

# Gender Pay Gap Report

Sweco UK report for April 2025 data



# Message from Max Joy

This gender pay gap report is for the year April 2024 through to April 2025. During this period, the market headwinds diminished, and our 'return to profitability' measures began to have a positive impact. This created the opportunity for us to begin recruiting again across all divisions to attract and recruit more females to join the organisation.

During this reporting period I am pleased that our mean gender pay gap has improved and our overall percentage of females remained positive when compared to the percentage of females in Core-STEM<sup>1</sup> roles in the UK.

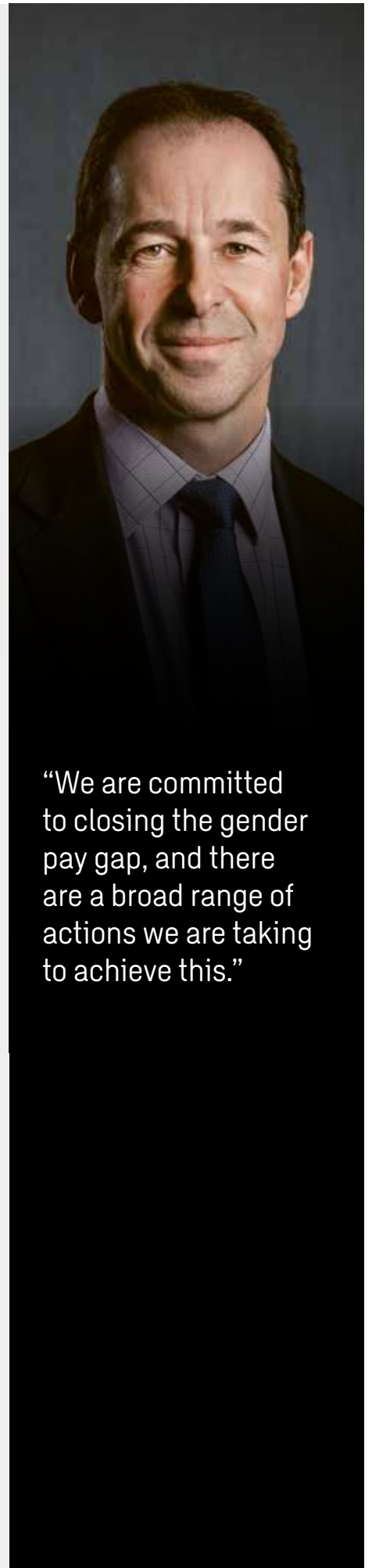
We have also made good progress on the proportion of women carrying out roles in the upper middle quartile salary range, together with an increase in the proportion of female promotions into roles in the upper salary quartile range.

This is our third reporting period whereby our bonus scheme was extended to all eligible colleagues resulting in a significant increase of females receiving a bonus during this period. We have also made significant progress in reducing the median bonus pay gap from last year. The mean bonus pay gap has increased slightly and still remains high due to a greater proportion of our females receiving a bonus holding less senior roles.

We remain absolutely committed to closing the gender pay gap and as we move forward, we will continue to support and reinforce our commitment through our actions. We will actively engage with our people to ensure that the gender pay gap is reduced by retaining, attracting and recruiting the best people, working within a diverse and inclusive culture, where everyone can thrive and be the best they can be.

**Max Joy OBE CEng FIMechE**

President Sweco UK



“We are committed to closing the gender pay gap, and there are a broad range of actions we are taking to achieve this.”

