

2025 Figures

Gender Pay Gap Report



NOVUS
Property Solutions



PROUD OF OUR PROMISE

Why we're reporting on Gender Pay...

We believe that Gender Pay reporting is more than a legal requirement—it's an opportunity to demonstrate transparency and share the actions we're taking to drive meaningful change. Mandatory reporting is an important step for all sectors, but especially for construction, where female representation has historically been limited.

In 2025, we've made significant progress in attracting more women to Novus, and this report highlights the steps that have contributed to a year-on-year improvement and a reduction in our Gender Pay Gap. While female representation currently stands at just over 26%, we know there is more work to do.

Our focus remains twofold: continuing to recruit more women into our business and supporting the development of female colleagues so they can progress into senior roles and higher pay quartiles. We are working closely with colleagues, suppliers, and industry partners to achieve this ambition and create a truly inclusive workplace where everyone can thrive.



A message from our CEO

As I reflect on 2025, I am proud of the progress we've made in creating a more inclusive and supportive workplace. This year, we've seen a decrease in our Gender Pay Gap and an increase in female representation at all levels of the business, including future talent through our apprenticeship programme—where 61% of new apprentices appointed were female.

Learning and Development has been a major focus, with expanded opportunities across the business, from leadership programmes to technical training. Our Elevate: Aspiring Leaders Programme and new initiatives like retrofit training are helping colleagues build skills for the future, while modern apprenticeships and NVQs remain open to all, supporting career progression.

Our Wellbeing Network has delivered meaningful support, including events and resources that promote health and resilience, including raising awareness of Breast Cancer, Prostate cancer and highlighting resources for mental wellbeing. These events reflect our commitment to building a culture where everyone feels like they belong.

Looking ahead to 2026, we will continue to build on this momentum—expanding development opportunities, strengthening wellbeing initiatives, and driving further progress in closing the Gender Pay Gap. Our ambition is clear: to create a truly inclusive workplace where diversity thrives and every colleague has the opportunity to succeed.

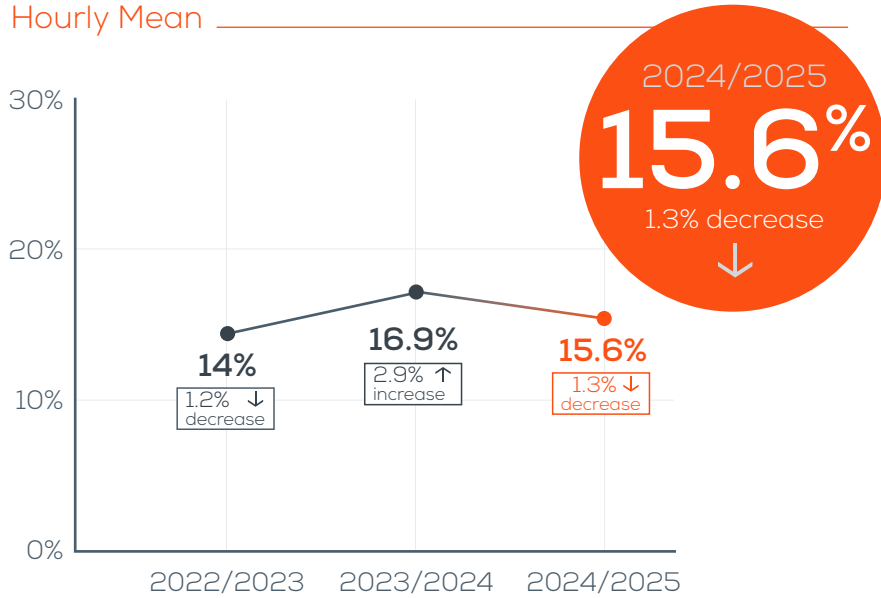
A handwritten signature in black ink, appearing to read 'Lee Hartley'.

