



GENDER PAY GAP REPORT

2025/26

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FOREWORD

At JSM Group our purpose has always been to deliver safe, sustainable utility infrastructure whilst building a business where people genuinely want to work. Central to that is our commitment to equity and inclusion, and this year, I am pleased to share that our data tells a story of real, measurable progress.

Our median hourly pay gap has improved by 3.3 percentage points to 21.50%, and I am particularly encouraged that every median measure has moved in the right direction within the same reporting year. Our median bonus gap fell by 10.6% to 57.06%, the largest single-year improvement across all of our metrics, and women's mean hourly pay rose by 10.9%. The proportion of women receiving a bonus increased to 72%, and despite an overall reduction in headcount, we have retained ten women in our top pay quartile. These are meaningful steps forward.

Beyond the numbers, we are focused on making practical, day-to-day improvements that reflect the diversity of our workforce. This year, we updated our PPE catalogue to include dedicated women's and maternity ranges, ensuring that everyone working on site has access to equipment that fits properly and keeps them safe. It is the kind of change that matters to the people doing the job, and we are committed to continuing that approach.

We recognise that building a truly inclusive and diverse workplace is essential to our long-term success. We are proud of the progress we have made since our founding in 1998, but we remain clear-eyed about the work still ahead. Closing the gender pay gap and challenging the structural barriers that persist across the construction and utilities sectors will require sustained commitment, and that commitment remains firm.



Michael Booth
Chief Executive Officer

GENDER PAY GAP

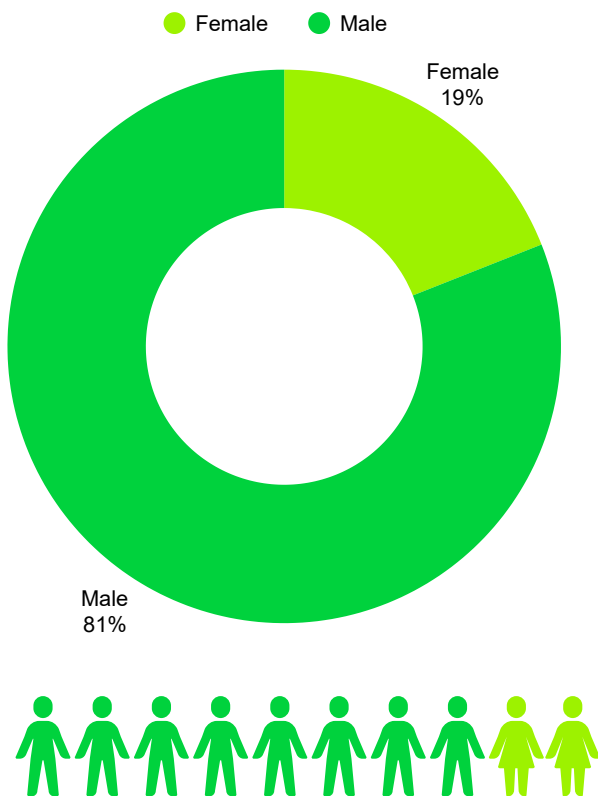
In April 2017 the government introduced gender pay reporting for all employers with more than 250 employees. This report shows the differences in average pay and the differences in average bonus between our male and female colleagues.

The gender pay gap uses a reporting snapshot date of 5th April in any given year and shows the average (mean) and median pay difference between all men and women, irrespective of any differences in the work they do. As a result, it's affected by how the workforce is made up, including the numbers of men and women in different types of jobs and at different levels of seniority.



OUR DATA

THE MAKE-UP OF OUR PEOPLE



HOURLY

MEAN PAY GAP **24%**

MEDIAN PAY GAP **22%**

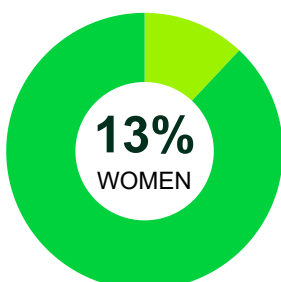
BONUS

MEAN PAY GAP **64%**

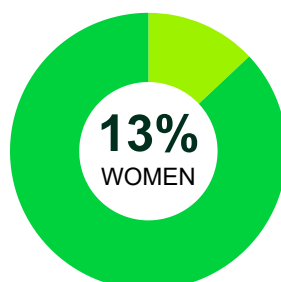
MEDIAN PAY GAP **57%**

PROPORTION OF EMPLOYEES PAY PER QUARTILE

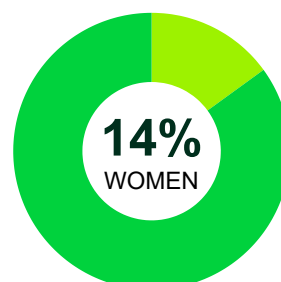
UPPER PAY QUARTILE



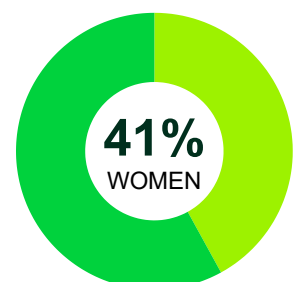
UPPER MIDDLE PAY QUARTILE



LOWER MIDDLE PAY QUARTILE



LOWER PAY QUARTILE





LOOKING FORWARD

The progress reflected in this year's report is encouraging, but for us at JSM Group, it is a prompt to accelerate, not a reason to pause. We remain committed to building a workplace where diversity is celebrated, inclusion is intentional, and opportunity is accessible to all.

This year marks an important milestone in that journey. We have embedded a company-wide job architecture that establishes a clear, consistent framework of roles and levels across the organisation. This is not simply a structural exercise, it is the foundation upon which we will build meaningful, transparent career pathways, ensuring that progression at JSM Group is equitable, visible, and achievable for everyone, regardless of gender or background.



Helen Stewart
Chief People Officer

Looking ahead to 2026/27, we will build on this foundation by developing structured career pathways that give our people a clear line of sight to where they can go and what they need to get there. Alongside this, we are committed to expanding our early careers offering, creating greater opportunities for new talent to enter and grow within the business. Developing the next generation of diverse talent, from apprenticeships through to graduate entry, is central to our long-term ambition of shifting the composition of our workforce and addressing the structural barriers that have historically limited female representation in our sector.

We will continue to invest in pathways for women to join, grow, and lead within our organisation, and we remain committed to listening, learning, and acting with purpose. We will continue to seek feedback, measure our impact, and hold ourselves accountable, making JSM Group a business our employees, clients, and stakeholders can be proud of, today and into the future.

Statutory declaration

I confirm that the data and information presented in this statement are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Michael Booth
Chief Executive Officer
JSM Group Services Limited



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