



Portakabin®

**GENDER PAY  
GAP REPORT  
2025**

# GENDER PAY GAP REPORT 2025

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This is our latest UK Gender Pay Gap (GPG) Report.

As a business, we remain focused on understanding and managing the gap and continuing to ensure that we attract and retain talent to support our business.

Construction and manufacturing roles have traditionally attracted more male employees. 73% of our roles are held by males and 27% of our roles are held by females. 98% of our operational roles are held by male employees.

Attraction, development and promotion of female employees is a challenge in manufacturing and construction industries.

While we continue to pay fairly and equitably for work of equal value and we do not let gender influence our decisions, we do have a higher number of male employees in management and leadership roles.

At Portakabin, we are committed to developing a culture that values everyone's contribution. Nurturing our talent by providing a broad range of internal development routes and career opportunities remains a priority for us.

To support this, we have introduced a new Career Framework that gives all colleagues a clearer understanding of how roles are structured across Portakabin and how different roles relate to one another. This makes career progression opportunities more transparent and easier to navigate, helping colleagues understand where they are today and how they can develop in the future.

The Career Framework also provides greater visibility of the experiences and responsibilities associated with different roles, supporting fair and informed career conversations across the organisation.

Dan Ibbetson  
CEO, Portakabin



## UNDERSTANDING THE GENDER PAY GAP

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Gender pay is separate from equal pay. Equal pay refers to differences in pay for like-for-like work whereas the gender pay gap shows the difference between average hourly earnings of men and women across the entire organisation.

## UNDERSTANDING OUR GENDER PAY GAP

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Every year companies which meet the specifications for gender pay gap reporting must publish figures for:

Mean and median gender pay gap in hourly pay\*

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Mean and median bonus gender pay gap\*

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Proportion of males and females who receive a bonus

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Distribution of males and females across pay quartiles

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\* The gender pay gap shows the difference between the mean and median hourly earnings and bonus of male and female employees, expressed as a percentage of male employees' earnings. The gender pay gap is reported on both a mean (average) and median (mid-point on a distribution) basis.

## DEFINING THE TERMINOLOGY

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### MEDIAN PAY

The median is the mid point of all hourly rates listed in order and calculated for all jobs performed by men and all jobs performed by women separately.

### MEAN PAY

The mean is the average. In this case, it's the total of all hourly rates, divided by the number of employees.

### PAY GAP

The pay gap is a measure of the difference in the median and mean pay received by men and women. The presence of a Gender Pay Gap does not automatically give rise to any equal pay matters but is more of an indicator of the gender diversity across all jobs.



Under the UK Government's Gender Pay Gap reporting regulations, all employers in the UK with 250 or more employees must report their gender pay gap. A breakdown of Portakabin only data, which forms our statutory declaration, is provided on pages 4 and 6.

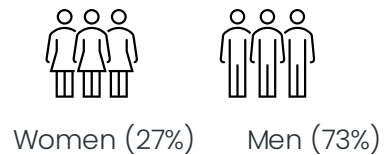
## GENDER PAY GAP IN HOURLY PAY AND BONUS PAY

The figures show the difference between the mean and median hourly and bonus pay of all relevant male and female employees irrespective of their role.

The results are expressed as a percentage of male employees' pay so a positive percentage figure means that female pay is lower than male pay. The closer the number is to zero, the less of a gap there is.

