



**DALCOUR
MACLAREN**

GENDER PAY GAP REPORT 2024/25



Doing things differently has always been part of who we are as a business.

Our approach to gender pay is one example of how our values materialise into our DM Offering. We are never complacent; as we continue to grow, we remain focused on ensuring the DM Offering continues to attract exceptional talent from the widest possible pool, and that we retain and develop our outstanding people.



*James Neil,
CEO*



FOREWORD

Our gender pay gap report uses a couple of straightforward measures to tell an important story.

The mean is the average - total pay divided by the number of men and women, so we can compare the two. The median shows the middle of the workforce when everyone is lined up by pay. Both matter, because they tell different truths. Together, they help us see not just what people are paid, but how pay is distributed across the organisation.

We publish this report because transparency matters. Not because we're forced to, not because it's fashionable, but because you can't fix what you don't face head-on. It helps us understand where representation, progression, and opportunity are working well - and where they still need attention.

I'm genuinely proud of what this report shows. Not because it says

“job done” - though we're getting closer every year - but because it demonstrates real momentum. The aim isn't simply equal pay in the same roles (that should already be a given), but fair access to progression, influence, and senior opportunity.

This report is a positive marker of how far we've come - and a powerful guide as we continue building a workplace where everyone can thrive and progress on an equal footing.



***Aaron McKenzie,
Chief People
Officer***



INTRODUCTION

As we enter our 23rd year, we continue to evolve a people strategy that supports a thriving, inclusive, and high-performing organisation.

Our ONETEAM ethos remains central to this mission, ensuring that every individual at Dalcour Maclaren is recognised, valued, and rewarded fairly for their contribution.

Our Environmental, Social, and Governance (ESG) strategy reinforces these commitments, with a strong focus on social impact and equity. Closing the gender pay gap remains a core priority, and our continued progress underscores the strength of our approach.

Our journey towards B Corp certification further reflects our dedication to responsible business practices and long-term sustainable change.





How we met our 2024/25 commitments

Over the past year, Dalcour McLaren has continued to make meaningful progress towards equity, representation, and fair reward.

A perfectly balanced workforce

We are proud to report an exact 50:50 gender split across our organisation - upholding a strong gender balance for the second consecutive year. This foundation is a critical enabler of long-term pay parity.

Continued reduction in the mean hourly pay gap

Our mean hourly gender pay gap has narrowed further, falling from 12.52% to 11.41%. In monetary terms, the difference has reduced from £2.95 to £2.74 - a tangible improvement that reflects our focus on fair pay structures and equitable development pathways.

Median pay gap: a small shift explained

Our median pay gap has moved from 2.86% to 3.74%. This reflects a marginal year-on-year change in the composition of senior roles, with a slightly lower proportion of women in the top quartile of earners during the reporting period. This movement is attributable to normal role changes rather than any underlying trends in pay practice. This is evidenced by positive movement in both mean pay and bonus outcomes.



Exceptional progress on bonus equity

This year marks a significant achievement in our bonus metrics:

Mean bonus gap reduced from 21% to 15%, closing by £282.19

Median bonus gap closed entirely from 14.29% (£250) to 0% (£0.00)

Despite overall bonus values decreasing across the organisation, the gender distribution of bonuses is now more equitable than ever.

Supporting a flexible & inclusive culture

We continue to strengthen family-friendly and flexible working policies to ensure everyone can balance work and life effectively. Enhanced parental pay, flexible working options, and inclusive benefits remain fundamental to supporting our people - particularly in helping remove structural barriers to progression.

Investment in growth and capability

Our DM Academy once again delivered thousands of hours of professional development this year - equipping our people with the skills, knowledge, and confidence they need to grow and progress into more senior roles over time. Alongside this, we mapped out a new dual career pathway and continued to refine and strengthen our job families, giving people greater clarity on how they can build their careers in a way that suits their ambitions and strengths.

Together, these developments represent sustained investment in our people and are critical to building a strong, diverse, and future ready leadership pipeline.

Commitment to pay transparency

With clear development frameworks and externally benchmarked pay points, we ensure fairness, consistency, and transparency across the organisation. This openness helps build trust and reinforces our commitment to equitable reward.

Together, these initiatives reflect a data-driven and people-focused approach to promoting pay equity - one that is embedded in our culture and championed across the business.



LOOKING AHEAD

The continued improvement in our mean pay gap and the complete closure of our median bonus gap demonstrate that our long-term strategy is working.





