



Gender Pay Gap Report

March 2025

Introduction

The construction industry has been a traditionally male sector, particularly at senior levels. Lindum remains committed to equal opportunities and fairness in our recruitment, development, promotion, and reward practices.

As a company we are progressive in our approach and remain committed to being open and transparent. We've been proactive in tackling our Gender Pay Gap, already embedding a range of targeted initiatives to accelerate change and address obstructions to female participation at all levels which are reflected in our improving figures.

As a business we are determined to reduce our Gender Pay Gap. We are pleased that, despite the global pandemic and the associated financial challenges, we have achieved an increase in the number of women in the industry and that more females are considering construction as an industry

of choice.

We still believe the key element to improving the Gender Pay Gap is through the increased recruitment of more females into the construction sector as a whole. At Lindum we continually assess what we offer from a female perspective to identify flexible packages that match the needs of women in employment.

We recognise that Lindum Group, along with the construction industry as a whole, continues to be a male dominated environment, however we are a forward-thinking and inclusive business that continues to make positive steps towards recognising and challenging gender stereotypes.

We are confident that we can continue to deliver on our people plan, ensuring Lindum remains one of the top employers in the region.

Equal pay and gender pay are NOT the same...

What is equal pay?

The Equality Act 2010 gives a right to equal pay between women and men for equal work.

What is gender pay?

The difference between the gross hourly earnings for both men and women across an organisation.



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Closing the Pay Gap

Attraction and selection:

- Target press communications to encourage women into construction
- Advertising campaigns for roles will be targeted towards females
- Using social media to promote and celebrate our female apprentice successes.
- Interview training for managers
- Aim for all interview panels to be mixed gender to reduce unconscious bias
- Work with local schools on careers events to promote the industry
- Use of female role models during the recruitment process

Process improvement:

- All management roles within the business to be evaluated systematically to determine size of role
- More family friendly policies to support women into the workplace
- Offering flexible working so employees find it easier to manage family commitments whilst staying in employment
- Creating an inclusive working environment
- Deliver training for all staff in a variety of formats
- Regularly review family friendly policies such as adoption leave and fostering, parental leave, time off for dependents, shared parental leave, and maternity and paternity leave.

Developing female talent within Lindum

We will commit to:

- Launch an in-house mentoring scheme
- Set KPIs across the business for the percentage of females within the business and measuring regretted leavers
- Share case studies and career pathways to promote women in roles traditionally dominated by males within the industry
- Work with partnerships in education to help encourage females into the industry
- To work with STEM schools to focus on women in construction
- To offer work placements, internships, apprenticeships, T-Levels and other routes into the workplace for women

“Apprentices are such an integral part of the construction industry, which is why we have been committed to ‘growing our own’ for over 40 years.

“It is key to note, though, that you do not only have to be a school leaver looking to become a bricklayer to pursue an apprenticeship. They can be an excellent way to gain a new skill, or to retrain and change career entirely.

“Whilst we must continue to train up the next generation of trades people, there are many roles within our industry that require an influx of new talent, such as estimating, quantity surveying, and accounting.

“Whilst we push to continue to train our own workforce, we must in turn celebrate our successes to encourage more people to come forward and consider a career in construction. Visibility and representation are key and if we can showcase our female apprentices and trainees then hopefully more women will see that construction is not just a male profession and there are plenty of roles which may be suited to them - be that on site or in the offices.”

Freddie Chambers, Lindum Group Co-Chair



Our Apprentices



Lindum is committed to investing in a skilled workforce for the future and continues to provide apprenticeship, traineeship, and graduate placement opportunities for young people wanting to join our team.

Meet some of our future stars....

Emily Taylor:

Emily joined Lindum as an apprentice in our legal department in 2021 after reading law at the University of Lincoln. The recently qualified solicitor said: "I had not considered construction law as a career until I did work experience with a barrister who specialised in that field, and that sparked my interest.



"I saw a job advert for a legal administrator at Lindum and successfully applied. "Lindum put me through two years' training to qualify as a solicitor with the Solicitors Regulation Authority. There is genuine commitment from Lindum to invest in its employees and the development of young talent."

Cleo Hislop:

"I worked for my dad's carpentry firm for a while. I didn't really like the number of tools you have to have to be a carpenter so I looked to join a different trade.



