



Gender Pay Gap Report

2025 - 2026

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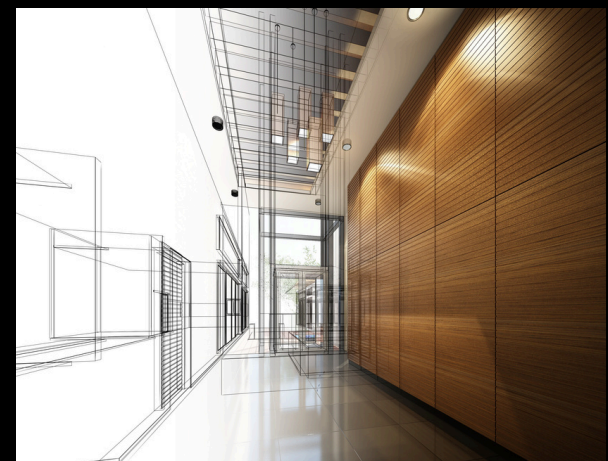
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Our mission

We bring people together to improve the quality and sustainability of the built environment through our expert knowledge in delivering local solutions for global issues.

Our focus on people, and our strong support of them means we continually develop together, both through training of individual skills and an emphasis on high performing, collaborative teams.

The breadth of our expertise, a culture of continual learning and an eye always on the road ahead allows us to keep moving forward, seeing changes in regulations and compliance as challenges to be met on the way to a brighter future.



With offices across the Country, our local teams are able to find appropriate solutions, helping our clients to solve problems in a knowledgeable, pragmatic and friendly way.

We encourage and support everyone at Ingleton Wood to play an active part in society, whether that be through the work we do, the volunteer time we provide or the charities we fundraise for and engage with.

Our values



We are progressive

We create and innovate, problem solve and learn, encourage and inspire.



We collaborate

We connect, listen and share; we achieve more together.



We take ownership

We empower our people to be accountable; we are mindful of our actions.



We support

We care about one another, give our time generously, have fun, and help each other at work and beyond.



This report sets out the gender pay gap statistics for Ingleton Wood in relation to the reporting year of 2025-2026

Introduction

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Ingleton Wood is legally required to publish, on an annual basis, specified information relating to their gender pay gap.

The following information has been calculated in accordance with the Regulations and is legally compliant.



The gender pay gap

The gender pay gap is the difference between the average pay of men and women, expressed as a percentage. The gap is calculated across the entire workforce of an organisation.

The gender pay gap has many contributing factors which will differ from organisation to organisation, across sectors and across geographical locations. These factors may or may not be unlawful or discriminatory, guided by society or cultural aspects, or as a result of internal organisational practices.

It is crucial to our understanding of gender pay disparity to recognise that the gender pay gap is different to equal pay. Equal pay is where there is a discriminatory pay difference between men and women who carry out the same job, jobs rated as equivalent or work of equal value. The existence of a gender pay gap does not automatically give rise to any discrimination or equal pay matters.

Organisational context

Ingleton Wood provides single, multiple and full multidisciplinary services within the public and private sectors over the majority of industry disciplines.

Our commissions range from large-scale new build and refurbishment projects to smaller value design, survey and construction work. We employ design professionals including architects, engineers and surveyors as well as support staff including administrators, HR specialists and finance professionals.

Ingleton Wood is a value-led, people focussed practice providing clients with inspirational and practical design solutions; we exist to improve the communities in which we all live and work. We work closely with many local schools and colleges, providing work experience placements, apprenticeships and career support and creating long term relationships.



Our commitment to equality and diversity

Ingleton Wood is dedicated to encouraging a supportive and inclusive culture across the Practice. We do not tolerate any form of intimidation, bullying or harassment and encourages all employees to develop their full potential.

We take any complaints of discrimination seriously and encourage anyone who feels they have been subject to discrimination to raise their concerns so we can act upon pay matters.

Our approach to pay and reward

We conduct annual salary reviews across all roles within our organisation to ensure our pay practices remain fair and equitable based on individual contribution and performance, taking into account economic/financial considerations.

Each year, we benchmark our salary ranges against current labour market data.

Our annual review is applied consistently across the organisation and considers a range of factors including performance, role responsibilities, and market movement.

By aligning our internal salary structures with key industry insights, we aim to maintain transparency, support pay equity, and ensure our employees are rewarded fairly for the work they do.

We operate a discretionary bonus scheme that is reviewed twice yearly and based on both Practice profitability and individual performance.

