



GENDER PAY REPORT 2025

Reporting period
5 April 2024 – 3 April 2025

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INTRODUCTION

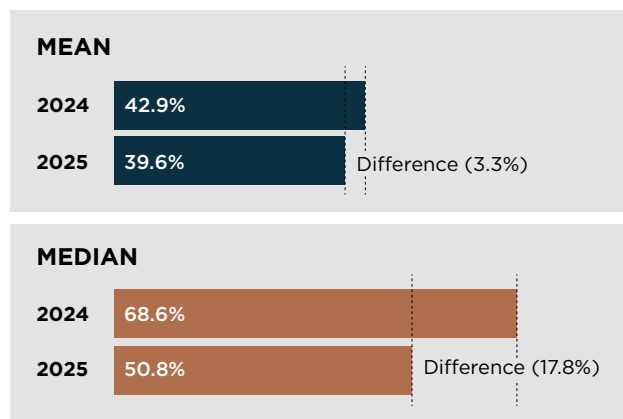
Introduced by the UK Government in April 2017, a Gender Pay Gap must be reported on an annual basis by all employers with more than 250 employees. There is a legal requirement to publish this report by the 4th of April on both the company website and to the publicly available government database.

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.

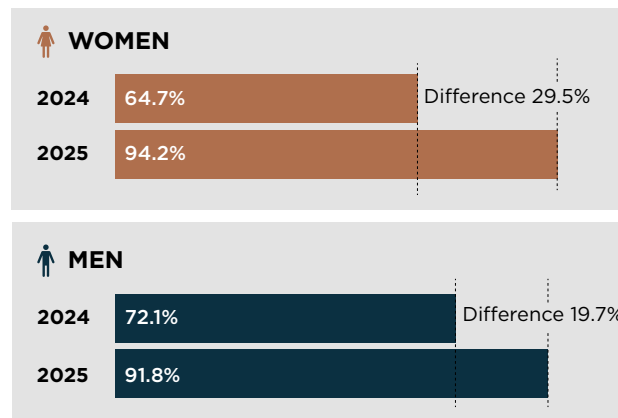
The Hill Group is 100% committed to addressing gender inequality and to reducing its gender pay gap. We are passionate about creating a fair, equitable and inclusive workplace. In this report, covering the period from the 5 April 2024 to 3 April 2025, we are pleased to present a positive upturn in our numbers which are the result of sustained, authentic and concentrated efforts in this area. We do acknowledge that there is still much to be done within our own company, as well as the wider housebuilding sector, in which Hill plays an influential role in advocating for change.

BONUS DIFFERENCE BETWEEN WOMEN AND MEN

Female bonus/commission compared to male



PROPORTION OF WOMEN AND MEN RECEIVING BONUS



Over the past year, the differential in bonus outcomes between men and women has significantly narrowed. This positive movement reflects several organisational changes in our workforce profile and performance-related awards. There has been a shift in the distribution of senior roles, with a greater proportion of women receiving higher value bonuses. In addition, changes in senior personnel have contributed to a more balanced picture overall. Collectively, these factors have helped reduce the gap and support continued progress towards greater equity in reward.

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.

IS THE GENDER PAY GAP THE SAME AS 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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Daiva Diliute, Learning and Development Partner

Daiva joined Hill in 2024 as a Learning and Development Partner. She has played a key role in strengthening individual growth across the business, designing and delivering training, leading inductions and building structured career development pathways.

Since joining, her role has developed significantly, bringing key skills training in-house and responding to growing demand by designing new courses.

A highlight of her first year was the HR team winning “Best Talent and Recruitment Strategy” at the 2025 Engage Awards, alongside her own recognition winning Hill’s internal Values in Action award for Ambition.

“I’m trusted as an expert in my field, and that trust has given me the freedom to explore ideas, shape our L&D vision, and implement meaningful changes... Hill offered the opportunity to use my expertise to bolster people development across the business.

It’s rewarding to know the work I do matters and contributes to our wider success; that’s what excites me.”

Trusted to lead in her area of expertise, she has been supported with further qualifications and opportunities for professional development.

Daiva describes Hill as a workplace where collaboration and long-term success go hand-in-hand, with a culture that is evolving positively.



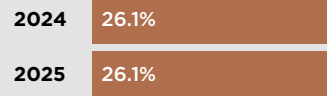
WHY DOES HILL HAVE A GENDER PAY GAP?

Hill’s gender pay gap is as a result of a higher proportion of male employees in senior management positions as well as in construction roles that also attract higher bonus payments. It is not because of our pay policies and practices.

