



px Group

Gender Pay Report 2025

Creating a thriving future together



px Group

The px group is a fully integrated infrastructure solutions business which delivers improved operating performance of commercial and industrial facilities through a strategic divisional structure focused upon three key delivery areas i.e. Engineering Consultancy, Operations & Maintenance and Energy Solutions.

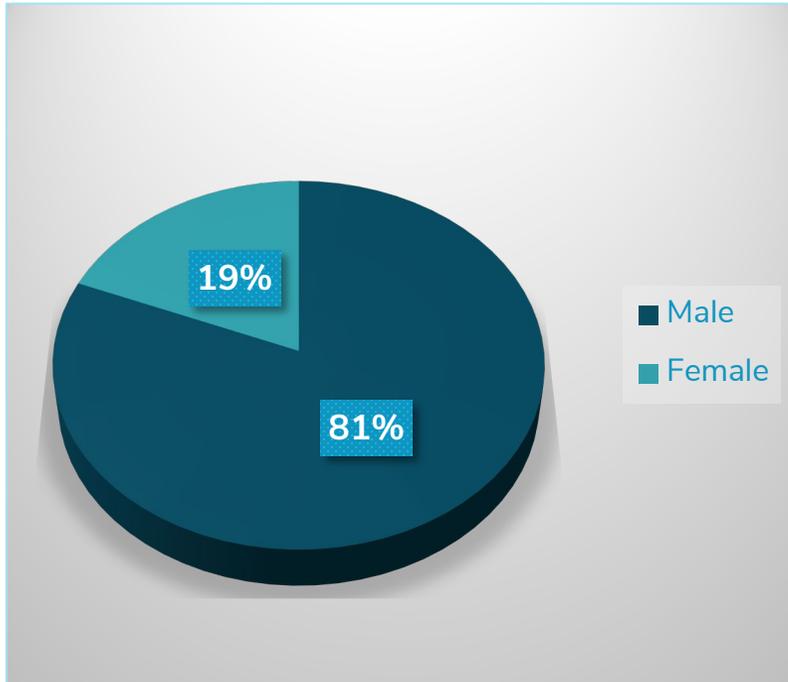
Our vision is to deliver net zero and stakeholder success through elite performance in the safety, availability, reliability and efficiency of energy infrastructure, industrial processes and related commercial activities—unlocking value for our customers as a trusted partner.

Operating on a 24 hour, 7 days a week basis, providing services at this level requires professionalism and competence of the highest order coupled with a safety and environmentally conscious mind set to deliver operational excellence.

For more information please visit our website www.pxlimited.com



Workforce demographics



As at the snapshot date of the 5th April 2024 px group were operating 13 sites across the UK.

The demographics of the workforce was 81.19% Male, and 18.81% Female for the reporting period.

In 2023 the workforce demographics were 79.87% Male and 20.13% Female.

What is the difference between gender pay and equal pay?

The gender pay gap and equal pay are often confused; however, they are quite different. The gender pay gap is the difference between the average pay of men compared to the average pay of women within an organisation, across all levels of the business. What this means in practice is that if women do more of the less well-paid jobs, the gender pay gap is usually bigger. Equal pay, on the other hand, is the legal requirement for men and women to be paid the same for performing the same work or work of equal value.



Gender Pay Gap Profile

px Group does have a gender pay and bonus gap when we compare the overall average hourly pay and bonuses for women and men.

	Mean	Median
Pay Gap	16.23%	23.58%
Bonus Gap	26.55%	25.67%

Our analysis shows:

- Males make up a significant majority of the workforce
- A higher proportion of males are in technical occupations which are typically higher paid
- Females are seen more predominantly in functional support roles, which are typically lower paid than technical occupations
- The majority of senior management roles are held by males, with higher salaries and higher bonus payments
- Females make up the largest proportion of part-time workers which means pro-rata payments for bonus payments

Percentage of men and women awarded a bonus



52.99% of males received a bonus payment



79.37% of females received a bonus payment

Gender distribution by earning quartile

The data below shows the gender distribution across four equal sized earnings quartiles throughout the organisation.