Bonus assessments consider personal commitment, relevant achievements, service effectiveness, and for fee-earning staff, achievement of target earnings, contribution to team profitability and fostering new work or clients.



Gender pay gap

Mean gender pay gap

Based on the mean (average) hourly rate of pay for male and female employees in the relevant pay period, our mean gender pay gap is 28% (rounded to the whole number).

Median gender pay gap

Based on the median (middle) hourly rate of pay for male and female employees in the relevant pay period, our median gender pay gap is 34% (rounded to the whole number)

Gender bonus gap

Mean gender bonus gap

Based on the mean (average) bonus pay for male and female employees in the relevant pay period, our mean gender bonus gap is 59% (rounded to the whole number).

Median gender bonus gap

Based on the median (middle) bonus pay for male and female employees in the relevant pay period, our median gender bonus gap is 50% (rounded to the whole number)

Bonus pay

The proportions of male and female employees who received bonus pay during the relevant pay period are as follows (percentages are rounded to one decimal place):

Male employees: **94 %**

Female employees: **94%**

Salary pay quartiles

The following table separates our entire workforce into four equal quartiles based on the salaries that are paid to these employees.

These quartiles are then further broken down into the number and proportion, expressed as a percentage, of male and female employees in each quartile.

	Lower		Lower middle		Upper middle		Upper	
	Number	%	Number	%	Number	%	Number	%
Male	28	42%	30	45%	57	85%	59	89%
Female	39	58%	36	55%	10	15%	7	11%



Steps we have taken to close our pay gap

We are committed to reducing, and subsequently closing, any identified gender pay disparity.

This commitment, however, is made in line with our understanding that a period of time and exploration of a number of different actions may be needed in order to achieve this aim.

Developing future talent through engagement and outreach

We work closely with schools/colleges to develop a better understanding of employment opportunities within the organisation, including offering “taster” work experience placements.

We are also part of a programme called Building A Lasting Legacy spearheaded by Morgan Sindall in partnership with Essex County Council. It's a five year programme designed to provide insight into the variety of roles and opportunities in the construction industry.

The programme has ED&I targets to achieve a 50/50 split of boys and girls who participate and aims to increase female representation in the industry.

Supporting equality through flexible working

Hybrid working supports reducing our gender pay gap by giving employees - particularly women, who are statistically more likely to have caring responsibilities - greater flexibility to balance work and home demands.

This helps women stay in their roles, progress into senior positions, and remain in the workforce during key life stages. As a result, hybrid working improves retention, widens our recruitment pool.



The role of menopause support in workforce retention

A menopause working group helps reduce the gender pay gap by supporting women to remain in work, maintain progression, and feel confident during a life stage that can otherwise lead to reduced hours or leaving the workforce.

By improving awareness, providing practical support, and reducing stigma, it helps retain experienced mid-career women and supports their continued progression.

Supporting early careers through apprenticeships

We currently have six women apprentices in the built environment, supporting the early careers of women.

They are spread across our range of disciplines from Building Surveying, Architecture, to building services. We believe this offers a range of pathways that may support women into future senior positions and reduce the gap over time.

We are continually reviewing our action plan to address gender pay disparities and aim to publish this in due course.



How our gender pay gap compares

The Office of National Statistics figures show that the gender pay gap remains positive across all nine major occupational groups for full-time employees, meaning men continue to earn higher median hourly pay (excluding overtime) than women in each category.

The Office of National Statistics data explains that national pay differences are influenced by wider labour-market patterns, including the greater representation of men in higher-paid occupational groups, similar structural factors also contribute to Ingleton Wood's results.

These patterns help to explain a significant portion of our gender pay gap, which is more reflective of the current distribution of women across senior, technical and leadership roles than of any difference in pay for comparable work.

Looking ahead, Ingleton Wood will continue working to improve gender balance across the organisation.

When compared with other similar professional services and consultancy firms, our results are broadly in line with the range reported by other consultancies across the sector.

Comparable organisations typically report mean gaps between 24% and 28% and median gaps between 23% and 33%, reflecting longstanding industry-wide challenges, particularly the lower representation of women in senior and technical roles.

While our figures are consistent with sector trends, we recognise the need for continued action to narrow this gap, and we remain committed to initiatives that support the progression, retention, and development of women across all levels of the organisation.



Confirmatory statement

I confirm that the information set out in this gender pay gap report is accurate and calculated in accordance with the Regulations.

Signed:



Name: Laura Mansel-Thomas

Job title: Senior Partner

Date of statement: 01/04/2026

Contact

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