



Colas Rail UK

Gender Pay Gap Report 2025



> Gender Distribution

	2024/2025 Percentage	2024/2025 Headcount
Male	87%	1181
Female	13%	179

Colas Rail UK believes in being an inclusive and diverse organisation where anyone can reach their full potential. The rail industry, like many STEM industries, has historically been male dominated with many roles falling within engineering and construction disciplines. At the time of reporting (April 2025) 13% of our workforce were women.

> Headline Gender Pay Gap Figures for Colas Rail Ltd

	2024/2025		2023/2024	
	Median	Mean	Median	Mean
Gender Pay Gap	19.2%	17.3%	24.5%	14.8%
Gender Bonus Pay Gap	14.9%	34.7%	21.9%	31.3%

Our Mean gender pay gap does show an increase of 1.2% since last year and our Median pay gap has improved by 2.9% since 2023. To continue to improve we have been focusing our efforts on recruiting new female talent and supporting and progressing our most talented women to compete successfully for our most senior roles.

> The Proportion of Males and Females Receiving a Bonus Payment

2024/2025	Male = 23.5%	Female = 37.4%
2023/2024	Male = 24.6%	Female = 37.6%

There is a greater percentage of women receiving an annual bonus due to a higher number being in managerial positions within HQ functions where there is eligibility for bonuses compared with our operational roles where employees are predominantly male, and these roles don't receive a bonus.

> Proportion of Males and Females in Each Quartile Band

Quartile	2024/2025		2023/2024	
	Male	Female	Male	Female
Upper	88.8%	11.2%	86.7%	13.4%
Upper Middle	92.1%	7.9%	92.9%	7.1%
Lower Middle	92.7%	7.3%	91.1%	8.9%
Lower	73.8%	26.2%	73.3%	26.7%

In 2024, the quartiles have stayed consistent with the previous year. The small changes are due to reduced headcount in HQ functions (as mentioned above it has a higher % of women) and there was low recruitment, reducing opportunities to recruit diverse candidates.



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> Summary

While we recognise the ongoing underrepresentation of women in operational roles across the sector, largely driven by historic structural challenges within the construction and rail industries, Colas Rail UK remains committed to fostering a more inclusive and welcoming workplace culture. We are focused on creating a supportive environment in which women can thrive, develop, and progress. The key actions outlined below set out the initiatives and changes we are implementing to attract, recruit, and retain women across the organisation.

> Key Actions

This section highlights the actions we have taken and are planning to implement in the next 12 months to reduce the pay gaps, promote gender equity in our organisation, and to make Colas Rail UK an attractive employer for everyone.

- We continue to look for additional initiatives and interventions we can introduce to make Rail a more attractive work environment for women.
- We regularly review and enhance our recruitment practices to remove unconscious bias and ensure our processes attract and support women entering the business.
- We actively engage with local education providers to promote the railway industry and the breadth of career opportunities available, helping to challenge and break down industry stereotypes.
- We monitor gender equality through key Company Performance Indicators, including:
 - Percentage of women across the business
 - Percentage of women in senior leadership positions
 - Gender Pay Gap metrics
- We have launched targeted recruitment branding initiatives aimed at increasing female and ethnically diverse representation in delivery roles. These include attendance at Women in STEM events and the introduction of Colas Rail UK Women's Career Days and Women's Work Experience opportunities across all levels.
- We participated in the global Equity, Diversity & Inclusion campaign to promote diversity across the business, with a specific focus on female recruitment and reducing gender bias.
- We celebrate International Women's Day annually by hosting an inclusive event for all women within the business.
- We have made a public commitment to tackling everyday sexism by joining the StOpE Initiative, alongside other international organisations committed to positive cultural change.
- We introduced a three-day management development programme for all new managers, supported by ongoing coaching opportunities, which have seen strong engagement from female participants.
- We have delivered female-focused development initiatives to support progression and retention, including the Colas University Women in Leadership Programme and the Advancing Diversity in Rail Programme.
- We continue to deliver a Female Coaching Programme, including participation from graduates and degree apprentices, to support development, retention, and succession planning.
- We have implemented family-friendly policies to support work-life balance.
- We have introduced a Menopause Policy to provide appropriate workplace support.
- We attended female-focused apprentice recruitment events to encourage participation in traditionally male-dominated site roles and launched a degree-level apprenticeship programme that has achieved a 50/50 gender split, exceeding typical early-career benchmarks.
- Women in Colas UK were nominated to participate in the global Talent Canvas initiative, designed to build confidence, assertiveness, and professional capability.
- We are developing and delivering action plans informed by female colleague focus groups, addressing key themes identified through the employee satisfaction survey.





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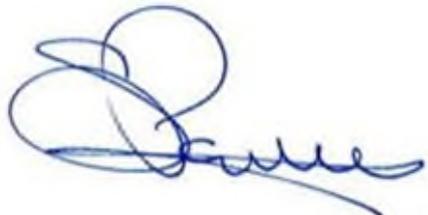


- We are launching a career-focused broadcast to schools across the UK twice annually to encourage female students, educators, careers advisors, and parents to consider future careers in rail. These sessions will showcase female colleagues to challenge traditional perceptions of the industry.
- We actively promote and support Women's Work Experience opportunities across all UK sites.

We continue to explore and implement additional initiatives and interventions to further enhance Rail as an inclusive and attractive working environment for women.



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