



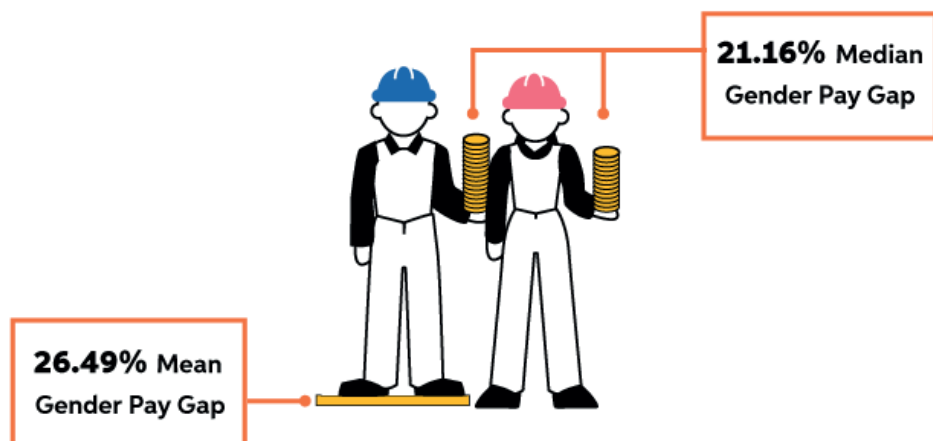
**THOMAS
ARMSTRONG
GROUP**

Gender Pay Gap Report 2023

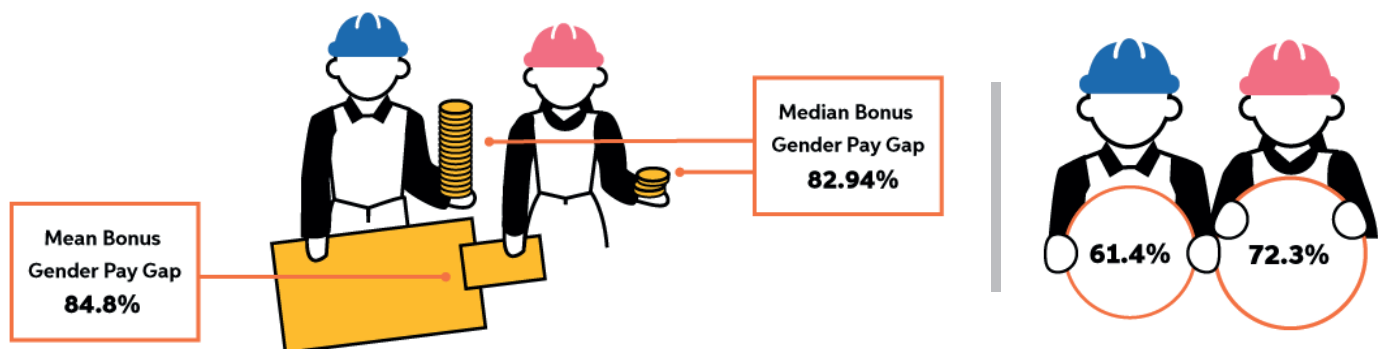
All organisations in the UK with more than 250 employees are required to publish details of their gender pay gap and in particular the difference in average female earnings compared to average male earnings.



The results for the Thomas Armstrong Group are as follows:



The figures in respect of bonus are as follows:



Percentage of male and female staff who received a bonus

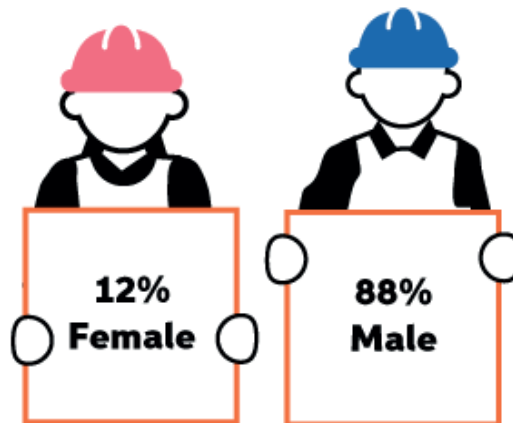


The proportion of male and females in each pay quartile:





For comparison, the workforce is



Addressing the Gender Pay Gap

Gender pay gap is different to equal pay and shows the difference in average pay between men and women. The data shows that females continue to be over represented in roles in the lowest pay quartiles and underrepresented in the top 3 quartiles, in particular the upper middle and upper quartile. The construction industry continues to employ significantly greater numbers of men compared to women. Having said this, we are seeing more female staff represented in these quartiles than in previous years.

Our gender pay gap is not because women earn less than men in similar roles but because there is a greater number of men within senior positions within the group.

Our gender pay gap is not because women earn less than men in similar roles but because there is a greater number of men within senior positions within the group. We continue to see a greater proportion of female staff employed in office based administration roles and fewer employed in technical and commercial roles and we need to attract more women into these roles. There continues to be a need to liaise with local schools and colleges to change the misconception of the construction industry.

Thomas Armstrong Group is committed to working towards closing and eliminating our gender pay gap. This will not be a quick process however there are a number of actions which will be taken in future recruitment which will go some way to addressing this.

For more information or any questions, please contact Paul Armstrong, Company Secretary on 01900 68211.