



# Gender Pay Gap Report 2025

**(3E)S<sup>3</sup>** = Exceeding Expectations Everywhere  
safely, Socially & Sustainably



## Pino De Rosa Managing Director



### **A little about our business and our culture:**

April 2025 marks 30 years since Bridgeway was founded, a milestone that represents far more than the passage of time. It reflects the hard work, dedication, and collective achievement of everyone who has contributed to our journey. From our early days to becoming a respected leader in the rail industry, our progress has been driven by our people and the inclusive culture we continue to build.

From the outset, Bridgeway has been committed to being an equal opportunities employer. We believe that values, behaviours, and competence, not background or circumstance, are what define a great colleague. This principle has shaped our organisation and remains central to how we recruit, develop, and support our workforce.

Today, we are proud to be a substantial employer with over 500 employees, and we remain focused on ensuring that every individual has the opportunity to thrive and progress. Our commitment to fairness, inclusion, and equal opportunity sits at the core of our approach to tackling gender inequality. As we continue to evolve as a business, we acknowledge our responsibility to further strengthen representation across all levels and to create an environment where everyone feels supported, respected, and empowered to succeed.

Bridgeway's work sits at the heart of the UK's rail infrastructure, contributing to some of the most significant engineering projects delivered across the country. Our continued growth and success over nearly three decades has only been possible because of the talented people we attract and retain, individuals who bring a wide range of backgrounds, skills, experiences, and perspectives. This diversity enriches our thinking, challenges convention, and enables us to deliver innovative solutions that consistently exceed our clients' expectations.

### **Equal Pay versus Gender Pay Gap:**

Firstly, I must cover-off a popular misconception; Gender Pay Gap is not the same as Equal Pay. Equal pay is the legal requirement to pay people who are doing the same or similar work, the same amount of money. Our report isn't saying that women are paid less than their male counterparts in the same role or equivalent responsibility and accountability. We have ZERO tolerance to unequal pay.

The Gender Pay Gap focuses more on opportunities; and asks the questions as to why, across the world, men are more prominent in the higher paid positions than women.

## Pino De Rosa Managing Director



### So, what are the results?

You'll see our results further along within the report, on the "Gender Pay Gap Reporting in Numbers" slide. I am encouraged by the progress reflected in this year's Gender Pay Gap Report. **The reductions we have seen, particularly in the median gender pay gap, which has decreased significantly from 15.96% to 8.71%**, demonstrate that our continued focus on creating a fair, inclusive, and supportive workplace is making a measurable difference. This movement tells us that the typical woman in our organisation is now experiencing improved pay equity, and that the actions we have taken to broaden representation and open progression pathways are starting to take effect.

I am particularly pleased to see an **increase in the proportion of women represented in our upper-middle and upper pay quartiles**, with both areas showing meaningful improvement from last year. These increases, while incremental, reflect the impact of our efforts to develop talent, support career advancement, and strengthen our succession planning processes and signal we are moving in the right direction.

### Why does the gap exist?

We are operating in a male dominated environment. With 84% of our workforce male, we are in line with the industry average of 84%, according to NSAR's Workforce Survey. We are confident that this imbalance is the underlying driver behind our Gender Pay Gap results.

Rail and civil engineering has historically attracted fewer women into operational and engineering pathways, and these roles typically carry higher pay due to skill requirements, shift patterns, and safety-critical responsibilities. Fewer women entering these areas means fewer progressing into senior or specialist positions, which directly impacts the mean and median gender pay gap. In addition, the nature of many roles, including variable hours, travel, and site-based work, can create barriers for individuals with caring responsibilities, still more commonly women. This limits the number of women able to access or remain in the most highly compensated parts of the industry.

These sector-wide challenges help explain why a gender pay gap persists. However, we are committed to addressing them by improving recruitment pathways, supporting women's career progression, and expanding flexibility where operationally possible. While the industry's historic imbalance continues to shape our data, the growing number of women in higher-paid roles shows that positive change is underway.

## Lisa Brackner People & Development Director



### Taking Action

At Bridgeway, we are committed to creating an inclusive, supportive environment where women can thrive at every stage of their careers. Over the past year, we have strengthened our focus on women's wellbeing, dignity, and career progression, recognising that reducing gender inequality requires both cultural change and practical support.

We have continued to expand our Period Dignity Initiatives, ensuring that all employees have access to free, high-quality period products across our offices and welfare facilities. This initiative aims to remove stigma, reduce financial barriers, and support colleagues who may experience discomfort or health challenges related to menstruation. By normalising conversations about menstrual health and providing practical support, we are helping create a workplace where all women feel respected, included, and able to perform at their best. We were honoured to share our initiatives at a Women in Rail event in September.

