

e.surv

Chartered Surveyors



2025 Gender Pay Gap Report

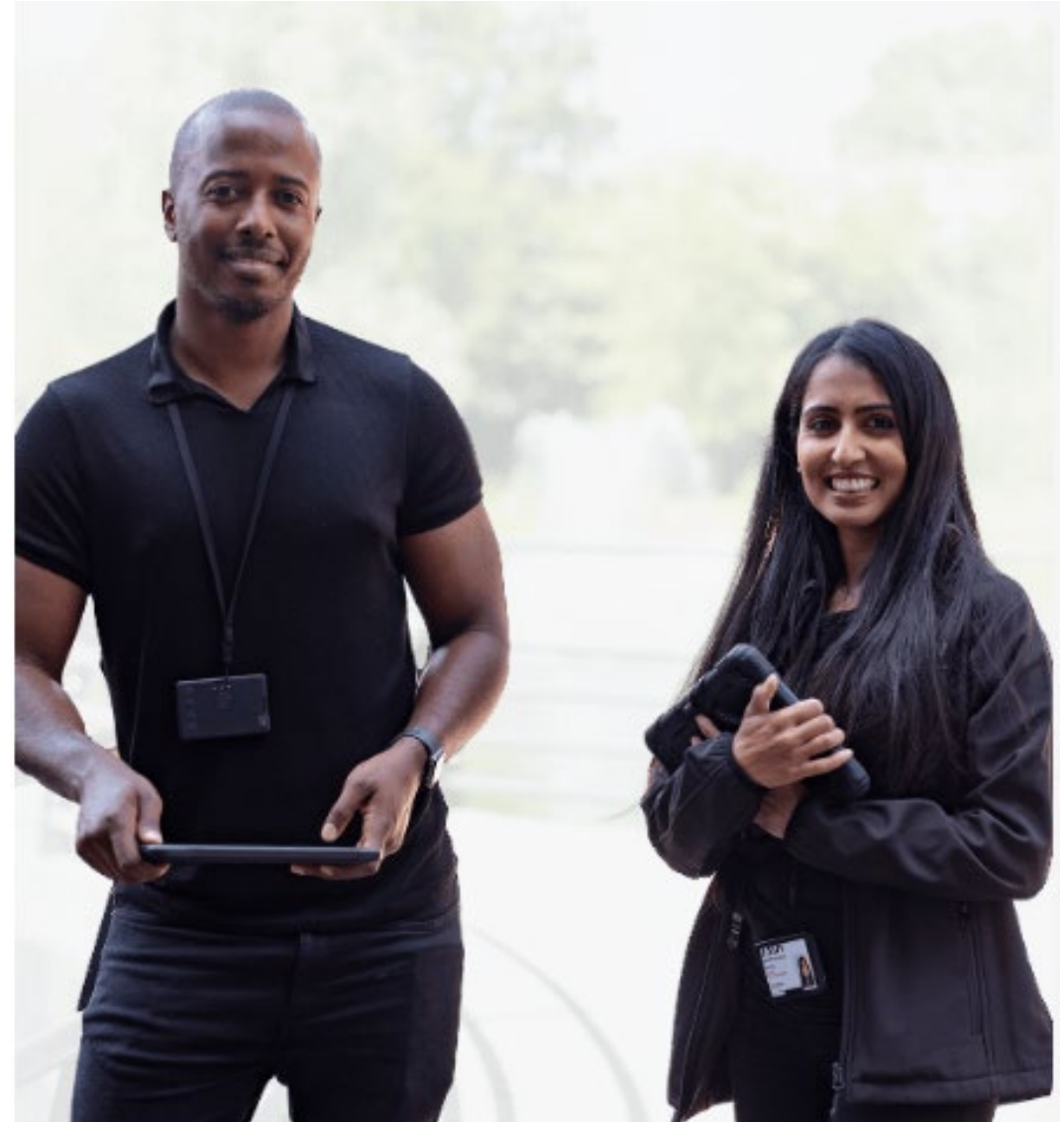
Fairness, equality and inclusion are important to us

Our Gender Pay Gap results

At e.surv we are committed to fostering an inclusive, diverse, and fair workplace. We recognise the importance of gender pay gap reporting as a key tool in understanding the representation of men and women in our business and ensuring that everyone has equal opportunities to succeed.

