



Hillhouse Group
Hillhouse Quarry
Troon
Ayrshire
KA10 7HX

T: 01292 313311

Gender Pay Gap Report 2025

1. Foreword

I am pleased to introduce our company's first Gender Pay Gap Report, prepared in accordance with the statutory reporting requirements for employers with over 250 employees. This report provides an important opportunity for us to reflect on our current position, understand the factors influencing our gender pay gap, and demonstrate our commitment to fairness, transparency, and continuous improvement across our organisation.

As a business operating within the quarrying sector, we work in an industry that has historically been—and continues to be—predominantly male-dominated. This is reflected in our own workforce demographics, where a significant proportion of roles are operational, physically demanding, and traditionally filled by men. While this workforce composition contributes to the gender pay gap figures reported, it does not lessen our responsibility to understand them or to take meaningful steps toward long-term improvement.

The data presented in this report is based on the snapshot date of 5 April 2025, covering 255 employees, and includes the six statutory metrics required by UK legislation. These figures should not be interpreted as equal pay issues, but rather as indicators of representation and role distribution across our organisation. We are encouraged that our mean hourly pay gap sits well below the UK national average; however, we recognise that further progress is needed, particularly in increasing the representation of women across technical, operational, and leadership roles.

2. Understanding Our Industry Context

The quarrying industry remains one of the most male-dominated sectors in the UK. Out of our total workforce of 255, only 30 (12%) are female. This is common across the sector, where site-based operational roles and heavy plant operation traditionally attract a higher proportion of male applicants.

3. Statutory Gender Pay Gap Figures

- I. Mean hourly pay gap: 5.5%
- II. Median hourly pay gap: 8.2%
- III. Mean bonus gap: 50%
- IV. Median bonus gap: -433%
- V. Bonus recipients: 83% of men vs 93% of women
- VI. Quartiles: Women are under-represented across all four quartiles.

4. Why We Have a Gap

Our analysis confirms that our pay gap is not caused by paying men and women differently for the same job, but by where they sit within the organisation:

- **Management:** Our management and directorate currently consist of 24 men and 4 women. In any business, the highest salaries and performance-related bonuses



Hillhouse Group
Hillhouse Quarry
Troon
Ayrshire
KA10 7HX

T: 01292 313311

are attached to these senior positions. Because 88% of this group is male, the male average pay and bonus figures are pulled higher than the female average.

- **Operational Roles:** The vast majority of our site-based workforce are men and the sheer volume of men in these technical and operational positions across all quartiles creates a statistical challenge in balancing the mean average against our much smaller female population.

5. Explaining the Bonus Gap

The 50% mean bonus gap is explained by the concentration of men in senior leadership roles with higher-value bonuses. The -433% median bonus gap reflects that women in mid-tier roles received median bonus values higher than the male site-operative population.

6. Pay Quartiles

Women remain under-represented across all four quartiles, especially in the upper quartile. This reflects limited female participation in the industry and low representation in leadership roles. Increasing gender diversity is a priority.

7. Our Action Plan for 2026/27

We plan to take the following steps to improve our gender balance:

- I. **Broadening Recruitment:** We will review our job descriptions to ensure they are inclusive, and work to promote the sector as a viable career for women.
- II. **Modernising Site Facilities:** We are continuing to invest in our site infrastructure to ensure that all our locations provide an inclusive and comfortable working environment for everyone.
- III. **Menopause Support:** In line with 2026 best practices, we have introduced a new Menopause Policy to support our experienced female staff and ensure we retain their talent.

8. Statement of Accuracy

I confirm that the data provided is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Signed: Mark Munro

Job Title: Managing Director

Date: 27/4/2026