Lee Hartley
Chief Executive Officer

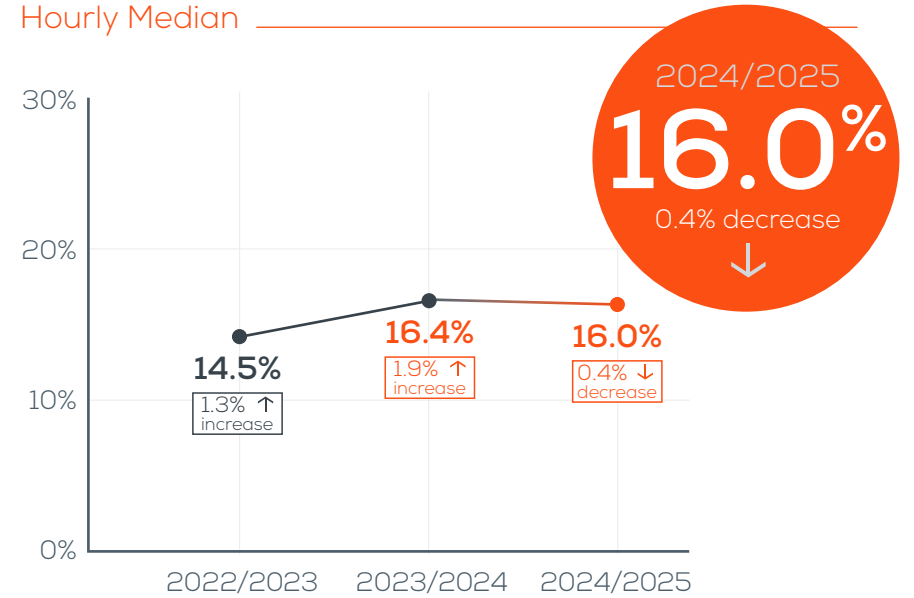
Gender Pay Statistics

Please see our Gender Pay figures below for 2024/2025 and previous years.

Hourly Mean

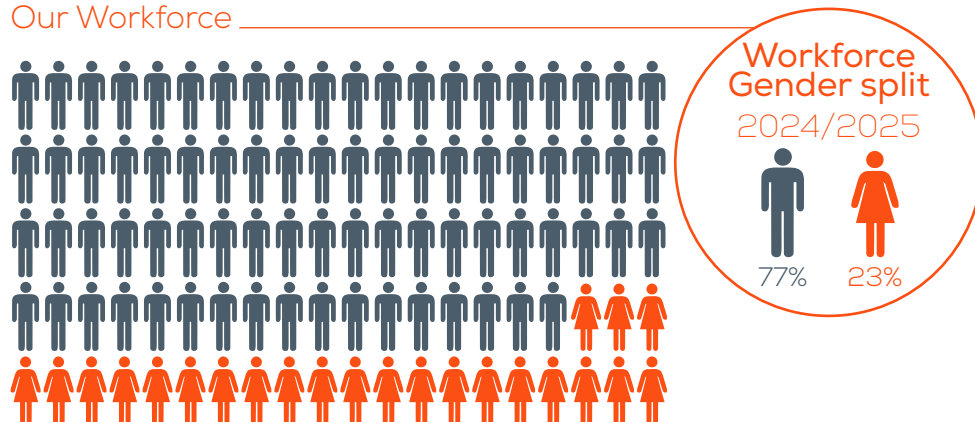


Hourly Median



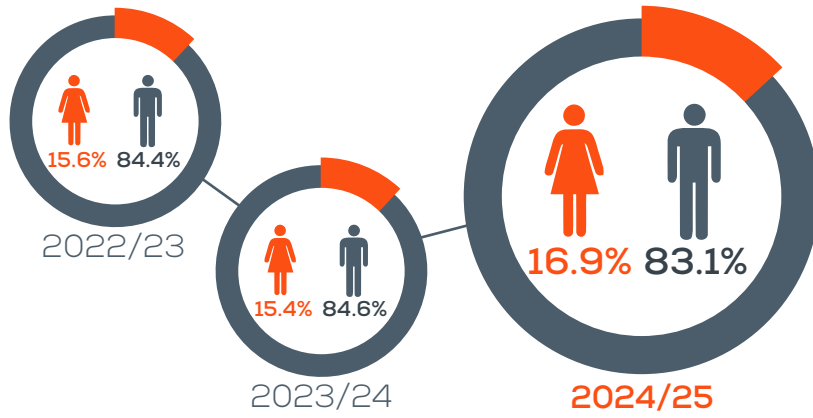
This shows the percentage by which women's average pay is lower, when compared to men.

