

2024 UK Gender Pay Gap Report





Executive Summary

Make Great Things Possible

Our purpose defines our existence as a company and shapes our strategic direction. It guides us in navigating the world while driving meaningful change and progress. Our purpose is to make great things possible. We do this by leveraging our skills and expertise to create a positive impact and continuously fostering the growth of our communities, clients, company, and ourselves.

This purpose motivates us to cultivate a more inclusive workplace. We recognise the value of diverse perspectives, experiences, and skills, ensuring our workforce reflects a wide range of viewpoints. At HDR, promoting an inclusive, diverse, and equitable culture remains a top priority, as we believe it fuels innovation and better represents the communities we serve.

Embracing different perspectives is essential, which is why we are dedicated to initiatives that bridge existing gaps within our workforce. Our approach includes identifying talent at all career stages, fostering an inclusive work environment for underrepresented groups, and establishing clear pathways for career advancement and recognition for all employees.

We acknowledge that achieving greater representation in our industry is a long-term effort. We believe a diverse workforce leads to better business outcomes for our clients, our communities, and our employees and contributes to a more inclusive industry.



“At HDR, we are fostering an inclusive, equitable, and diverse workplace where all employees can thrive and contribute their best. We recognize that addressing gender pay disparities is not just about compliance, it is about fairness, transparency, and ensuring that talent and contribution are valued equally.

We continue to review our hiring and promotion processes to ensure fairness and to encourage diverse candidates, particularly in leadership and STEM-related roles. We have grown our mentoring and leadership development initiatives for all employees within HDR, creating clearer pathways for career advancement and we continue to promote flexible working arrangements and inclusive policies to support work-life balance, to retain and attract top talent.

In 2025, we are ensuring equity remains within every aspect of our business. This includes expanding our outreach programmes to inspire the next generation in engineering and design, refining our leadership development strategies, and continuously holding ourselves accountable for progress.

As employee owners, we all have a role in creating an inclusive environment where each of us are welcomed, valued, respected and empowered to bring our authentic selves to work every day.”

Richard Whitaker

Managing Director
Allies Employee Network Group Executive Sponsor (UK)

The purpose of our gender pay gap analysis

Conducting a gender pay gap analysis is essential for assessing the level of gender imbalance within our workforce. By examining our internal structure, we can identify areas where underrepresentation exists and take steps to address them.

This report will focus on analysing the mean and median pay gaps across our organisation, as well as the distribution of representation across different quartiles and organisational levels.

It is important to distinguish between the gender pay gap and unequal pay. Unequal pay occurs when individuals performing comparable roles with similar responsibilities are compensated differently based on their gender.

Definition

Gender pay gap

The gender pay gap refers to the disparity in average hourly wages between two groups, expressed as a percentage of the first group's earnings.

A significantly positive value suggests that the underrepresented group receives lower wages.

It is important to distinguish the gender pay gap from equal pay. Pay inequity occurs when men and women are compensated differently for performing similar work.

Mean pay gap

The mean pay gap represents the difference in average earnings between two groups.

Median pay gap

The median pay gap measures the difference in hourly wages at the midpoint of both groups' earnings when ranked from lowest to highest.

Our 2024 findings

Our gender pay gap in the UK highlights the existing gender imbalance within our industry, where a higher proportion of men are employed.

This marks the third year that HDR has reported on this data, providing only a few years of comparative insights. However, HDR remains committed to making continuous year-on-year improvements to reduce the gender pay gap through the strategies outlined in this report.

The 2024 findings indicate progress in several areas. Last year, the pay gap between male and female employees narrowed reflected in an increased proportion of female employees moving from the lower quartile to the higher quartile. Promotions and pay reviews based on individual strong performance

have contributed to reducing this disparity. We continue to introduce inclusive initiatives for all staff to help yield positive results, and as these efforts become further embedded within our organisation, we anticipate continued progress in closing the pay gap.

While the overall trend is positive and the percentage of female employees receiving bonuses has risen, our Mean bonus pay gap saw a slight increase, whereas our Median bonus pay gap decreased compared to the 2023 results. This fluctuation is primarily due to lower female representation in the top two pay quartiles. As female representation increases in these higher pay quartiles, we expect both the Mean and Median bonus pay gap to decline.

Proportion of male to female in different pay quartiles

The data presents the proportion of male to female employees across different pay quartiles for the years 2022 to 2024. These figures highlight shifts in gender representation at various salary levels, reflecting ongoing changes in workforce demographics and potential impacts of company policies or industry trends.

Female representation has improved in the Upper and Lower middle quartiles over the last 3 years with a notable increase observed in the Lower middle quartile. However, female representation in the Upper middle quartile has slightly declined.

KEY OBSERVATIONS:

Increased female representation in the Upper Quartile

The proportion of female employees in the highest pay bracket increased from 4% in 2022 to 10% in 2024.

While still heavily male-dominated (90% male), this shift reflects more women having been promoted into senior, higher paying roles.

