Select Roofing Ltd. Gender Pay Gap Report 2025

At Select Roofing, we are committed to building a workplace where every employee — regardless of gender — has equal opportunity to thrive and progress. We welcome the opportunity to publish our Gender Pay Gap Report as part of our ongoing commitment to transparency and continuous improvement.

Understanding the Gender Pay Gap

The gender pay gap measures the difference in average hourly pay between men and women across an organisation, regardless of role or seniority. It is not the same as equal pay, which means paying men and women the same for the same or equivalent work — something we are fully committed to and compliant with.

2025 Results

Our data shows a gender pay gap driven primarily by the distribution of men and women across different role types and seniority levels within the business. Nevertheless, our mean hourly gap of 8.51% is a percentage-point below the average across all sectors (circa 9.5%) which given the nuances of our own particular sector is encouraging. It will be interesting to see how Select Roofing compares to others in the sector as more data emerges.

The construction industry, including our own operations, continues to have significantly more male representation in senior and site-based roles, and this is reflected in our quartile breakdown and also the median hourly pay gap.

Nonetheless, it is encouraging to see a very insignificant gap where bonus payments are concerned, reflecting the fact that in our organisation, effort is rewarded on the basis of merit alone.

Mean Hourly Gap	
All employees:	8.51%
No PT Employees	
Median Hourly Gap	
All employees:	50.90%
Bonus Gap:	
Mean Bonus Gap	1.82%
Median Bonus Gap	0

Representation in the Upper Quartiles

Quartiles:

	Male	Female	Total
Lower	17	4	21
Middle	19	3	22
Upper Middle	21	1	22
Upper	22	0	22

Lower Quartiles		Middle Quartiles		Upper Middle Quartiles		Upper Quartiles	
Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %
81	19.	86	14	100	0.00	100	0.00

Women are under-represented in the two upper pay quartiles of our organisation. This is largely due to the nature of our business:

- The majority of upper quartile roles are technical, site-based, or operational leadership positions — areas where the wider construction industry has historically seen low female participation.
- Many senior roles in project management, estimating, and commercial delivery require specific construction experience, which continues to have a male-dominated talent pipeline.

As a result, the average pay in these quartiles reflects the higher concentration of male employees in senior technical roles.

Why the Pay Gap Exists at Other Levels

In the lower and middle quartiles, our pay gap is influenced by:

- A higher proportion of female employees in administrative and support functions, which typically have lower market pay rates compared to technical or site-based roles.
- The impact of bonus structures and allowances (such as site allowances, travel, and overtime) which are more commonly earned in operational field roles currently occupied by men.
- Part-time working arrangements, more common among our female employees, which can impact average hourly earnings when calculated across the workforce.

Our Commitment to Closing the Gap

We recognise that achieving balance in gender representation — particularly in leadership and technical roles — requires a long-term, proactive approach. Over the coming years, we are committed to:

1. **Targeted Recruitment** – Proactively encouraging and attracting women into site-based, technical, and leadership roles through partnerships with industry bodies, schools, and training providers.
2. **Career Development Pathways** – Offering structured training and mentorship programmes to support women in progressing into higher-paid operational and commercial roles.
3. **Inclusive Culture** – Continuing to build a culture where everyone feels welcome on-site and in leadership meetings, including reviewing policies and facilities to support a diverse workforce.
4. **Flexible and Targeted Benefits** – We will proactively seek to introduce more flexible ways of working which are in-line with the needs of life-circumstances which particularly impact female employees to encourage their participation at more senior levels in the business.
5. **Monitoring Progress** – Reviewing our gender pay data annually and reporting publicly on our progress.

Looking Ahead

The gender pay gap in our business is a reflection of broader industry challenges, but it is not one we accept as unchangeable. By actively working to improve representation, provide development opportunities, and ensure our recruitment processes reach the widest possible talent pool, we believe we can make meaningful progress toward a more balanced and inclusive workforce.