

Gender Pay Gap Report

24th November 2025



Forward

At Robert Bird Group, we are dedicated to cultivating an inclusive workplace where everyone has the opportunity to thrive. Our commitment is built on the principles of fairness, transparency, and equal opportunities for all.

Our drive is to champion a better workplace for our people to thrive, and we do this by challenging structural workplace inequalities, in all their forms, within our organisation. One of the ways we show our commitment is by reporting our gender pay gap data.

Whilst our gender pay gap continues to reflect broader industry challenges – particularly the under-representation of women in senior, and usually higher-paid roles – we remain focused on driving meaningful change.

In this report, we share the latest gender pay gap results for employees within Robert Bird and Partners in both the United Kingdom and Kingdom of Saudi Arabia, a branch of our UK office. We choose to show transparency and reporting annually is a way to demonstrate how we have progressed in achieving a diverse, inclusive workplace.



Jarrad Warhurst
Managing Director, AECA, Robert Bird Group



Tim Hartlib
Operations Director, AECA, Robert Bird Group

Building An Inclusive Future

We are duly complying with the UK legislation and reporting our gender pay gap figures. This year is the first official year we are reporting our gender pay gap figures, snapshot 5th April 2025.

At Robert Bird Group, our people play a vital role in challenging norms and championing the talent of women and under-represented groups. Through employee-led events, we create space for meaningful conversations and development around topics such as networking, leadership skills, and effective communication. Gender is also one of the focus topics of our EDIB Committee. We also continue to mark International Women in Engineering Day each year, celebrating our role models and highlighting the impact of women across our organisation and industry.



Understanding The Terminology

Median pay gap

The median pay gap is the difference in pay between the middle-ranking woman and middle-ranking man.

If you line up all the men and women working at a company in two separate lines in order of salary, the median pay gap will be the difference in salary between the woman in the middle of her line and the man in the middle of his.

Mean pay gap

The mean pay gap is the difference between a company's total wage spend per woman and its total spend per man.

The number is calculated by taking the total wage for each and dividing it by the number of men and women employed by the company.

Mean vs. median

Whilst both approaches to analyse a set of data are useful, it is important to understand the following:

- The mean average can be easily skewed by extreme outliers at either end of the pay scale.
- The median takes the middle of the salary data, when arranged in order, the results will indicate any discrepancy in the typical pay between genders.

A pay gap exists because of an imbalance in the proportion of men and women across all levels within an organisation.



Measuring The Gender Pay Gap

We have reported six 'measures' of pay gap:

- **Mean gender pay gap** – This is the difference between the mean hourly rate of 'relevant' male and female full-pay employees.
- **Median gender pay gap** – This is the difference between the median hourly rate of 'relevant' male and female full-pay employees.
- **Mean bonus gap** – The difference between the mean bonus paid to 'relevant' male and female employees.
- **Median bonus gap** – The difference between the median bonus paid to 'relevant' male and female employees.
- **Bonus proportions** – The proportion of male and female 'relevant' employees who received bonus pay during the reporting period.
- **Quartile pay bands** – The proportion of male and female full-pay 'relevant' employees in the lower, lower middle, upper middle, and upper quartile pay bands.

Note: 'Relevant' employees are all employees employed on your snapshot date, who either:

- have a contract of employment – including employees who are part-time, job-sharing, and on leave
- are self-employed, where they must perform the work themselves – that is, they are not permitted to subcontract any part of the work or employ their own staff to do it



How Data Is Collected

We collected our gender pay gap data on the snapshot of 5th April 2025.

Who has been Included?

This report summarises the data for our employees within Robert Bird and Partners Limited which includes three offices:

- London, UK
- Birmingham, UK
- Riyadh, KSA

At this time there were 301 within our UK Offices, and KSA branch. Of those, 78 were women and 223 were men.