# Executive Summary

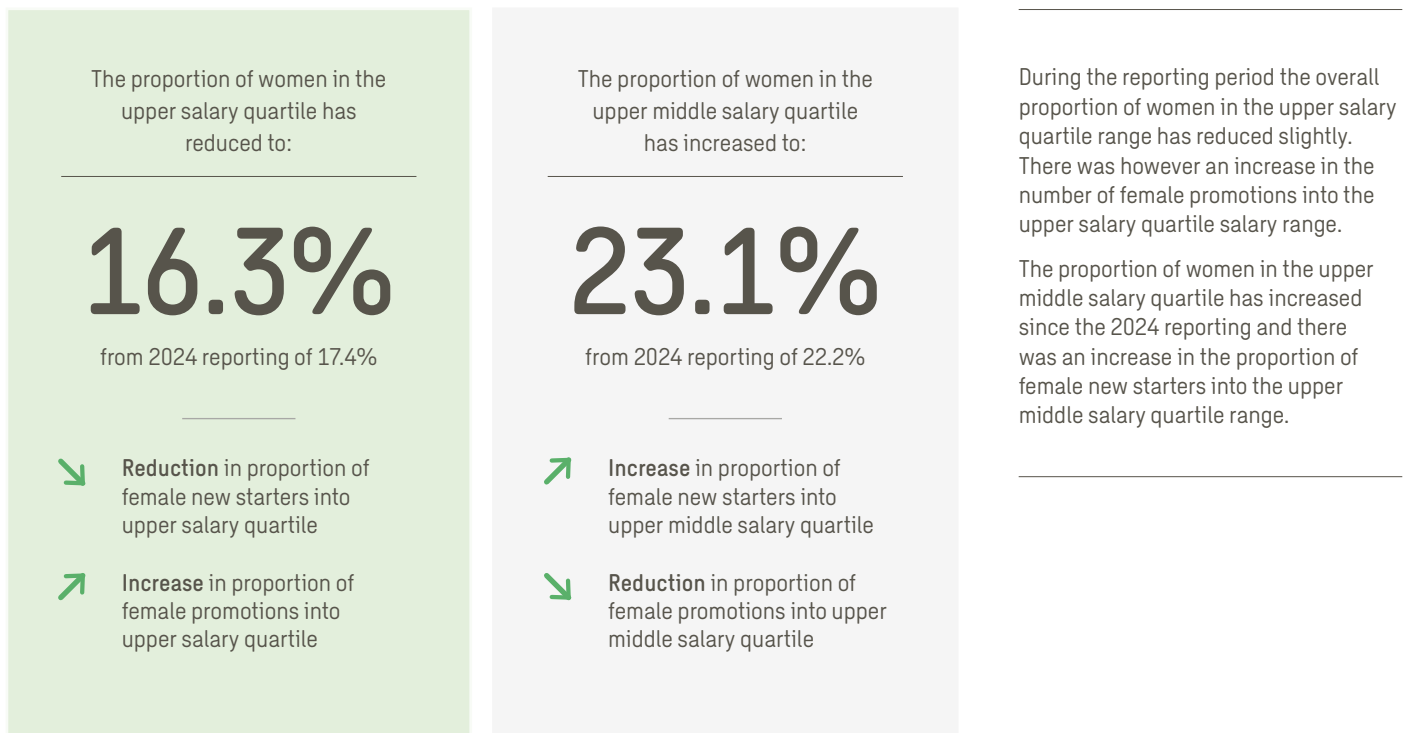
(For a more detailed analysis of our mean and median gender pay gap position see pages 9-11 in this report).

## The hourly wage pay gap

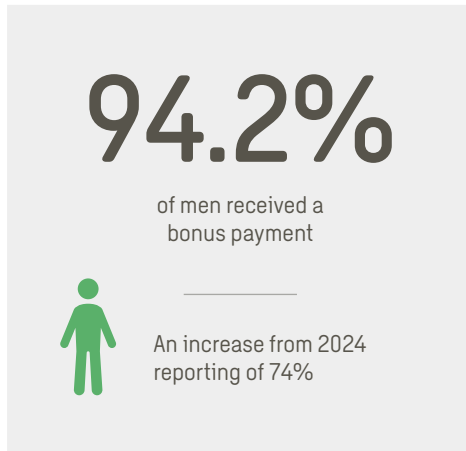


The mean and median hourly wage gap percentage is largely driven by the significantly higher number of males in the organisation who are employed in more senior roles that fall within the upper and middle salary quartiles.

## The proportion of women in the upper and upper middle pay salary quartiles



## The number of women receiving a bonus payment



The number of both males and females receiving a bonus payment in this reporting period has increased from last year's reporting.

We extended our bonus scheme eligibility criteria to include all colleagues for bonuses paid from April 2022 which, subject to meeting business performance targets, supports the ongoing opportunity to increase the percentage of females who receive a bonus.

### Note

As per the government guidelines, the bonus calculations relate to bonus payments made during the period April 2024 to April 2025.

## The bonus pay gap



The mean bonus pay gap has increased slightly however, there has been a significant reduction in the median bonus pay gap which demonstrates a reduction in the gap of actual £ bonus payments awarded to women.

