



WE OPEN THE WAY

GENDER PAY GAP REPORT 2025



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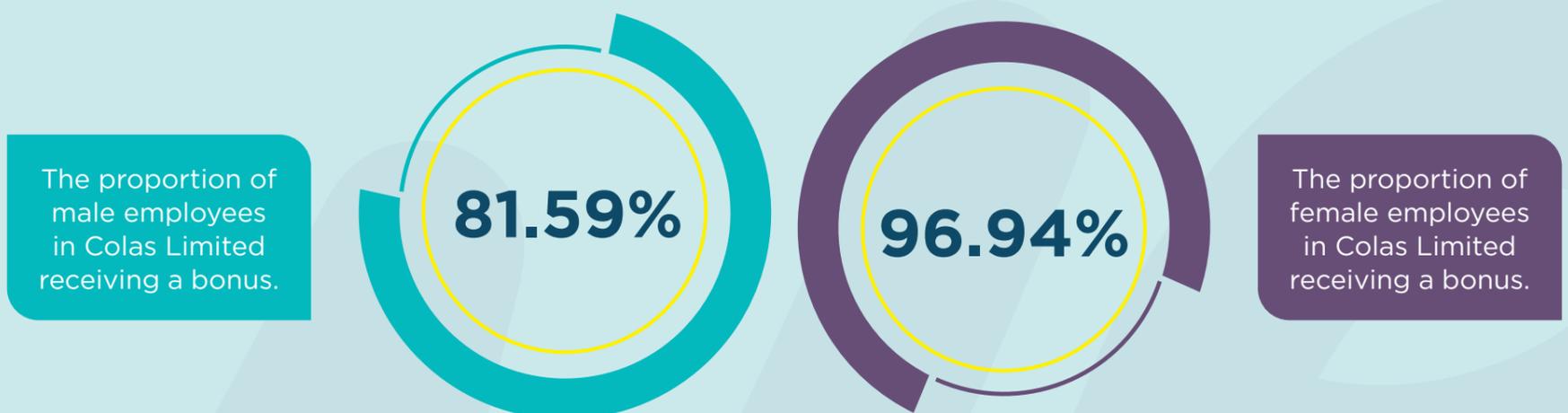


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Colas Limited as an employer with 250 employees or more, and is required to publish an annual gender pay gap report showing any differences in pay between male and female employees. The report is based on pay data, using the snapshot date of 5th April 2025.

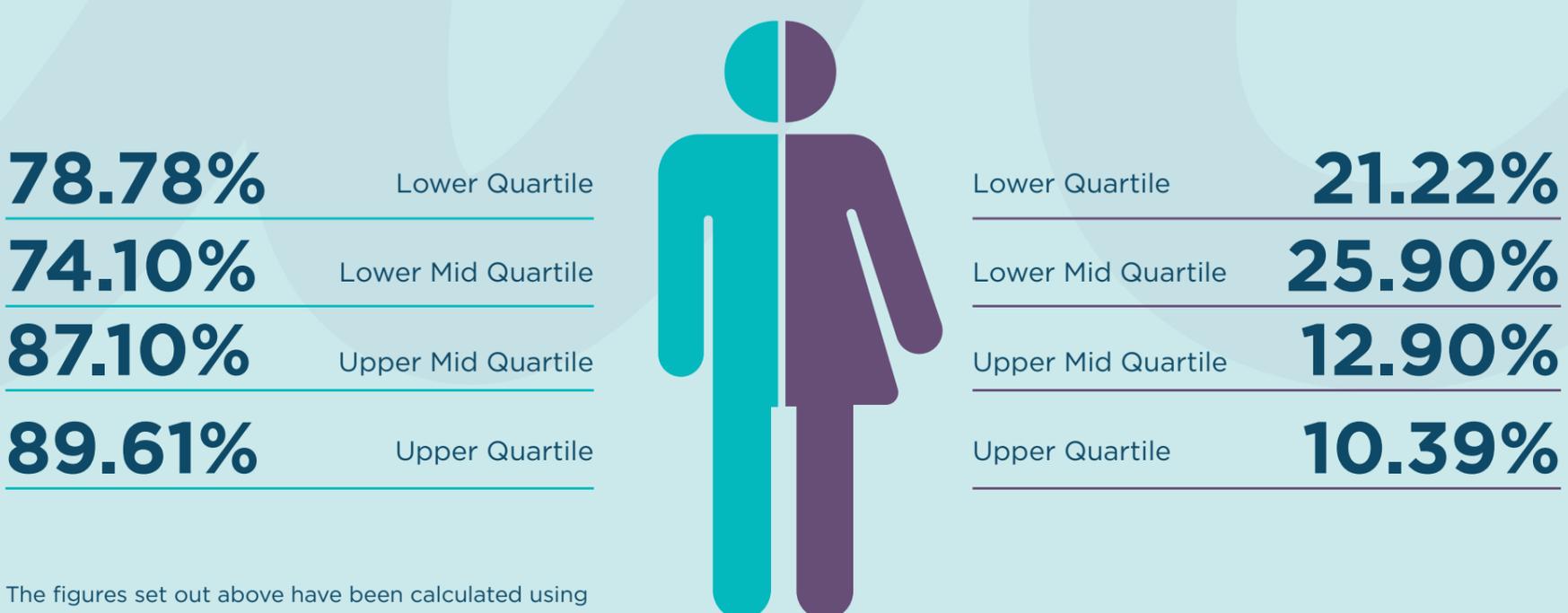
COLAS GENDER PAY GAP	
Mean	15.58%
Median	16.92%

COLAS GENDER BONUS GAP	
Mean	24.73%
Median	-40.00%



PAY QUARTILES

The proportion of males and females in each quartile pay band is as follows:



The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2018.



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SUMMARY

The mean gender pay gap at Colas Limited is predominantly driven by a higher number of senior roles being held by males. During 2025, our number of female applicants remained consistent at 24% with a similar number then being recruited into the business.

WHAT IS COLAS DOING TO ADDRESS ITS GENDER PAY GAP?

Colas Limited is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).

We promote gender diversity in all areas of its workforce include the following:

- Our Womens Affinity group promotes diversity within the business and assist with attracting new talent.
- We continually review our recruitment practices to ensure there are no unconscious barriers and that we are attracting women into the company.
- We engage with local schools and colleges to promote the sector and break down stereotypical barriers at an educational level.
- We continue to monitor gender equality through our Company Performance Indicators such as:
 - The percentage of females in the business
 - The percentage of females in senior positions
 - Gender pay gap
- We are committed to raising awareness internally of gender equality through internal communications campaigns.
- We have and will continue to internally and externally benchmark all roles to ensure fair rates of pay regardless of gender.
- We have flexible working options for existing roles and new vacancies.
- We continue to develop our pipeline of talent to provide greater opportunities for women.



Executive Director
Donna Hitchcock
April 2026