"Lindum is a big firm. They look after you really well and are in touch with college and what we have to do.

"I want to learn as much as possible so I will be able to lay the amount of bricks that is supportive of the price. There's no point if I'm not laying enough bricks."



Bella Bogg:

"My dad is a carpenter. I worked with him when I was 16. I liked that the work because it was hands-on but I did not enjoy joinery.

"I worked for one of my dad's friend's bricklaying company and I enjoyed the work.

"Then I decided that I wanted to work for a bigger firm and I applied to join Lindum. What I like about Lindum is that, as an apprentice, there's a set training programme with goals to meet.
"I want to be a bricklayer that can lay hundreds of bricks a day and be really good at it."



Charlotte Nairn:

Charlotte worked for York Railway Museum as Estates Co-ordinator, organising maintenance work, appointing contractors and working on programmes. Frustrated with the lack of progression opportunities, Charlotte decided she needed to leave the museum,

and having enjoyed the construction side of her role so much she started looking at roles within the industry. She joined Lindum York as an administrator and is now studying at York College for her HNC Level 4 in Construction and the Built Environment, whilst working on site and in the office under the guidance of one of our Quantity Surveyors.

Our Mentors



We offer a range of learning and development opportunities including but not limited to:

- Internal and external training courses
- Seminars and workshops including Continuous Professional Development (CPD)
- Academic study towards recognised qualifications
- Vocational assessment and qualifications
- One-to-one tuition and technical support
- External work placements or 'secondments'

"This year, we have taken a new approach to learning and development. As well as a continued focus on our short-term (critical) skills development, I am supporting leaders across the business with their long-term development strategies.

"We have been proactive in identifying employees with high potential and supporting them by providing equal access to developmental opportunities, including a three-tier management programme.

"We have created a rolling programme of workshops, such as ED&I and health and wellbeing, and we are looking to develop a mentoring scheme. We want to encourage continuous learning in Lindum, and in turn, help women increase their performance, drive their fulfilment, and progress in their careers."

Nicole North, Learning and Development Manager



We take a proactive approach to not only meet statutory requirements but further the provision to extend beyond the basic requirement. We believe a suitably skilled and inclusive workforce is critical to build quality products and deliver excellent services while meeting the challenges of ever changing business needs. Training is therefore open to anyone who wants to improve or progress, helping us to develop a quality work force, with the right people in the right role for them. Personal and professional development is valued as a significant motivational factor contributing to employee satisfaction and retention.

We value the contribution of our employees and provide relevant learning and development opportunities to enable individuals to develop to their full potential. All training plans are bespoke to the specific requirements of an individual, their role, and potential.

Our Mentors



John Levey:

John is our current Group Apprentice Manager. He is responsible for looking after our apprentices and is involved in the recruitment of future students. John worked as a

bricklayer for 35 years, before

becoming our Apprentice Manager in 2020. He started his working life at 16 as an apprentice and has been involved in training the next generation throughout his career.

John believes now is the crucial time to get young people interested in construction, and particularly young women. The construction industry is facing a difficult time, with growing age and skills gaps, meaning more younger people are needed to come through and sustain the future of construction. John is therefore working to remove archaic preconceptions and gender stereotypes of construction workers at the school age to encourage the next generation to consider a career that they may have previously thought was unachievable for them.

By doing this, John is increasing the potential future workforce by up to 50 per cent, helping to sustain the industry and close these growing gaps.



Rebecca Hurst-Miller:

When Rebecca Hurst-Miller joined Lindum, she initially worked one day a week in our Homes division, which she balanced alongside working for the

Citizens Advice Bureau (CAB). Rebecca was offered a permanent sales manager role but, despite being tempted, Rebecca felt a loyalty to the CAB. Lindum negotiated a job transfer with her over six months. In December 2019, she was made a Director of the division.

She has since joined a programme, organised by Newark College, that pairs female students with female business leaders to help overcome barriers into the industry. The scheme focuses on positive action to help young women overcome these barriers and improve representation in the workforce.

Students will have a one-day course on confidence, communication and resilience, and business leaders who have signed up to become mentors will have a two-day leadership and management course.

They will then come together for a meet and greet, and students will be partnered with a business leader they feel they could benefit working with.



