



GENDER PAY REPORT 2024

Reporting period
April 2023 - March 2024

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INTRODUCTION

Introduced by the UK Government in April 2017, a gender pay gap must be reported on an annual basis by all employers with more than 250 employees. There is a legal requirement to publish this report by 5th April on both the company website and to the publicly available government database.

The gender pay gap is a global economic issue affecting women in every country and is the result of deeply-rooted inequalities in society ranging from access to education, lower participation in the labour market, gender stereotypes and the motherhood penalty.

WHAT IS THE GENDER PAY GAP?

The gender pay gap measures the difference between men and women's average earnings and is expressed as a percentage of men's pay. It compares the average pay by gender of all roles collectively, regardless of type or level.

The average is calculated in two ways – the 'mean', which is a straightforward calculation of the average hourly rate and the 'median', which is the middle salary if all salaries were listed in order from lowest to highest.

BONUS DIFFERENCE BETWEEN WOMEN AND MEN

(in 12 months preceding 5th April 2024)

MEAN 42.9%

MEDIAN 68.6%

Female bonus/commission compared to male

Our bonus differential has increased marginally during the reporting period, partly because during this period, Hill employed more women in roles that on average paid a lower bonus, irrespective of the incumbent.

The Hill Group is 100% committed to addressing gender inequality and to reducing its gender pay gap. We are passionate about creating a fair, equitable and inclusive workplace. In this report, covering the period from 5th April 2023 to 5th April 2024, we are pleased to present a positive upturn as a result of sustained and concentrated efforts in this area. We do acknowledge that there is still much to be done within our business and the wider housebuilding sector, in which Hill plays an influential role in advocating for change.

PROPORTION OF WOMEN AND MEN RECEIVING BONUSES

(in the 12 months preceding 5th April 2024)



ROCHELLE BURROUGHS, HR COORDINATOR

Rochelle joined Hill in 2014 as a Sales Administrator, although she wasn't specifically looking to enter the construction industry, she found a very supportive team that helped expand her knowledge of both sales and the industry itself. In 2016, she was promoted to Sales Coordinator.

In 2024, she transitioned to the HR department as an HR Coordinator, with a desire to obtain a qualification and acquire new skills. Currently, Rochelle is working towards her CIPD Level 3 in People Practice, which Hill is funding, and she expects to complete in July 2025.

Rochelle thoroughly enjoys working in the HR department because it offers a dynamic and varied role. Each day brings new challenges and opportunities to learn, which keeps the work engaging and fulfilling.

The collaborative environment has allowed Rochelle to grow both professionally and personally.

"I am genuinely grateful for the chance to further my education and career within the company, and I appreciate the opportunities Hill has provided for my continuous development and growth."

IS REPORTING THE GENDER PAY GAP ABOUT EQUAL PAY?

The gender pay gap is not the same as equal pay. Equal pay refers to men and women being paid the same for work of equal value, a principle that has been enshrined in UK law since the 1970s. Whilst we do have a gender pay gap when we compare the overall average pay and bonuses for men and women, a woman and a man at Hill will receive equal pay for equivalent jobs.

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WHY DOES HILL HAVE A GENDER PAY GAP?

Our gap is a result of a higher proportion of male employees in senior management positions as well as within construction activities, positions that also attract higher bonus payments. It is not because of our pay policies and practices.

PAY DIFFERENCE BETWEEN WOMEN AND MEN

(as of 5th April 2024)

MEAN GENDER PAY GAP ACROSS ALL HILL GROUP EMPLOYEES **26.1%**

MEDIAN GENDER PAY GAP ACROSS ALL HILL GROUP EMPLOYEES **41.5%**

■ ■ Female hourly rate compared to male

Our gender pay gap has improved slightly during the 12-month period which is a result of our continued efforts to make Hill an attractive, supportive and inclusive place to work for women.

OUR APPROACH TO ADDRESSING THE GENDER IMBALANCE

As part of our approach to supporting the advancement of females within our sector we have focused particularly on mentoring and coaching, both internal and external to our organisation. We recognise that developing a strong pipeline of talent starts with school leavers and have made good progress in forging stronger relationships with schools, academies and colleges that place an emphasis on STEM careers as part of their core offering.

As part of its wider social value strategy, Hill has 35 STEM ambassadors who work as volunteers (from a science, technology, engineering or mathematics related job) and offer their time and enthusiasm to educate school pupils and bring construction to life as a career.

Emma Gladwin, Social Value & Community Manager, said:

"Being a STEM ambassador is about igniting curiosity, empowering discovery and demonstrating that there is no one way into a career in STEM. It is important to me as a female to help inspire the next generation of girls to feel represented and see themselves wherever they want to be without limits."

Hill is also actively involved in the Housing Forum Futures Network which is a development programme for high-potential housing sector professionals which aims to help widen diversity in the industry. For example, Jamie Hunter, Development Director, is currently mentoring a female candidate from Trowers & Hamblins law firm.



Amelia pictured left

AMELIA HAYWARD-DUNN, CUSTOMER SERVICE MANAGER

Amelia started her traineeship with Hill in 2016, graduating from University and being promoted to Assistant Site Manager in 2021. Amelia is committed to supporting other young people into the construction industry and, since 2022, she has been mentoring candidates not just at the start of their careers, but also people returning to work from career breaks or those changing career pathways.

Amelia is committed to championing and empowering other women into the industry - she has mentored 19 candidates through the Women into Construction partnership, 90% of which have been from BAME backgrounds.

Throughout 2023/24, Amelia has offered and provided her support and guidance for 55 candidates, from the initial stages of their careers, right through to peers and her seniors on site who have learned and benefited from her years of experience within Hill.