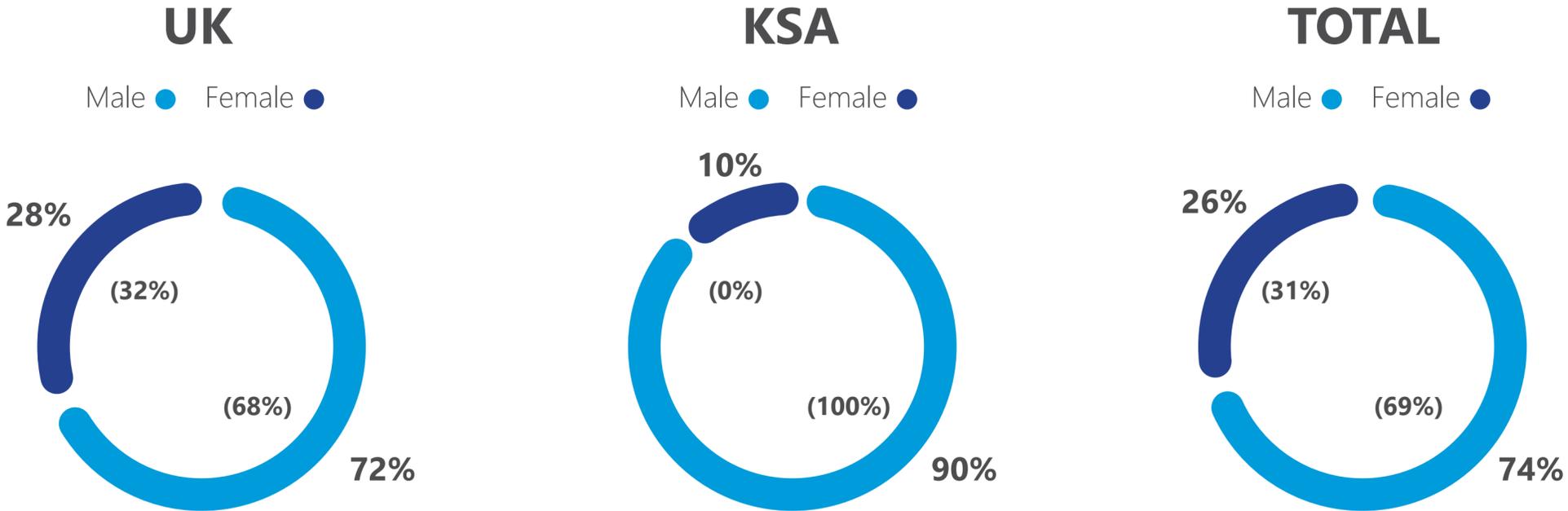
To make our results easier to compare against regional statistics we have split the results by country.



The Results

The results are from financial year 23-24 (snapshot April 24) and financial year 24-25 (snapshot April 25).

Male / Female Split FY 24-25

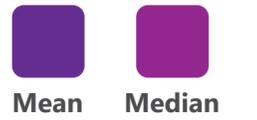
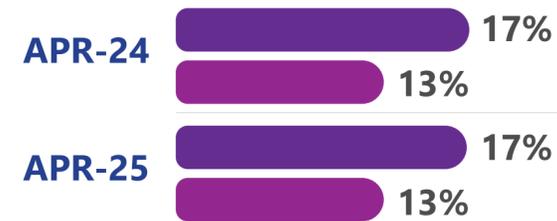


* FY23-24 data is included within the brackets

Mean And Median Gender Pay Gap

Both the mean and median pay gaps have remained consistent in recent financial years. KSA had no female employees in FY23-24 and 3 female staff out of a total of 29 in FY24-25. The roles of those female employees were either Graduate or Administrator hence the comparatively large gap.

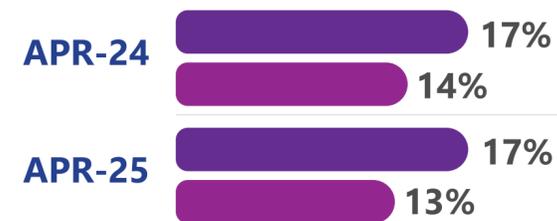
UK



KSA



TOTAL



Mean And Median Bonus Gap

The UK commercial results in 2022 were sufficiently low, such that only a small number of employees qualified for a bonus. Most of these bonuses were linked to to recognition and sign on bonuses. These were paid in May 2023 and included in FY23-24 numbers shown below. In 2023, the UK achieved the commercial targets which unlock eligibility under the RBG Bonus Scheme. Bonuses for hitting commercial targets are paid to staff in Associates (or equivalent in Business Functions teams) and above, with a scale increasing with seniority. The FY24-25 data for the UK clearly shows that there is significant work still to go in creating a more representative male/female balance at the leadership level. **Note:** that KSA did not have any female staff in FY23-24 and none that qualified for a bonus in FY24-25

