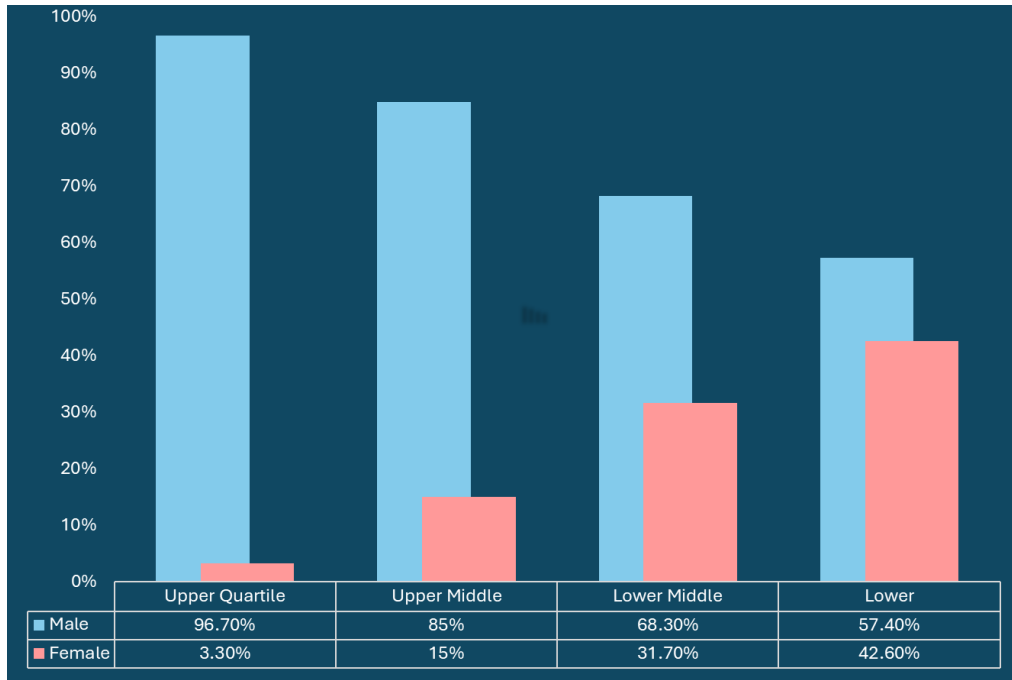


Gender Pay Gap Reporting

A. & M. Insulations Limited

Snapshot Date: 5th April 2025

A. & M. Insulations Limited welcomes the opportunity to report our gender pay gap figures for the 2025 snapshot date. As a business operating within the construction industry, we recognise that our sector has historically faced challenges in achieving gender balance, particularly in technical, site based and senior operational roles. Our results reflect both these wider industry trends and the current structure of our workforce.



Understanding Our Gender Pay Gap

Our 2025 data shows:

- A mean hourly gender pay gap of 28.52%
- A median hourly gender pay gap of 33.91%

These gaps are primarily driven by the distribution of men and women across pay quartiles. Women are underrepresented in the upper and upper middle pay quartiles, where many of our higher paid technical, supervisory and management roles sit. This pattern is consistent with the construction sector more broadly.

In contrast, women make up a higher proportion of employees in the lower and lower middle quartiles, which include administrative and support roles that typically attract lower pay levels.

Bonus Pay Gap

Our bonus data shows:

- A mean bonus gap of 32.84%
- A median bonus gap of -56.32%

The negative median bonus gap indicates that the typical woman at A. & M. Insulations Limited received a higher bonus than the typical man. This is because a greater proportion of women (33.93%) received a bonus compared with men (20.54%). However, the mean bonus gap

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remains positive, reflecting that a small number of higher value bonuses were awarded to men in senior roles, which increases the average.

Why these gaps exist

Our gender pay gap does not arise from paying men and women differently for the same work. Instead, it reflects:

- Low female representation in senior and technical roles, which are typically higher paid
- Industry-wide shortages of women entering construction trades, limiting the talent pipeline
- A higher proportion of women in administrative and support roles, which fall into lower pay quartiles
- Bonus structures linked to seniority, where men currently hold most senior operational positions

These factors are common across the construction sector, where women represent a small percentage of the overall workforce.

Actions we are taking

A. & M. Insulations Limited is committed to reducing our gender pay gap over time. We recognise that meaningful change requires sustained action, particularly in a sector where women have historically been underrepresented. Our ongoing and planned initiatives include:

- Improving recruitment outreach to attract more women into technical and operational roles
- Reviewing job design and progression pathways to ensure women have equal access to development opportunities
- Strengthening internal promotion processes to support women progressing into supervisory and management positions
- Expanding flexible working options, where operationally possible, to support work-life balance

We understand that progress in the construction industry can be gradual, but we remain committed to long term improvement.

Our Commitment

A. & M. Insulations Limited is dedicated to creating a fair, inclusive and supportive workplace for all employees. We will continue to monitor our gender pay gap annually, review our policies and practices, and take steps to improve gender representation at all levels of our organisation.