The two major factors impacting this year's bonus pay gaps are firstly that we continue to have a greater proportion of men employed in senior roles, and secondly, this is the third reporting period whereby our bonus scheme was extended to all colleagues, this has impacted the bonus pay gap due to more females who received a bonus generally being in less senior roles.

This report includes pay and bonus data for all colleagues employed by Sweco UK based in England, Scotland & Wales. Building Control is a separate legal entity with less than 250 employees and is not therefore legally required by the UK Government to report their gender pay data. However, in order to provide the overall Sweco UK gender pay position the Building Control colleague data is included in this report. Pay data for colleagues employed in Ireland is excluded as they are out of scope of the UK Government reporting.

# Introduction

We are committed to creating a diverse and inclusive culture. This will allow our people to thrive, enhance our client focus and improve our business performance.

This is the Sweco UK 2025 UK Gender Pay Gap report.

The pay data used for calculation purposes is based on data as at April 2025.

In this reporting period, our mean gender pay gap has improved, but we recognise there is still more we need to do.

We know that our gender pay gap continues to be driven by the fact that we still have a much higher proportion of men than women across the business, particularly in more senior roles.

This is compounded by the wider-industry issue of lower proportions of females that we could bring into our organisation.

We remain committed to make progress in this area. Addressing the gender pay gap continues to be a long-term challenge for us and it will take several more years before our actions are truly reflected in the data.

## What is the gender pay report all about?

In 2017 regulations were introduced by the UK Government which required organisations with 250 or more employees to publish their gender pay gap data, including any one-off payments or bonuses, each year.

## Our approach at Sweco

Paying our people fairly and equitably relative to their role, skills, experience and performance is a fundamental principle of Sweco's approach to determining pay and reward.

## What's the difference between equal pay and gender pay?

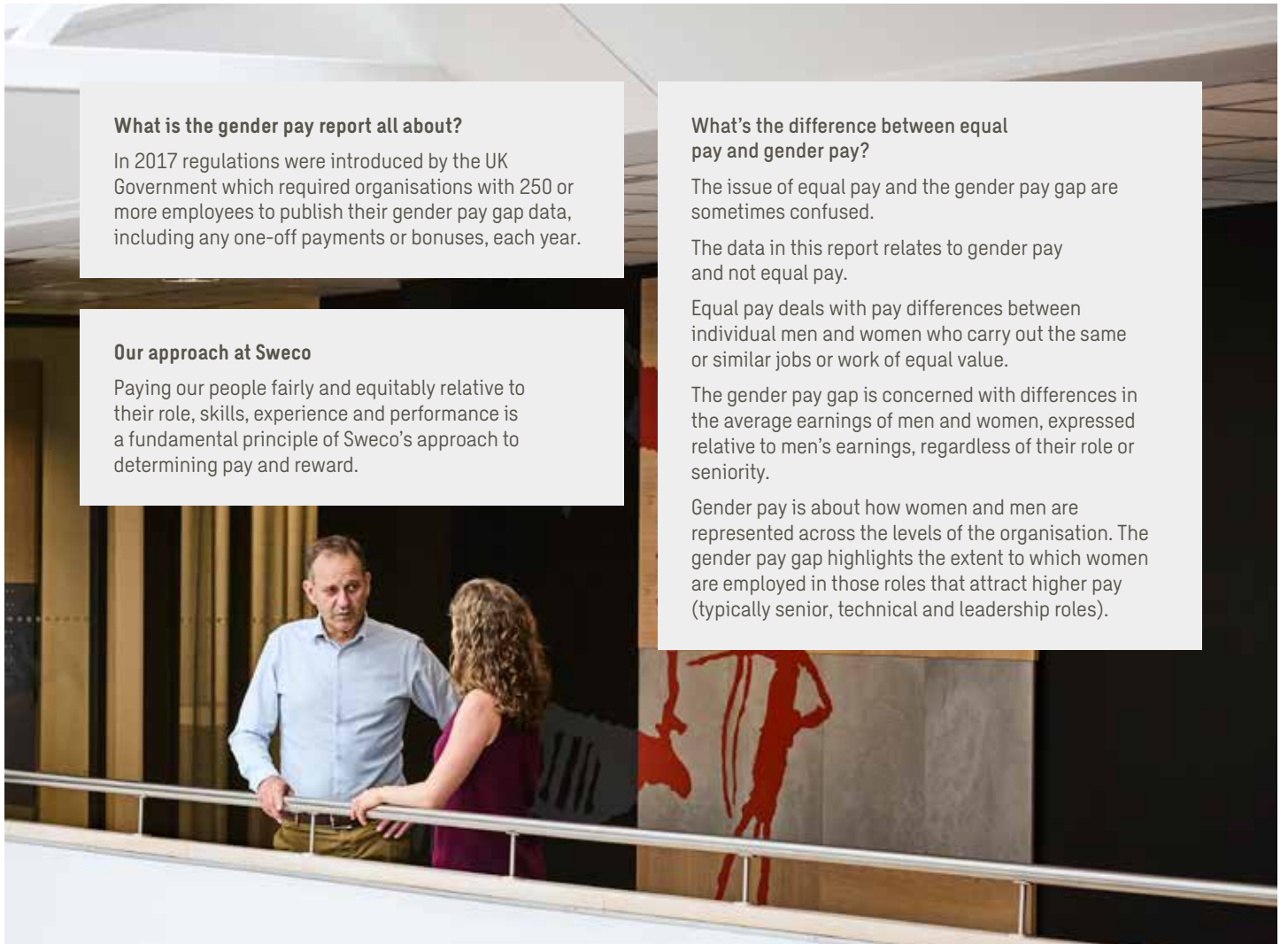
The issue of equal pay and the gender pay gap are sometimes confused.

