lastmile

Gender Pay Gap Report

Snapshot Date:
5th April 2025

What is meant by gender pay gap?

The gender pay gap refers to the difference in average earnings between men and women across an organisation, regardless of their specific roles. This is distinct from "equal pay," which compares the earnings of men and women doing the same or equivalent work.

What Last Mile companies are included in this report?

This report covers employees of Last Mile Infrastructure Limited (LMIL), which includes all non-operational staff. Our operatives are employed under Last Mile (Design and Build) Limited, which has fewer than 250 employees and is therefore not included in this report.

Key updates following the 2024 report

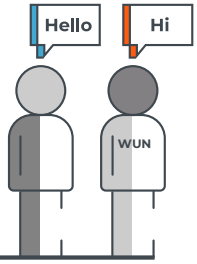
- In June 2024, we expanded our discretionary company performance-based bonus to include all eligible LMIL employees. Previously, this was limited to specific groups. As a result, the proportion of employees receiving a bonus rose from just under 53% to nearly 72%.
- The percentage of female employees increased slightly from 38% to 39%, which is notably higher than the UK average of 30% in the Utilities sector and 15% in Construction (ONS 2024).

We remain committed to creating a diverse and inclusive workplace. Addressing gender imbalance within our business and the wider industry is key to reducing our gender pay gap.

Progress on our 2024 commitments

In our last gender pay gap report, we committed to several actions that we felt would attract more women into our business and provide them with greater opportunities for career progression. We are pleased to report that we have made progress against these in the following ways:

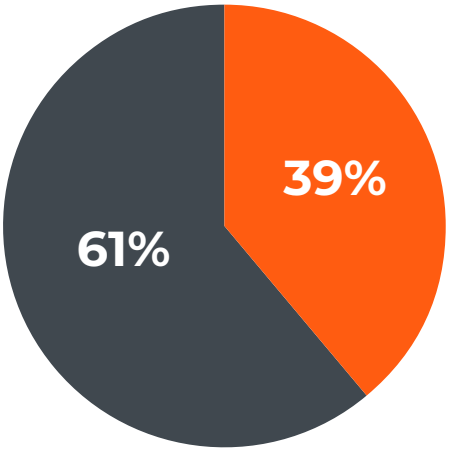
- Launched a leadership development programme in 2024, that achieved a final participation rate of 50% female delegates. This is a fantastic uptake, especially given women represent 39% of our workforce.
- Proud supporter of National Inclusion Week and provided mandatory training for all employees on equality and diversity.
- Ongoing salary benchmarking to support with fairness across roles and genders.
- Continued reviewing job adverts for gender-biased language, to ensure inclusivity.
- Maintained our partnership with Women in Utilities Network (WUN) to promote vacancies to women and offer targeted support such as webinars and mentorship.



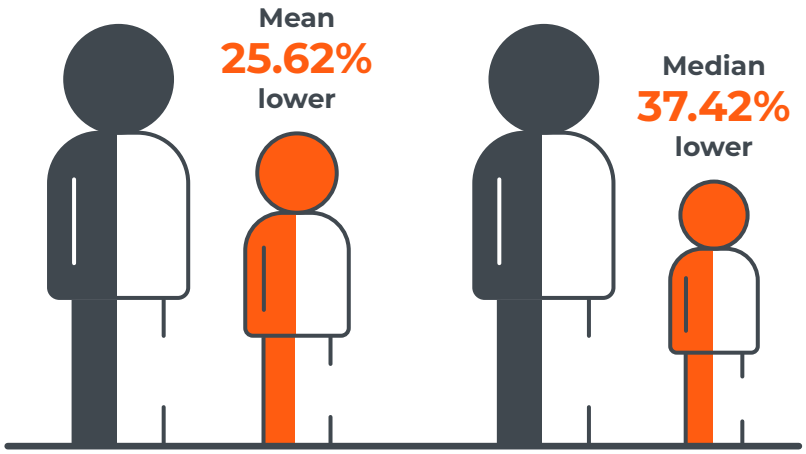
2024 Gender Pay Gap

Male Female

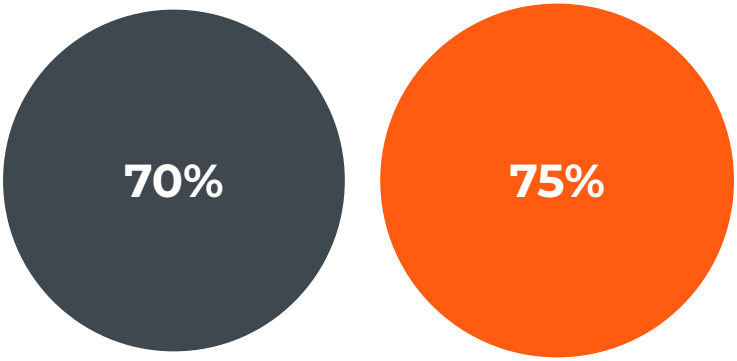
What is our workforce split?



How much is our gender pay gap?



