MWW
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Gender Pay Gap Report

April 2026





Welcome to our Gender Pay Gap Report

At MWW, we are proud to share our annual Gender Pay Gap Report, based on the statutory snapshot date of 5 April 2026, reaffirming our ongoing commitment to openness, fairness, and inclusion in the workplace.

For more than six decades, our organisation has championed opportunities for a workforce that is both diverse and highly skilled. We firmly believe that ability is not defined by gender, and we remain committed to providing equal opportunities for everyone across our business.

Our pay structures are designed to pay colleagues fairly and consistently, regardless of gender or ethnicity. We monitor pay decisions and use our gender pay gap figures to understand differences in earnings across the workforce.

Key points

In April 2026, our mean hourly gender pay gap rose to 5.57%, and the median hourly gap fell to 0.00%. Women made up a larger share of both higher-paid quartiles than in 2025.

We continue to review and understand the factors contributing to this imbalance and remain focused on creating clear pathways for progression, development, and opportunity. Our aim is to foster a culture where diversity is valued, talent is nurtured, and every colleague is supported to reach their full potential.

		2026	2025	2024
Gender pay gap	Mean	5.57%	2.68%	4.74%
	Median	0.00%	1.61%	0.16%
Bonus pay gap	Mean	47.94%	52.02%	43.40%
	Median	0.00%	12.92%	50.57%
Employees receiving a bonus	Men	7.69%	9.20%	11.85%
	Women	7.35%	10.74%	12.19%

Summary of Key Findings

The pay quartile analysis for the 5 April 2026 snapshot covers 487 employees, approximately 72% men and 28% women. The April 2025 report recorded 458 employees and approximately 26% of these were women.

The mean hourly gender pay gap widened from 2.68% to 5.57%. On average, women earned 5.57% less per hour than men. This takes the gap further from our target of below 2%.

The median hourly gender pay gap fell from 1.61% to 0.00%. Meaning that men and women had the same hourly pay at the midpoint of their respective pay distributions.

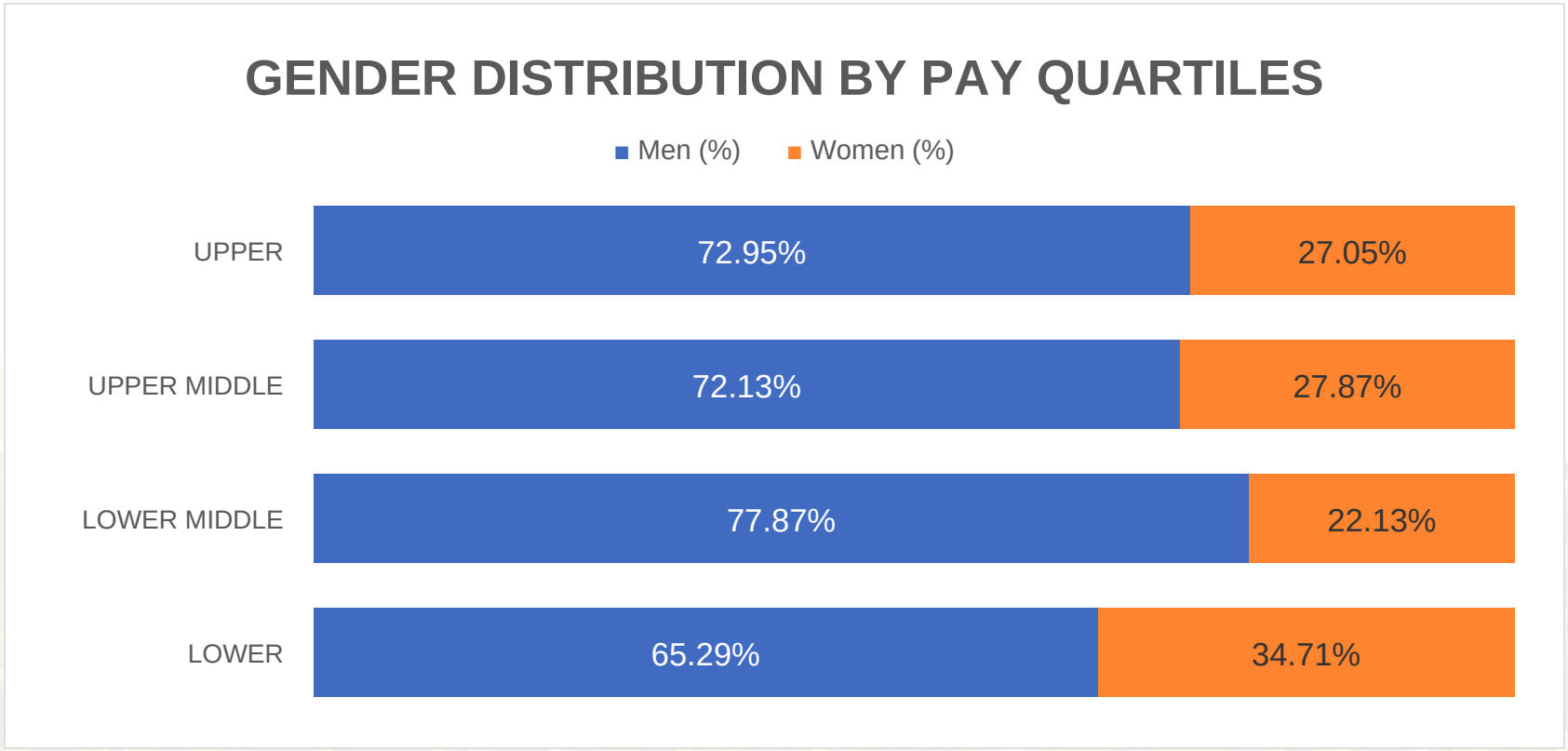
The mean bonus gap narrowed from 52.02% to 47.94%. The median bonus gap fell from 12.92% to 0.00%, so the midpoint bonus was the same for men and women who received a bonus.

