

APRIL  
2025



# Gender Pay Gap *Report*

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## Introduction

We report our gender pay gap in line with the regulations set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations. We are committed to taking proactive action to reduce our gender pay gap and we are pleased to report a continued reduction in our mean gender pay gap this year. Our goal is for our workforce to reflect all parts of society, and for every employee to feel at home, respected, and empowered to perform their best. This report shows our gender pay gap statistics, our analysis of the causes, and an outline of the actions we are taking to address it.

## Gender pay gap and equal pay: what's the difference?

Gender Pay Gap and Equal Pay are not the same and are often confused.

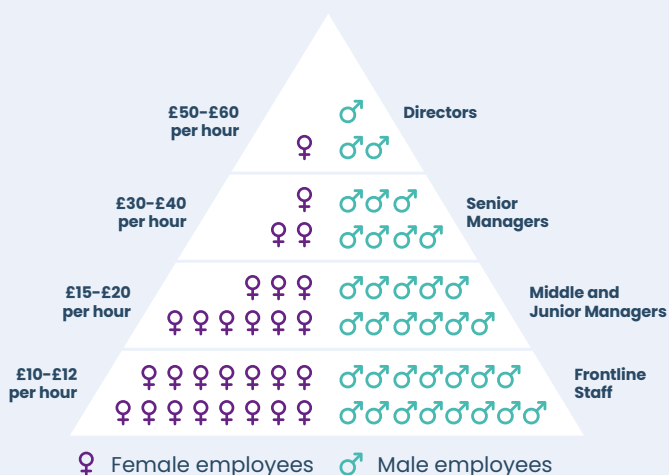
The gender pay gap is the difference between the average hourly earnings of all male colleagues compared to the average hourly earnings of our female colleagues, expressed as a percentage. The gender pay gap reflects the profile of our workforce i.e., the work men and women do and their position in a company's hierarchy.

In contrast Equal pay ensures men and women are paid equally for performing the same or similar job roles.

We have a gender pay gap despite paying our male and female colleagues equally for the same work. Our gender pay gap exists because men and women work in different roles and those roles have different salaries.

Figure 1 below shows an example of this, in the example men and women are paid the same for the role they complete. There are less women than men in higher paid roles, which means the average pay for men, across the organisation as a whole, is higher than the average pay for women, and this results in a gender pay gap.

## Illustration of an organisation with equal pay and a gender pay gap



We have a clear policy of rewarding employees equally for the same or similar work and have systems and processes in place to ensure this.

## Gender Pay Gap Statistics

### ORDINARY PAY

The table below shows the mean and median gender pay gap based on hourly rates of pay of those employed on the snapshot date of 5th April 2024.

Mean hourly pay difference between male and female employees	4.5%
Median hourly pay difference between male and female employees	7.7%

The mean calculates the average by summing all the hourly pay rates and dividing by the total number of pay rates.

In this reporting period our mean gender pay gap shows that women were paid 4.5% less than men on average, when comparing average pay across the whole company. We are pleased to report a continued decrease in our mean gender pay gap; this has reduced by a further 1.3 percentage points since last year and by 7.7 points since reporting began.

The median represents the middle pay rate in a list of pay rates sorted from lowest to highest. It is used to prevent the average from being affected by a small number of exceptions to the general rule. In the context of the gender pay gap, it removes the distortion that one or two high paid females could have on the overall picture.

Our median gender pay gap in this reporting period is 7.7%, which is 11.9 percentage points lower than when reporting began.

### BONUS PAY

The table below shows the mean and median gender pay gap based on bonus paid during the 12 months to 5th April 2024.

Mean bonus difference between male and female employees	-19.2%
Median bonus difference between male and female employees	-114.4%

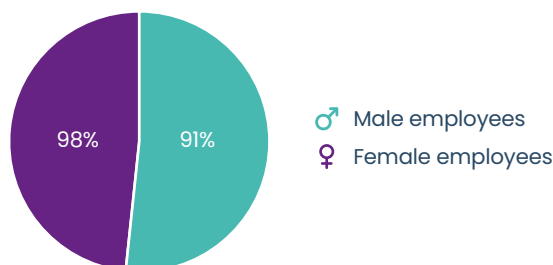
This year our female colleagues received a higher bonus payment on average than our male colleagues which is why our gender bonus gap is expressed as a negative figure.

Recent changes to the structure of a bonus schemes is having a positive impact on our gender pay gap (See "Reduction in our gender pay gap"). Our bonus structure is role based, meaning colleagues participate in difference schemes depending on the role they complete, though each scheme is identical for employees completing the same role.

