

H.W. Martin (Traffic Management) Limited

Under legislation which came into force in April 2017, all UK employers with 250 or more employees are required to publish the following information on an annual basis:

- 1 Mean gender pay gap
- 2 Median gender pay gap
- 3 Mean gender bonus gap
- 4 Median gender bonus gap
- 5 Proportion of male and female employees who received a bonus
- 6 Proportion of male and female employees in quartile pay bands

Gender pay versus equal pay

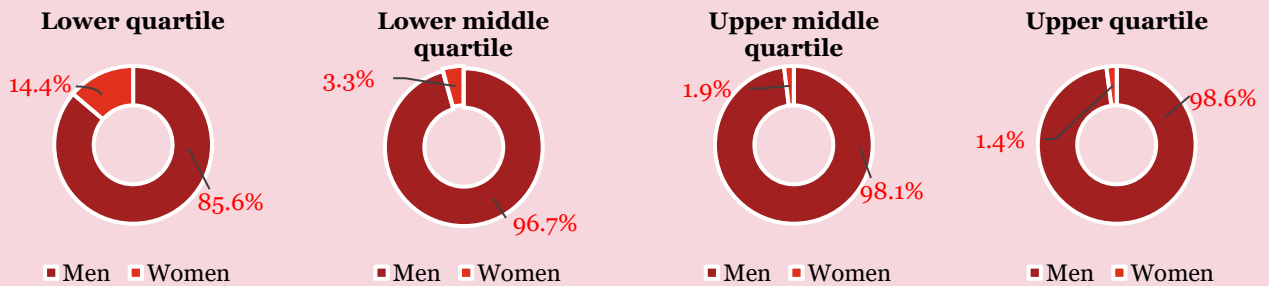
The legislation requires us to report on “gender pay” gaps - these represent the difference in average male and female pay and are therefore influenced by gender representation across our organisation – for example, having predominantly male employees in the most senior roles (and vice versa) increases the average male pay, leading to a larger gender pay gap.

In contrast, an “equal pay” gap represents an unlawful difference in pay between male and female employees who are performing equal work, and which is not due to a “material factor” (such as performance, experience, location, etc.). We are confident that all our employees are paid equally for performing equal work.

This report contains the required gender pay disclosures for H.W. Martin (Traffic Management) Limited (HWMTML) in line with the legal requirements, these figures are based on pay data from April 2025.

We embrace our gender pay reporting obligations as an opportunity to tackle diversity issues head on. We will continue to review and address our gender pay position, particularly as HWMTML continues to grow and develop.

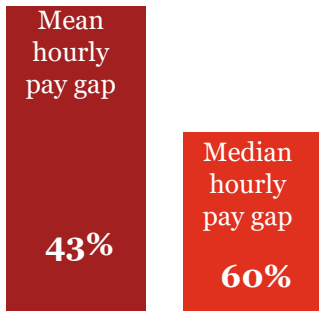
As required by the gender pay legislation, the chart below shows the gender makeup of our staff in each of four salary “quartiles”, demonstrating HWMTML’s gender representation across the pay spectrum.



The above shows we still have a higher number of male employees in our more senior roles (i.e. those sitting within the “upper quartiles”). This is a key driver of our gender pay gaps. Whilst our position is to improve each year, the representation and progression of women at all levels within our organisation remains a key focus area for us and we are committed to improve year on year in what is a heavily male populated sector.

Hourly pay gaps

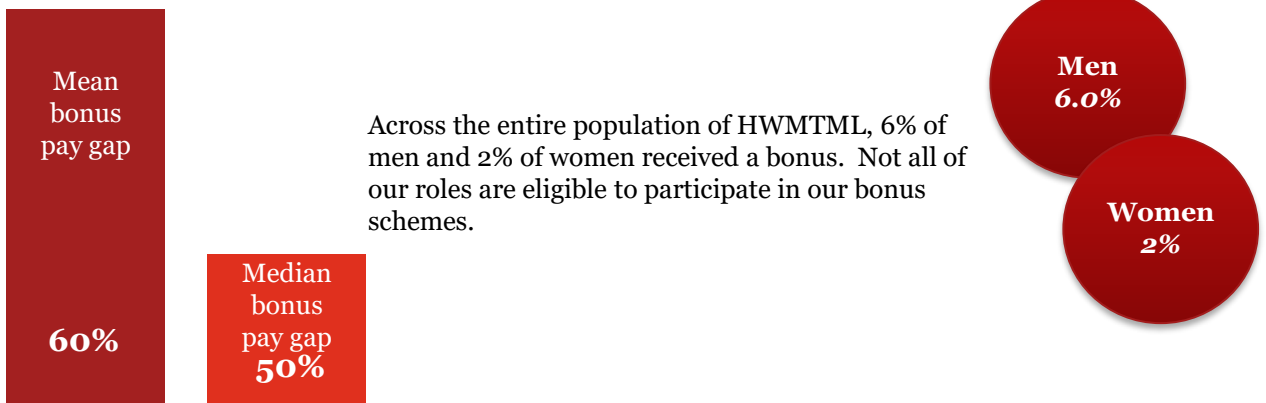
The chart below shows HWMTML's mean and median hourly pay gaps as a percentage of male salary, based on our pay data from 5 April 2025 as required by the gender pay regulations.



