



*Our people
create endless
possibilities*



Gender Pay Gap 2025

Altrad Employment Services Ltd.

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uk.altradservices.com

We are proud to be the leading provider of support services for our nations critical infrastructure. People are fundamental to our success and our people strategy is aligned to deliver our commitment of building an inclusive and caring culture where everyone feels valued, supported and empowered to thrive.

Through placing people at the centre of our business we can confidently provide operational support of the highest standard whilst working safely and sustainably.



Our values are the basis of who we are.



RESPECT



SOLIDARITY



COURAGE



HUMILITY



CONVIVIALITY

Foreword

Our Commitment

At Altrad, our commitment remains focused on fostering a respectful, inclusive, and equitable workplace where every individual is valued and empowered to reach their full potential. We believe that diversity is not only a strength but also a key driver of innovation and excellence in our industry.

Addressing the gender pay gap is a fundamental part of our commitment to fairness, equity, and inclusivity. We view it not just as a legal or moral obligation, but as an essential step toward creating a culture where everyone, regardless of gender, is valued and rewarded fairly.

Progress & Future Work

This report highlights the progress we have made, and I am proud to report an increase in our female representation figures and enhanced employee engagement survey results.

Work continues as we progress our journey and strive to reduce the gender pay gap within our organisation. From enhancing our people strategies to ensuring we attract, retain and develop talent from a diverse talent pool to strengthening our recognition and reward structures, we are taking proactive steps to create lasting change.

Approach

Our approach includes developing equitable recruitment practices, prioritising ongoing support and development opportunities for all our people, and cultivating a culture that promotes respect and equality. We remain dedicated to continuous improvement, regularly reviewing our policies and practices to ensure they align with our commitment to equality.

Looking Ahead

We pledge to uphold the principles of fairness and equality, striving to create a workplace where everyone has the opportunity to thrive. By working together, we can build a more inclusive future for our people, our industry, and the communities we serve.



Alex Spence

Executive Vice President – Human Resources



Understanding the Gap

What is the Gender Pay Gap?

This report outlines our gender pay gap reporting obligations in the UK, as required under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. It's important to note that the gender pay gap is distinct from equal pay; equal pay ensures that individuals performing the same or similar roles within an organisation receive equal pay.

The Gender Pay Gap refers to the difference in average earnings between men and women across the workforce. It is expressed as a percentage of men's earnings and measured in two key ways:

- **Median Gap:** Compares the median (middle) hourly earnings of men and women.
- **Mean Gap:** Compares the average hourly earnings of men and women.

Understanding Our Data

The gender pay gap is a complex issue with multiple contributing factors. We continue to conduct thorough analyses of our results, identifying any disparities, and ensuring that our pay structure remains fair, transparent, and free from bias.



Key Influential Factors:

At Altrad Employment Services Ltd, the gender pay gap is influenced by a higher proportion of men in leadership, technical and site-based roles. Although there has been an increase in female participation in these sectors over the past decade, overall representation remains relatively low.



Workforce Structure:

The gap is also shaped by our largely operative workforce. Differences in compensation structures, especially between salaried employees and the predominantly male operatives working under National Pay Agreements, can lead to data distortions.



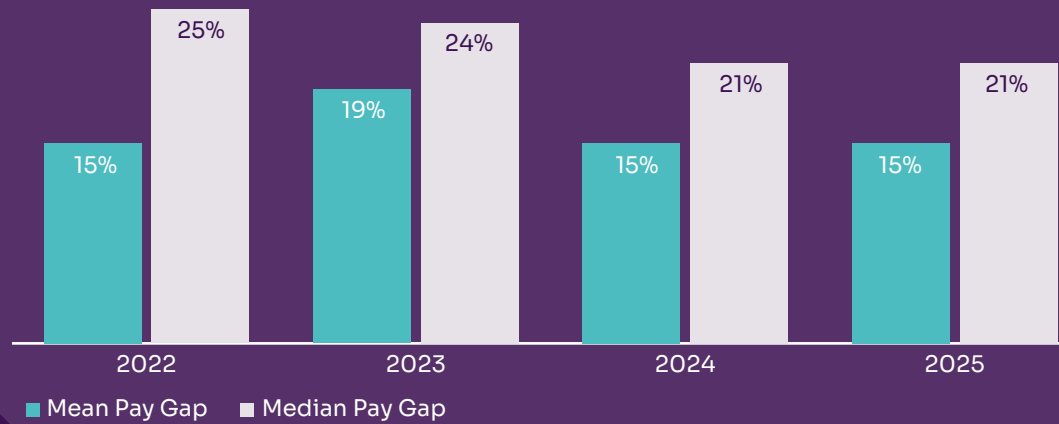
Commitment to Change:

We remain committed to driving diversity and inclusion across all levels of the organisation. The measures we have in place are designed to promote long-term change and greater pay equity, ensuring fairness for our people, regardless of gender.

Our Gender Pay Gap

Our analysis indicates that we are making positive progress toward achieving pay equity:

Gender Headcount Split



15%

the mean pay gap has remained at in 2025

21%

the median pay gap has remained at in 2025

1.5%

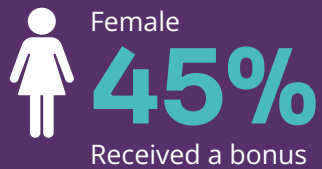
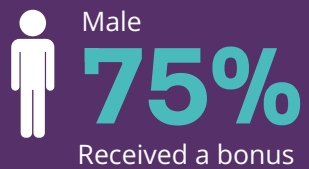
increase in females within our organisation in 2025



Our Gender Pay Gap cont.

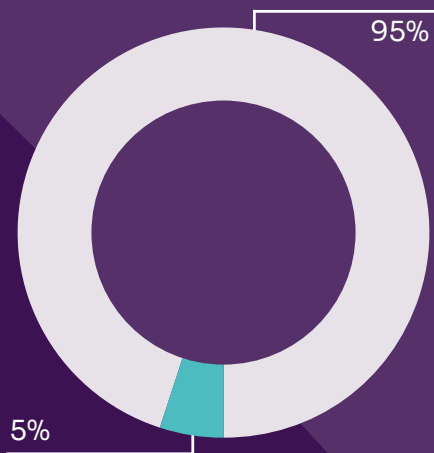
Bonus Pay Gap

	Mean	Median
2022	-1%	-23%
2023	2%	-6%
2024	13%	5%
2025	17%	14%

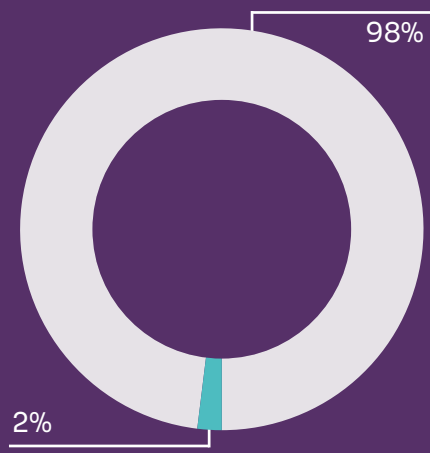


Gender Breakdown per Quartile

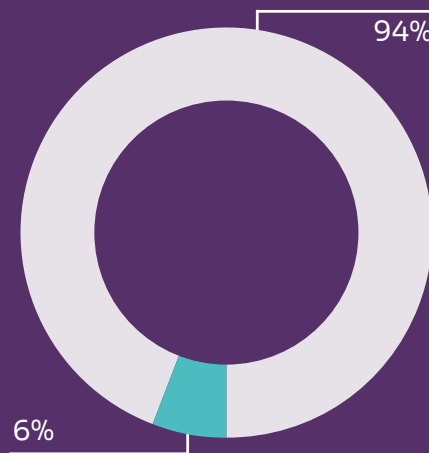
Upper



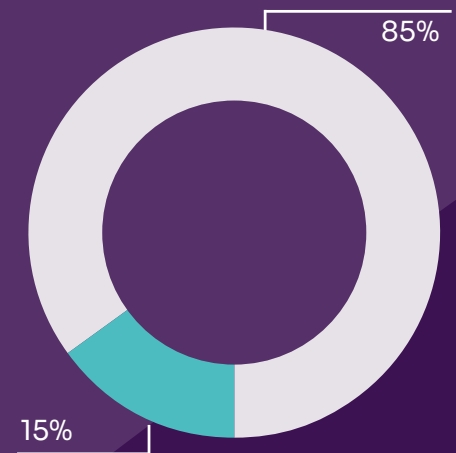
Upper Middle



Lower Middle



Lower



Diversity Progress



Diversity, Equity & Inclusion (DEI) Steering Committee:

The DEI Steering Committee sets the standard for building an inclusive and equitable culture with activities aligned to the People Strategy. A network of DEI Champions ensure our people are actively communicated with and have a voice.



