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# GENDER PAY GAP REPORT

CLAIRE BARKER - HR DIRECTOR

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# FOREWARD

## *Reflections from Claire Barker, Human Resources Director*

At MJ Quinn, we are committed to building a workplace where everyone can thrive. Publishing our Gender Pay Gap (GPG) annually is a key part of that commitment. It helps us understand what is driving any differences in average earnings between women and men across our workforce and where we must focus our actions.

Our 2025 figures are based on “full-pay relevant employees” on the statutory snapshot date for private sector employers (5 April), and the calculations follow the methodology set out in UK legislation and guidance.

### **Declaration**

I confirm that the gender pay gap information for MJ Quinn has been calculated in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and the accompanying guidance, using the snapshot date of 5 April 2025.



**Claire Barker**  
HR Director



# INTRODUCTION

Established in 1978 M.J. Quinn is a national organisation, with contracts covering the length and breadth of the UK and Ireland.

We provide design, installation, and maintenance of telecoms, mechanical, electrical, fire detection and suppression systems, LED Lighting, Air Cooling, solar and building services. These services cover a customer base across a multitude of different industries including transport, retail, commerce, public services, education, and hospitality.

## **Gender Pay Gap Reporting**

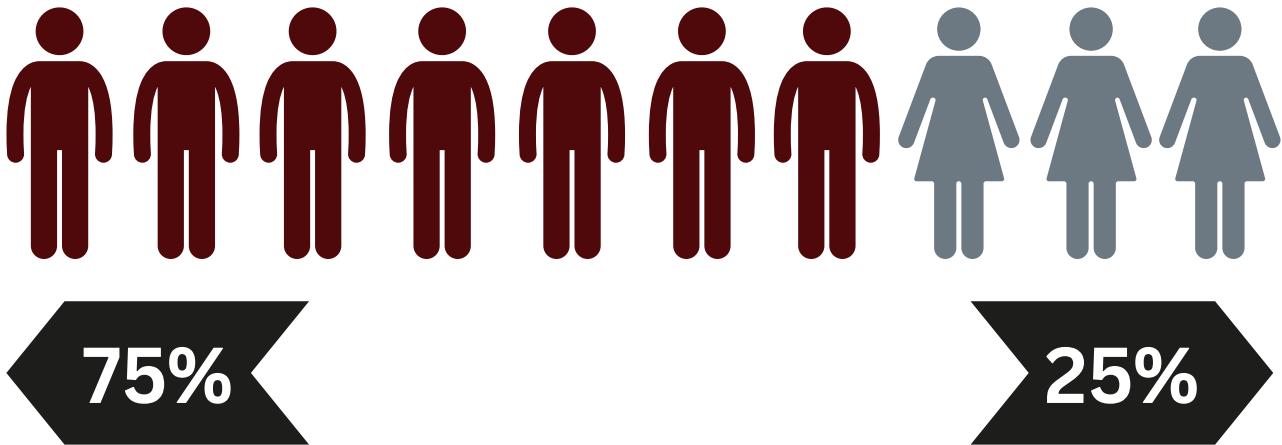
The Gender Pay Gap reporting regulations came into force in April 2017 and requires UK employers with 250 or more relevant employees to publish mandatory information concerning gender pay.

As an employer with more than 250 staff, MJ Quinn must report and publish the following information annually:

- The percentage of men and women in each hourly pay quarter.
- Mean (average) gender pay gap using hourly pay.
- Median gender pay gap using hourly pay.
- Percentage of men and women receiving bonus pay.
- Mean (average) gender pay gap using bonus pay.
- Median gender pay gap using bonus pay.

The following report documents data from MJ Quinn's payroll and describes how the Company is actively taking steps to address the gap identified.

# OUR DATA AT A GLANCE



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## Employee Distribution

Our analysis reveals the distribution of male and female employees across four pay quartiles.