James Larder:

James is the Managing Director of our Plant division which is responsible for external and internal tool hire, plant hire, our vehicle workshop, and the maintenance of Lindum Group's

extensive fleet of vehicles and that of our external clients.

James said: "We work alongside the emergency services, who are amongst our clients, so we clearly understand the importance of teamwork, accuracy, dedication, and commitment to ensure we provide them with reliable vehicles and equipment to enable them to do their job.

"We have a great team of talented, skilled, and hardworking people who are selected on a 'can do attitude' and it is these qualities we look for when recruiting, a person's gender in no way affects these qualities. Our focus is what a person brings to the team, regardless of gender, age, or other factors; put simply we just want the best people.

"As women currently only make up 13 per cent of motor vehicle maintenance and repair roles in the industry, we are clearly missing out on a large section of the population and need to help encourage more women to consider a career in this field. There are no barriers for a person to get into our industry beyond talent and enthusiasm.



Alison Somerville, MD Lindum Waste

Alison is Managing Director of our waste recycling centre at Saxilby in Lincolnshire. She looks after 35 employees handling more than 50,000 tonnes of materials every year. Having needed some work to fit in flexibly with her parental responsibilities, she operated for a while as a self-employed credit controller providing her services to a number of businesses.

Lindum liked the work she had done for them and offered her employment in 2008 with a flexible package on a permanent basis in an administrative role in the Waste Recycling division. By 2014 she had worked her way up to being the MD of one of our most successful divisions having demonstrated excellent organisational and leadership skills.



Kathryn Wood, PA and Office Manager

Kathryn joined Lindum in July 1997 aged just 17 as an office assistant in our Construction division. She spent 14 years working full time. Kathryn took her first maternity leave in 2011 after giving birth to her daughter, Lucy.

On her return, Kathryn requested to work reduced hours so she could balance her new family commitments. The company was happy to work with Kathryn to establish a more flexible working pattern, which suited her and met Lindum's business requirements.

"My line manager was always incredibly understanding and as long as I ensured that I was organised and the work was done, I could make the role fit around my family." Kathryn continued in this job until she had her second child in October 2015. "I came back to another three day a week role. I can honestly say the loyalty and flexibility shown to me by Lindum is part of the reason I have been here so long."

Case Studies



Sophie McMahon, Skip Lorry Driver, Lindum Waste

Sophie McMahon has spent her life around lorries, from going on jobs with her grandad as a child, to working at a local, family-owned skip company. Now she has found herself a job at Lindum Waste and is enjoying the new challenge. Once she was old enough, she got her class two license so she could help her grandad at work when he developed a bad leg. She has now been driving skip lorries for five years, passing her test when she was 18 – one year after passing her car test. A year after her class two, she passed her class one test. Sophie joined Lindum after family-owned Kwik Skip closed. It was her stepdad's parents who owned and ran the waste removal company, and her nan who suggested Lindum to her for a job. Sophie is now enjoying her new role, being able to get out in her lorry and travelling further afield. Generally, in her previous role, the work was predominantly very local, but with Lindum she is covering more of Lincolnshire and can enjoy the driving.



Katie Freeman, Assistant Site Manager, Lindum Construction

Katie was working as a holiday rep, travelling to places such as Lanzarote, Portugal, and Ibiza, when eventually it was time to stop and come home. Leaving the holiday lifestyle behind, Katie used experience in scheduling and organising gained from her previous job to secure a Project Co-ordinator role for interior design company APSS. It was here Katie learned about sorting purchase orders and other transferable skills which eventually led her to a career in construction. Despite having a lack of construction experience, these skills helped her to land a Buyer position for Lindum, a position she held for four years. One day, Katie was encouraged to get some site experience for some hands on knowledge about the products she was buying. Her time on site inspired her to retrain as a Site Manager, going on to a HNC in construction and moving into a permanent Assistant Site Manager role, with the aim to become a fully qualified Site Manager.

Dior Regan, Painter and Decorator, Lindum BMS

Dior decided she wanted to pursue painting and decorating because she is a very active person. The idea of sitting down and doing a job that involved working on a computer or looking at books never interested her. When she joined Lincoln College, she didn't have much of an idea of what she wanted to do, so she applied for dance and painting and decorating. When the college said she could only select one, she went with decorating and never looked back. She said: "When I first started, I wasn't really sure about it and I was worried I might be the only girl. That wasn't the case and I ended up getting on with my tutor really well. Once I actually got stuck into the course, I just flew with it. I loved it. Dior was originally supposed to complete her work experience at Lindum when the COVID-19 pandemic hit, meaning the opportunity was no longer available. Determined to progress in the world of painting and decorating, she pushed for the opportunity and eventually got accepted as an apprentice.



