



excellence in construction  
**TOWNLINK**

**Gender Pay Gap Report  
2025**



At Townlink Construction, we are committed to creating a fair, inclusive, and progressive workplace where every employee has equal opportunity to thrive. Addressing the gender pay gap is a central part of this commitment. The gender pay gap represents the difference in average earnings between men and women across our organisation, regardless of role or seniority. It does not indicate unequal pay for the same work—something we rigorously guard against—but it does highlight broader structural imbalances that can influence career progression, representation, and access to opportunities.

As a company operating within the construction sector—an industry historically characterised by low female representation—Townlink Construction recognises both the challenges and the responsibility we carry. We are dedicated to understanding the factors that contribute to our gender pay gap and to taking meaningful, measurable steps to reduce it. By fostering a culture of equity, supporting career development for all employees, and expanding pathways for women to enter and progress within the industry, we aim to build a stronger, more diverse workforce for the future.



DAVID CAULFIELD  
TOWNLINK MANAGING DIRECTOR



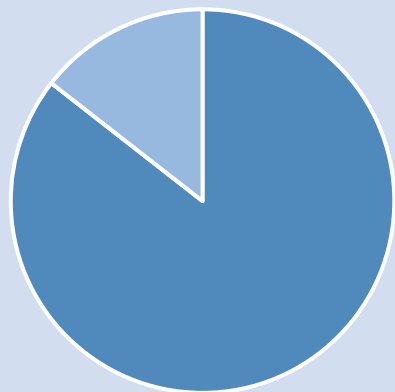
## Median & Mean Pay Gap Terminology

**Median:** The median pay gap is the difference in pay between the middle-ranking woman and the middle-ranking man. If you place all the men and women working at a company into two lines in order of salary, the median pay gap will be the difference in salary between the woman in the middle of her line and the man in the middle of his line.

**Mean:** The mean pay gap is the difference between a company's total wage spend per woman and its total wage spend per man. The number is calculated by taking the total wage bill for each and dividing it by the number of men and women employed by the organisation.



