



Gender Pay Gap Report 2025/26

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Executive Summary

For the 2025/2026 reporting period, RSE reports a mean gender pay gap of 16.7% and a median gender pay gap of 22.4%.

The results reflect the distribution of roles across the organisation, with women more represented in lower-paid roles and underrepresented in higher-paid technical and operational positions.

Bonus participation is broadly consistent between men and women, although differences in bonus values contribute to the overall bonus gap.

RSE remains committed to improving gender balance across all levels of the organisation and continues to take steps to support greater representation in higher-paid roles over time.

These results are consistent with the wider engineering and construction sector, where workforce composition remains a key influencing factor.

Introduction

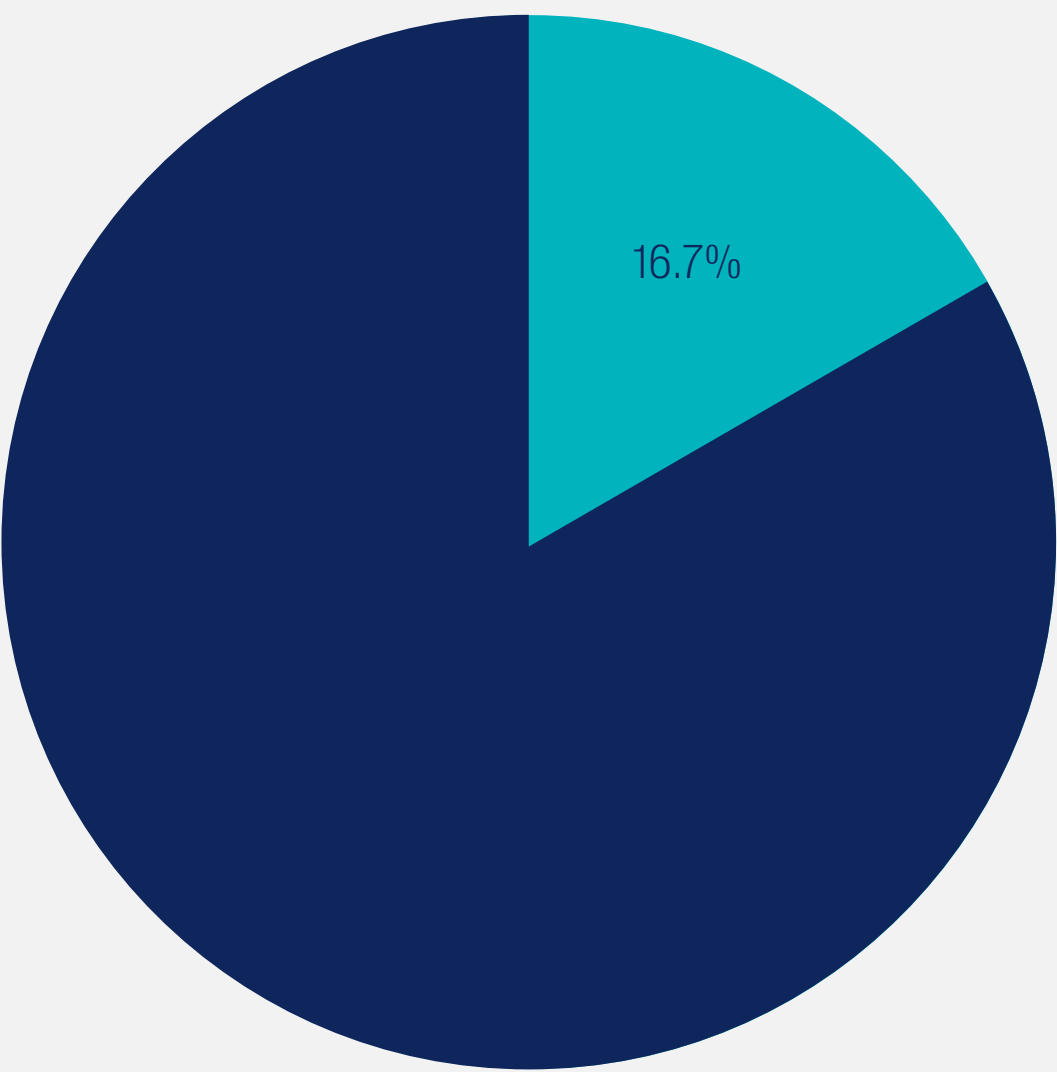
The gender pay gap measures the difference between the average (mean and median) earnings of men and women across an organisation. UK regulations require all employers with 250 or more employees to publish their gender pay gap annually, based on a defined snapshot date.