The data in this report relates to gender pay and not equal pay.

Equal pay deals with pay differences between individual men and women who carry out the same or similar jobs or work of equal value.

The gender pay gap is concerned with differences in the average earnings of men and women, expressed relative to men's earnings, regardless of their role or seniority.

Gender pay is about how women and men are represented across the levels of the organisation. The gender pay gap highlights the extent to which women are employed in those roles that attract higher pay (typically senior, technical and leadership roles).



# Building on our progress

Our overall percentage of females as of April 2025 increased to 31.13% from 29.6% in last year's reporting.

Out of 154 new recruits during the reporting period, 36% were females, which is a slight increase from last year's position of 32%.

During the reporting period we recruited 16 graduates, of which 31% were female.

The candidate population, we recruit from continues to be predominantly male, particularly in the more engineering-based roles.

Employers report increased competition specifically for female graduates and apprentices, as many organisations seek to improve gender balance at entry level (ISE employer feedback – see [ISE](#)).

Even where graduate intake numbers are strong, female conversion rates into engineering roles remain lower, particularly for site based, infrastructure and technical disciplines (Engineering UK and UK Parliament analysis – see [UK Parliament](#)).

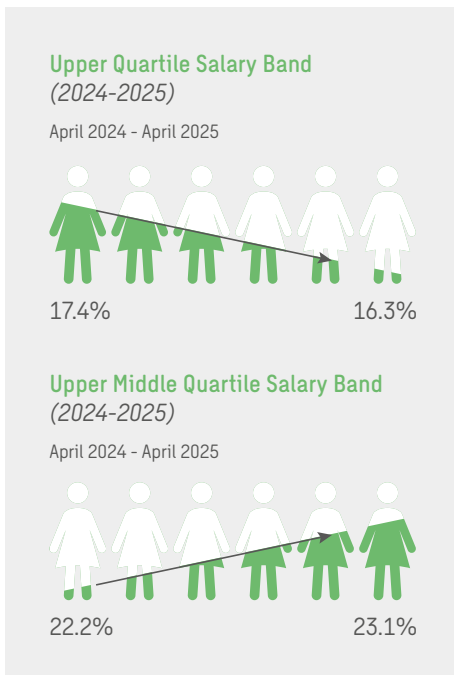
This creates a structural constraint on female hiring, particularly at mid senior levels, which directly affects pay gap outcomes.

We continue to undertake STEM activities in schools and colleges to support activity to bring more females and young people generally into our industry.