UK



KSA



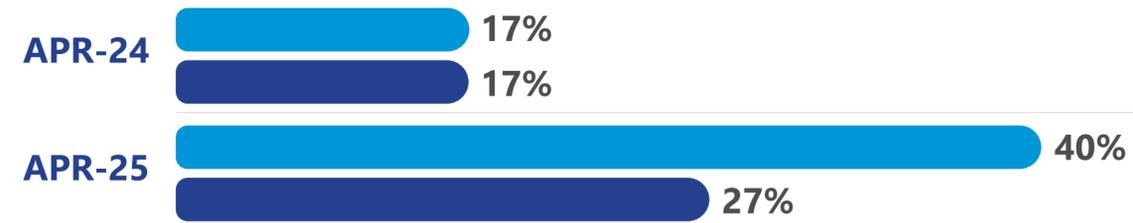
TOTAL



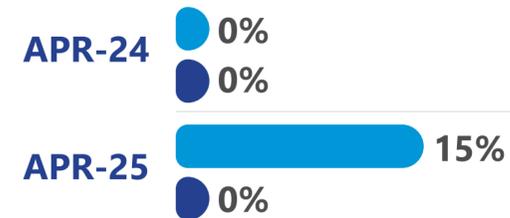
Proportion Of Male And Female Employees That Received a Bonus

The UK commercial results in 2022 were sufficiently low such that only a small number of staff qualified for a bonus, with most of these linked to celebration (such as weddings, birth of a child) or recruitment bonuses. These were paid out in May 23 which means they feature in FY23-24 numbers shown below. In 2023, the UK hit the commercial targets to unlock bonuses for all qualifying staff, hence the increase shown. No bonuses were paid out to KSA employees in FY23-24. No female staff in KSA qualified for a bonus in FY24-25.

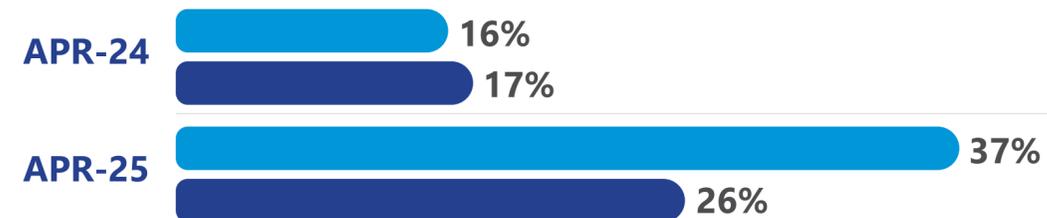
UK



KSA



TOTAL



Quartile Pay Bands FY24-25

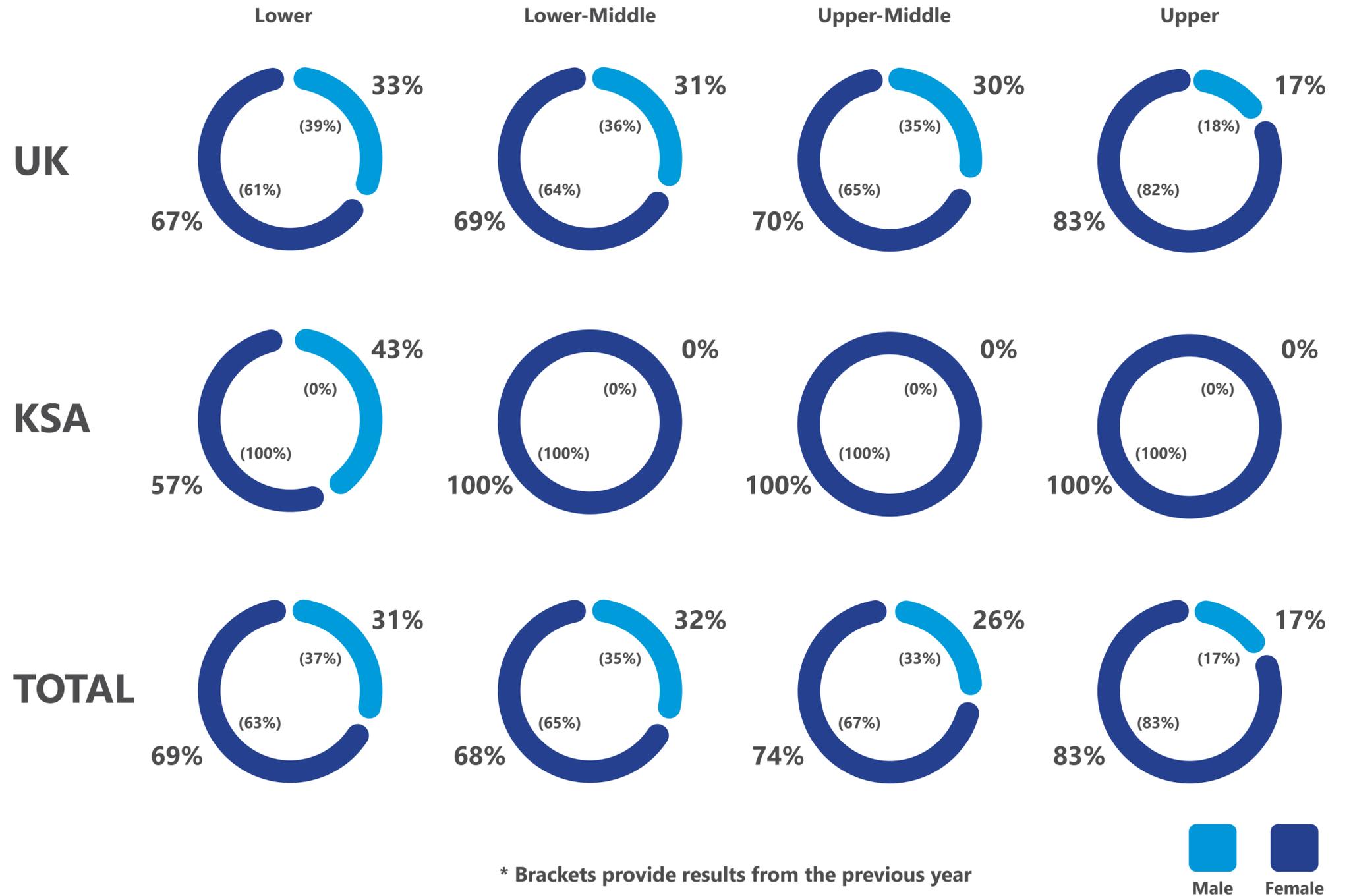
Quartiles are generated by taking the hourly pay for each full pay relevant employee and putting them in order from smallest to largest. This is then divided into four equal parts. The proportion of male and female employees within each quartile is then calculated.