This report sets out RSE’s gender pay gap for the 2025/2026 reporting period and provides context to help explain the key drivers behind the results.

Employee Headcount

RSE falls within the reporting category of organisations employing between **1,000** and **4,999** employees. The figures included in this report are based on all relevant employees as defined by UK gender pay gap regulations.

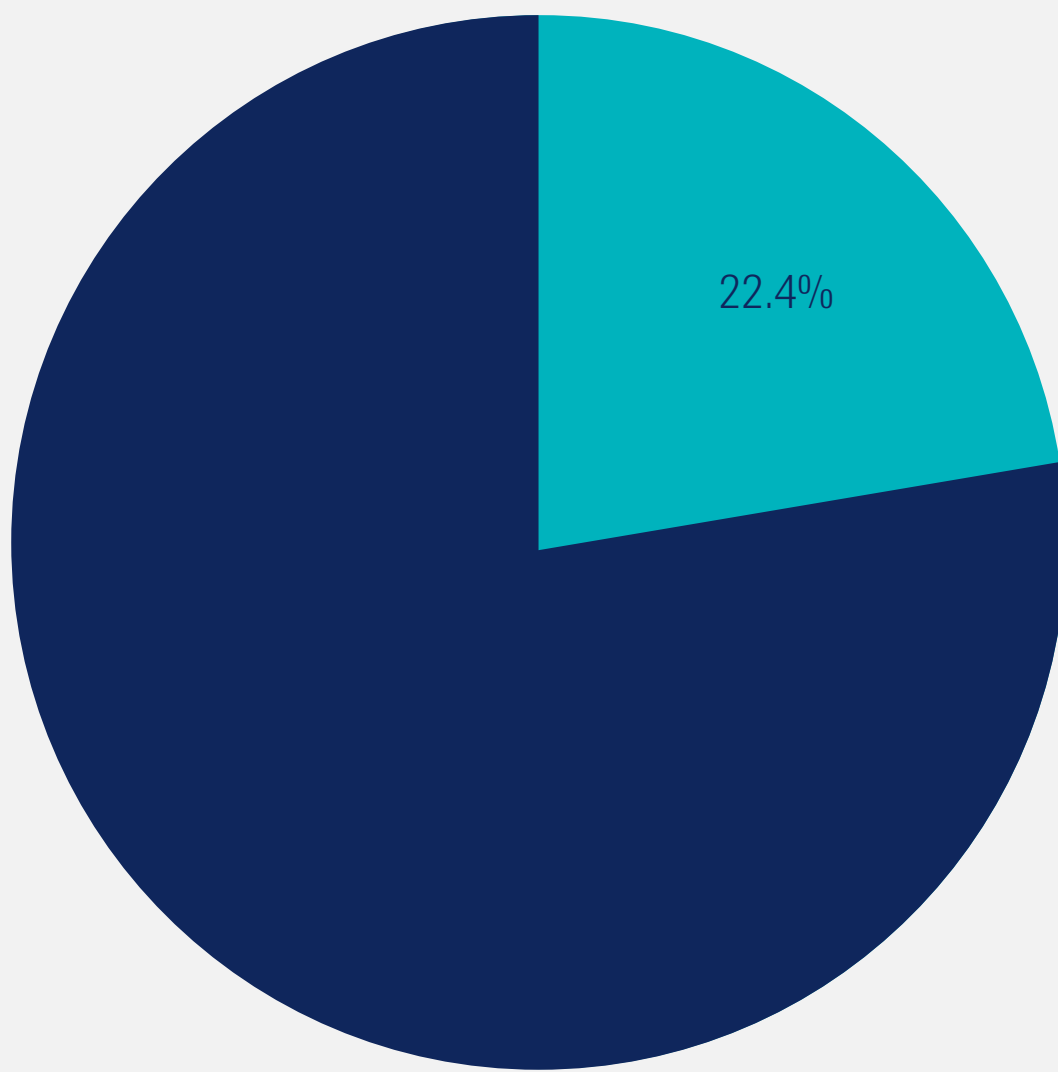
Gender Pay Gap – Hourly Pay



MEAN GENDER PAY GAP

The mean gender pay gap reflects the difference in average hourly earnings between men and women, while the median represents the difference at the midpoint of the pay distribution.

These results indicate that the organisation continues to maintain a broadly consistent pay structure, with the gender pay gap primarily influenced by the distribution of roles across the workforce.