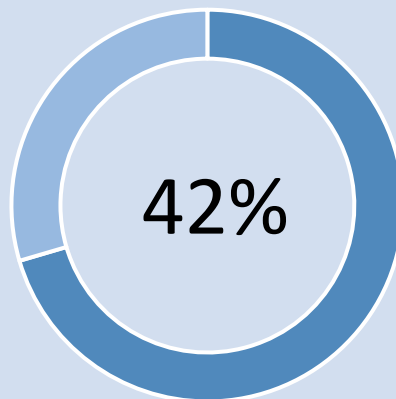
Total Employees - Gender Balance



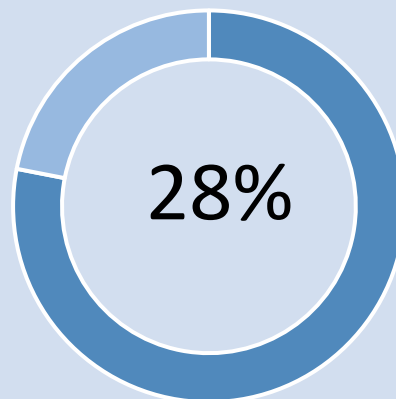
■ Male ■ Female

Male Employees 85%  
Female Employees 15%

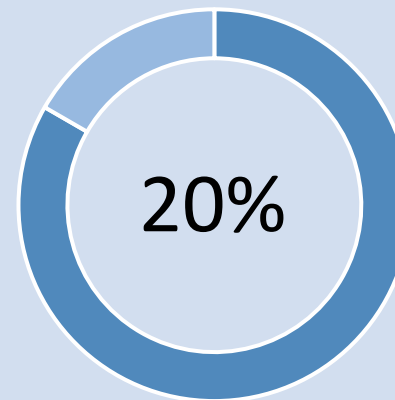
Pay Gap in Mean Bonus Pay



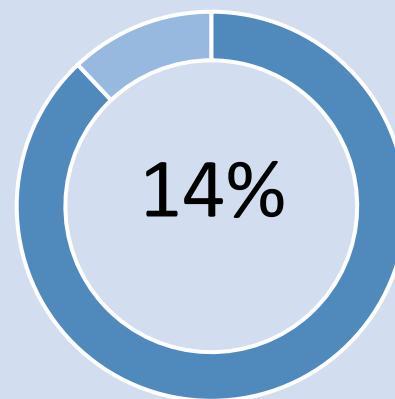
Pay Gap in Mean Hourly Pay



Gap in Median Bonus Pay



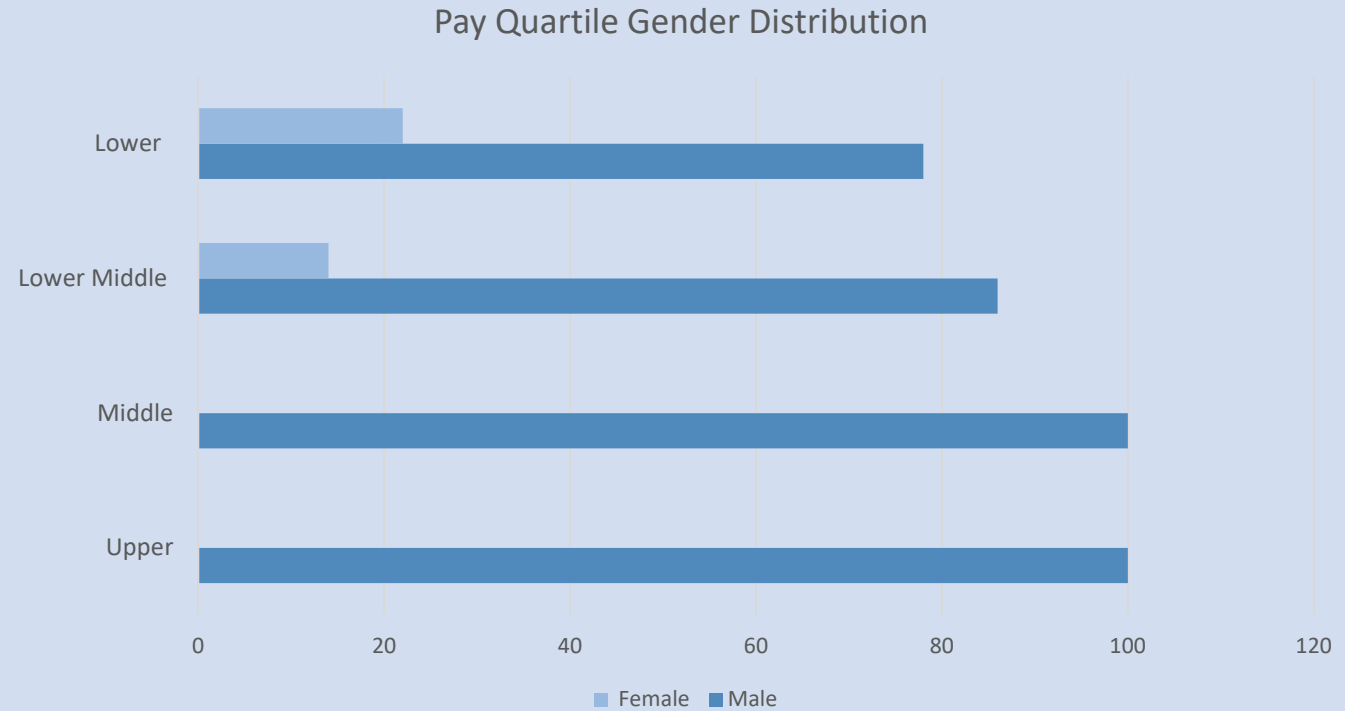
Pay Gap in Median Hourly Pay







Lower Quartile		
Male		78%
Female		22%
Lower Middle Quartile		
Male		86%
Female		14%
Middle Quartile		
Male		100%
Female		0%
Upper Quartile		
Male		100%
Female		0%





## What actions are planned in for 2026 and beyond

### 1. Expanding Recruitment and Talent Pipelines

Actively promoting roles to a wider and more diverse audience through inclusive job advertising.

Strengthening partnerships with schools, colleges, and industry bodies to encourage more women to pursue careers in construction, engineering, and project management.

Ensuring recruitment panels and shortlisting processes are structured to minimise bias.

### 2. Supporting Career Development and Progression

Providing mentorship and coaching programmes to support women at all career stages, including those transitioning into leadership roles.

### 3. Strengthening Policies That Support Equity

Regularly reviewing pay, bonuses, and benefits to ensure they are applied consistently and fairly across roles and departments.

Maintaining strong anti-discrimination and equal opportunities policies, supported by clear reporting and accountability mechanisms.

4. Celebrating the achievements of women within the company and promoting positive role models across the organisation. Continuing to invest in initiatives that promote diversity, inclusion, and belonging on every Townlink Construction site and office.