Possible factors influencing this change include diversity and inclusion initiatives as well as leadership development programmes.

Decline in female representation in the Upper middle quartile

Female representation in the upper middle pay quartile dropped from 13% in 2022 to 11% in 2024.

This slight decline may be due to internal promotions, where some women have moved into the upper quartile.

Significant growth of female representation in the Lower middle quartile

Female representation in this quartile increased substantially from 22% in 2022 to 43% in 2024.

This is attributed to a higher intake of women into mid-level roles, due to inclusive recruitment efforts, workplace policies supporting career progression, and an increase in women returning to work after maternity breaks.

The increase in female presence in the lower middle and lower quartiles indicates more women in the workforce which is a positive for gender diversity. However, we recognise that a large proportion of our female workforce still sits in these two lower quartiles. Ensuring that all employees have opportunities for career growth will be critical to improve representation in the top two quartiles.

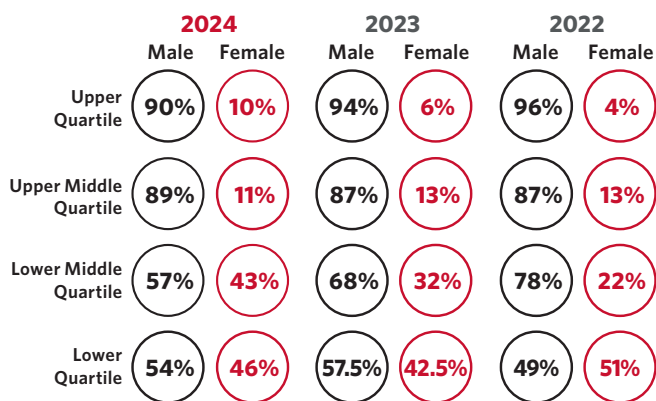
DRIVERS OF CHANGE:

Diversity & inclusion initiatives: Implementation of initiatives that encourage career growth, such as mentorship programmes, and leadership training.

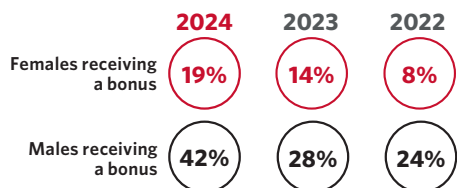
Career progression & promotions: The movement of women between quartiles suggests a degree of upward mobility, particularly for those moving from the lower to middle quartiles.

Workplace flexibility & support: Improvements in work-life balance policies, such as parental leave, hybrid working and flexible work arrangements, have encouraged more women to enter and remain in the workforce.

Proportion of male to female in different pay quartiles



Bonus Pay Gap

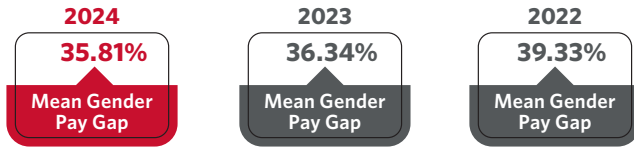


The overall trend suggests a gradual but positive shift toward increased female representation, particularly at the higher and mid-levels. However, HDR remains committed to our gender equity initiatives, mentorship programmes, and career advancement opportunities for all employees.

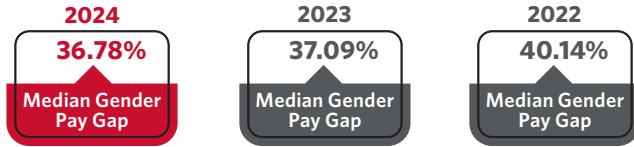
Mean and Median pay gap analysis

The Mean and Median gender pay gap has continued to decrease from 40.14% in 2022 to 36.78% in 2024 for the median, representing a 3.36% percentage point reduction over that period, while the mean pay gap also reduced from 39.33% to 35.81% during the same period.

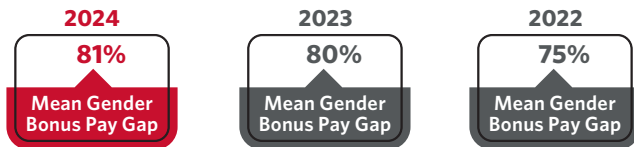
Mean pay gap analysis



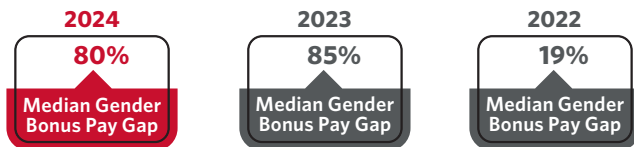
Median pay gap analysis



Mean Gender Bonus Pay Gap



Median Gender Bonus Pay Gap



A decrease in the mean and median pay gap indicates a step in the right direction toward reducing pay disparities between men and women.

While the reduction is small, it indicates that efforts to improve gender pay equity are having some impact, though more substantial progress is still needed.