## Proportion of males and females receiving bonuses

The chart below shows the proportion of males and females receiving bonuses in the year to 5th April 2024.

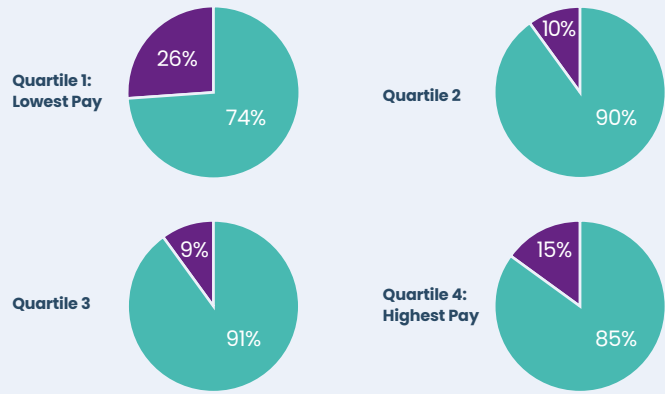
All relevant employees are included in our gender bonus gap calculations as stipulated in the regulations, this includes employees who may not have been actively at work for some or all of the reporting period, and employees who commenced employment very close to the snapshot date who have not yet had the opportunity to earn bonus.



# Proportions of males and females in each quartile

The charts show the proportion of males and females in each quartile, from lowest pay to highest pay. Each quartile has an equal number of employees in it.

- ♂ Male employees
- ♀ Female employees



## Summary Analysis

The most significant factors contributing to our gender pay gap are that:

- There is a disparity in the number of men and women employed at various levels within the organisational structure, with women representing just 15% of our workforce, with the exception of the Highest Pay Quartile, where the 15% representation reflects the overall workforce composition.
- Although our female colleagues are employed in roles at all levels of the business, there are significantly fewer women than men in each of our pay quartiles, and women occupy a greater proportion of lower-paid roles compared to senior positions.
- Typically, people in more senior positions receive the highest pay and bonuses to appropriately reward their level of responsibility, which is also reflected within our organisation.

## Reduction in our gender pay gap

Our gender pay gap continues to reduce, the main causes of this are:

- Women hold a higher number of senior paid positions due to our continuous commitment to fostering fairness and inclusivity in our recruitment and internal development processes.
- Our early talent programs have enabled us to recruit women into trainee technical roles with high earning potential, many of whom are advancing their careers and moving into higher pay quartiles.
- We operate a profit-share scheme that has established a standardised approach to the amount of bonus our monthly paid employees can earn. This bonus is expressed as a percentage of salary, and it is now uniform across all job roles. Our lower-paid employees have continued to see an increase in their bonus payments as a result.

## Closing the Gender Pay Gap

Although we are making strides in reducing our gender pay gap, we acknowledge that the existence of this gap within our organisation is unsatisfactory, and we remain steadfast in our commitment to further minimise the gap.

We acknowledge that due to the current composition of the industry, closing gender pay gaps within construction will not be achieved rapidly. However, we remain dedicated to a long-term, sustainable approach focused on improving the representation of women and all underrepresented groups at every level of our organisation.

We are actively promoting and supporting initiatives to:

- Encourage more female entrants to the market and into our employment.
- Facilitate the career progression of female employees within our business and the industry.

## Our key areas of focus are as follows:

### 1. RECRUITMENT AND SELECTION

Accessing diverse talent pools and ensuring our recruitment and selection processes are inclusive to increase the representation of women and other underrepresented groups in our workforce.

### 2. FACILITATE NEW MARKET ENTRANTS

Continue to implement and develop initiatives that support the inclusion of underrepresented groups in the industry through apprenticeship schemes, work experience placements, and career transition programs. This year, 20% of our apprentices were women, exceeding the 15% female representation across our overall workforce.

### 3. FLEXIBILITY

Enabling roles to be completed in a more flexible manner where possible, to increase accessibility to a wider talent pool.

### 4. REWARD AND RECOGNITION

Continue to embed our behavioural framework that acknowledges and rewards inclusive behaviours. Ensure career development is contingent upon these behaviours, and consider modern and flexible benefits packages that appeal to a diverse range of talent, including the ongoing provision of enhanced family leave pay.

We look forward to sharing future progress.

I, Jason Gorin, People Director, confirm that the information in this statement is accurate.

Signed: 

Date: April 2025



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