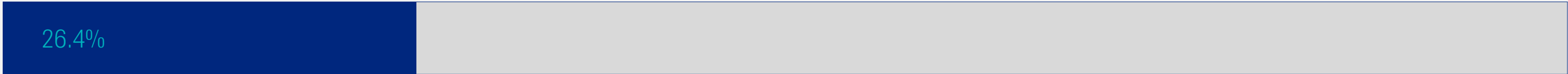
MEDIAN GENDER PAY GAP

The higher median gap highlights that women are currently more represented in roles around the middle and lower end of the pay ranges, while higher-paid roles remain more heavily represented by men.

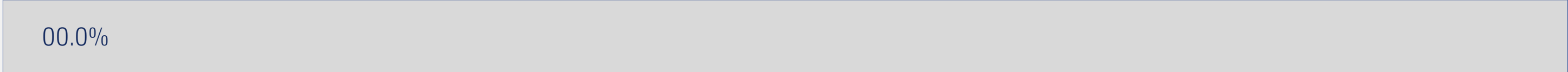
This reflects the wider industry context and reinforces the importance of ongoing efforts to improve representation across all levels of the organisation.

Gender Pay Gap – Bonus Pay

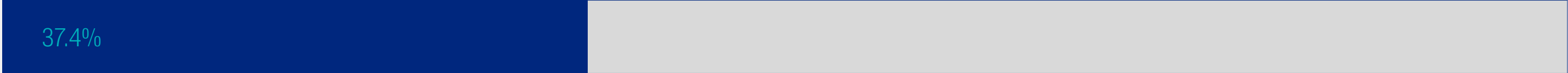
MEAN BONUS PAY GAP (OVERALL)



MEDIAN BONUS PAY GAP (OVERALL)



MEAN BONUS PAY GAP (RECIPIENTS ONLY)



MEDIAN BONUS PAY GAP (RECIPIENTS ONLY)

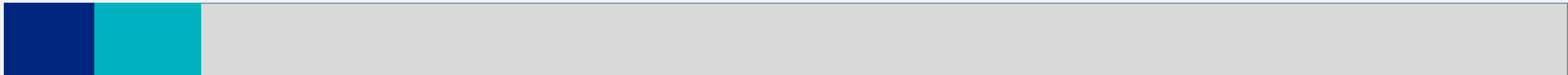


The overall median bonus gap of 0% reflects that a large proportion of employees do not receive a bonus, resulting in a consistent midpoint across both men and women.

When focusing on employees who received a bonus, a gap becomes more visible. This reflects differences in the distribution and value of bonus awards across the organisation, rather than participation levels.

Bonus Participation

PERCENTAGE OF MEN AND WOMEN WHO RECEIVED BONUS PAY



Men 5.8%

Women 6.8%

A slightly higher proportion of women received a bonus compared to men, demonstrating broad access to bonus schemes across the organisation. Variations in average bonus values reflect the differing roles and levels

at which bonuses are awarded, and will continue to be reviewed as part of the organisation’s ongoing commitment to fairness and transparency.

Pay Quartiles

LOWER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



These figures show that women are currently more represented within the lower pay quartile, with lower representation across the middle and upper quartiles. This reflects the overall distribution of roles within the organisation, particularly within higher-paid technical and operational positions.

The data highlights an opportunity to continue improving representation across all levels of the business, supporting greater balance over time.



Equal Pay

RSE is committed to ensuring equal pay for equal work. Where men and women undertake the same roles or work of equal value, they are paid equally.

The gender pay gap reported here is not the result of unequal pay practices, but rather reflects the overall composition of the workforce and the distribution of roles.

Gender Representation & Industry Context

RSE operates within the engineering and construction sector, which continues to be predominantly male. Roles such as Engineers, Project Managers and Operatives represent a significant proportion of the workforce and are traditionally male-dominated.

The underrepresentation of women in these higher-paid technical and operational roles remains the primary driver of the organisation's gender pay gap.

Actions & Commitments

RSE is committed to reducing its gender pay gap over time and improving gender balance across the organisation. Key actions include:

- Promoting engineering and construction careers to women through outreach, apprenticeships and early careers programmes
- Reviewing recruitment and selection processes to ensure they are inclusive and attract a diverse range of candidates
- Supporting the development and progression of women into higher-paid technical and leadership roles
- Monitoring pay, bonus and reward structures to ensure fairness, consistency and transparency

The organisation recognises that improving gender balance is a long-term objective and remains committed to making sustained and meaningful progress.

Progress against these actions will be reviewed annually as part of our ongoing commitment to transparency and continuous improvement.

Conclusion

RSE's gender pay gap reflects the distribution of men and women across different roles and levels within the organisation, rather than differences in pay for equivalent work.

The company will continue to take proactive steps to improve representation, broaden opportunities and support a more balanced workforce across all areas of the business.