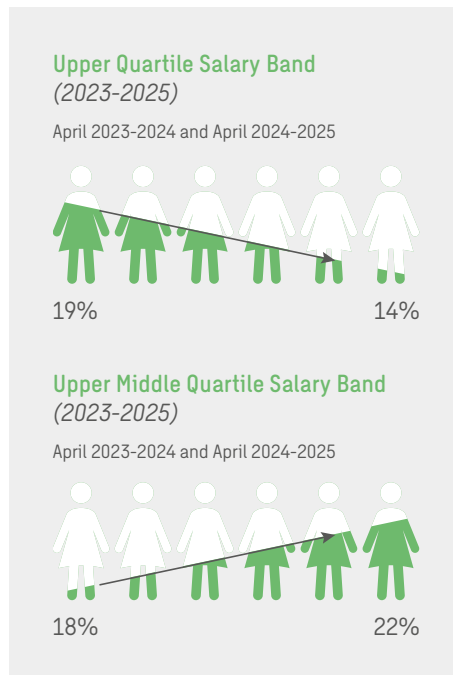
In 2024, we introduced a more joined up approach across the business to our Early Careers Graduate recruitment. This allows us to work better with local universities and should attract higher quality candidates as we are now recruiting in the traditional recruitment window alongside our competitors.

As illustrated in the graphics below, the proportion of females in our upper quartile salary range has reduced slightly but the proportion of females in the upper middle quartile range has increased during the last year. We have also seen an increase in the percentage of female promotions into the upper quartile salary range and the percentage of new starters appointed to roles in the upper middle salary range.

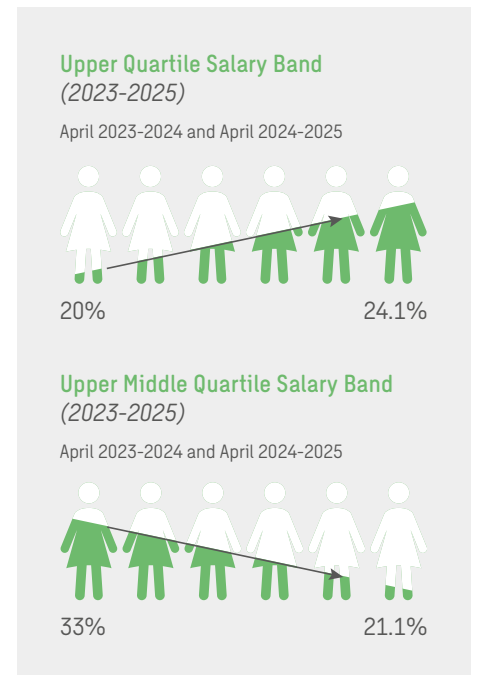
## Proportion of females in our most senior levels:



## Proportion of female new starters:



## Proportion of female promotions:



Based on 2025 quartile data

Our 2025 Business Plan demonstrated our commitment to continue to focus on being the best in the industry to attract, develop and retain talent.

We want to create the best experience for all colleagues within a flexible working environment, where individuals are recognised for their personal and team contribution and given the opportunity to develop, thrive and succeed.

We fully support and encourage colleagues to be involved in diversity and inclusion and wellbeing activities. Inclusion gives us diversity of thought; it helps us challenge perspectives supporting us to deliver our business plans and to ensure everyone has a positive experience at work and is treated equally regardless of who they are.

Our diversity & inclusion actions were again endorsed in our 2025 employee survey results whereby colleagues told us that they believe diversity & inclusion is at the heart of what we do scoring us 4.4 out of 5 which was a further increase from the 2024 survey score of 4.3.

We continue to drive initiatives in the business to create opportunities for all colleagues. These include:

- Ensuring we have diverse interview panels for recruitment and promotions.

- We continue to use a gender bias decoder tool for all our job adverts.
- We ensure we have inclusive development opportunities for colleagues in our LEAP and LEAD programmes.
- Holding further networking and skills development events with our graduates and apprentices.
- In early 2025 we launched our employee network Women@Sweco. The objective of this initiative is to support and empower women in their personal and professional lives by providing a platform for networking, sharing experiences, and gaining knowledge.  
The Women@Sweco employee network is now firmly embedded where we hold regular meetings and events, they also have monthly drop in Coffee & Chat sessions and a book club.  
Monthly Diverse Dialogues sessions are also held where colleagues share their 'lived' experiences on a different topic each month. They are held on Microsoft Teams so everyone is invited.
- During the reporting period plans were put in place to become an Accredited Real Living Wage Employer in Q4 2025 This ensures that low paid roles (often occupied by females) are paid a salary which meets everyday needs and allows a decent standard of living.



# External opportunities to help close our gender pay gap

The December 2024 findings from the research published by <sup>2</sup>Women in Science and Engineering (WISE) on STEM sector workforce and STEM education are shared below.

## Workforce

WISE report that the latest statistics for women in STEM roles are promising with increased representation in most areas and as of December 2024, women make up 27.6% of the core STEM workforce which represents over 1.4 million women across the UK – an all-time high.