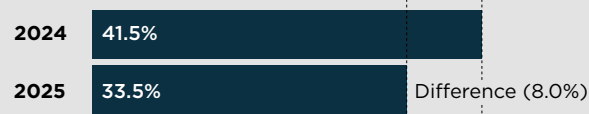
PAY DIFFERENCE BETWEEN WOMEN AND MEN

Gender pay gap across all Hill employees:

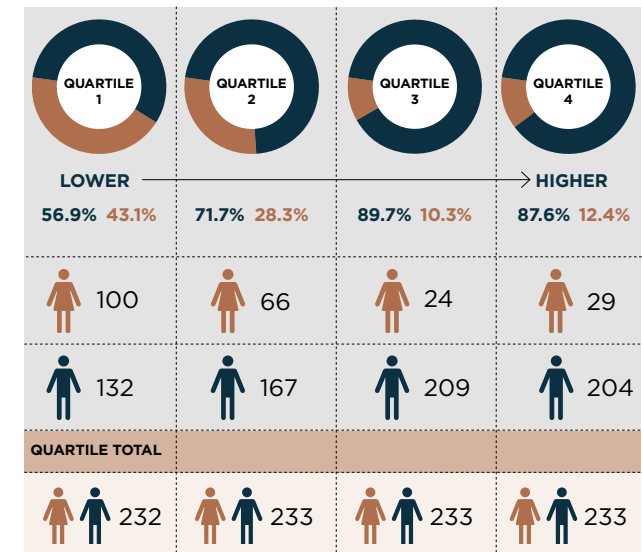
MEAN



MEDIAN



PROPORTION OF WOMEN AND MEN IN EACH SALARY QUARTILE



Our gender pay gap has improved during the 12-month period which is a result of our continued efforts to making Hill an attractive, supportive and inclusive place to work for women. We have recruited several senior women into leadership roles within the business, including a new Head of Planning, a new Director of Business Growth, and new Heads of Sales in London and the South Western region.

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OUR APPROACH TO ADDRESSING THE GENDER IMBALANCE

At Hill, we are focused on supporting women in the workplace so they can thrive. One of our core values is collaboration – listening and learning together as a team – so that employees can flourish.

Mentoring and coaching form an important part of this.

Our Women's Ambassadors Network creates a space for women to connect and support one another. It focuses on three workstreams:

Wellbeing, supporting mental, physical and emotional health;

Family, recognising caring responsibilities and life outside work; and

EmpowerHer, helping women see clear development and progression opportunities. Through mentoring, events and open conversations, the network helps foster a supportive and inclusive culture where everyone can thrive, with male colleagues encouraged to act as allies and champions.



HBF WOMEN INTO HOMEBUILDING

The Home Builders Federation and several leading housebuilders work collaboratively to design, deliver and fund an insight programme for women from diverse backgrounds interested in exploring a career as a construction 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.

Hill has offered a number of work placement opportunities to women, equipping them with the skills and knowledge to pursue a career in the sector.

CAREER DEVELOPMENT

We are committed to fostering an inclusive and equitable workplace where women can succeed 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.

Eloise Judd, Assistant Technical Coordinator

Since joining Hill in September 2021 through the Management Trainee Scheme, Eloise has progressed from Trainee to Assistant Technical Coordinator in the London region. From coordinating design packages to managing handover documentation, she plays a key part in ensuring developments move smoothly from concept to completion.

She was first introduced to construction through her sixth form careers advisor and career presentations, later gaining work experience with a housebuilder before applying to join Hill's degree apprenticeship programme.

Highlights of her journey so far include being named First Year Trainee of the Year, receiving a Hill Hero award, contributing to several Foundation 200 projects, and successfully handing over her first project. Supported by CPD training, mentoring and hands-on guidance from managers, her experience demonstrates Hill's commitment to celebrating talent and creating opportunities for progression.

"The culture at Hill is very collaborative. Cooperation and teamwork have supported my growth by strengthening my problem-solving abilities and exposing me to various perspectives that expand my understanding and thinking. Working with different people across the project teams has helped me analyse challenges from multiple angles."