The gender pay gap represents the difference in average earnings between men and women across the organisation, regardless of role or seniority. It is not a measure of equal pay, which relates to men and women being paid equally for carrying out the same or equivalent work.

This report details our gender pay gap figures for the snapshot date of 5 April 2025, in line with government reporting requirements.



Understanding our Hourly Pay Gap

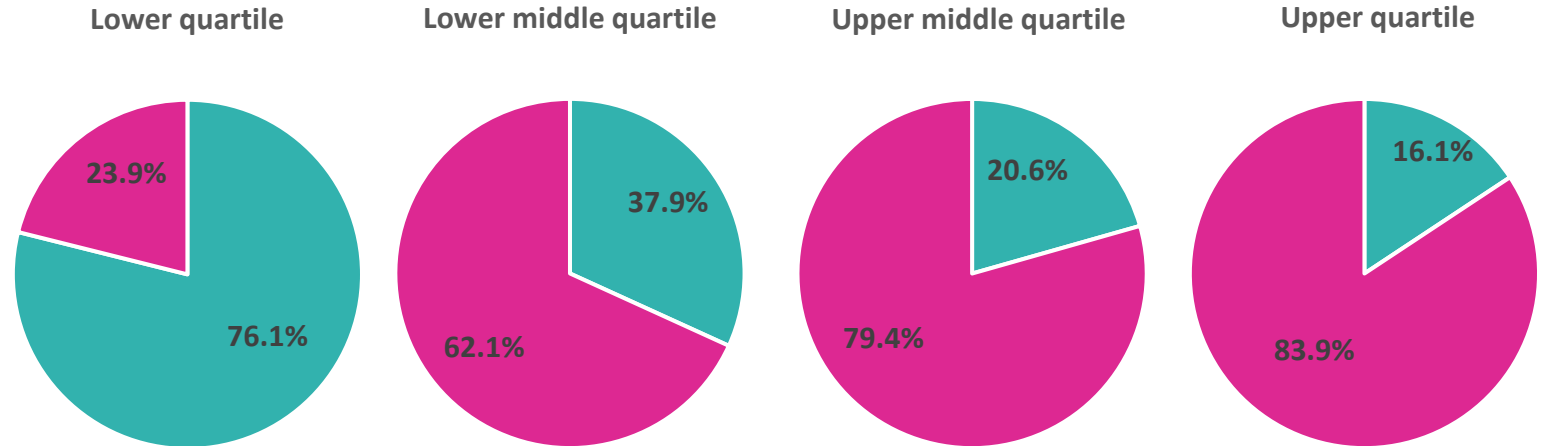
Difference between men and women

Mean	Median
35.5%	55.9%

As of 5 April 2025, our workforce comprises 38.5% women and 61.5% men, working across a wide range of roles from Residential Surveyors to specialist and administrative positions within our support functions.

Pay Quartiles

▲ Female ▲ Male



We recognise that a gender pay gap exists within our organisation. In April 2025, our mean gender pay gap is 35.5% and our median gender pay gap is 55.9%. While this represents an improvement from 2022 levels, progress has slowed in the past two years and the gap remains.

