

Our gender pay gap report 2025

Contents

Foreword



Skanska is taking several positive steps to address our gender pay gap, with a key focus on increasing inclusion across our sites, projects, and offices. By embedding inclusion throughout our business we're working to attract, recruit, develop and retain women at all levels - and create a great place for all our people to work.

We're investing heavily in several initiatives which further strengthen inclusive leadership at all levels of Skanska.

- **Catalyst** is our inclusive leadership programme allowing participants to learn about experiences of exclusion and hone their inclusive leadership skills through coaching.
- **Active Bystander** workshops complement Catalyst, empowering people to speak up when they see non-inclusive behaviour and encouraging inclusive behaviours on our sites and projects.
- **Allyship** is our programme of workshops and learning materials which examines the positive actions that we can all take to support and encourage other people; especially those that are different in some way to ourselves.

- **Prevention of Sexual Harassment** training ensures everyone can recognise sexual harassment in the workplace and know what to do if they experience or witness it.
- **Develop Your Potential** leadership programme is a tailored programme supporting our talented women (and a separate tailored programme for our ethnic minority employees) with their development and progression in the company.
- **All-employee inclusion and diversity stand-ups** take place bi-annually and provide the opportunity to pause and discuss inclusion and the important role it plays in making Skanska a great place to work.

Further detail on these practical measures to increase inclusion can be found in the 'Closing the Gap' section on Page 7.

The nature of gender pay gap reporting means that this report, and the data it is based on, uses the binary definitions of gender. However, we recognise that some employees identify differently. Our inclusion work is for everyone, and we continue to support all our colleagues so that they deliver predictable, profitable and sustainable performance and fulfil their role and potential.

A handwritten signature in black ink, appearing to read 'Adam Crossley'.

Adam Crossley
Executive Vice President, Skanska UK

What is the gender pay gap?

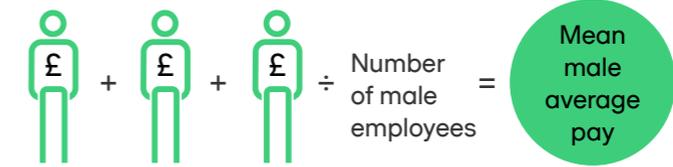
The gender pay gap is the difference between the average (mean) and mid-point (median) pay (base salary and allowances) of men and women in the whole organisation. It does not measure equal pay, which relates to what women and men are paid for the same jobs or work of equal value.

The quarter information shown on page 6, gives the proportion of women in four pay groups, when all employees are placed in order of hourly pay from highest to lowest and split into four equal groups. It provides insight into how women and men are distributed across the organisation.

The median and mean bonus pay gaps between men and women, and the proportion of men and women in the organisation who received a bonus payment in the 12 months to 5 April 2025 is included.

The gender pay gap figures in this report were calculated using the snapshot date of 5 April 2025.

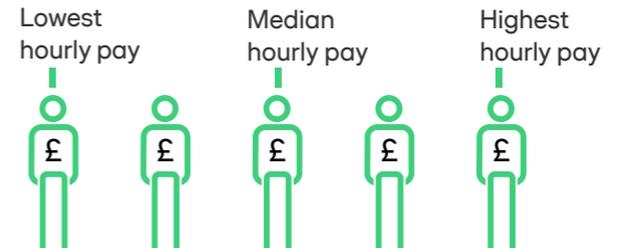
How we calculate the mean difference



The difference = Mean hourly pay gap



How we calculate the median difference



The difference = Median hourly pay gap



Our gender pay gap

The Gender Pay Gap regulations require companies to report their gender pay gap for all legal entities in the UK with more than 250 employees. For us, that means Skanska UK Plc. In this report, we also include the data for Skanska UK overall, which provides the pay gap figures for all our colleagues in all our legal entities. On the next page you will see the information for both Skanska UK overall and Skanska UK Plc, and in the Appendix you can see our year-on-year gender pay gap figures since 2023.

For Skanska UK overall our median pay gap was 19.1%, down from 19.8% in 2024 and our mean pay gap was 18.7% down from 19.7% in 2024. For Skanska UK Plc our median pay gap was 19.8%, down from 21.8% in 2024 and our mean pay gap was 19.4% compared to 20.9% in 2024.

