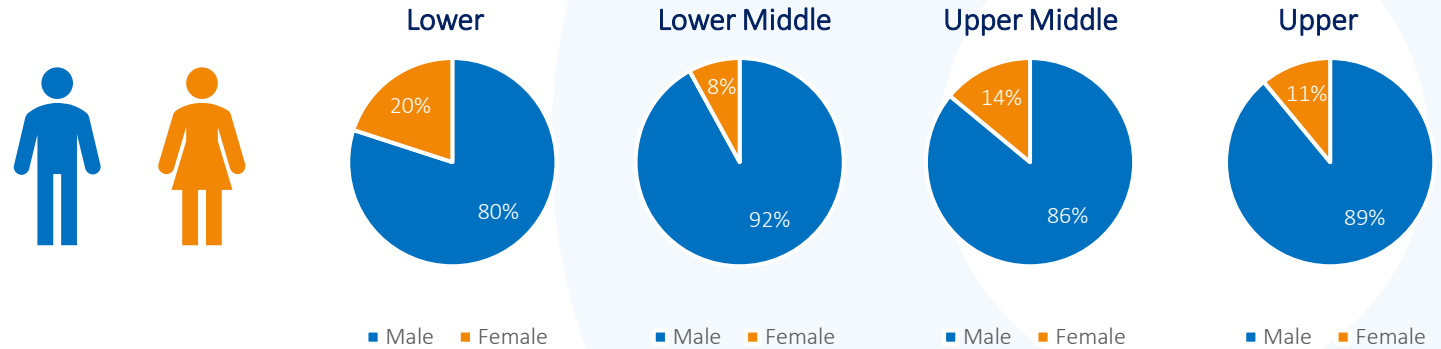
Representation at senior levels: While women are represented across the organisation, their numbers decrease at higher pay bands.

Encouragingly, female representation is strongest in the lower quartile, indicating a solid pipeline of female talent entering the business.

The Gender Pay Gap data for Aarsleff Ground Engineering Ltd 2025/26 is as follows:

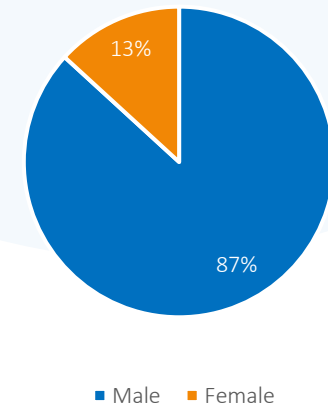
SALARY QUANTILES

The proportion of males/females in each quartile pay band is as follows:



Gender Pay Gap	
Mean	16.22%
Median	17.18%

Workforce Gender Split



The gender split reflects the wider construction and civil engineering sector, which continues to experience lower female representation, particularly in operational and senior technical roles.

Our Findings – Bonus Pay Gap

The mean bonus pay gap reflects the overall difference in average bonus payments received by men and women, while the median bonus pay gap shows the difference between the bonus received by the middle-earning man and the middle-earning woman who received a bonus.

Any bonus pay gap within Aarsleff Ground Engineering Ltd does not indicate that men and women are rewarded differently for the same performance. Bonus arrangements are linked to role, responsibility, performance outcomes, and business results.

The key factors influencing our bonus pay gap align closely with those affecting our hourly pay gap and include:

Role eligibility: Bonus arrangements are more commonly associated with senior, specialist, and operational roles, where female representation is currently lower.

Representation at senior levels: A higher proportion of bonus-eligible roles sit within higher pay bands, where women remain under-represented.

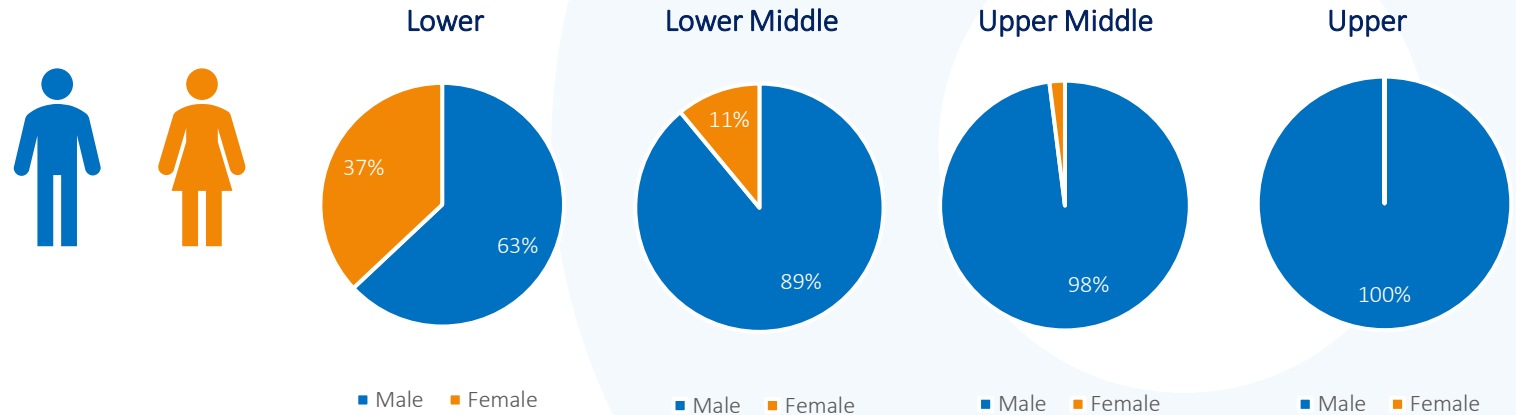
Workforce profile: As with much of the construction and ground engineering sector, the overall gender balance within technical and leadership roles impacts the distribution and average value of bonuses.