Our Workforce

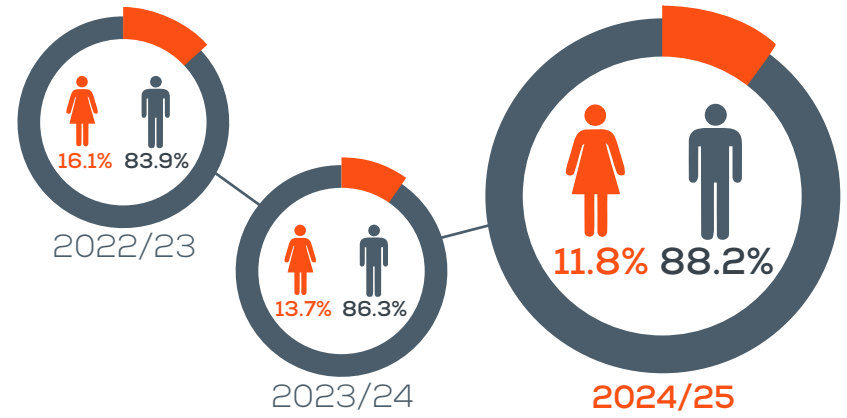


Hourly Pay Statistics

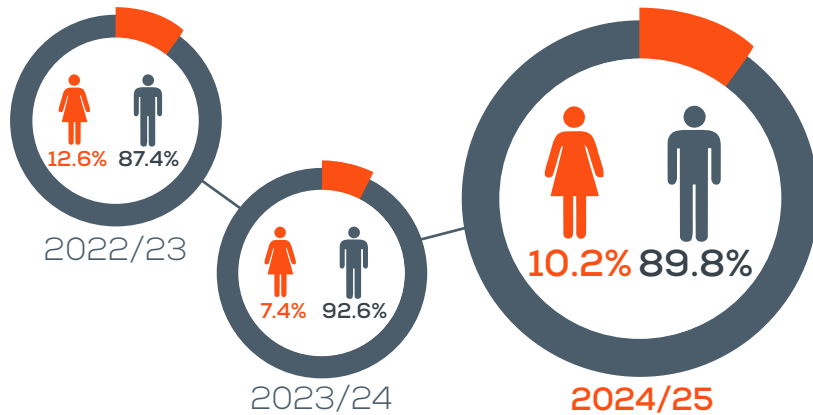
Hourly Upper Quartile



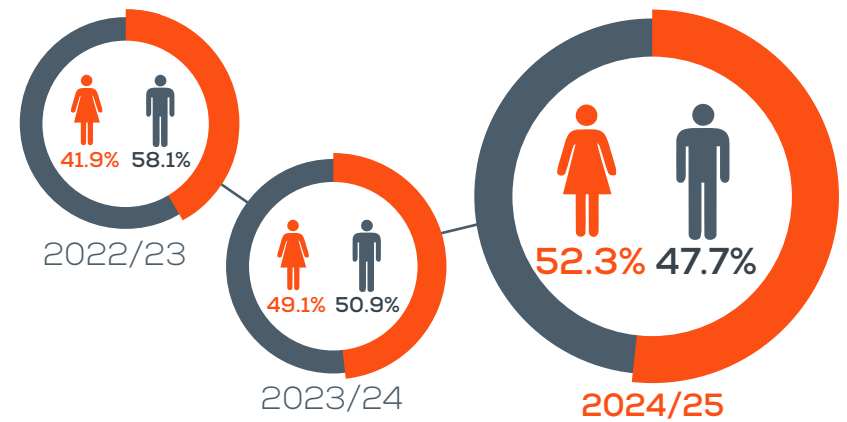
Hourly 2nd Quartile



Hourly 3rd Quartile

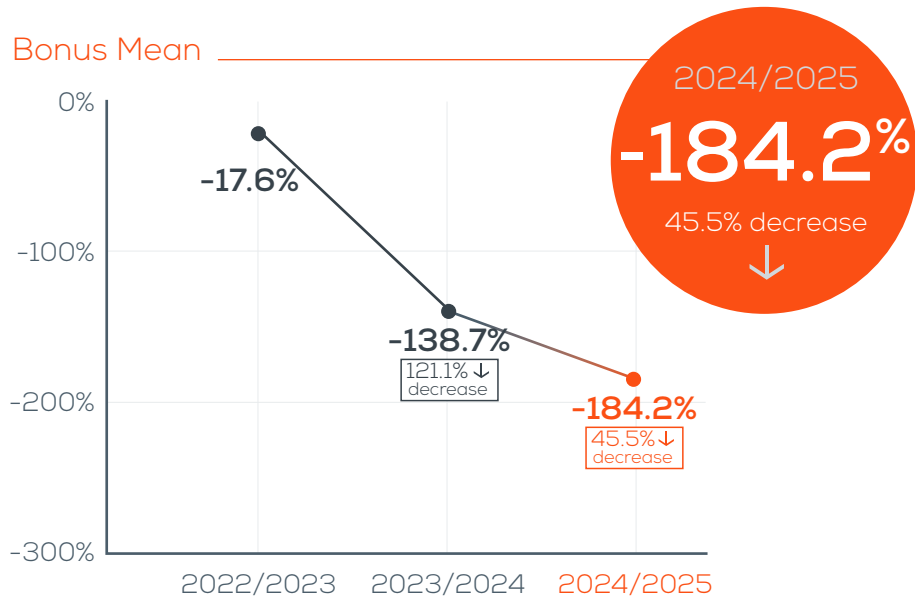


Hourly Lower Quartile

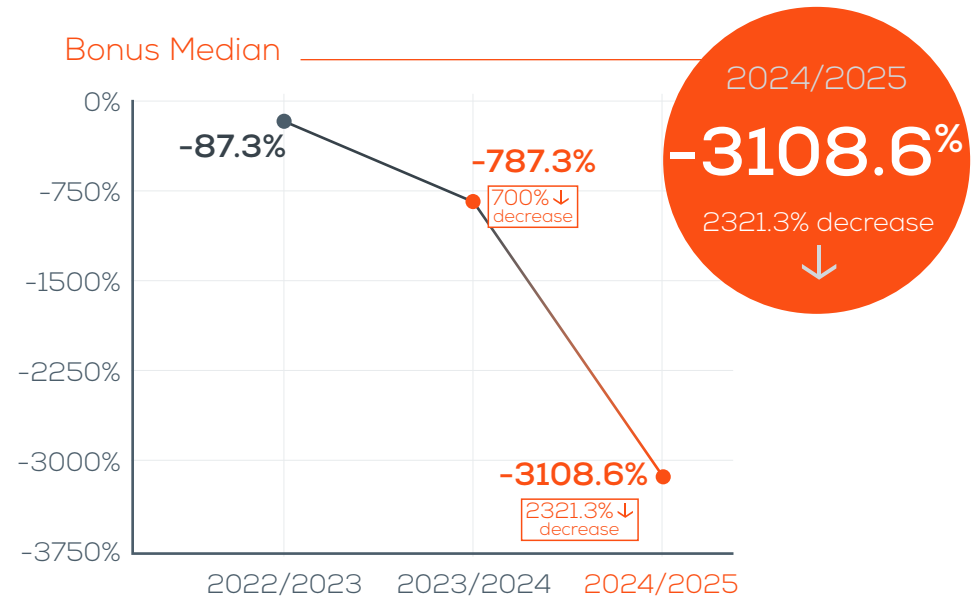


Bonus Payments

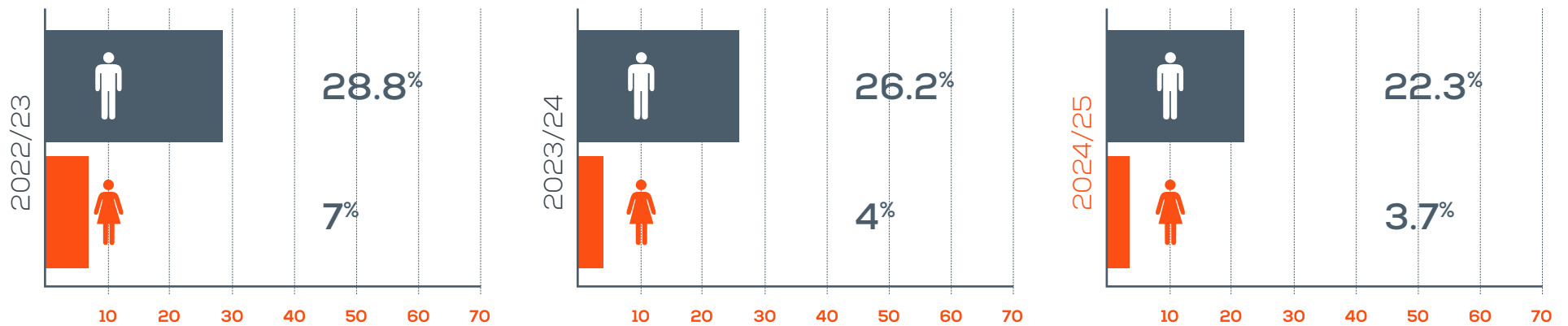
Bonus Mean



Bonus Median

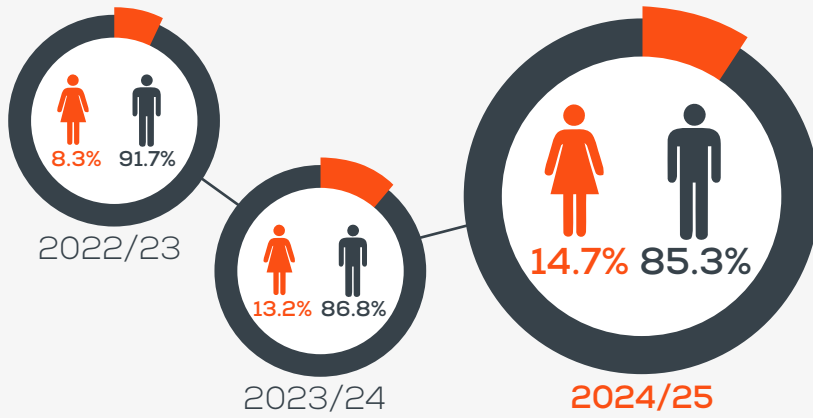


Employees receiving bonus

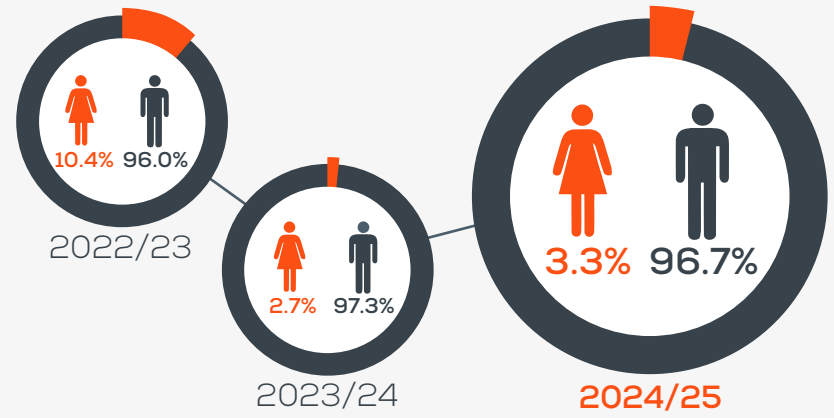


Bonus Payments

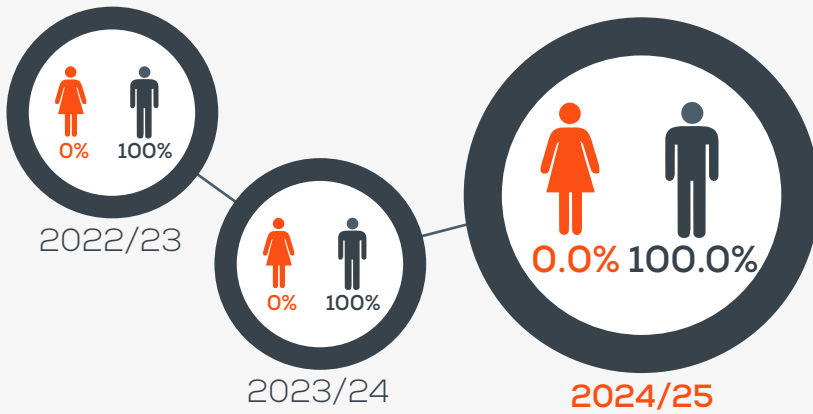
Bonus Upper Quartile



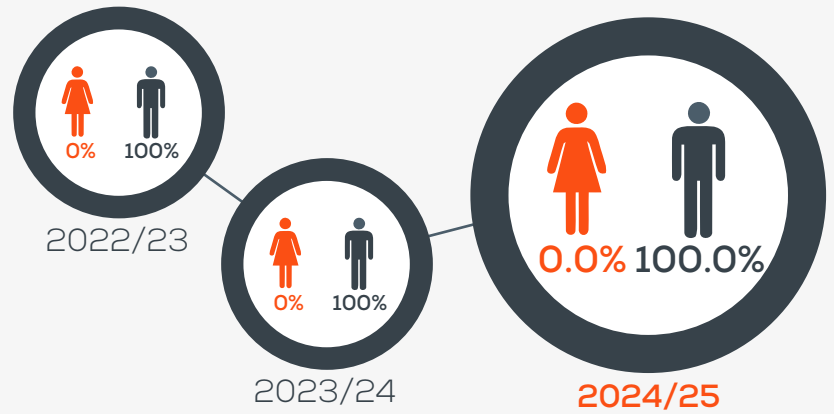
Bonus 2nd Quartile



Bonus 3rd Quartile



Bonus Lower Quartile



What we are doing

Inclusion Strategy

2025 marks the third year of our five-year people strategy, both designed with clear metrics and objectives to help us close the Gender Pay Gap. Our inclusion