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

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.

Achieving 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 Maclaren 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 Maclaren continues to lead the sector in equitable and inclusive practices.



STATUTORY DATA

Hourly pay gap

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

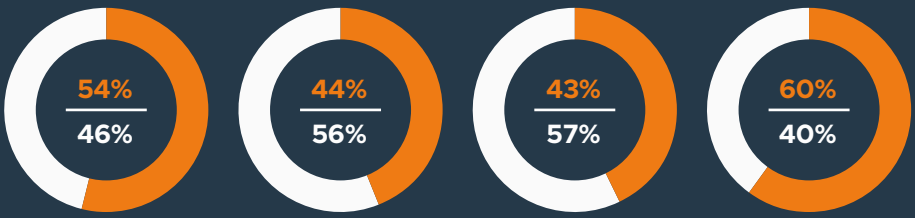
Bonus pay gap

Mean	Difference	Median	Difference
15%	**£322.93**	**0%**	**£0.00**

Pay quartiles

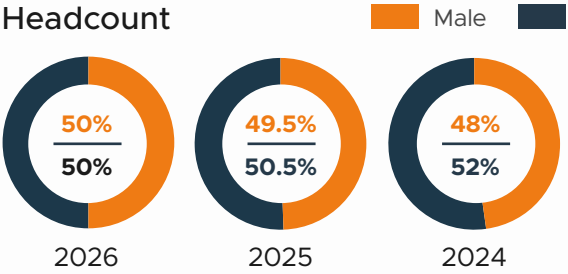
Male Female

Proportion of male and female employees according to quartile pay bands



APPENDIX

Headcount



Market positioning

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

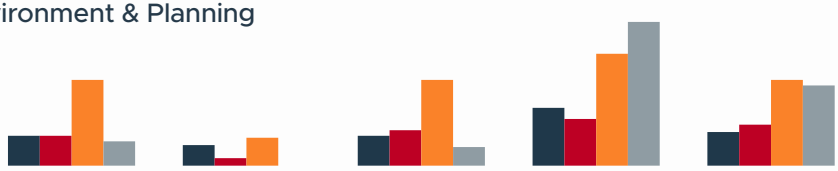


Land & Property



	Carter Jonas	Connells Survey & Valuation	**Dalcour Maclaren**	Fisher German	Savills
Mean hourly pay gap	22%	30%	11%	33%	32%
Median hourly pay gap	29%	54%	4%	29%	37%
Mean bonus pay gap	0%	61%	15%	51%	73%
Median bonus pay gap	-10%	72%	0%	44%	68%

Environment & Planning



	AECOM	**Dalcour Maclaren**	Mott Macdonald	RSK Group	WSP UK
Mean hourly pay gap	16%	11%	16%	31%	18%
Median hourly pay gap	16%	4%	19%	25%	22%
Mean bonus pay gap	46%	15%	46%	60%	46%
Median bonus pay gap	13%	0%	10%	77%	43%

Data is publicly available.


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