Looking forward, our focus remains on

- ✓ Achieving further progress on representation in our highest-paid roles, ensuring gender balance at all senior levels.
- ✓ Continuing to refine and calibrate pay and bonus structures to maintain fairness and consistency year on year.
- ✓ Strengthening career development pathways to support equitable progression across all disciplines.
- ✓ Embedding pay equity within our broader ESG strategy, reinforcing that fairness and inclusion are strategic imperatives - not just aspirations.

We remain committed to transparent reporting, accountability, and ensuring Dalcour McLaren continues to lead the sector in equitable and inclusive practices.





STATUTORY DATA

Hourly pay gap

Male Mean £23.61	Female Mean £21.38	Difference 11.41%	£2.23
Male Median £19.55	Female Median £19.17	Female Median 3.7%	£0.38

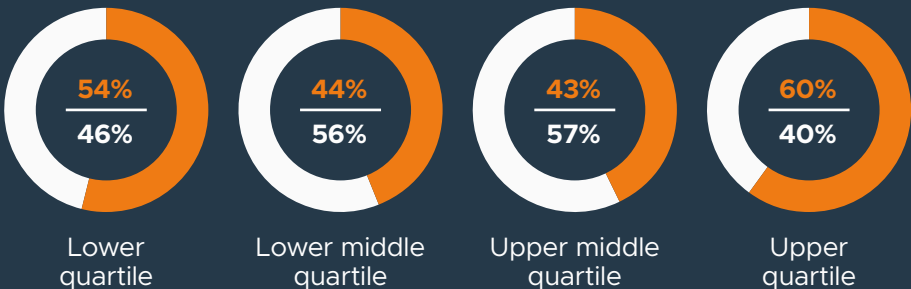
Bonus pay gap

Mean 15%	Difference £322.93	Median 0%	Difference £0.00
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Pay quartiles

Male Female

Proportion of male and female employees according to quartile pay bands

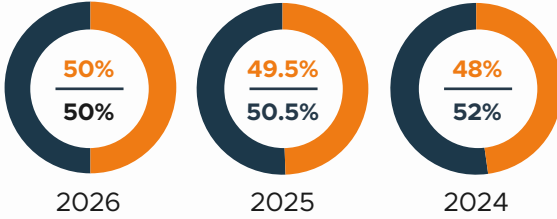




APPENDIX

Headcount

Male Female

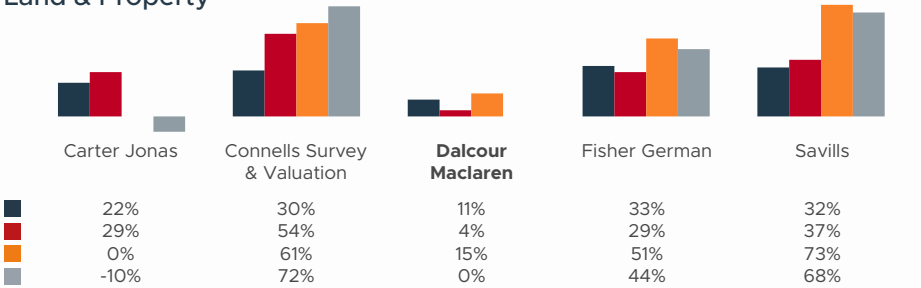


Market positioning

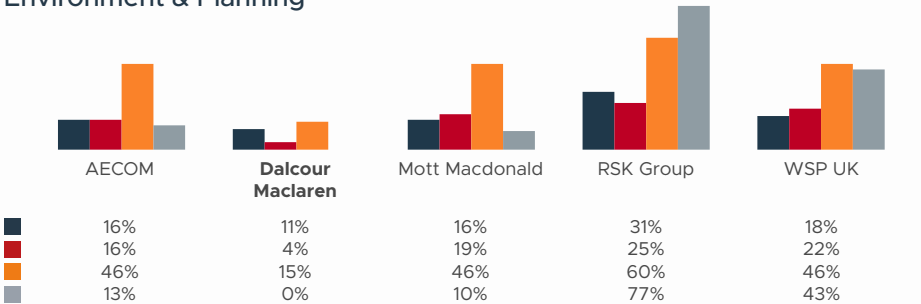
Below shows the difference between male and female pay, both hourly and in bonuses.

■ Mean hourly pay gap
■ Mean bonus pay gap
■ Median hourly pay gap
■ Median bonus pay gap

Land & Property



Environment & Planning





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