We have also seen an effect on our mean gender pay gap this year due to several higher-paid women being on maternity leave during the snapshot period. Although we do provide enhanced maternity pay there are periods where senior women are on reduced or statutory maternity pay, and so their earnings are recorded at a lower level than usual, which temporarily lowers the average female salary. This contributes to an increase in the mean gender pay gap, even though our underlying representation of women in higher-paid roles continues to improve.

While we recognise that meaningful change takes time, the progress we are making reflects our determination to build a workplace where women have equal opportunities to develop, lead, and succeed. We will continue to invest in initiatives that remove barriers, promote dignity and wellbeing, and support women at every stage of their careers

### What is in the future?

In the coming year we will continue to deliver our support for those returning from maternity or parental leave as it is a significant transition both personally and professionally. Building on manager training and flexible working relations we will develop enhanced communications and structured return to work plans to meet individual needs.

# Gender Pay Gap reporting in Numbers

## Mean Gender Pay Gap

Our mean gender pay gap is 10.17% (2024: 4.44%)

## Median Gender Pay Gap

Our median gender pay gap is 8.71% (2024: 15.96%)

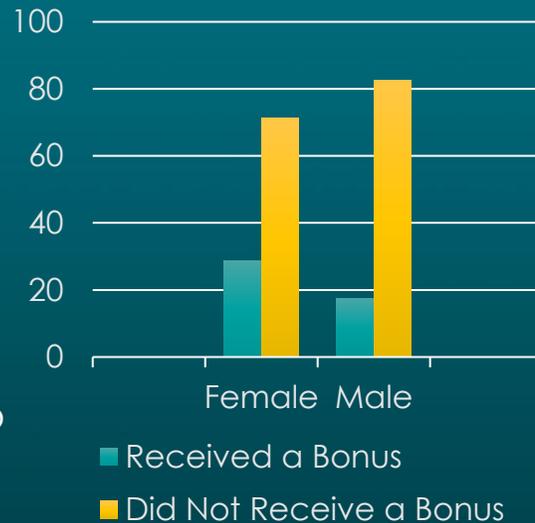
## Mean Gender Bonus Pay Gap

Our mean gender bonus pay gap is 47.08% (2024: 28.61%)

## Median Gender Bonus Pay Gap

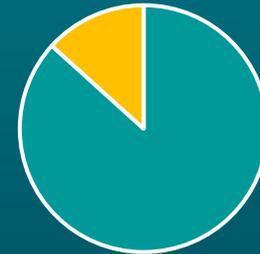
Our median bonus gender pay gap is 60% (2024: 45%)

Percentage of employees who received a bonus pay:



Employees by Pay Quartile:

Upper Quartile



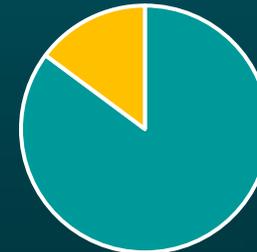
Male - 86.11% Female - 13.89%

Upper Middle Quartile



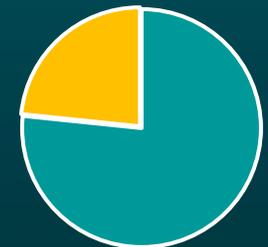
Male - 84.26% Female - 15.74%

Lower Middle Quartile



Male - 85.19% Female - 14.81%

Lower Quartile



Male - 76.64% Female - 23.36%

**Natalie** is making a real impact in a male-dominated field. A team member in Assurance, she achieved her NEBOSH qualification, proving her dedication and expertise, all of this whilst being a Wellbeing Champion too! But her passion for equality goes beyond work, she recently marched for women's rights, standing in solidarity against gender inequality, violence, and discrimination.



“Bridgeway have made me feel valued, listened to, and taken seriously. I'm proud to work for a company that supports women and encourages them to reach their potential.”



**Daria's** journey at Bridgeway is a brilliant example of dedication, growth, and leadership in action. Starting as a Graduate Surveyor in our Geomatics team in 2017, she quickly proved her technical ability and drive, progressing to Junior Surveyor and then Engineering Surveyor by 2019. Never one to stand still, Daria continued to build her expertise and broaden her contribution to the business, stepping into an Assistant Project Manager role in 2023 before becoming a Project Manager at the start of 2025. Her progression reflects not only her strong work ethic but also her commitment to continuous development.

“Engineering isn't just a male field, it's open to everyone. I have never felt out of place working in a male dominated environment. I get my confidence from knowing my own value and trusting my own skills. I work with a team that respects me and gives me encouragement.”