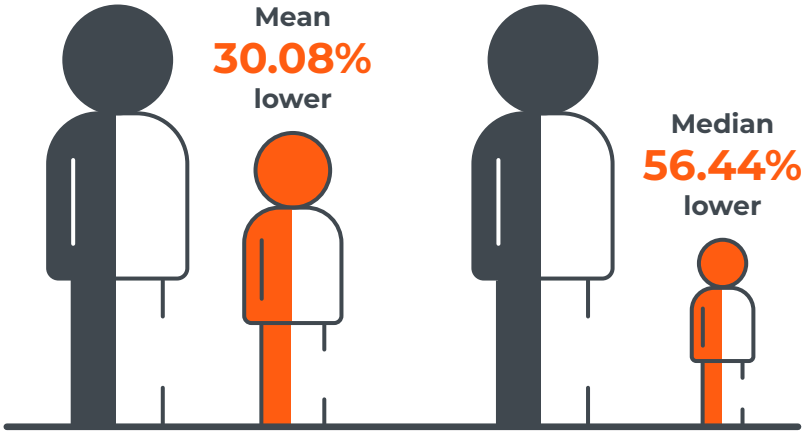
Who receives a bonus?



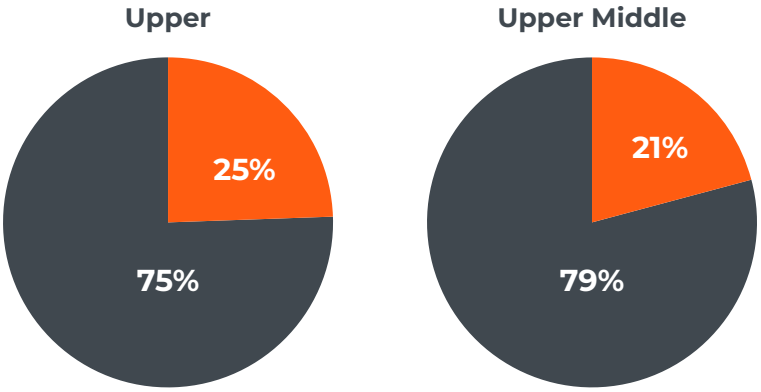
2024 Gender Pay Gap

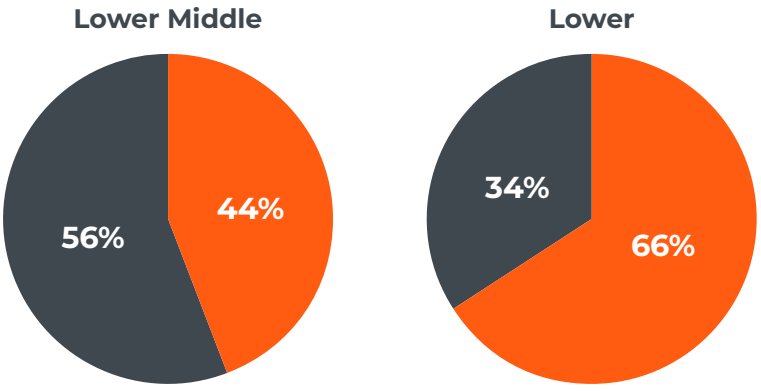
Male Female

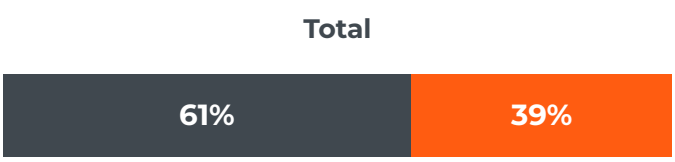
How much is our bonus pay gap?



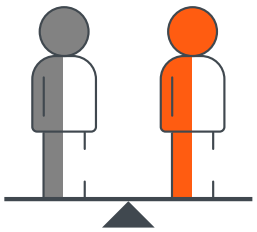
What is the percentage of males and females in each quartile pay band?







Addressing our Gender Pay Gap



Why is our gender pay gap higher than average?

To a large extent, our gender pay gap continues to be a product of the industry that we operate in, as the utilities sector is still very male dominated. We understand that historically this is due to fewer females choosing to study science, technology, engineering and maths (STEM) subjects at school, college or university. Occupational segregation also plays a part as we have more men in higher paid technical or construction roles and more women in support and administration roles.

How are we closing our gap?

We are pleased to report that our pay gap has reduced compared to 2024, by 3% mean and 2.2% median. This is predominantly due to an increase in the percentage of women in our Upper pay quartile from 20% to 25% and Upper Middle from 19% to 21%.

However, our bonus pay gap widened this year, by 1.9% mean and 27.4% median. As mentioned earlier, we extended our discretionary bonus to all eligible LMIL employees. Of the new employees taking part, only 12% of these were women in management level roles, which has resulted in larger bonuses percentage wise for male colleagues.

The following objectives will aim to improve the gap for 2026:

- Real Living Wage accreditation (May 2025) to support lower-paid employees—66% of whom are women.
- Proposed Remuneration Policy to clarify our career bands and pay review processes.
- Clearer salary ranges in job adverts to improve transparency and encourage female applicants.
- Continue with our next phase of leadership development programmes, with an estimated 40-50% of female participants.
- Launching an internal mentoring programme, with an encouragement on women to sign up.
- Launching a skills development programme aimed specifically at our two lowest career bands, which have the highest number of women.
- Our family friendly policies were reviewed and enhanced in 2022 to provide additional pay. We plan to review these further to support long-term leave and childcare.
- Further review of our flexible working options to understand what could complement our existing flexible working hours and hybrid working policies. Currently 14% of female employees have a formal arrangement (up 2% from last year).
- Further utilise and promote our partnership with WUN to highlight key events and initiatives for women to enhance their knowledge base and confidence.
- Continue with #IAmRemarkable workshops launched in February 2025, alongside the newly introduced Your Career, Your Direction sessions later in the year, both aimed at boosting career confidence and development. While open to all, these are especially beneficial for women, who are statistically more likely to face imposter syndrome.

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