SKYE MACLEAN, TRAINEE SITE MANAGER

Skye joined The Hill Group on its Management Trainee Apprenticeship scheme. She was already considering a career in construction having studied construction at a specialist engineering college.

"I was a bit nervous when I started as I was the only woman in the site office. However, I never felt singled out or treated differently. I quickly integrated into the team and have always felt included and supported. Balancing by role with university workload can be challenging as I am also a carer for my mum, but Hill and my Vincent Street team have been very supportive in helping me maintain this balance."

"One of my most memorable experiences was being responsible for the first air test for a Passivhaus. The target was 0.6, and we successfully achieved 0.25, which was a huge accomplishment for me."

Skye is working to progress through the Management Trainee scheme and looking forward to advancing her career within the company.

HBF WOMEN INTO SITE MANAGEMENT PROGRAMME

The Home Builders Federation and a number of leading housebuilders have continued the work that began in 2022 to collaboratively design, deliver and fund an insight programme for women from diverse backgrounds interested in exploring a career as a site manager.

The programme which includes online learning, 1:1 coaching and virtual site tours aims to raise, educate and attract a previously untapped talent pool, helping to address the skills shortage and improve diversity within housebuilding.

For the period covered by this report, Hill has offered upwards of 15 work placement opportunities for women, equipping them with the skills and knowledge to pursue a career in the sector.

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CAREER DEVELOPMENT

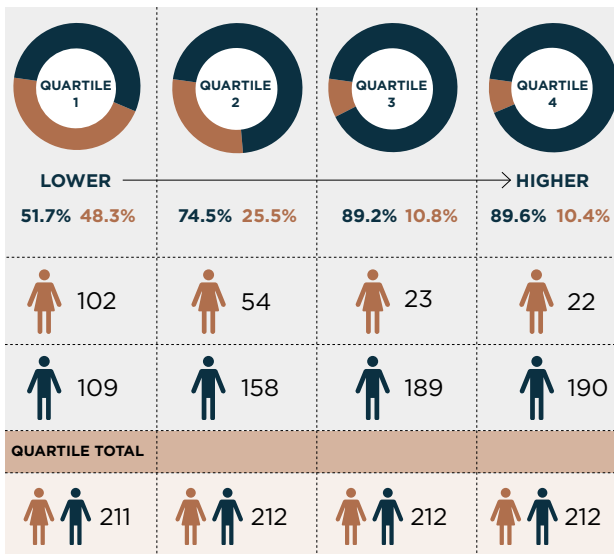
We are committed to fostering an inclusive and equitable workplace where women can thrive and advance their careers.

In addition to our efforts to retain females within the sector by supporting flexible working arrangements and offering enhanced family-friendly benefits, we are working hard to provide a more robust framework of learning tailored to meet the specific needs of women in the workplace.

We are currently developing a targeted development programme to support women in housebuilding, which addresses unconscious bias, reframing self-limiting beliefs and empowerment.

PROPORTION OF WOMEN AND MEN IN EACH QUARTILE OF OUR PAY STRUCTURE

(as of 5th April 2024)



Due to the timing of the reporting period and the way in which the eligibility criteria for awards is applied, we had a greater headcount than the number eligible for a bonus which has negatively impacted our results.

DANIELLA APPIAH-KUBI, TRAINEE SITE MANAGER

Daniella was first introduced to Hill at a careers presentation at her school – at the time the construction industry wasn't something she had considered, but after gaining an insight into the sector through Hill, she realised how much she loved the dynamic environment and seeing projects come to life.

"I was fortunate enough to be offered a role at Hill and from the very beginning, I have felt extremely supported. My team has been very helpful, always open to answering questions and never made me feel out of place as a female in the industry. On my first day, I already felt like I was part of the team. I'm also looking forward to joining Hill's women's network to connect with others in the company."

Looking ahead, Daniella aspires to becoming a Project Manager. Right now, she is focused on gaining as much experience as possible in different aspects of construction, supported by Hill, before transitioning to a site project management role.



INTERNAL MOBILITY

One area of focus has been showcasing internal mobility and career progression opportunities. We are also conscious of the detrimental impact that a lack of senior female role models in our sector can have and are keen to highlight the work we have done in this area to both attract women to our business and promote from within. For example, Amelia Sellek was promoted to Customer Service Director in 2023, following six years at Hill.

SALMA KHAN, SOCIAL VALUE AND COMMUNITY MANAGER

Salma joined Hill in 2022 and quickly became a hugely valued member of Team Hill. She works on Hill's large-scale regeneration projects to embed and implement social value initiatives and achieve s106 outcomes within the communities that Hill works. Her role involves building and maintaining partnerships with new and existing stakeholders, working with supply chain members to embed social value targets and engaging closely with residents.

"I love the scope and diversity of my role at Hill, no two days are ever quite the same. I love being part of a wider team – and find that my position at Hill means that I can be an advocate for equality, respect and diversity with the business."

Salma has been a dedicated site team member for Special Projects including Kew Bridge Rise, a landmark regeneration project by Hill and L&Q in Brentford. Since day one of the project, she has been working with the local community to create job opportunities on site and deliver projects, including a new playground and sensory pod to local schools for students with special educational needs.

Working at Hill has also opened new opportunities for Salma outside of her role. She is an Enterprise Adviser for Greater London Authority and volunteers her time with the Diana Award, working with young people who are at risk of becoming NEET (Not in Education, Employment or Training).



SUMMARY

We are encouraged that our efforts to address both the gender imbalance and pay gap are having a positive impact and will always reward male and female employees equally for performing the same role. We recognise that there are still considerable improvements to be made, and we will continue to champion equity, diversity and inclusion within Hill, collaborating with industry partners and internal networks to drive meaningful change and break down barriers to success.

I confirm the data reported is accurate.



Andy Hill OBE
Group Chief Executive
01.04.2025