The number of male employees in the lower and lower-middle quartiles increased since 2024 compared to the rate of growth of female employees in these quartiles.

Whilst the number of female employees in the upper-middle quartile decreased slightly, the number of male staff increased by over 20% in this quartile.

The growth in the upper-quartile was proportional across both male and female employees.

KSA had no female employees in FY23-24 and 3 female staff out of a total of 29 in FY24-25. The roles of those female employee were either Graduate or Administrator hence them all sitting in the 1st quartile.



Closing The Gap

Like many organisations, our gender pay gap reflects the wider industry challenge: a higher proportion of men in senior roles, which typically command greater salaries and bonuses.

Across the engineering and construction sector, women remain significantly underrepresented, making up only 15.7% of engineering and technology roles in the UK down from 16.5% in the previous year. Industry data also shows that women are leaving the profession earlier than men, with the average age of exit ranging between 35 to 44 for women, compared to men who typically remain until the age of 60.

At Robert Bird Group, we recognise that closing this gap is critical to our success. We are committed to creating pathways for women to progress into senior leadership roles and ensuring our recruitment and retention practices actively support gender diversity. This includes targeted development opportunities, mentoring, and succession planning to help talented women thrive and lead within our organisation. Our leadership team will set clear targets, monitor progress, and report annually to ensure accountability and sustained improvement.



What Are We Committed To

Closing the gender pay gap is not only the right thing to do, it is essential for innovation, growth, and the long-term success of Robert Bird Group. Diverse leadership teams drive better decision-making and create stronger outcomes for our clients and our people.

To address the gender pay gap, we are committed to creating an inclusive environment where everyone has equal opportunity to thrive. This means actively improving policies, practices, and culture to support progression and retention at all levels of the organisation. We are focused on building clear pathways for career advancement and ensuring transparency in how we measure and report progress.

Retention

- Continue improving family-friendly policies, including enhanced parental leave.
- Strengthen recruitment and retention practices to attract and keep diverse talent.
- Introduce return-to-work programmes for those re-entering the profession.

Progression

- Conduct fair and transparent annual reviews.
- Ensure equal access to promotions and leadership opportunities.
- Invest in targeted training and development programmes.
- Implement mentoring and sponsorship schemes to support women into senior roles.

Workplace Culture

- Foster an inclusive culture through awareness and bias training.
- Maintain transparency in pay and progression decisions.
- Conduct annual employee engagement surveys and act on feedback.
- Collect, analyse, and publish gender diversity and pay gap data to track progress.
- Hold leadership accountable by setting measurable goals and reporting annually.
- Empower line managers to lead inclusively. Line managers have a direct impact on team experience and career development, so we will invest in building their capability to support diversity and inclusion. This includes practical training, guidance, and tools to help them make fair decisions, challenge bias, and create an environment where all team members can thrive.



Established in 1982, Robert Bird Group is a global consulting engineering firm with over 865 employees across twelve offices. A member of the Surbana Jurong Group, we are committed to delivering our clients vision through the relentless pursuit of engineering excellence across all projects.

Learn more at:

www.robertbird.com