As female representation increases across senior and specialist roles over time, we would expect to see corresponding changes in bonus participation and bonus pay gap outcomes.

The Bonus Pay Gap data for Aarsleff Ground Engineering Ltd 2025/26 is as follows:

BONUS QUARTILES

The proportion of males/females in each quartile bonus band is as follows:



Workforce Gender Split by Leadership Level

	Men	Women
Board of Directors	4	0
First Management Level	8	1
Second Management Level	17	3

Bonus Pay Gap	
Mean	76.41%
Median	78.39%

All roles within the organisation are eligible for a bonus element; however, the value and structure of bonuses vary depending on role, responsibility, and business performance.

The gender split reflects the wider construction and civil engineering sector, which continues to experience lower female representation in leadership roles.

Our Commitment to Closing the Gap



Aarsleff Ground Engineering Ltd is committed to creating a fair, inclusive and high-performing workplace where everyone can succeed. We recognise that closing the gender pay gap requires sustained action focused on representation, progression, and culture, rather than pay alone.

Strengthening Representation and Talent Pipelines

We continue to take steps to attract a broader and more diverse range of talent into the business, particularly into technical, operational and site-based roles where women remain under-represented across the sector. Our actions include:

- Reviewing recruitment practices to ensure they are inclusive, accessible, and free from bias
- Promoting engineering and construction careers to a wider demographic through early-career pathways, apprenticeships and graduate opportunities
- Working to ensure that role design and working practices remain flexible and inclusive wherever possible

These actions are intended to build a long-term pipeline of female talent into the organisation and improve representation over time across all pay quartiles.

Supporting Development, Progression and Retention

Progression into senior and specialist roles is a key factor in reducing gender pay gaps. We are therefore focused on supporting development and retention by:

- Providing fair access to training, development and career progression opportunities
- Encouraging internal progression and supporting employees to develop the skills and experience required for higher-paid roles
- Promoting visible role models and leadership behaviours that support inclusion and fair opportunity

We recognise that retaining skilled employees is as important as attracting them, and that a supportive culture plays a critical role in long-term career progression.



Closing the Gap (cont.)

Fair Pay and Reward Practices

We remain confident that men and women are paid equally for equal work at Aarsleff Ground Engineering Ltd. Our reward practices are underpinned by:

- Structured pay frameworks aligned to role, skills, experience and market conditions
- Regular review of pay and grading structures to ensure consistency and fairness
- A continued commitment to transparency in how pay decisions are made

Our gender pay gap is not the result of unequal pay, but of workforce composition, and we are committed to addressing this through representation rather than short-term pay interventions.

Governance, Monitoring and Accountability

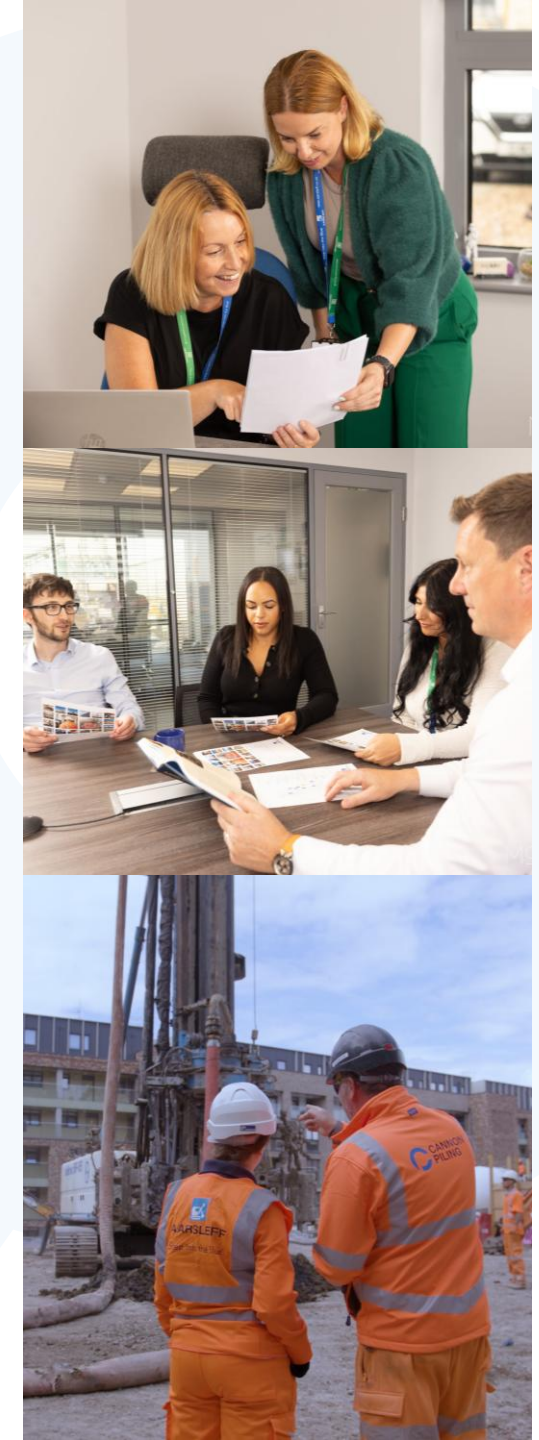
We recognise the importance of robust governance and data-led decision-making. To support this, we:

- Review gender pay gap data annually to track trends and inform action
- Use insight from our data to focus activity where it will have the greatest long-term impact
- Maintain board-level oversight and accountability for progress

Gender pay gap reporting is an important tool for understanding our organisation, and we remain committed to openness and continuous improvement.

Looking Ahead

Reducing the gender pay gap in construction and ground engineering is a long-term challenge that requires sustained effort, collaboration and leadership. By continuing to invest in people, promote inclusive practices, and broaden representation at all levels of the business, we aim to make meaningful and lasting progress over time.



SMART Objectives

1. Improve Female Representation Across the Workforce

Specific: Increase the proportion of women employed across the business.

Measurable: Increase overall female representation from 13.2% to at least 16%.

Achievable: Through targeted recruitment, early-career pathways, and inclusive hiring practices.

Relevant: Improved representation directly supports long-term reduction of the gender pay gap.

Time-bound: By April 2030.

2. Strengthen the Talent Pipeline into Higher-Paid Roles

Specific: Increase the number of women progressing into technical, specialist, and supervisory roles.

Measurable: Increase female representation in the upper and upper-middle pay quartiles by at least 3 percentage points combined.

Achievable: Via internal development, fair access to training, and succession planning.

Relevant: Under-representation at higher pay levels is the primary driver of the gender pay gap.

Time-bound: By April 2030.

3. Embed Inclusive Recruitment Practices

Specific: Ensure recruitment processes actively support fairness and inclusion.

Measurable: Review 100% of job descriptions and adverts for inclusive language

Ensure diverse shortlists are sought for all professional and management roles where possible

Achievable: Through HR-led review and manager guidance.

Relevant: Recruitment is critical to improving workforce balance over time.

Time-bound: By April 2027, with annual review thereafter.

4. Enhance Development and Progression Transparency

Specific: Improve clarity and access to progression and development opportunities.

Measurable: All employees to have access to clear information on career pathways and development options

Track participation in development activity by gender annually

Achievable: Using existing performance and development processes.

Relevant: Supports retention and progression into higher-paid roles.

Time-bound: Fully embedded by April 2028.

5. Maintain Fair Pay and Ongoing Monitoring

Specific: Continue robust, data-led oversight of pay and progression.

Measurable: Annual gender pay gap analysis completed and reviewed by senior leadership Findings reflected in people planning and workforce discussions

Achievable: Already embedded in reporting practices.

Relevant: Ensures transparency, compliance, and accountability.

Time-bound: Reviewed annually, with progress reported each year.

Closing Statement

This Gender Pay Gap Report provides an important reflection of our workforce composition and the progress we are making towards building a more balanced and inclusive organisation. While our gender pay gap is influenced by long-standing industry challenges and workforce demographics rather than unequal pay practices, we recognise that meaningful change requires continued focus, commitment, and leadership.

We are encouraged that our results compare favourably with many organisations across the construction and ground engineering sector. However, we remain clear that there is more to do—particularly in supporting the progression of women into senior, specialist, and higher-paid roles across the business. Addressing these challenges is not a short-term exercise, but a sustained programme of action embedded within how we attract, develop, and retain talent.

Looking ahead, our SMART future commitments provide a clear framework for action and accountability. Progress will be reviewed annually, with outcomes monitored through data-led insight and governance at senior leadership and board level. Where improvements are needed, we will continue to adapt our approach to ensure it remains relevant, achievable, and impactful.

Above all, we believe that a diverse and inclusive workforce strengthens our business, enhances performance, and supports long-term sustainable growth. By continuing to invest in our people, promote fair opportunity, and foster an inclusive culture, Aarsleff Ground Engineering Ltd is committed to making steady and lasting progress in closing the gender pay gap over time.

- The Aarsleff UK Board of Directors

Kevin Hague - Managing Director
Peter Handley - Senior Director
Richard Hoe - Finance Director
Alistair Macdonald - Managing Director, Cannon Piling





Prepared May 2026

Questions, please contact Sam Briggs, Head of Human Resources – sambriggs@arsleff.co.uk

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