

## **GENDER PAY GAP REPORT 2025 - BELL GROUP LTD**

This report sets out our headline gender pay gap figures and goes on to discuss some of the challenges in our industry and the measures that we are taking to address that.

Our report details our snapshot date of 5 April 2025.

### **1. WHAT IS THE GENDER PAY GAP?**

The gender pay gap is a measure of the difference between the average earnings of men and women across an organisation.

The gender pay gap is not the same as equal pay. Equal pay relates to men and women being paid equally for the same or comparable work.

We monitor and review pay levels to ensure that all employees are remunerated fairly and consistently, irrespective of gender. Our annual pay review, led by our Board of Directors, ensures that remuneration is fair across our business.

We acknowledge that we continue to have a significant part to play in tackling the gender pay gap. The gap tends to be higher in sectors such as ours, the construction sector. This sector remains male-dominated and unfortunately the pool of female candidates in site based roles remains low.

### **2. LEGISLATIVE REQUIREMENTS**

All companies in the UK with 250 or more employees as at the snapshot date of 5 April 2025, are required to publish specific gender pay gap information as follows:

- Mean gender pay gap which shows the difference between the mean hourly rates of pay that male and female full pay relevant employees receive;
- Median gender pay gap shows the difference between the median hourly rates of pay that male and female full pay relevant employees receive;
- Mean gender bonus gap shows the difference between the mean bonus pay that male and female relevant employees receive;
- Median gender bonus gap shows the difference between the median bonus pay that male and female relevant employees receive;
- Proportion of males and females receiving a bonus; and
- Proportion of males and females by quartile pay band which is done by dividing the workforce into four equal parts.

The mean and median gender pay gap is based on hourly rates of pay as at 5 April 2025.

The mean and median gender pay gap considers bonus pay received in the 12 months leading up to 5 April 2025.

Pay quartiles look at the proportion of men and women in four pay bands when we divide our workforce into four equal parts.

### **3. SUMMARY OF DATA**

We have complied with our obligations in relation to Bell Group Limited as set out below.

We are not obliged to report our gender pay gap information in relation to Bell Global Property Services (UK) Limited but have voluntarily chosen to do so for transparency.

<b>Mean Gender Pay Gap (%)</b>	Bell Global Property Services (UK) Limited	40.3%
	Bell Group Limited	5.02%
<b>Median Gender Pay Gap (%)</b>	Bell Global Property Services (UK) Limited	40.21%
	Bell Group Limited	11.02%
<b>Mean Gender Bonus Gap (%)</b>	Bell Global Property Services (UK) Limited	-39.94%
	Bell Group Limited	31.11%
<b>Median Gender Bonus Gap (%)</b>	Bell Global Property Services (UK) Limited	-21.28%
	Bell Group Limited	7.64%
<b>Proportion of Males Receiving a Bonus (%)</b>	Bell Global Property Services (UK) Limited	13%
	Bell Group Limited	74%
<b>Proportion of Females Receiving a Bonus (%)</b>	Bell Global Property Services (UK) Limited	2%
	Bell Group Limited	41%

<b>Proportion of Males and Females by Pay Quartile (%)</b>				
	Bell Global Property Services (UK) Limited Male	Bell Group Limited Male	Bell Global Property Services (UK) Limited Female	Bell Group Limited Female
Top Quartile	55%	93%	45%	7%
Upper Middle Quartile	24%	94%	76%	6%
Lower Middle Quartile	15%	87%	85%	13%
Lower Quartile	19%	88%	81%	12%

#### 4. GENDER PAY GAP

We are pleased to report that the mean gender pay gap for Bell Group Limited remains low at 5.02%. This is significantly better than the UK average in our industry which is around 23%. Our average hourly pay has increased for males and females in the reporting period.

We have female representation on our Board of Directors which is made up of 33% female. We continue to benefit from the significant positive impact of having a more diverse Board and aim to continue with our efforts to attract more females at this level.