The “mean” calculation is a basic average which includes all our employees, whereas the “median” calculation reduces the impact of the highest and lowest employees by focussing on the mid-range only.

Bonus gaps:

We are also required to publish gender bonus gaps covering the 12-month period previous to 5 April 2025. The chart below shows these gaps for HWMTML as a percentage of male salary.



Across the entire population of HWMTML, 6% of men and 2% of women received a bonus. Not all of our roles are eligible to participate in our bonus schemes.

Although the figures in this report do not represent our desired position, we are confident that our pay has at all times been, and continues to be, fair, objective and not influenced by gender.

Actions to help close the gap:

- Drive initiatives that will enable us to create a more diverse and inclusive workplace such as our Women in Transport initiative which sets out to empower women in the traffic industry to maximise their potential.
- We embrace and are committed to allyship, identifying that it is not just a tool; it's the cornerstone for fostering diversity, equity, and sustainability. Together, we have a shared duty to construct a future where every voice is heard, every talent is valued, and every site is a testament to unity.
- We encourage career development across genders and seniority levels of the organisation through in-house and external training and development.
- We support requests for flexible working and have a healthy mix of full time and part time employees.
- We reward staff fairly within an incremental pay system that provides equitable progression for male and female with policies in place that support gender equality.
- We actively promote the successes of our women (internally and externally) within the business in the hope that it will become an effective tool in encouraging more women to apply to our organisation, thus making our workplace a more diverse and inclusive place.
- Our recruitment and selection procedure aims to ensure that the most suitable candidate is chosen for the job, and that all applicants receive fair and equitable treatment during the recruitment and selection process.
- We have developed females, some enrolled on a year long mentorship programme with Balfour Beatty.
- Attended woman only recruitment events with the DWP to promote the sector.
- We also adopt a values-based approach to candidate selection: we're interested in finding the right people for our organisation, not simply those who have sector experience.
- Interviews are structured, with the same base of questions asked of all candidates applying for the same role, answers are graded based on the criteria.
- We use early-stage engagement activities to challenge misconceptions about the sector, highlighting the breadth of professional, technical, supervisory, and leadership roles available beyond traditional operational pathways.
- We proactively engage with schools, colleges and employability partners through girls-only work experience and careers workshops, designed to increase awareness of traffic management and highways careers as a viable and rewarding option for women.
- We actively promote visible female role models at all levels, helping to demonstrate achievable career pathways and providing practical insight into progression opportunities within a male-dominated industry.
- To promote diversity, we consider methods for attracting applicants of a specific gender for roles where there is an existing gender imbalance.
- We constantly review our recruitment and employment policies to ensure they are non-discriminatory.

Our Commitment to Equity and Inclusion

At H.W. Martin (Traffic Management) Limited, our ambition is to cultivate a workplace that is authentically diverse, equitable, and inclusive. The publication of this Gender Pay Gap Report (GPGR) serves as a vital benchmark, reinforcing our unwavering resolve to drive systemic improvement across our operations. We view this not merely as a compliance exercise, but as a roadmap to narrowing the pay gap by refining how we attract, recruit, retain, and develop the very best talent in the industry.

A Strategic Priority

As Environmental, Social, and Governance (ESG) principles become deeply embedded in our corporate DNA, we are applying a sharper lens to our social impact. Transparent GPG reporting allows us to tangibly demonstrate our contribution to societal fairness. By providing evidence of equal pay opportunities, we hold ourselves accountable to our employees, our clients, and the wider community. We recognise that a truly inclusive strategy requires more than just intent; it requires measurable action and sustained investment.

The Business Case for Diversity

Our workforce is our greatest asset, and we share a collective interest in dismantling barriers to entry. In a highly competitive and evolving sector, "widening the net" is both a moral imperative and a commercial necessity. Accessing the broadest possible pool of talent ensures that H.W. Martin remains resilient and innovative. We understand that diversity of thought, born from different backgrounds, cultures, and life experiences is the primary engine behind our creativity and problem-solving capabilities.

Progress without Complacency

While we are encouraged by recent fluctuations in our GPG data, we remain far from complacent. We acknowledge the historical challenges within the traffic management sector and recognise the significant work required to achieve true gender parity. Our focus is firmly set on improving gender representation at all levels of the hierarchy, particularly within senior leadership and technical roles. We are committed to a long-term transition, and while systemic change takes time, our progression demonstrates that our interventions are yielding results.

Our Pledge to Our People

H.W. Martin (Traffic Management) Limited is dedicated to upholding the highest standards of equality. We integrate these principles into our daily working practices, ensuring that equality of opportunity is hardwired into our recruitment, promotion, and professional development pathways.

We are determined to foster a culture of belonging—an environment where every individual, regardless of gender, feels empowered to reach their full potential. As we continue to grow, we will remain steadfast in our mission to build a workforce that reflects the diversity of the society we serve.

This statement confirms that the published information is accurate at the time of publishing and is signed by:



Gavin Peace
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The Martin Group of Companies