Whilst it's positive to see the numbers rising, the increase is slow, and we still see vast under-representation of women in many areas.

It is clear through the 2024 workforce data that there are stark contrasts within specific categories, highlighting that whilst some areas are thriving there is still a lot of work to do to ensure women are more equally, represented across the entire STEM sector.

It's positive to see an upward trend in several areas but we should remain cautious, these increases are slight in some instances, and still way off gender parity in STEM.

## Education

2025 GCSE results showed a continued positive trend in girls' participation across STEM subjects – but progress is still slow, especially in areas where students have more choice. At GCSE level, subjects like maths and the sciences are mandatory, which helps maintain a fairly balanced gender split. But when it comes to optional subjects – both at GCSE and A level – we still see girls steering away from hands-on and technical disciplines like engineering, construction, and design & technology.

While more girls are engaging with STEM overall, the pace of change isn't fast enough – and it doesn't always lead to more women entering STEM careers.

The subjects young people choose at GCSE and A level often shape what they do next – whether that's further study, training, or work. These choices build the future talent pool.

Right now, we're still seeing gaps in key areas, so without more girls choosing STEM – especially the hands-on and technical subjects – we risk widening the skills gap in industries that need diverse talent to bring fresh perspectives and important skill sets.

Girls continue to favour A levels, with over 70,000 more entries than boys this year. This may suggest that boys are more likely to pursue alternative educational routes, favouring more vocational pathways such as apprenticeships and T-levels.

However, the picture becomes more complex when we look at subject performance. This year, top grades (A\*-A) for girls declined in subjects where boys have historically outperformed.

This raises important questions; why are top grades declining for girls in these subjects? Is it due to exam pressure, lack of tailored support, or systemic barriers in how these subjects are taught and assessed?

To support all learners and pathways, we must ensure that every educational route is equally valued and accessible to girls and boys.

The confidence gap is real, and it remains a significant barrier for girls when considering a STEM subject. This year's results show that female entrants have continued to outperform their male peers in several subjects, most notably the ones with the lowest female representation:

These figures suggest that girls may only choose to participate in subjects where they feel confident, they will excel. This could explain both the low representation and the high achievement. This self-selecting behaviour is a symptom of the confidence gap – and it's something we urgently need to address.

This is further enhanced by the GCSE results where girls outperform boys across most mandated STEM subjects. This suggests that girls have the capability to excel in STEM subjects but opt not to study them when given the choice.

Generation Z are already in the workforce and Gen Alpha are close behind. Research shows that 54% of Gen Z value meaningful work which may explain the increased interest in subjects such as Environmental Science A level. These generations care deeply about equity, inclusion, and wellbeing, and that's shaping their subject, and ultimately career, choices.

With rapid technological developments and the rise of artificial intelligence (AI), skills and knowledge within STEM subjects is more important than ever and opens exciting new career paths that didn't previously exist.

## Graduate

The latest Higher Education (2023/2024) statistics help us better understand the subjects students are studying, from undergraduate degrees to postgraduate qualifications.

Encouragingly, the total number of core-STEM higher education qualifications are at an all-time high, up 38% since 2020, with more than 191,000 achieved in 2023/2024. Core-STEM degrees account for nearly 1 in 5 (18%) of all degrees, highlighting the growing popularity and career opportunities available within the STEM sector.

However, the gender gap is significant with only 58,755 of core-STEM qualifications being achieved by women in 2024, this is less than a third of the total number of qualifications.

Despite this, the number of higher education core-STEM qualifications achieved by women has increased in all subjects, showing promising signs of progress.

Overall, it's positive to see increased participation for women across all core-STEM subjects. Although the growth is slight in some areas, progress is evident, particularly in fast-growing fields such as computing and engineering.

With sustained focus, especially at earlier stages of education, we can build on this momentum and move closer to a more balanced and inclusive STEM workforce.

In summary the UK continues to have a severe shortage of people with STEM skills and all the above findings demonstrate that the potential pipeline for female engineers has remained static and therefore we at Sweco UK continue to recruit from a scarce supply.

At Sweco UK we will always base our decisions on recruitment and progression on merit alone, and continually review and implement ways in how we can attract a more diverse pool of talented candidates and encourage more females to apply for our senior roles.