We are in a fantastic position of having a number of women in senior management roles at a tier of staff that sits just below our Directors. 31% of our employees at our senior management level are female and have a significant influence on proposing and implementing strategies that make us innovative and a leader in our industry.

We are proud of our progress in recruiting and retaining talented females in some of our most business critical roles.

The women in our senior management roles and at Director level remain passionate about promoting the message that construction is just as much for women as it is for men. This is very much supported by our Directors and those in senior management roles.

We continue to challenge the stereotypical views and provide encouragement to our employees to help us break down those perceived barriers and demonstrate that this is an industry for everyone that offers stability, opportunities for progression and is rewarding.

Our median gender pay gap is in favour of males by 11%. The median average hourly rate for females has increased to 15.34 from 13.89 last year. The growth of our organisation has been in line with carefully developed strategies including attracting and retaining females in some of our more senior, higher paid roles.

## **5. GENDER BONUS GAP**

We are delighted that our median bonus gender bonus gap has reduced significantly from 43.01% to 7.64%. Our mean bonus gender bonus gap also continues to decrease.

As noted in our previous reports, we operate primarily two types of bonus schemes. Firstly, it incentivises Operatives in such a way that they have the opportunity to earn a bonus every week if they achieve the targets set. Secondly, it incentivises managers and senior management teams with a bonus scheme which is linked to the performance of branches and Company performance. This scheme enables the opportunity for a bonus to be paid on an annual basis following the end of the financial year.

We recognise that our gender bonus gap is due to a significant majority of the Operatives in the industry being male and as such, benefiting from the potential to earn a bonus on a weekly basis. We deem this type of bonus scheme to be fundamental in incentivising Operatives and ensuring that they're motivated and engaged.

We continue to operate in a landscape where there is an industry wide skills shortage and good levels of employee retention are therefore critical. The current structure of this bonus scheme is effective in achieving the desired outcomes.

We will continue with our efforts to recruit more females into site based roles. The number of female operatives remains lower than we would like. We recognise that despite the efforts made each year, there is still a lot of work to be done in line with our passion for continuing to attract more females into our site based teams in particular. The carefully planned measures that we are currently taking to assist with that are summarised in section 7 of this report.

The lower proportion of females compared to men receiving a bonus is due to there being significantly less females in our site-based roles and instead dominating some of the more senior positions where the terms of the bonus scheme are different as described above and where more females compared with men received a bonus in this reporting period.

A further factor is that more women than men continue to work on a part time basis in our organisation. Where bonuses have been paid to our part-time members of staff, they are pro-rated

to reflect the hours of work. We encourage flexible ways of working where possible that suit the requirements of our employees and ensure a healthy work life balance.

This will have an impact on our gender bonus gap, however, we are keen to ensure that we continue being flexible with our employees where possible. We have noted an increase in our male employees making a flexible working request which is encouraging.

It is noted that the mean bonus gender pay gap in Bell Global Property Services (UK) Limited is 39.94% in favour of females and the median bonus gender pay gap is 21.28% in favour of females.

## **6. CHALLENGES IN OUR INDUSTRY**

We strive to make our industry attractive to females and part of that is ensuring that the roles that we offer are well paid to ensure that a good quality of life is possible for all our employees. This is further demonstrated by our commitment to pay our employees at least the Real Living Wage, having received the UK Living Wage accreditation in 2016.

Despite significant progress being made to date, our organisation continues to be under-represented by females and we continue to be faced with challenges in fulfilling our desire to achieve a fairer balance in relation to the number of men and women that we employ. This is an area that continues to be high on our agenda each year and we continue to take positive steps to address that.

Attracting women into our industry remains one of our greatest challenges. A further significant challenge in our industry is a shortage of skills. This has an impact on both our business and the construction industry generally. As a leading property services contractor with an ethos for making positive changes, we have reviewed this issue and have attempted to address the skills shortage by introducing and developing Bell Academies and launching our very own SQA accredited Apprentice Training Centre in Scotland. We plan to launch an Apprentice Training Centre in England soon given the success of our Training Centre in Scotland.