strategy, “Without U there is No US,” reinforces our commitment to placing Equality, Diversity, Inclusion, and Belonging at the core of our business.

The purpose of this strategy is simple: No one should ever finish a working day feeling discriminated against or treated unfairly. To achieve this, we continuously track progress against our commitments and the defined measures that guide us forward.

- 1. Everyone is included and will feel able to be themselves without compromise to achieve a greater sense of belonging.**
- 2. We will enhance education and development opportunities that support everyone, building a legacy where people can live, work, and thrive.**
- 3. We will actively champion diversity and inclusion across our teams, partners, and the industry.**

In 2025, our Wellbeing Network—launched in 2024—has been highly active, hosting a variety of events to support colleagues on health and wellbeing topics. Alongside this, we’ve continued to deliver on our Inclusion Strategy by focusing on building colleague knowledge through a range of internal development programmes.

All new and existing colleagues complete Equality, Diversity and Inclusion e-learning, which promotes an ideal workplace, identifies unacceptable behaviours, explains protected characteristics, and provides practical actions everyone can adopt.

To strengthen leadership capability, all new and existing people managers have attended workshops on the Language of Inclusion, Microaggressions, and Privilege. These sessions ensure leaders have a deeper understanding and can implement preventative measures across our offices and sites.

Additionally, all colleagues have completed training on Preventing Sexual Harassment in the workplace, gaining a clearer understanding of behaviours and responsibilities to maintain a safe and respectful environment.

Throughout 2025, we continued delivering Hiring Manager training, these sessions equip leaders with skills in understanding the external market, the Novus recruitment process, CV screening, interview techniques, bias awareness, objectivity, feedback, and onboarding. By adapting these measures, we ensure our recruitment processes remain effective and provide an excellent candidate experience in a challenging market. This training supports fair decision-making and helps us bring the right people into our business.

In addition, our Elevate: Aspiring Leaders Programme has placed a strong emphasis on inclusion throughout its training. We’ve also introduced Discovery Insights into our leadership development, creating a deeper understanding of different communication styles and encouraging more open dialogue across teams. These initiatives strengthen our leadership capability and foster a culture where diverse perspectives are valued and respected.