Enhanced Female Focused policies and support:

We have introduced policies including Menopause, Family Friendly, and Flexible Working to ensure appropriate and accessible support is available for our female employees and their families.



Targeted DEI Questions in Employee Engagement Survey:

The annual employee engagement survey has evolved to include more targeted DEI related questions. Enhanced reporting capabilities has enabled a female focused review of results to identify areas of focus and steer efforts accordingly.



Recognition and Reward:

Creating a culture of recognition and reward within Altrad has developed at pace. Our annual Inspire Awards now include a dedicated category recognising excellence in Inclusive Behaviours and we are committed to celebrating our people for their efforts with regular news stories and case studies.



Partnerships with External Inclusion Specialists:

Altrad is proud to partner with MIX Diversity, a leading DEI consultancy and WISE (Women in Science & Engineering) an organisation focused on advancing women in STEM. These partnerships provide essential benchmarking, strategic recommendations and guidance.



Inclusive Workplace Development:

Female-fit PPE is fully accessible for our female colleagues with our PPE catalogue expanded to include Altrad-branded female-fit overalls and a range of female-sized safety boots. We continue to work with clients to ensure adequate female facilities at site are accessible and of a high standard.



Strengthened DEI Development Opportunities:

Our people managers have received Inclusive Leadership training. All people have access to a range of DEI awareness modules and activities delivered at a local level to encourage participation and enhance personal accountability to creating an inclusive workplace.

Closing the Gap

As we make progress with our strategic plan we will continue to build on our three priority pillars and ensure progress is actively monitored for maximum impact:



Attract

We aim to increase diversity within our business and the wider industry by:

- Engaging early with young people through STEM to showcase diverse career paths, shift perceptions of the industry, and challenge gender bias.
- Promoting diversity through targeted recruitment supported by inclusive materials and real-life case studies.
- Prioritising diversity within graduate and apprenticeship programmes.
- Using inclusive, transparent hiring practices, including blind recruitment, data monitoring, and gender-neutral content.
- Increasing visibility of female role models on operational projects in the external market.



Retain

We strive to be an employer of choice that focuses on talent retention by:

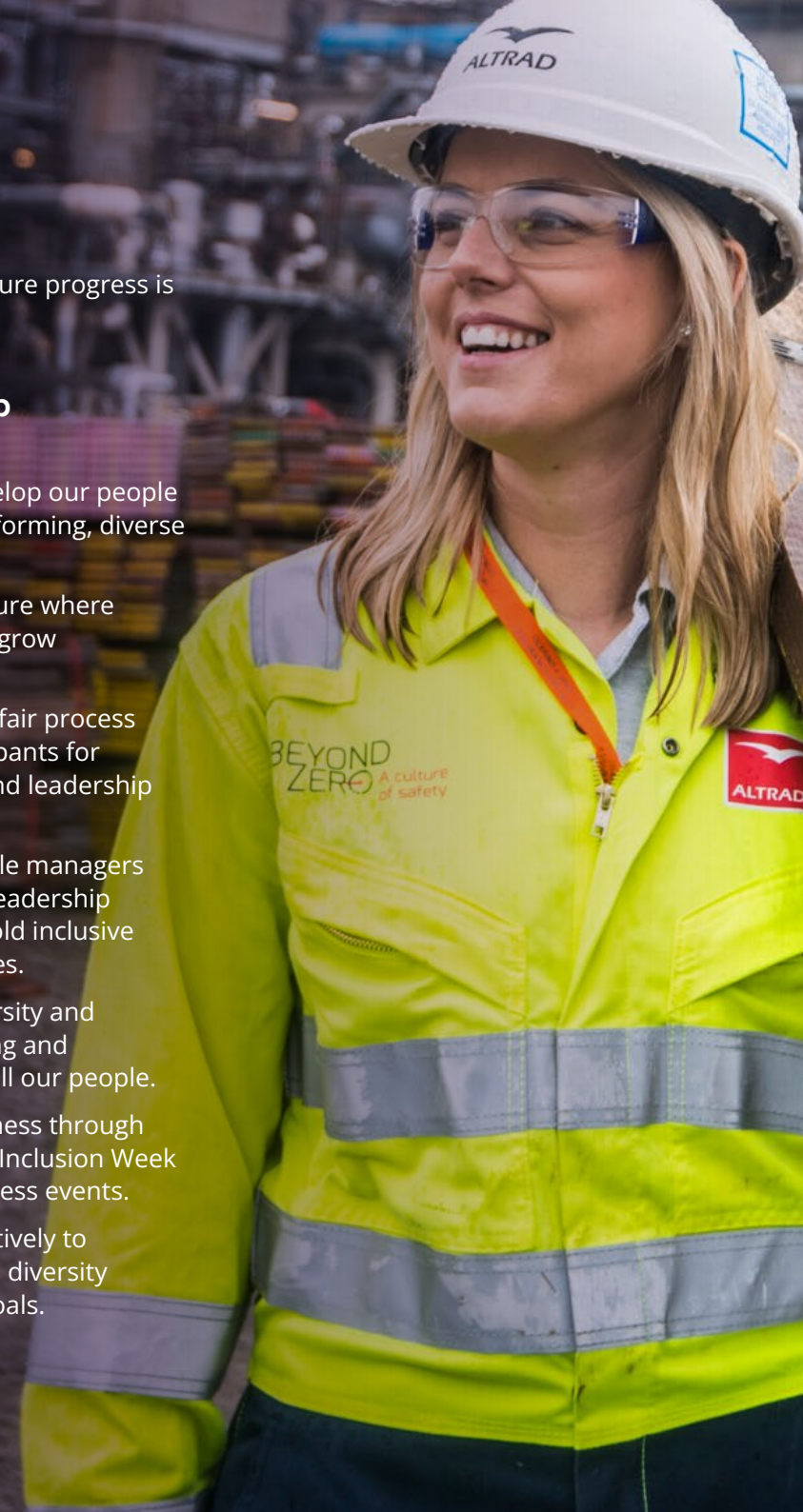
- Providing a range of benefits and flexible working options that support diverse lifestyles.
- Supporting our people returning from extended leave with tailored reintegration.
- Using ongoing development reviews and succession planning to understand and grow career aspirations.
- Connecting wellbeing initiatives to retention, progression and overall employee experience.
- Ensuring inclusive, accessible workplaces at local levels.
- Expanding employee groups to meet the needs of the workforce.
- Highlighting and celebrating diverse role models and employee achievements.
- Collaborating with external organisations to benchmark, share best practice and drive continuous improvement.



Develop

We continue to develop our people to create a high performing, diverse workforce by:

- Fostering a culture where our people can grow and progress.
- Using a robust, fair process to select participants for development and leadership programmes.
- Equipping people managers with Inclusive Leadership training to uphold inclusive culture principles.
- Expanding diversity and inclusion training and awareness for all our people.
- Building awareness through participation in Inclusion Week and key awareness events.
- Contributing actively to achieving group diversity and inclusion goals.



Declaration

Accuracy Statement

I confirm the gender pay gap data contained in this report is accurate and has been produced in accordance with the regulations.

I give my personal commitment to drive a more equitable workplace for all at Altrad. We are dedicated to fostering an inclusive environment where every team member feels valued and supported.



John Walsh

CEO of UK, Ireland, Nordics & Poland



About Altrad

We are the leading provider of infrastructure services.

At Altrad, we turn ideas into reality, to transform our nation's critical infrastructure for the better. We solve some of the most critical challenges to enable our nation's vital assets to operate safely and sustainably.

With over 15,000* talented people and a heritage of continuous innovation, we provide the full spectrum of critical services including consulting, design, engineering, construction, asset life optimisation through the decommissioning for industries both onshore and offshore.

* Workforce as of 31st August 2025, reaching up to 16,000 at peak



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