

Gender Pay Gap Report 2025

Introduction

At Ashtead Technology, our people are our greatest asset. We are committed to building a diverse, inclusive, and fair workplace, supported by investments in attracting, developing, and retaining top talent. We recognise the importance of UK gender pay gap reporting and the need for ongoing effort, innovation, and collaboration to achieve our aims - these values are embedded in our culture.

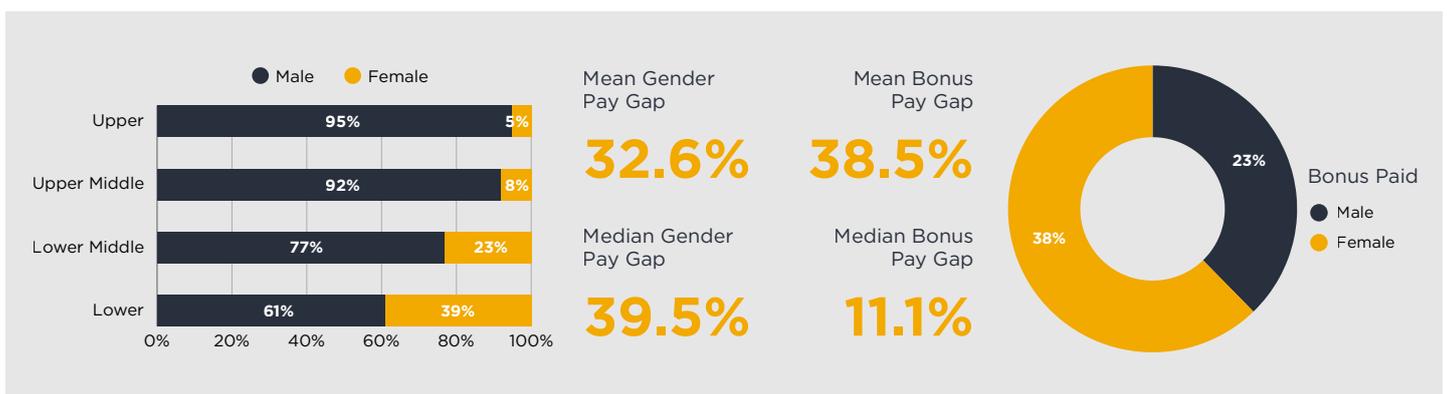
What the gender pay gap report covers

Mean Gender Pay Gap	Median Gender Pay Gap	Gender Bonus Gap
Difference between average hourly earnings of males and females	Difference between median hourly earnings	Proportion of male and female employees receiving bonus within the 12 month period
Mean Gender Bonus Gap	Median Gender Bonus Gap	Pay Quartiles
Difference between average bonus earnings	Difference between median bonus earnings	Insight into career paths

Our gender pay gap explained

As our Business grows and we embark on our second year of reporting, our data suggests areas where we can do more to support gender equality. By analysing the data, we can strengthen and enhance the policies and programs that we already have in place. We observe that a significant factor contributing to our gender pay gap is the underrepresentation of women in our workforce, this is indicative of the broader energy sector, which has historically been male dominated. Currently, women represent only 20% of our total UK employees and 21% of our global workforce with 23% of these occupying management positions. Our analysis indicates that while men dominate the upper quartiles, and female representation increases in the lower pay quartiles, there has been a notable increase year-on-year in female representation within the upper quartiles; specifically, an increase from 3% to 5% YOY in the top quartile. This data demonstrates steady progress in increasing female representation across key pay levels, highlighting a positive shift in attracting more women to our sector and strengthening our trajectory toward a more balanced gender workforce within the organisation.

Bonus pay distribution shows that females are more likely to receive bonus pay than males, demonstrating females are more commonly represented within bonus eligible roles.



Note: Data is representative of our UK workforce

The Ashtead Way: At Ashtead Technology, we are committed to being an employer of choice, guided by our code of conduct, The Ashtead Technology Way, which sets clear expectations for our employees and enables our overarching goals. Our core values of Agility, Excellence, and Collaboration drive our organisational culture and our commitment to equality. To address the Gender Pay Gap effectively, we have developed a multifaceted approach as set out below.

Inclusive Hiring: We recognise the role of our recruitment and selection practices in fostering a diverse and balanced workforce. To drive this, we continue to invest in applicant tracking technology, manager training and process improvements—including the use of diverse selection panels to drive inclusivity in our recruitment outcomes as well as ongoing monitoring and measurement of results. Additionally, we continue to prioritise our participation at career fairs, STEM events and developing in-house graduate programs to maximise our access to wider talent pools.

Early Career Partnerships: Throughout the reporting period, we advanced our partnerships with Developing Young Workforce and Girls in Energy. The Girls in Energy program promotes the engagement of young women in STEM as a pathway to building careers in the Energy sector. Through these collaborations, we continued to host promotional events at our facilities, providing insights and awareness of career opportunities within the energy sector and encouraging young women to consider these as viable and exciting career opportunities.

Individual Development: We have introduced a company-wide performance program, primarily aimed at helping our employees succeed and thrive at work. The program is deployed across interactive cycles throughout the year to encourage open communications, direction setting and tailored personal development. To reinforce our commitment, we invested in an online e-learning platform, delivering an extensive library of learning programs and resources to boost individual performance, development and growth. We are proud that a quarter of our employees have actively leveraged the platform for self-improvement.

Leadership Development: As our Business continues to grow, we recognise the need to maintain a balanced and effective approach to leadership. During the period, we were pleased to welcome 110 new employees into our UK business, 32 of which were female and of those, 5 were hired in positions of leadership. In commitment to boosting and enhancing our leadership bench strength, we launched a leadership masterclass targeted at our mid-level leadership. This program delivered the essentials of front-line leadership to nine operational managers, two of whom were female. As the program continues to evolve and mature, it is our intention to integrate these outcomes into our talent reviews and succession plans to ensure that our business builds a more resilient, diverse and gender-balanced leadership pipeline.

Family-Friendly Policies: We continue to ensure that our People policies and programs proactively support healthy working lives across the organisation. We have enhanced our absence policies to provide enhanced paid time off for different forms of absence. In particular, we have significantly enhanced our company maternity pay, to boost support for new mothers and support their safe and smooth transition back to work.

The efforts we have made in this area have had a positive impact on the number of women we see returning from maternity leave. We are thrilled that for the 2025 period, the rate of women returning from maternity leave was 100%.

Closing Remarks: Ashtead Technology is now in its second year of reporting on its gender pay gap. We continue to analyse the data to understand the reasons for gender pay variances and identify ways to ensure that we make real, sustained progress to narrow our gender pay gap and achieve a more diverse workforce.

We have already implemented a number of initiatives and policies to support our strategy in that regard and remain confident that they will continue to have a positive impact and achieve our desired outcomes. We will continue to build on those policies and initiatives over the next year.

I confirm that the data in this report is accurate and has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

'Kola Otekalu
Director, Human Resources