Our gender pay gap report

Our Gap explained:

A gender pay gap gauges the difference between how much male and female employees earn. It is important to note that it does not mean women are being paid less than men for the same work, but instead represents women being under-represented at higher levels of an organisation.

A mean gender pay gap is the difference between average male earnings and average female earnings across an entire organisation. Lindum Group's mean Gender Pay Gap indicates that **men were paid 19.5% more than women on average in 2025**. Mean averages give a good overall indication of the Gender Pay Gap, however they can easily be distorted by a few individuals at the top or bottom of the range, so the median Gender Pay Gap is a more representative measure.

The median gender pay gap is calculated by ranking all employees from highest paid to lowest paid and comparing the earnings of the male and female in the middle. The ongoing skills shortage in the construction industry continues to present significant challenges but also opportunities. Lindum is actively seeking to employ women with the ability to progress in the business, by training them into technical and managerial roles.

This is a long process, but one which will improve our Gender Pay Gap results in the long term.

| Year | Men receiving bonus | Women receiving bonus |
|----------|---------------------|-----------------------|
| April 25 | 86.6% | 86.3% |
| April 24 | 86.6% | 86.3% |
| April 23 | 90.1% | 91.1% |
| April 22 | 87.9% | 88.3% |
| April 21 | 88.2% | 96.3% |

| Year | Mean gender bonus gap | Median gender bonus gap |
|----------|-----------------------|-------------------------|
| April 25 | 50.4% | 24.8% |
| April 24 | 44.6% | 23.4% |
| April 23 | 42.1% | 20.4% |
| April 22 | 44.4% | 16.5% |
| April 21 | 40.7% | 91.1% |

| Year | Mean gender pay gap | Median gender pay gap |
|----------|---------------------|-----------------------|
| April 25 | 19.5% | 15.2% |
| April 24 | 18.9% | 14% |
| April 23 | 19.4% | 12% |
| April 22 | 21.1% | 16.6% |
| April 21 | 17.5% | 12.1% |

Pay Quartiles

Pay quartiles indicate gender representation at different levels in terms of earnings. Women currently make up 20% of our workforce so if these figures mirrored the current demographic of Lindum Group, then each of these quartiles would be 80% male and 20% female, but in reality, females remain underrepresented in the highest paid quartile.

We are committed to reversing historical male dominance of the industry by recruiting, promoting, and retaining females at all levels. Steady progress in the right direction is being made with a gradual increase in female representation in senior management and leadership roles, with some greatly positive success stories and female role models to lead the way.

| | Q1 | Q2 | Q3 | Q4 |
|--------------|-------|-------------|-------|-------|
| | | 2025 | | |
| Women | 36.7% | 18.3% | 20.2% | 8.3% |
| Men | 63.3% | 81.7% | 79.8% | 91.7% |
| | | 2024 | | |
| Women | 38.9% | 13.4% | 24.2% | 7% |
| Men | 61.1% | 86.6% | 75.8% | 93% |
| | | 2023 | | |
| Women | 35% | 14% | 23.4% | 6.4% |
| Men | 65% | 86% | 76.6% | 93.6% |
| | | 2022 | | |
| Women | 34% | 15.6% | 20.8% | 7.8% |
| Men | 66% | 84.4% | 79.2% | 92.2% |
| | | 2021 | | |
| Women | 30.6% | 12.9% | 20.4% | 9.4% |
| Men | 69.4% | 87.1% | 79.6% | 90.6% |

“Teamworks”



LINDUM

T 01522 500 300

E info@lindumgroup.co.uk

W www.lindumgroup.com

LINCOLN

Lindum Business Park, Station Road,
North Hykeham, Lincoln, LN6 3QX

T 01522 500 300

PETERBOROUGH

Lindum Business Park, Newark
Road, Peterborough, PE1 5TF

T 01733 347 210

YORK

Lindum Business Park, Elvington,
York, YO41 4EP

T 01904 409 820