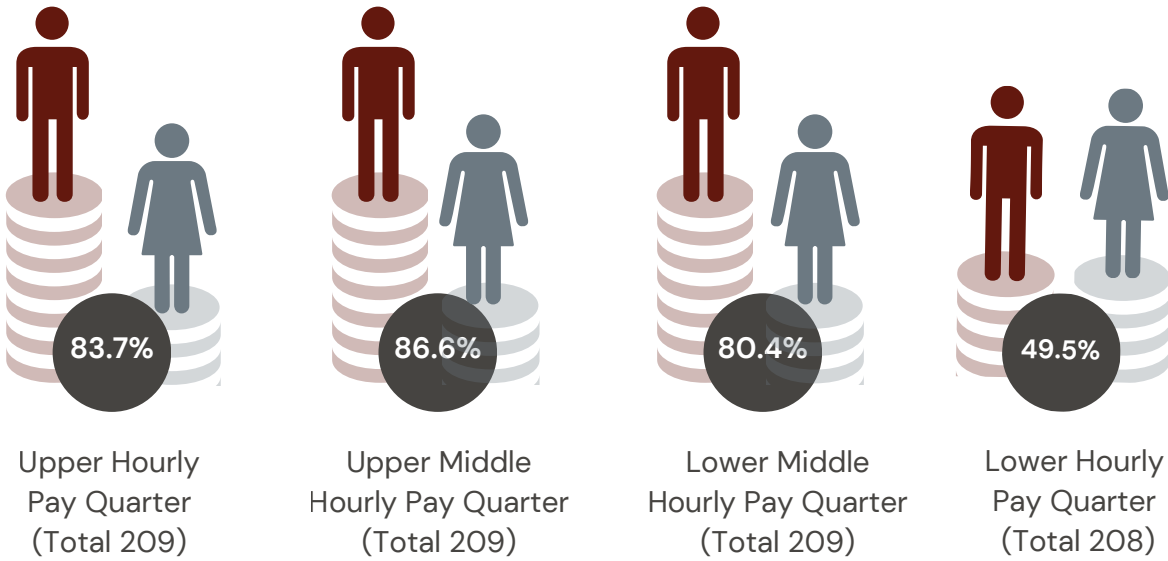
In the Upper Hourly Pay Quarter, males constitute 83.7% (175 employees), while females make up 16.3% (34 employees).

In the Upper Middle Hourly Pay Quarter, males represent 86.6% (181 employees), and females account for 13.4% (28 employees).

The Lower Middle Hourly Pay Quarter shows 80.4% males (168 employees) and 19.6% females (41 employees).

Finally, in the Lower Hourly Pay Quarter, males comprise 49.5% (103 employees), and females constitute 50.5% (105 employees).

# PAY QUARTILES



## What these statistics mean

The gender pay gap looks at average pay across the workforce. It is different from equal pay, which concerns paying women and men the same for the same or equal work (a legal requirement under the Equality Act 2010). We remain committed to equal pay and to monitoring our pay policies and practices accordingly.

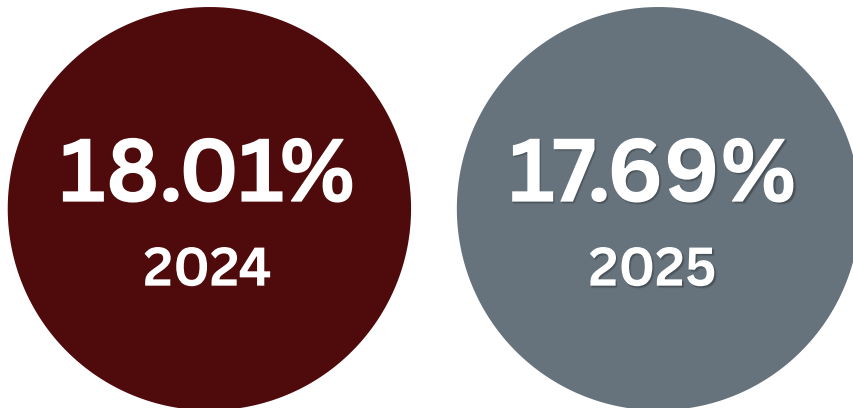
## Year-on-year comparison with 2024

To give our 2025 results proper context, the table below summarises the comparable figures published in MJ Quinn’s 2024 Gender Pay Gap report and highlights how we have moved. The 2024 report was published on our website and confirmed calculations made in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