Mean and Median bonus pay gap analysis

Median bonus pay gap

While some progress has been made in reducing the median bonus pay gap during 2024, the bonus pay gap remains high, indicating continued gender disparity in overall compensation.

Mean bonus pay gap

The average bonus gap remains high, meaning men are still receiving significantly larger bonuses than women.

Our gender pay and bonus gaps are primarily due to lower female representation across HDR, particularly in senior positions. We acknowledge the need for further action to address this imbalance and are committed to implementing various strategies to reduce the gap.

Our key initiatives include:

Hiring the right talent for the right role - We will continue to enhance our recruitment process using objective criteria and collaborate with diverse partners to attract a wider talent pool.

Ensuring equal development opportunities - We are committed to providing all employees with access to career growth and development to create a level playing field for success.

Retaining top talent - By leveraging insights from our engagement surveys and career development programmes, we aim to foster a supportive environment that encourages long-term growth and retention.



Our Commitment to Early Careers, Diversity, and Inclusion

HDR is actively involved in early careers engagement and diversity initiatives. In 2025, the company attended multiple career fairs, with a growing interest in commissioning, mechanical, electrical, public health, structural, and civil engineering. HDR will also host a careers stand at St Richard Reynolds Catholic College to educate students about the built environment.

In 2024, HDR hired eight graduates and apprentices for its Careers Plus programme, with 80% being female. Apprenticeships in building services and civil engineering last about 4.5 years, with the goal of retaining graduates. HDR has also expanded its diversity efforts by recruiting a female student from the U.S. for the Energy and Sustainability team and many of the commissioning, public health, and electrical TMT team hires were women.

HDR supports diversity through Employee Network Groups (ENGs), including a Women's Group that organises webinars on topics like imposter syndrome and neurodiversity. The group also sponsored the 2024 International Women in Engineering Day at BAFTA Piccadilly. HDR aims to become a corporate community partner to encourage more women into the industry.

Community engagement includes partnerships with the Leigh Academies Trust to create educational videos and school visits to promote careers in building services. In March 2025, HDR will host an insights visit with Newham College and explore T-Level work experience opportunities in electrical engineering.

HDR also prioritises employee development through training programmes such as Career Connect, mentorship initiatives, and leadership training. Employees can access soft skills and technical training, with mentoring opportunities initiated by the Women's ENG. Additional resources support leadership, coaching, and inclusivity.



In partnership with Women's employee network group (ENG) we continue to work on activities and engagements to support women in our workplace through local and regional events. Everything from celebrating each other's accomplishments and promotions to discussing relevant topical events and shared life experiences.

A few of our successes from 2024 were:

- Neurodiversity awareness session for all our employee network groups
- INWED sponsorship (SheCanEngineer)
- Self-discovery session (External - Thrive365)
- Know your inner imposter session
- Know your strength session
- Money Savvy session

As a result of our programmes getting stronger, a sample or recognition awards we have received are:

- Ghada Elsheikh: Top 50 women in engineering by WES
- Ghada Elsheikh: 40 under 40 rising starts by Buildings Magazine
- Ghada Elsheikh - Internal Pathfinder award for community service.

Family friendly benefits

At HDR, we understand that to attract new talent and support our existing employees, we need to address challenges that impact both groups. As a result, we have expanded and enhanced our employee benefits to better meet their needs.

Flexible Working

HDR embraces a flexible approach to the workplace, which has empowered our employees to request flexible work arrangements for a better work-life balance. This attitude has been particularly beneficial for our female colleagues returning from maternity leave, with 100% of employees who have returned using this option. This commitment has also helped us retain more female employees.

Maternity Pay

As part of our plan to attract and retain more female employees, we have enhanced our maternity benefits to better support our female employees while on maternity leave.

Paternity Pay

Lack of or reduced support during paternity leave may play a part in fathers' bonding with their children and supporting their partners as much as they would like. We have enhanced the support we offer to fathers during paternity leave.

We will continue to review the support we offer our employees while on leave to fill the purpose and reflect what our employees value.

Hybrid Working

The business operates a hybrid working model where all employees have an opportunity to participate. These changes have a positive impact on not only attracting talent to HDR and the industry, but also contribute to improving the work-life balance of many of our employees.



"At HDR, building a diverse workforce and fostering an inclusive, equitable environment is fundamental to our long-term success. As employee-owners, we are committed to making HDR a place where everyone can thrive. We believe that by embracing our differences, we can deliver better outcomes for our people, clients, and communities.

As part of this commitment, HDR is strengthening workforce development by providing Menopause awareness and Neurodiversity awareness sessions, along with additional initiatives like Building Your Resilience and Self-Confidence sessions.

We are also focused on advancing diversity and inclusion efforts, including expanding support across the organisation to ensure equal opportunities for all employees to grow and succeed.

HDR remains dedicated to improving representation at all levels of our organisation."

Jay Amin

Human Resources Director EMEA & APAC
Women's Employee Network Group Executive Sponsor, EMEA & APAC