# Pay and bonus gap

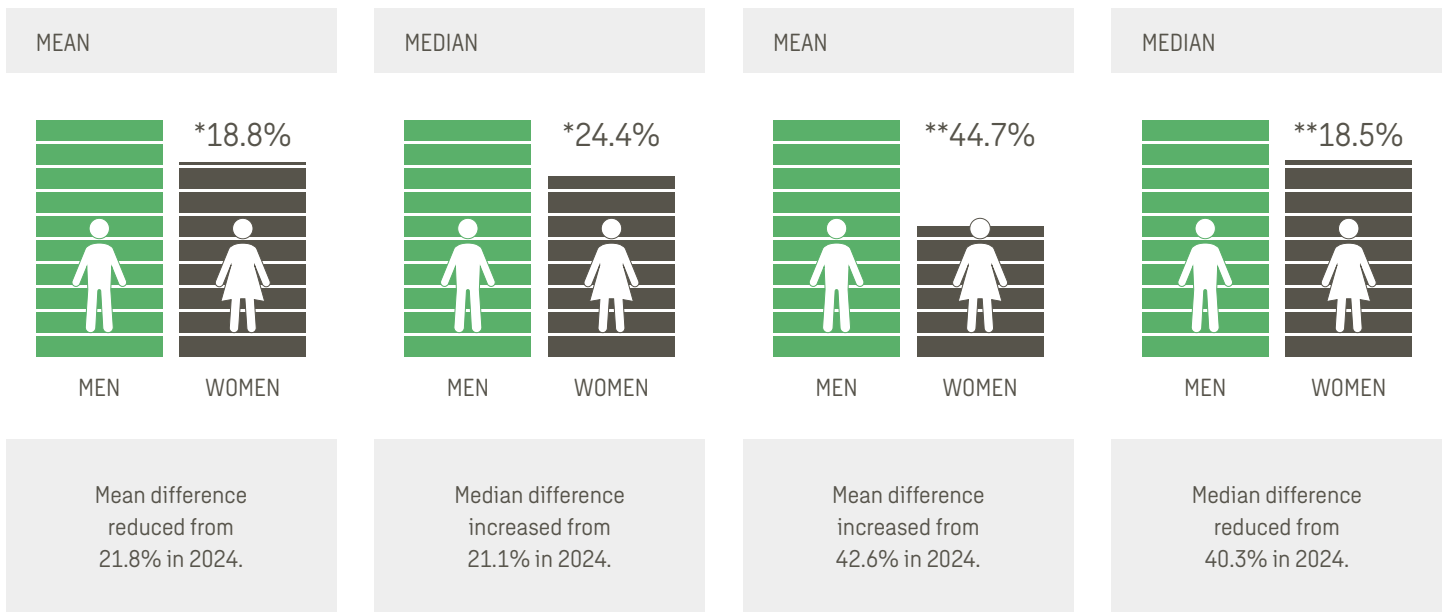
The gender pay gap is calculated as the difference between average hourly earnings (excluding overtime) of men and women as a proportion of average hourly earnings (excluding overtime) of men's earnings.

## Hourly pay rate

At the snapshot date of 5 April 2025

## Bonus pay

In the year up to 5 April 2025



Our pay data excludes the value of benefits purchased through salary and bonus sacrifice as required by the gender pay legislation. We have included sacrificed bonus in our bonus calculations.

\* Based on the mean and median calculations, the above figures show how much less in percentage terms women earn per hour than men.

\*\* Based on the mean and median calculations, the above figures show how much less in percentage terms women received as a bonus payment than men.



## Pay quartiles

The proportion of men and women in each quartile:

	Men	Women	% difference in number of women from 2024	
Upper quartile	83.7%	16.3%	-13%	↓
Upper middle	76.9%	23.1%	-3%	↓
Lower middle	64.9%	35.1%	-5%	↓
Lower quartile	53.4%	46.6%	4%	↑

	Mean pay gap by quartile (April 2025)
Upper quartile	-2.49%
Upper middle	0.68%
Lower middle	0.89%
Lower quartile	-2.62%

The mean pay gap by quartile is based on the hourly rate for the distribution of males and females in each individual quartile. The variance in hourly rate within each quartile is smaller than the variance across the whole organisation. As a result, the pay gap varies between each quartile and is very different from the pay gap for the whole organisation.

The above illustrates the gender distribution at Sweco UK across four equally sized quartiles based on hourly rates of pay, each containing just over 251 people. It also provides the pay gap for each quartile.

