



FORTH & OBAN (STIRLING) LTD

GENDER PAY GAP REPORTING
2026



All UK organisations with 250 or more employees are required to publish their gender pay gap figures annually. The report must include six different measures:

1. The mean or average gender pay gap
2. The median or midpoint gender pay gap
3. The mean or average gender bonus gap
4. The median or midpoint gender bonus gap
5. The proportion of men and women who received bonuses
6. The number of men and women according to quartile pay bands

DEFINITIONS

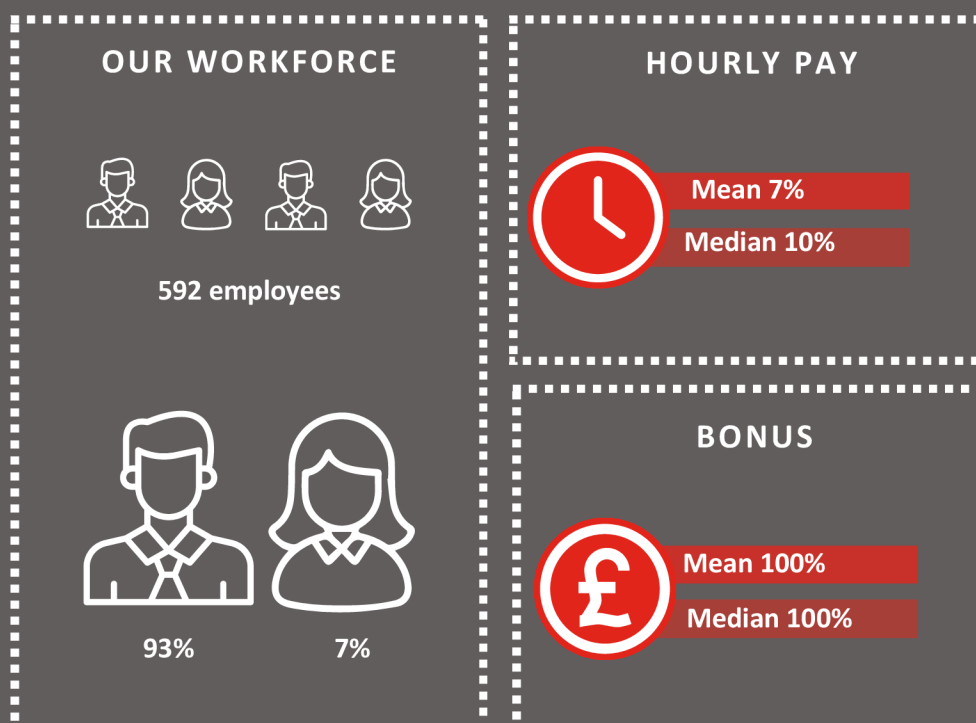
Gender pay is the difference in average earnings between men and women over a standard time period, regardless of the job they do.



Equal pay is about ensuring men and women are paid the same for equal work.



GENDER PAY GAP DATA

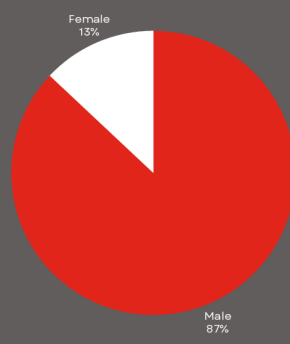


QUARTILE REPORTS

Lower Quartile



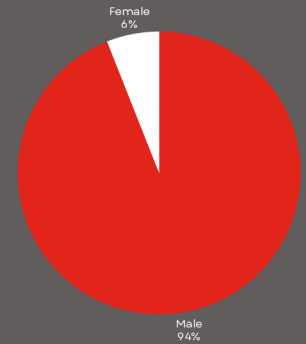
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



Our Gender Pay Gap figures have been calculated in line with government regulations and according to the Office of National Statistics.

ADDRESSING THE GAP



We recognise that the gender pay gap remains a significant challenge, not only for our business but for the industry more broadly. The engineering and construction sectors have traditionally attracted more male applicants, a trend reflected across our workforce and our peers. Addressing this imbalance requires a sustained and collaborative effort, both internally and industry-wide.



Forth & Oban (Stirling) Ltd strives to ensure that our policies and practices are fair and free from gender bias. We are committed to diversity and equality in all areas of our business. We ensure that our resourcing practices and selection procedures are gender neutral to secure the best people for the job regardless of gender.

DECLARATION

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations.

Paul Lowe
Group Chief Executive Officer FES & Forth Holdings