We would ideally like to see the proportion of women in each pay quartile more reflective of the overall gender split of the Skanska UK business. On 5 April 2025, this split was 27.0% women and 73.0% men. Women continue to be under-represented in the upper quartile at 14.5% and over-represented in our lower quartile at 37.3%.

The Closing the Gap section includes details on our inclusion and diversity strategy and how we are working to make Skanska UK an inclusive place to work and encouraging more women to the industry by building diverse talent pools.

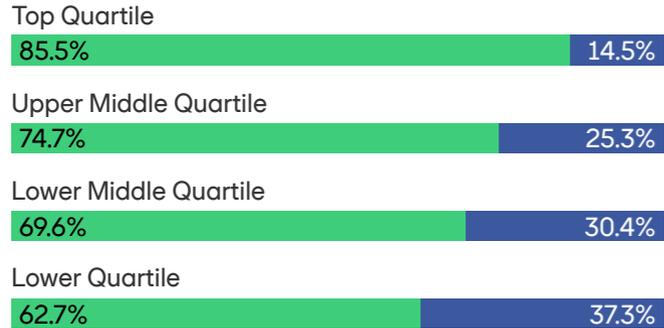


Skanska UK overall

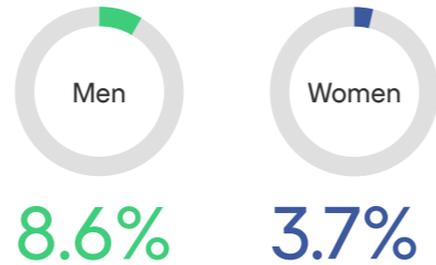
On 5 April 2025 Skanska UK employed 3,233 colleagues across all our legal entities. These figures are not recorded on the UK government's gender pay gap service website, as these are the combined figures for all our employees across all legal entities.



(X) Shows the percentage point change from our 2024 figures.



Percentage receiving a bonus payment



Skanska UK Plc

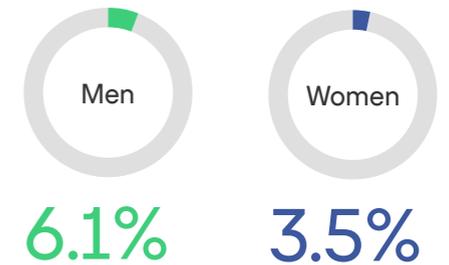
On 5 April 2025 Skanska UK Plc employed 3,108 colleagues. These figures are reported on UK government's gender pay gap service website.



(X) Shows the percentage point change from our 2024 figures.



Percentage receiving a bonus payment



Closing the gap

Our journey to increase inclusion and diversity continues. We want Skanska to be recognised as a great place to work for all our employees and to create environments that are inclusive and welcoming to everyone.

We recognise that different actions are required to increase diversity and inclusion. Therefore, our inclusion and diversity strategy has two key focus areas; building diverse talent pools and creating an inclusive workplace where everyone can thrive. The strategy is underpinned by eight key performance indicators providing insights and clear data for us to make informed decisions and deliver targeted interventions.

Surveying our employees is a key part of the inclusive workplace focus area. In 2021 several hundred people shared their lived experiences of working at Skanska, and further research took place in 2025. These insights allowed us to develop a clear programme of meaningful actions which became our inclusion & diversity action plan.

Some of the actions are outlined here.

Creating inclusive workplaces

We recognise the importance of our workplaces being inclusive for all employees. In November 2025, we were delighted to be awarded Equality, Diversity & Inclusion Initiative of the Year at the Construction News Workforce Awards for our work in creating inclusive workplaces. Some of our specific actions on building inclusive environments are highlighted below.

1. Upskilling in inclusive leadership

66 Project Directors have now completed, or are participating in Catalyst, our nine-month inclusive leadership programme for those with the greatest influence on culture across our sites. We continue to see positive results with improved feedback scores and team engagement across the duration of the programme. We have seen an increase in our inclusive leader and inclusive workplace metrics overall.

Alongside Catalyst, 562 leaders and line managers have now completed Active Bystander workshops. This equips teams to identify, challenge and address non-inclusive behaviours, essential to creating the culture change required to increase inclusion.

2. Demonstrating inclusive leadership

Members of our senior leadership teams have developed personal inclusion plans, to recognise and reflect on where they have opportunities to grow. As a consequence, we are seeing our leaders talk more openly and authentically about their commitment to inclusion and their personal inclusion journey. This was evidenced during a recent survey, where many people talked about the increased leadership voice in this topic.