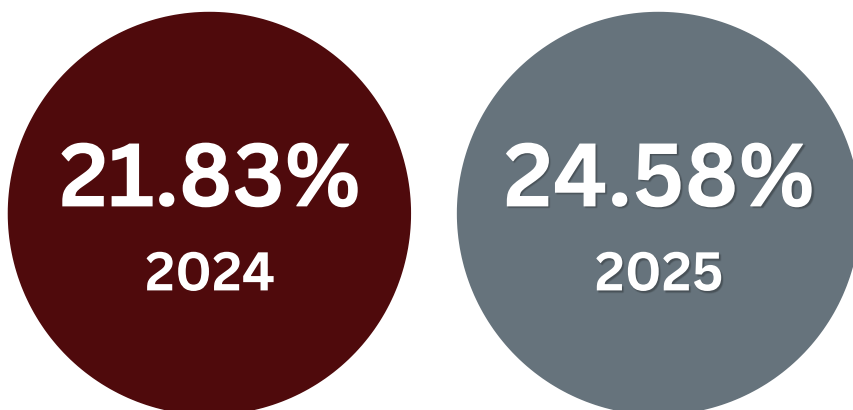
## Workforce size and representation

- Workforce size (full-pay relevant) grew from 664 in the 2024 report to 835 in 2025 (approx. +26%).
- Female representation by quartile:
  - Upper quartile: rose from 12.9% (2024) to 16.3% (2025) (+3.4 pp).
  - Upper-middle: moved from 15.0% to 13.4% (-1.6 pp).
  - Lower-middle: from 18.0% to 19.6% (+1.6 pp).
  - Lower: from 43.7% to 50.5% (+6.8 pp).

# HOURLY PAY GAP



**Mean hourly pay gap:** improved from 18.01% (2024; male £19.35, female £15.86) to 17.69% (2025; male £20.69, female £17.03), a 0.32 percentage-point reduction.

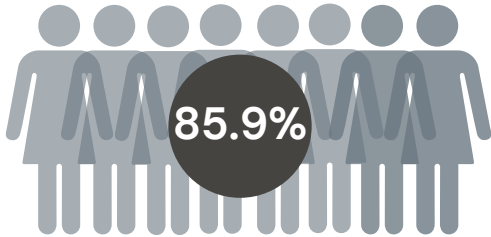


**Median hourly pay gap:** moved from 21.83% (2024; male £16.99, female £13.28) to 24.58% (2025), an increase of 2.75 pp.

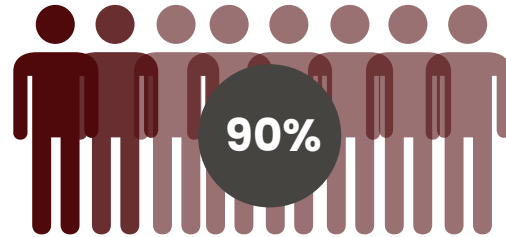
# BONUS PARTICIPATION AND BONUS GAPS

## Bonus Receipt Rates

in 2024, 88.3% of females and 81.1% of males received a bonus; in 2025 this shifted to 85.9% of females and 90.0% of males.



Women received a bonus



Men received a bonus

## Bonus Receipt Rates

Improved from 51.1% (2024; male £1,363.19, female £666.93) to 48.0% (2025).