We are a proactive employer committed to addressing not only any challenges that we face as a business but also ensuring that our efforts benefit the construction industry collectively. Further information on our Bell Academies and our Apprentice Training Centre is provided in section 7 of our report.

We are committed to improving gender balance and have taken a number of steps to make our business more attractive to a wider range of candidates as summarised below.

## **7. TAKING ACTION**

We have identified that the following key issues in our organisation continue to exist and we wish to continue addressing:

- We have a much higher proportion of men than women in our organisation; and
- Overall, we have fewer women than men in our operational roles.

We will maintain our efforts to attract more women at all levels of our organisation, by bringing together a range of targeted recruitment initiatives as part of our wider people strategy. This integrated approach will strengthen our talent pipeline, increase engagement with underrepresented groups and help us track progress over time. We have committed to ensuring that in the next 4 years, 20% of females will be in site based roles.

In addition, we will achieve a 50% balance in our leadership roles. It is a priority for us to continue to build a strong pipeline into leadership roles by aligning attraction, development and progression across the business.

We have continued to increase our focus on our practices around flexible working; reward and

recognition; people development and recruitment in particular.

## RECRUITMENT PROCESSES

We encourage applicants from underrepresented groups and visibly promote ourselves as not only an employer of choice but one that supports women into the business at every level. This is ingrained in our recruitment strategy which promotes and actively supports the recruitment of women at all levels including our site based roles which are primarily occupied by men.

We work closely with colleges throughout the UK with a specific focus on 'Women into Construction' courses. In addition, we continue to work closely with organisations such as DWP to specifically support females hoping to develop a career.

As proud members of the Employers Domestic Abuse Covenant, we are continuing to strengthen our partnerships with organisations such as Smart Works and Women's Aid to enable us to support with providing meaningful and sustainable employment to women. Our efforts in this space allow us to connect with likeminded employers to develop partnerships that support our targeted recruitment campaign.

Our partnership with EMCOR UK supports candidates referred to us via the Domestic Abuse Covenant for work placements. In addition, personal development, training and wellbeing support is provided. Our commitment is to provide a flexible work placement to meet their individual needs.

Our recruitment campaigns are designed to focus on encouraging underrepresented groups into our industry and we are dedicated to recruiting the right people, supporting them through their training, and encouraging them to be the best they can be.

To assist us with this commitment, we work closely with a range of external organisations such as The Prince's Trust, the National Refugee Council, the Armed Forces, HMP, Barnardo's, Enable Scotland, Turning Point and the Construction Youth Trust. These organisations help us to engage with people looking to pursue careers in the construction industry and provide support throughout the journey.

We have developed a national engagement strategy which identifies potential partners across our UK Branch Network covering a wide range of minority and marginalised groups that we can connect with to increase the volume of applicants across these groups and ensuring that we can continue to increase the diversity of our workforce.

Our engagement with key organisations such as this in turn provides us with access to some of the more disadvantaged adults in the communities within which we work. This allows us to provide a brighter future for underrepresented groups by presenting opportunities that they may not have had otherwise and in particular encouraging those with little or no prospects into the workplace. This is something that we are particularly passionate about and very proud to champion.

We have developed specific recruitment literature which is used by our Community Engagement Co-Ordinator's to positively target females in the communities within which we deliver our services. We use examples of successful female employees in our organisation which are used within adverts, case studies, videos, leaflets and at careers events across the UK. Our female employees are role models for future talent and we encourage them to share their experiences openly and honestly. We also encourage feedback so we can understand what we are doing well, what we could do better, and any additional efforts that we can make to be more attractive to females considering a career in our industry.

We have launched an initiative which consists of a Female Representation Group. This Group has continued to grow since its launch. This is headed up by our senior leaders in the People Team and the purpose of the Group is to allow the organisation to better understand the challenges and barriers that women face within the industry. This will support us further understand the challenges

and any barriers faced by women and enable us to take further measures to address those challenges and/or barriers.