In the 12 months to the snapshot date, 7.69% of men and 7.35% of women received a bonus, down from 9.20% and 10.74% respectively in the previous year.

Women made up 34.71% of the lower quartile, 22.13% of the lower-middle quartile, 27.87% of the upper-middle quartile and 27.05% of the upper quartile.



Women’s representation increased in both higher-paid quartiles, while average hourly pay for men and women moved further apart. We continue to focus on progression into higher-paid roles and access to bonus opportunities.



Understanding the Gender Pay Gap

The gender pay gap shows the difference in average earnings between men and women across an organisation. It does not measure whether individuals are paid equally for doing the same job. Instead, it reflects the overall distribution of roles, levels of seniority, and working patterns within the workforce.

This is different from equal pay, which focuses on ensuring that men and women receive the same pay for the same or similar work. At MWW, equal pay is supported through consistent pay structures and role-based pay, helping to ensure fairness at an individual level.

The gender pay gap highlights broader, structural factors, such as the types of roles men and women typically hold, the proportion of women in senior or higher-paid positions, and access to progression and development opportunities. While these factors do not indicate unequal pay, they help explain why differences in average earnings can exist.

Both equal pay and gender pay gap reporting are important. Together, they provide a fuller picture of fairness at work—ensuring people are paid fairly for the work they do, while also identifying where further action is needed to support progression, representation, and long-term equality



How We Measure the Gap

To evaluate our gender pay gap, MWW reviews the average hourly earnings of male and female employees as at 5 April 2026, in line with statutory Gender Pay Gap reporting requirements.

We calculate both the mean (average) and median (midpoint) hourly pay rates for men and women.

The mean gender pay gap shows the percentage difference between the average hourly pay of men and women across the organisation. A positive figure indicates that men earn more on average, while a negative figure indicates that women earn more on average.

The median gender pay gap compares the middle hourly pay rate for men and women. A positive median gap means men earn more at the midpoint of the pay distribution, while a negative figure means women earn more at that point.

We also assess bonus payments, calculating both mean and median bonus pay gaps, and track the proportion of male and female employees who received a bonus in the 12 months leading up to the snapshot date.

This approach provides a clear and balanced view of pay outcomes across the organisation and helps us understand how workforce structure, role distribution, and progression opportunities influence our gender pay gap. It supports our ongoing commitment to fairness, transparency, and equality in the workplace.



Our Future Gender Pay Gap Initiatives and Targets

We recognise that closing the gender pay gap is an ongoing journey that requires sustained focus, clear accountability and long-term commitment. Building on the progress already made, MWW will continue to take practical action to reduce our gender pay gap, strengthen our talent pipeline and improve representation at all levels of the organisation.

Leadership Development and Talent Pipeline

We will continue to increase participation by women and under-represented groups in leadership and development programmes, ensuring that colleagues have access to the support, visibility and opportunities needed to progress.

We will also focus on increasing female representation in senior leadership roles through targeted development, succession planning and internal progression opportunities.

Pay and Reward Review

We will continue to carry out annual pay audits to ensure that pay decisions remain fair, transparent and free from gender bias.

Our target is to reduce the mean gender pay gap to below 2%, subject to changes in workforce structure.

Data Monitoring and Reporting

We will monitor gender pay gap metrics on an annual basis and share internal updates to track progress year on year and maintain transparency.



We will also use employee engagement and communication channels to raise awareness of our gender pay gap actions, progress and future priorities across the workforce.

Inclusive Recruitment and Progression

We will aim to ensure that recruitment panels for management and senior roles are gender balanced wherever practicable.

We will continue to increase the number of female applicants for management roles through inclusive job design, targeted outreach and the use of gender-neutral language in job advertising.

Communication and Accountability

We will provide annual updates to the Board on gender pay gap performance, key risks and progress against our stated actions and targets.

We will also strengthen leadership accountability by linking senior leaders' performance objectives to equality, diversity and inclusion outcomes.

These initiatives reflect MWW's commitment to creating a fair, inclusive and rewarding workplace. While we recognise that meaningful change takes time, we remain focused on practical actions that support progression, representation and long-term equality across our organisation.

Statement of accuracy

I confirm that the gender pays gap information published by Minor, Weir & Willis Ltd for the snapshot date of 5 April 2026 is accurate

Parveen Mehta

Director

18/5/2026