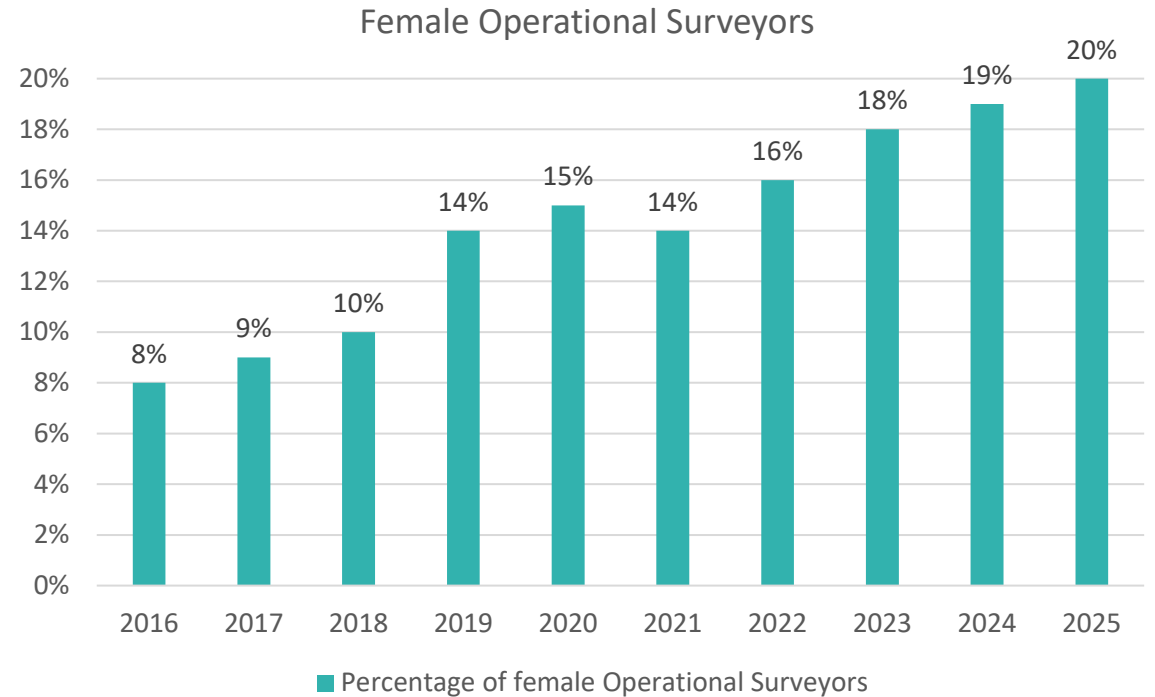
The primary driver of our gender pay gap continues to be the underrepresentation of women in senior and Operational Surveying roles, alongside a higher concentration of women in more junior and administrative roles. Women currently represent 76.1% of colleagues in the lowest pay quartile but only 16.1% in the highest pay quartile. This structural imbalance, rather than differences in pay for equal work, is a key contributor to our pay gap and is broadly representative of patterns seen across the industry. We are confident that men and women are paid equally for performing the same role, under the same pay structures and reward frameworks.

Increase in female Operational Surveyors

We recognise the importance of addressing gender imbalance within the surveying profession. Operational Surveyors represent the largest cohort of colleagues within e.surv and are predominantly male. Increasing female representation within these roles remains a key priority. To support this, we have implemented targeted initiatives aimed at attracting, developing and retaining female talent. These include structured training programmes, mentoring opportunities and recruitment strategies designed to strengthen our pipeline of women into operational roles.

The proportion of female Operational Surveyors has shown a sustained upward trend over time. In 2016, women represented just 8% of Operational Surveyors. By 2022, this had doubled to 16%, and progress has continued year on year.

In 2025, female representation has reached 20%, reflecting steady and meaningful improvement. While there is more work to do, this progress demonstrates our long-term commitment to building a more gender-balanced operational workforce.



Understanding our Bonus Pay Gap

A key factor influencing our bonus pay gap is the distribution of roles within e.surv. A significant proportion of our workforce is made up of Operational Surveyors, who have the opportunity to earn performance-based bonuses in addition to their basic salary. These roles are predominantly held by men, while women are more frequently represented in support and administrative functions where bonus and commission structures differ.

As a result, a higher proportion of men (74.3%) received a bonus in April 2025 compared to women (54.1%). This difference in representation within bonus-earning roles is the principal driver of our bonus pay gap, rather than unequal pay for the same role.

In 2025, we reviewed and updated the management bonus scheme and wider variable pay arrangements to strengthen fairness, consistency and transparency. Encouragingly, our mean bonus pay gap reduced to 32.4%. However, the median bonus gap remains high at 85.0%.

We recognise there is more to do and remain committed to ensuring our bonus structures are fair, transparent and supportive of greater gender balance over time.

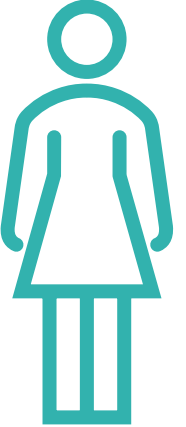
Difference between men and women

Mean	Median
32.4%	85%

Proportion of employees awarded a bonus



Out of 619 male employees 74.3% received a bonus



Out of 386 female employees 54.1% received a bonus

At e.surv, we are committed to fostering a fair, diverse and inclusive workplace, with our priorities guiding efforts to address gender pay disparity and support colleagues growth.

Diversity, Equality & Inclusion

We are taking active steps to promote gender balance and remove barriers to progression, by:

- Continuing to develop and refine our colleague-led networks to promote and facilitate dialogue on gender equality through our I&D, communities and colleague-led forums.
- We are committed to fair pay practices, and maintain remuneration structures that ensure compliance with applicable wage legislation.