We recognise that there is still work to be done to establish a fairer balance in attracting females and as such are developing further strategies. This remains a work in progress albeit we have seen positive results to date.

## APPRENTICES

With a significantly lower number of women in operational roles, we continue to place inclusivity firmly on our agenda with a particular focus on our recruitment campaigns. We actively recruit apprentices annually throughout the UK.

As a result of our apprentice strategy and our focus on attracting underrepresented groups, our female intake of learners tends to increase year on year and we set our targets higher each year in relation to the recruitment of apprentices and trainees. Last year, our number of female apprentices was 11%.

Our recruitment drive for this year is now well underway and we are confident that we will exceed our female intake compared with previous years.

Our key achievements in this reporting period include being awarded the 5% Club's Platinum Award for the third year in succession, a prestigious level of membership awarded through the annual Employer Audit process which provides valuable benchmarking information for employers invested in apprenticeships and other 'earn to learn' programmes. This is in recognition of achieving over 10% of the workforce as apprentice positions and reflective of our position within the Sunday Times Top 100 employers of apprentices where we currently sit at number 44. We are incredibly proud of these achievements.

We recognise that we must support our female apprentices fully to ensure that they thrive. We have dedicated workplace mentors to support our apprentices across the business with a particular focus on ensuring that female apprentices have access to the relevant pastoral and progression support.

We deliver team building away days to all our apprentices with regular off the job training.

We continue to support our apprentices development beyond core work by encouraging participation in competitions such the World Skills and Skill Build UK where recently one of our female apprentices won Skill Build Apprentice Decorator of the Year.

Our apprentices are well represented in all industry competitions. We have been delighted to see five female apprentices compete nationally in competitions such as the Painting and Decorating Association Apprentice Trophy Awards, resulting in one of our third year apprentices being placed in second place in the UK final.

We had females compete in the Regional and National Skill Build competition hosted by the Construction Industry Training Board and World Skills with one of our female apprentices being placed 2<sup>nd</sup> overall in the UK and one in the current selection process for World Skills Shanghai in 2026.

We continue to be members of Constructure (formerly the Cross Industry Construction Apprenticeship Task Force) allowing us to share best practice and further understand ways in which we can further improve the diversity of our apprenticeship programme.

## BELL ACADEMIES

The development and continued growth of our Bell Academies provide a perfect host environment to develop future female talent. Our current strategies ensure that potential is identified and

developed at all levels and across all business areas regardless of gender.

We have 14 Bell Group Academies throughout the UK having developed a successful Academy model. Our ambition is to grow this network of Academies over the next five years resulting in 30 Academies and specific academies for Green Skills to further enhance our current engagement model with additional colleges and supporting additional trades.

We have a dedicated Skills Co-Ordinator supporting our Academies to ensure that all students on construction related programmes have a real opportunity to engage with the business through our work experience programme and access our apprenticeship vacancies.

Regular and positive contact by our Branch teams ensures that any females attached to our Academies are encouraged to take up work experience placements to support with their practical skills and personal development prior to the annual apprentice/trainee recruitment process commencing. This enhances their opportunity of success and we have demonstrable evidence of where females have been supported through our 'hands on' process through to the offer of a trade apprenticeship and subsequent successful completion of their apprenticeship.

### BELL APPRENTICESHIPS TRAINING CENTRE

In 2019, we were awarded an apprenticeship contract with Skills Development Scotland and approved by the Scottish Qualification Authority (SQA) to deliver apprenticeships in Painting and Decorating. We have developed a training facility based in Airdrie and we have trained a number of Assessors from our existing workforce to support us with our vision in relation to this.

Bell Apprenticeships are currently delivering an in-house Modern Apprenticeship programme to 70 apprentices from across Scotland and since its inception, has achieved 'high confidence' across all areas of delivery in SQA external verification.