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Jessica Lee, Trainee Technical Coordinator

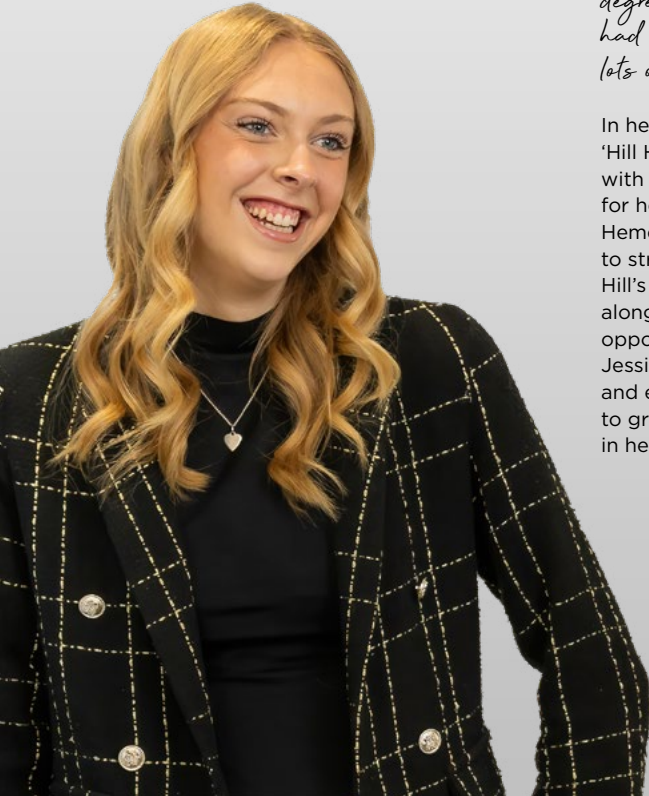
Having joined in 2024 as a Trainee Technical Coordinator, Jessica is building her career through Hill's management trainee programme. Her role involves coordinating the technical aspects of construction projects to ensure they are safe, compliant and aligned with design, client and budget requirements.

She enjoys the variety the role offers, from collaborating with different teams to working across multiple sites – no two days are the same.

Initially interested in architecture, Jessica discovered the Technical Coordinator pathway during sixth form work experience and recognised it offered a more practical, varied route into the industry.

"I was intrigued by Hill's exceptional management trainee programme as I was looking to find an apprenticeship that would allow me to work and gain real on-the-job experience, as well as complete a degree. It was also clear that Hill had an excellent working culture and lots of career progression opportunities."

In her first year, she achieved a 'Hill Hero' award and was entrusted with coordinating pre-planning consultants for her own Foundation 200 project in Hemel Hempstead. She credits her growth to strong support from colleagues and Hill's Learning & Development team, alongside mentoring and specialist training opportunities. As a woman in construction, Jessica has felt respected, encouraged and empowered. This has allowed her to grow in confidence as she progresses in her career.



Megan Vaughan, Trainee Social Value & Community Coordinator

"The apprenticeship pathway really appealed to me because it offered structured development, clear progression, and the chance to combine my studies with hands on experience. Having that support while learning on the job has made it much easier to build confidence and understand the role in a real, practical way. I've felt encouraged to ask questions, get involved, and develop at my own pace."

Megan joined Hill six months ago, as a Social Value Trainee, supporting the delivery of meaningful community initiatives across several sites and working closely with site teams to help achieve social value targets. She enjoys the variety the role offers, particularly seeing firsthand the difference small initiatives can make.

Having not previously considered construction as a career, she discovered the industry while searching for a role focused on delivering positive community impact and was inspired by Hill's genuine

commitment to social value and sustainability and the opportunity to make a difference.

Currently completing an apprenticeship, Megan values the structured development and hands-on experience the pathway provides. With strong support from her team and access to training opportunities, she is growing in confidence and developing a clear foundation for a long-term career.



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Keeley Deamer, Customer Service Team Leader

Keeley joined Hill 12 years ago as a Customer Service Coordinator and has since progressed to Customer Service Team Leader. Today, she leads and motivates her team, making sure processes are followed, delivering a five-star service to customers, and training new starters.

Encouraged to apply by a close friend already working at Hill, she brought previous construction industry experience but no formal qualifications specific to the role. Through hands-on learning, mentoring and training opportunities, she gradually developed her skills and confidence, taking on greater responsibility as the department evolved.

Having witnessed significant change over the years, Keeley believes Hill offers genuine long-term career opportunities, supported by clear progression routes and strong development support. She values a culture that champions collaboration and inclusion, while also recognising individual hard work and contribution. Her recent internal award win for delivering a new training process and playing a pivotal role in Hill's largest management trainee intake in 2024 reflects that commitment in action.

"I continue to work at Hill because I value the company's principles and values. I appreciate that it is always adapting to change and consistently seems to be one step ahead."

"There's greater awareness now about the importance of inclusive voices and perspectives, and this has led to more visible change in many spaces... Hill has created an environment where different perspectives are valued."

"When women can see clear growth routes, feel supported through different life stages, and are encouraged to contribute meaningfully, it creates the foundation for sustainable and fulfilling long-term careers."



Hill's graduate trainee intake in September 2024

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.

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
Founder and Group Chief Executive
01.04.2026