Within px the majority of the workforce is made up by males. The below data shows that males have higher percentages in all quartiles, the highest percentage being in the upper quartile. px has made some progress in increasing the percentage of females in the upper middle and upper quartile.

	Lower	Lower Middle	Upper Middle	Upper
Female	24.4%	22.02%	16.17%	12.57%
Male	75.6%	77.98%	83.83%	87.43%



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Recruitment Strategies

- We strive to promote recruitment externally to foster a more diverse workforce, including encouraging women to apply for positions traditionally dominated by men. All our job adverts use gender-neutral language, supported by research indicating that certain words carry masculine or feminine connotations that can unintentionally affect applicants' decisions.
- We actively support a variety of career opportunities within our industry through initiatives such as the Tees Businesswomen Awards and the Power of Women Campaign. The Power of Women charity runs a primary school programme currently operating in 28 schools across the Tees Valley, aiming to raise aspirations, promote equal opportunities, and challenge gender stereotypes—an effort we are proud to support.
- Where applicable, our job postings highlight our flexible working options under the agile working policy, depending on the role.
- We demonstrate our dedication to an inclusive workforce by promoting our enhanced family-friendly policies, which include extended maternity, paternity, and adoption leave, alongside the agile working policy for eligible positions.
- All of our adverts feature the following statement: *'We are committed to equality of opportunity for all staff and applications from individuals are encouraged regardless of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage and civil partnerships.'* This aims to encourage applications from a broad and diverse pool of candidates.





Women-Centred Strategies

The px women's networking group has become an established forum within our organisation, offering a space for dialogue and activities aimed at fostering an equitable future. This includes safe-space discussions, practical initiatives, and guest speakers focused on enhancing confidence and resilience among the women in our workforce. The group also plays a key role in developing policy documents, such as equality and diversity guidelines and menopause training, ensuring these are effectively implemented. To recognise women's contributions, we regularly share positive stories both internally via the intranet and externally through social media channels.

In 2025, we have committed to collaborating with the Women in Utilities Network (WUN) to amplify women's voices in our region.

EDI Initiatives

We remain committed to building an inclusive workforce through our 'bring your whole self to work' initiative, which focuses on attracting and retaining women within our organisation.

Between 2025 and 2026, we will conduct a review of how to further cultivate a culture that empowers employees to realise their full potential and recognises the value of diversity in achieving our business objectives. Our ED&I Focus Group will guide practical enhancements, including the development of a px culture book that captures and promotes our positive organisational culture.

Our Chief People Officer, Katie Woods-Ruddick, serves on the Cogent Skills board. Cogent Skills provides industry-aligned training and consultancy, developed in partnership with science sector employers, adhering to national standards and regulatory requirements. The organisation is also committed to advancing women's participation in the industry.





Community Centered Approach

We are active in reaching out to our community networks to raise awareness of the opportunities that are available within our industry this includes

- “Children Challenging Industry,”
- Engagement with schools to support their career aspiration activities
- Attendance at careers fairs.

We publish communications to our workforce on STEM week initiatives that are happening on a national level.

A wide range of activities during National Apprenticeship week

Health & Wellbeing

We have introduced free period products at all of our sites, to ensure that we champion menstrual comfort, wellbeing and dignity. At px, we believe everyone should have access to the period products they need. Periods are a natural part of life, and they should never be a barrier to work or overall well-being. No one should ever feel compromised, ashamed or go without during their period.

Providing Fair and Equal Pay

We recognise that unequal pay is one of the range of factors underlying the gender pay gap. We have salary bandings for all of our roles, and every year we carry out a salary review process. This process includes ensuring that our employees are paid correctly for the role they are carrying out regardless of gender.





Declaration

I confirm that the information and data provided in this report is accurate and in line with mandatory requirements.

Katie Woods-Ruddick

Chief People Officer

**It's our people that make
the difference**

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