In September 2024, Bell Apprenticeships went through its first Education Scotland Review. This involved two days of inspection in our Training Centre and across the Scottish branches. Our results following this review were outstanding and included:

Leadership and Quality Culture – Very Good

Service Delivery – Very Good

Safeguarding and Meeting the Needs of Apprentices – Very Good

In February 2024, Bell Apprenticeships gained approval to deliver the SCQFL4 Employability Award. This is a valuable tool for the Bell Training and Assessment team and supports our existing work by allowing meaningful interventions with those furthest from the employment ladder to enable the transition into apprenticeships and employment by means of supporting people with a Job Search, development of their CV, Mock Interviews and Job Applications processes.

In 2024, we opened a second Training Centre in Belfast in partnership with Impact Training with a commitment to employing ten painting and decorating apprentices in the first year and broaden the scope of construction trades as the Training Centre develops. Our Training Centre in Belfast has been a real success since it was launched and it will continue to develop.

### SCHOOL LEAVERS

We continue to place a particular emphasis on taking opportunities to present to those in high school who are at the stage of considering which career path they may wish to take. We actively educate those pupils about our industry and the opportunities available at all levels of our organisation.

Identifying that we struggle to attract women into our industry, we proactively seek to make



contact with female pupils to further discuss any opportunities that are available in an attempt to make our industry more appealing to them.

We remain surprised to note that a lack of understanding about our industry is one of the main factors that discourages women from considering our industry as a career. We aim to break down those barriers and encourage women to view our industry positively with numerous opportunities for career progression.

In 2023, we signed a partnership with The School Outreach Company. The aim of this agreement is to work collaboratively to deliver meaningful careers interventions to students, initially 55 schools in the South East, London and South West of England were included in the pilot programme. In 2025, we widened the scope of this project to include 100 schools nationwide. Our aim is to raise awareness of the range of careers available in construction and to promote opportunities within Bell, specifically apprenticeships at all levels.

This project has elevated our ability to engage with young people, particularly under represented groups including females. Over the course of the past year, through interactive newsletters and effective links to reading material and video collateral, we have engaged with over 50,000 students as part of the project, with over 11,000 students clicking on our QR code to find out more about our work experience and apprenticeship programmes.

In January 2025, we developed a range of bite size learning materials that have been issued to students engaged in the programme that will also support with their transition into the world of work.

We are encouraged that apprenticeships now feature strongly in the UCAS careers offering and that young people are recognising the benefits of apprenticeships and those students who would have ordinarily chosen University as their primary route are now considering apprenticeships alongside their wider career options. We believe that these positive steps will support our vision to attract and recruit from a wider pool of female candidates.

We are pleased to be working with a range of Colleges and Universities including the University of Estate Management to offer degree level apprenticeships and have made good progress since 2024 with our recruitment onto the Construction Quantity Surveying L4 standard and degree level apprenticeships.

We are hopeful that by offering degree level apprenticeship programmes, this will further increase the pool of future applicants.

We currently have around 37 members of staff that are Construction Ambassadors in addition to our Community Engagement team who actively promote career opportunities in schools. We work closely with a wide range of educational establishments to support positive outcomes against the Gatsby Benchmarks and GIRFEK indicators, enabling young people to make informed decisions on their future education and career paths.

All our educational engagement strategies aim to attract more females into our workforce at all levels. This commitment also links in with our desire to change the stereotypical perceptions of the construction industry generally and we are working hard in an attempt to continue to address those stereotypes.

We are confident that our ongoing commitment to achieving a more balanced workforce will continue to lead to an increase in female employees in the years to come.

#### **EX-MILITARY ENGAGEMENT**

We have received the Gold Award for the Armed Forces Covenant where we support ex-military personnel into our industry. All of our general vacancies are advertised on the Careers Transition Partnership (CTP) website and our business is represented at CTP careers events.



This provides us with further opportunity to engage and encourage females leaving the armed services to consider a career in our organisation from trade positions right through to management roles and we are pleased to have successfully recruited females through this structured process.

I confirm that the gender pay data contained in this report is accurate.

A handwritten signature in black ink that reads "Tracy Brescia". The signature is written in a cursive style with a horizontal line underneath.

**Tracy Brescia**  
**Chief of Staff**  
**1 April 2026**