## Median bonus gap

Improved from 28.6% (2024; male £665.00, female £475.00) to 24.2% (2025).

## How to interpret the mixed picture

- The mean hourly gap narrowed slightly, consistent with a gradual shift of women into higher-paid roles (e.g., a higher share of women in the upper quartile than last year).
- The median hourly gap increased. Median results are sensitive to the “middle” of the pay distribution; the higher proportion of women in the lower quartile this year can widen the median gap even when the mean narrows.
- Bonus gaps improved (mean and median), though bonus eligibility/receipt now favours men slightly; we will review bonus plan design and communication to ensure equitable access and outcomes.

# WHAT IS DRIVING OUR FIGURES

Our data continues to reflect the sector we operate in. As we noted in last year's published report, telecommunications and adjacent critical-infrastructure fields have historically higher male representation, particularly in technical and field-based roles which influences the shape of our quartiles and, in turn, average pay. We are actively working to broaden female representation at every level, including in higher-paid roles.

## **The actions we are taking**

We are focused on structural, sustained actions that address the underlying drivers of our gender pay gap. These priorities align with our Equal Pay Policy (HR-POL-EDI-003) and our broader EDI framework.

### **Strengthening equal pay governance**

- Annual pay reviews and regular pay audits with board oversight, ensuring we monitor for and address unjustified variance.
- Clearer, role-based pay frameworks and transparent pay progression criteria.

### **Increasing female representation in higher-paid roles**

- Talent mapping, mentoring and leadership development for women in operational, engineering and managerial pathways.
- Data-led recruitment (balanced shortlists, inclusive job design), coupled with targeted outreach to diversify candidate pipelines.

### **Reviewing bonus and variable pay**

- Testing bonus eligibility and design for unintended barriers; monitoring award outcomes by gender and grade to ensure fairness across comparable contribution levels.

### **Supporting inclusion and flexibility**

- Flexible working options and manager training to reduce attrition pinch-points that disproportionately affect women's progression.
- Enterprise-wide EDI policies and training (including anti-harassment and transgender equality) to underpin a respectful, inclusive culture.

# LEGISLATIVE CONTEXT AND OUR COMPLIANCE

- Who must report & what must be published. Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, private and voluntary sector employers with 250+ employees must publish: mean/median hourly pay gaps, bonus gaps, the proportion receiving a bonus, and gender distribution across pay quartiles. Calculations must follow the statutory method.
- Snapshot date & deadline. For private/voluntary sector employers, the snapshot date is 5 April and the publication deadline is 4 April of the following year (i.e., the 2025 snapshot must be reported by 4 April 2026).
- Equal pay vs gender pay gap. In addition to reporting the GPG, we are committed to equal pay for equal work under the Equality Act 2010, supported by our Equal Pay Policy (HR-POL-EDI-003).

# CONCLUSION

At MJ Quinn, we recognise that our workforce composition reflects broader industry trends. The telecommunications an, energy and critical infrastructure sectors, in which we operate, have historically seen a higher representation of men compared to women. This is a common characteristic across the industry and is influenced by various factors, including educational pathways and career choices that have traditionally attracted more men.

In our 2025 Gender Pay Gap Report, this gender imbalance is evident in the distribution of employees across most pay quartiles. For instance, in the Upper Hourly Pay Quarter, males constitute 83.7% of the workforce, while females make up 16.3%. Similarly, in the Upper Middle Hourly Pay Quarter, males represent 86.6%, and females account for 13.4%. This pattern continues in the Lower Middle Quarter, with males comprising 80.4%. However we have seen a balance redress in the Lower Quarter with slightly more females 50.5% a 6.8% increase from 2024.

The predominance of men in higher-paying roles has a direct impact on our gender pay gap figures. The mean hourly pay for men is £20.69, while for women, it is £17.03, resulting in a mean gender pay gap of 17.69%. The median hourly pay gap is even more pronounced at 24.58%.

----- End of Report -----