	Mean	Median
Hourly pay	9.0%	11.5%
Bonus pay	24.0%	41.8%

Gender split in Portakabin

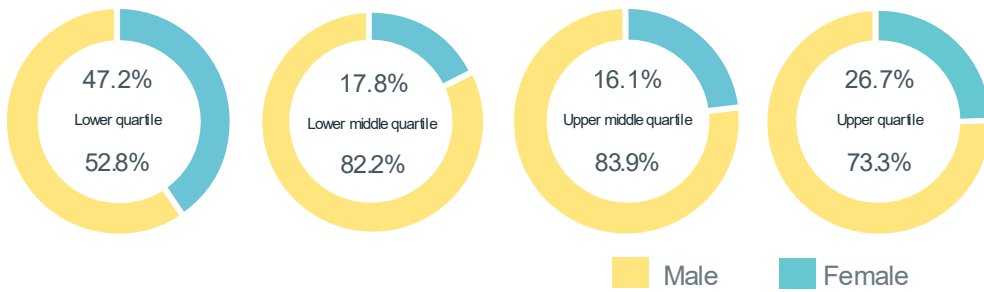




## DISTRIBUTION OF EMPLOYEES ACROSS PAY QUARTILES

The primary reason for the gender pay gap remains unchanged from previous years: the gender composition of our workforce, reflecting the wider industry demographic. The gap further widened in 2025 due to new leadership appointments. Bonus Pay Gap has widened due to the higher proportion of men in leadership roles, where bonus percentages are typically greater, resulting in a compounding effect on overall bonus outcomes.

% of male and female employees in pay quartiles



This chart shows proportion of men and women in each pay quartile. The lower quartile representing lowest earners and the upper quartile representing highest earners. The 2025 data shows a positive trend in the upper pay quartile with more female employees compared to the previous year.

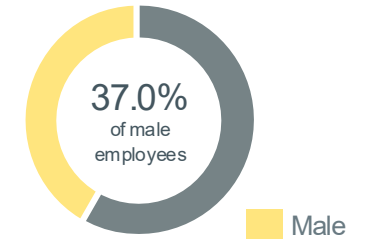
	Gender pay gap (%)		Gender bonus gap (%)		Population receiving a bonus (%)		Percentage of male and female employees in pay quartiles (%)							
	Mean	Median	Mean	Median	Male	Female	Lower quartile		Lower middle quartile		Upper middle quartile		Upper quartile	
							Male	Female	Male	Female	Male	Female	Male	Female
Portakabin LTD 2025	9.0%	11.5%	24.0%	41.8%	37.0%	82.8%	52.8%	47.2%	82.2%	17.8%	83.9%	16.1%	73.3%	26.7%
Portakabin LTD 2024	3.2%	9.4%	28.9%	29.0%	33.7%	76.4%	57.0%	43.0%	83.5%	16.5%	81.1%	18.9%	74.2%	25.8%

The table above shows our reported figures for Portakabin Limited, Portakabin (Site Accommodation) and Portakabin (Scotland).

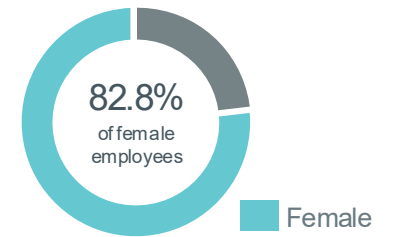
## PROPORTION OF EMPLOYEES WHO RECEIVED A BONUS

% of male and female employees receiving a bonus

Participation in the bonus and commission scheme within our company is dependent on the role and job level, so the opportunity to take part in these incentive plans is equal to all genders.



Scheme rules are the same for all our employees and the targets are set for each business area reflecting role and business contribution to the overall results.





# OUR ACTIONS TO BECOME A MORE ATTRACTIVE PLACE FOR ALL GENDERS

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The overall gender pay gap at Portakabin is driven by lower representation of women across the organisation.

27% of our employees are women and as an organisation we have more men in higher paid leadership positions. We know that to further reduce our pay gap we need to attract more women into the roles historically held by men.

By making career pathways clearer, our new Career Framework enables all colleagues to take control of their career development. Colleagues can see the different opportunities available to them at Portakabin and understand the steps they can take to progress their careers.

The framework provides a structured and consistent approach to evaluating roles, helping to ensure that career development and progression are fair and transparent for everyone. It also creates a common language for discussing roles and development, making it easier for colleagues and managers to have meaningful career conversations.

A range of resources are available to support colleagues in planning and developing their careers, including individual development plans, leadership development programmes and other learning and development opportunities aligned to the Career Framework.

To support our employees and become a more attractive employer for all genders we operate smart working – the opportunity to work flexibly, both in terms of timing and location.

We have updated our Family Related Leave Policy to make it more attractive for all employees, particularly women who are now eligible for enhanced maternity pay and enhanced adoption pay from the first day of employment.

Our Women's Network enables employees to share, experience and facilitate broader input and learning into how we can support women to thrive and progress their careers. Events are held throughout the year; examples include Supporting Women in Construction Week and celebrating International Women's Day.

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