What we are doing



Colleague Network Groups

In 2025, our six Colleague Networks have remained an important part of our Inclusion strategy, continuing to provide spaces for open conversation on key topics, even though activity has been more limited this year. Sponsored by Executive Directors and led by passionate colleagues, these networks help ensure our policies, procedures, and events remain inclusive and supportive.

Our Women in Novus (WiN) Network has continued to champion the advancement of women within Novus and the wider industry. While major events have been fewer this year, the network continues to advocate for progress and this year with over 50 members, including allies the network meets regularly to discuss challenges faced by women and explore ways to remove barriers. This year, after identifying feedback regarding site facilities, we have committed to ensure all sites have hygiene products on

site. Working with 'Fab Little Bag' we now have all Novus sites fitted nationally with sanitary products available to all.

In September, some of our female colleagues were invited to spend the day at UK Construction Week to meet with inspirational industry-leading women, learn more about challenges within our industry and continue to receive coaching support from our Non-Executive Director, Sophie Seddon-Hall. Speaking of the experience one colleague said 'Hearing their experiences gave me the push to back myself a little more, to step forward with belief, and to keep challenging the barriers within our industry.'



What we are doing



Learning & Development

We are committed to creating opportunities for growth and development across all levels of our business. Through our Learning and Development initiatives, we've continued to invest in programmes that empower colleagues to reach their full potential. Our Elevate: Aspiring Leaders Programme provides future leaders with the skills and confidence to progress, while our Driving Results programme strengthens performance and accountability. We've opened access to modern apprenticeships and NVQs, ensuring colleagues can gain recognised qualifications alongside their roles.

In addition, we are leading forward with retrofit training opportunities to support the evolving needs of our industry. These initiatives, combined with our focus on inclusive leadership development, demonstrate our commitment to building a skilled, diverse workforce and creating pathways for career progression for everyone.

Apprenticeships

In 2025, we saw a significant increase in female applicants and successful hires, with 61% of our newly appointed apprentices being women—a major step toward improving gender representation and reducing the Gender Pay Gap. Our apprenticeship scheme continues to be a key driver in attracting female talent to our business and the wider industry.

Every apprentice is fully onboarded and supported by a trained mentor, ensuring a consistent approach to guidance and development. Mentor training equips our teams with practical tools and models to help apprentices thrive.

We also provide internal colleagues with opportunities to progress through apprenticeships, supporting career development at all levels. Currently, 5% of our workforce is enrolled in an apprenticeship, and we remain committed to expanding these opportunities as part of our long-term strategy to build a diverse and inclusive workforce.

What we are doing

Attraction, Recruitment and Onboarding

We continue to strengthen our recruitment practices to attract diverse talent and ensure fairness throughout the process. By reviewing and tracking diversity data for applicants and new hires, we can identify trends, measure progress, and take action to improve representation across all roles. This insight helps us refine our approach and maintain accountability.

We've seen an increase in applications from underrepresented groups, including women, driven by changes to the language in our adverts. All adverts are checked using Gender Decoder technology and focus only on essential criteria, alongside a statement encouraging candidates to apply even if they don't meet every requirement.

Our recruitment standards remain consistent across all roles, supported by trained hiring managers, competency-based interview frameworks, refreshed guides, and a scoring matrix to ensure decisions are fair and based on skills and behaviours.

To inspire future talent, we've attended school and college career fairs and participated in Build UK's Open Doors event, showcasing opportunities in construction beyond traditional stereotypes. These initiatives aim to break down barriers and encourage more women and diverse candidates to join our industry.



Improving diversity at Novus

We remain fully committed to our Inclusion Strategy and to creating a culture where everyone feels they belong. In 2025, we are proud to report that our Gender Pay Gap has decreased, reflecting the impact of the actions we've taken to attract and retain diverse talent.

We know that progress requires continuous effort, and we are actively seeking new ways to move the dial on diversity and inclusion. From improving recruitment practices to expanding development opportunities, every initiative is designed to create fairness and equal access across our organisation.

Our goal is clear: to ensure that every colleague, customer, and client feels valued and included at Novus. We will continue to build on this success and drive even greater progress in the years ahead.



PROUD OF OUR PROMISE

If you have any questions relating to this document or wish to know more, please do not hesitate to reach out to our People team

Email: HRHelpdesk@novussolutions.co.uk