Since the 2024 report, the percentage proportion of women versus men has reduced from 17.4% to 16.3% and marginally increased from 22.9% to 23.1% in the upper and upper middle quartiles respectively.

Since the 2024 report the actual number of women in both the upper and the upper middle salary quartiles has reduced by 13% and 3%, respectively.

Of the top 50 highest paid colleagues in the business, eleven are women which is an increase from five in 2024.

# Bonus pay gap

The proportion of females receiving a bonus during the reporting period was 90.7%; this is an increase from the 2024 reporting of 81.1%.

The proportion of males receiving a bonus was 94.2%, which is an increase from 2023/24 reporting of 74.0%.

The data shows that the mean bonus pay gap has increased to 44.7% from the previous year of 42.6%, and the median bonus pay gap has reduced to 18.5% from 40.3% from the previous year.

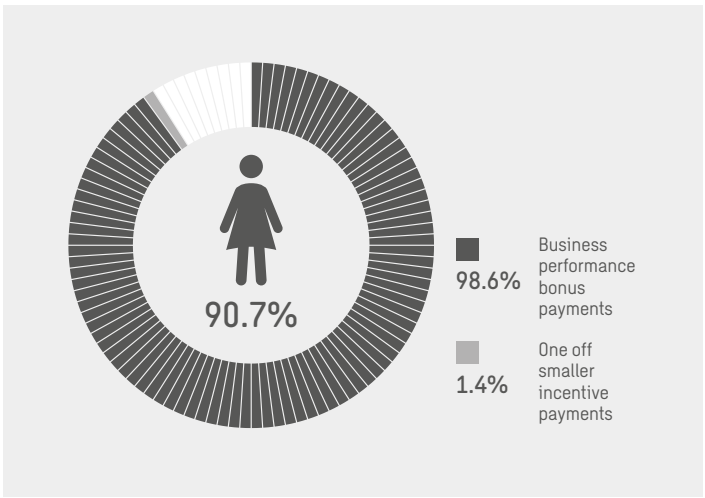
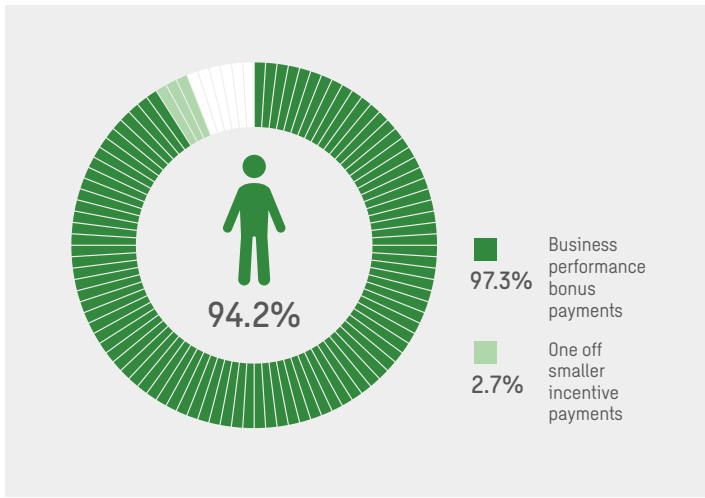
As part of our reporting calculations, we are required to include business performance bonuses, and also smaller, one-off incentives, for example Finders' Fees.

In 2024/25, the proportion of business performance bonuses paid to females was 98.6% which is marginally higher in comparison to 97.3% of performance bonuses received by males.

The major factors impacting the bonus pay gaps are firstly that we continue to have more men employed in senior roles, and secondly, as we have now extended the bonus eligibility to all colleagues, due to a greater proportion of our females holding less senior roles, this has affected the mean and median bonus pay gap.

As per government guidelines, the bonus calculations included in the 2025 Gender Pay Gap Report relate to bonus payments made during the period April 2024 to April 2025.

The proportion of men and women receiving a bonus payment, including one-off incentive payments, in the reporting year up to 5 April 2025 is as follows:



Of the employee male population, 94.2% of men received bonus payments and of the employee female population 90.7% of women received bonus payments.

## Performance bonus pay gap

	All payments classified as 'bonus'	Business performance bonus in isolation
Mean difference	44.7%	44.4%
Median difference	18.5%	17.1%

Based on the mean and median calculations, these figures show how much less, in percentage terms, women received as a bonus payment than men.