Wellbeing and flexible working

We understand that flexibility is important in supporting career progression, our key initiatives include:

- Strengthening our flexible and hybrid working policies to provide greater support for career development.
- Strengthening mental health support through Mental Health First Aiders and Employee Assistance Programmes so all colleagues can thrive. As a Disability Confident Employer (via LSL), we are committed to ensuring equal opportunities and support for everyone.
- Better Health at Work Award (Bronze), recognising our commitment to supporting colleagues' mental, financial, physical and social wellbeing through a range of targeted initiatives.

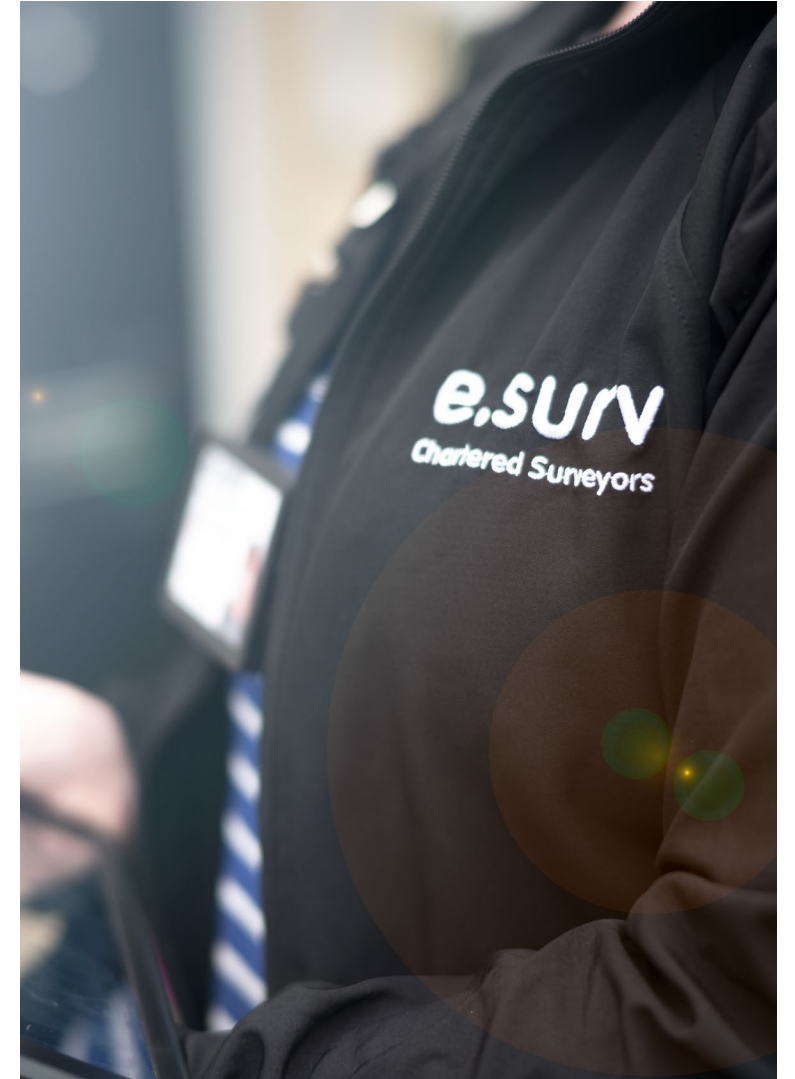


Our Priorities

Leadership development and career progression

We are dedicated to removing barriers to career progression and ensuring all colleagues have access to opportunities for growth, we are:

- Expanding leadership development programmes tailored to supporting female career progression.
- Strengthening our internal talent pipeline to promote a more diverse leadership team.
- Providing learning and development opportunities to all colleagues.



Summary

While our overall gender pay gap has remained relatively stable since 2023, we are encouraged by the continued increase in female Operational Surveyors and the progression of women into management roles. We recognise, however, that further progress is needed to improve representation at senior leadership level, which remains the key driver of our pay gap.

We remain committed to sustained action to create a more balanced and equitable workplace, ensuring fair opportunity and progression for all colleagues.

I confirm the data reported is accurate.



Stephen Goodall

Managing Director, e.surv

23rd March 2026