Closing the gap

3. Inclusion conversations

In 2025, we held two further inclusion stand-ups across the entire company, providing an opportunity for all our employees to pause and discuss inclusion and its impact with colleagues. The discussions this year were focussed on the importance of inclusion conversations and how positive micro actions, the small subtle words and actions, make a difference to employees' experience in the workplace.

These inclusion stand-ups have been complemented by our programme of Allyship workshops. These detail the journey of Allyship which moves us to become active in inclusion through our actions and behaviours, eventually allowing us to behave like a true Ally for people different to ourselves. Over 87% of our employees have now participated in these workshops.

We also have actions associated with our diverse talent pools focus area, including:

Building diverse talent pools

We want a workforce that reflects the society in which we work. To support this aspiration, we have specific initiatives in place to attract, retain and develop diverse teams.

1. Promoting inclusive recruitment

We work hard to attract people from all backgrounds to work at Skanska. All our job descriptions use a gender decoder to make sure the wording is gender neutral and inclusive. To make the hiring process more inclusive, we've also introduced e-learning for all hiring managers which encourages them to reflect on any biases they may have and how to mitigate them.

Women made up 23% of applications and 32% of hires in 2025. In our emerging talent cohort, 33% of hires were female. Attracting women to Skanska remains a focus for 2026.

2. Developing potential

Our Develop Your Potential programmes for women and ethnic minorities aims to ensure employees from underrepresented groups can access tailored development that will enable them to achieve their potential. To date, 39 women have participated in the programme, 12 of whom have either been promoted or secured new roles in the organisation.

We monitor the participation of women in all our development programmes to ensure it is representative of our overall population. The number of women attending our programmes aimed at managers and leaders (not including Develop Your Potential) decreased slightly – from 28.3% in 2024 to 27.8% in 2025. During 2025 we ran fewer programmes than in previous years.

Appendix:

Our year-on-year disclosures

Skanska UK Overall

| | 2023 | | 2024 | | 2025 | |
|---------------------------------------|-------|--------|-------|--------|-------|--------|
| | male | female | male | female | male | female |
| Employee split (male/female %) | 73.2% | 26.8% | 73.6% | 26.4% | 73.0% | 27.0% |
| Median gender pay gap | 20.8% | | 19.8% | | 19.1% | |
| Mean gender pay gap | 19.8% | | 19.7% | | 18.7% | |
| Median bonus pay gap | 11.5% | | 4.8% | | 13.2% | |
| Mean bonus pay gap | 13.7% | | -6.8% | | 21.1% | |
| Male employees who received a bonus | 31.9% | | 32.0% | | 8.6% | |
| Female employees who received a bonus | 15.9% | | 14.9% | | 3.7% | |

| | male | female | male | female | male | female |
|--|-------|--------|-------|--------|-------|--------|
| Proportion of men and women in each pay band quarter | | | | | | |
| Upper quarter | 85.4% | 14.6% | 86.2% | 13.8% | 85.5% | 14.5% |
| Upper middle quarter | 74.7% | 25.3% | 74.4% | 25.6% | 74.7% | 25.3% |
| Lower middle quarter | 70.9% | 29.1% | 73.1% | 26.9% | 69.6% | 30.4% |
| Lower quarter | 61.8% | 38.2% | 61.8% | 38.2% | 62.7% | 37.3% |

Appendix:

Our year-on-year disclosures

Skanska UK Plc

| | 2023 | | 2024 | | 2025 | |
|---------------------------------------|-------|--------|-------|--------|-------|--------|
| | male | female | male | female | male | female |
| Employee split (male/female %) | 72.3% | 27.7% | 72.7% | 27.3% | 72.3% | 27.7% |
| Median gender pay gap | 23.0% | | 21.8% | | 19.8% | |
| Mean gender pay gap | 21.1% | | 20.9% | | 19.4% | |
| Median bonus pay gap | 24.8% | | 7.3% | | 6.8% | |
| Mean bonus pay gap | 20.5% | | -1.5% | | 21.9% | |
| Male employees who received a bonus | 29.0% | | 29.4% | | 6.1% | |
| Female employees who received a bonus | 15.7% | | 14.6% | | 3.5% | |

| | male | female | male | female | male | female |
|--|-------|--------|-------|--------|-------|--------|
| Proportion of men and women in each pay band quarter | | | | | | |
| Upper quarter | 85.1% | 14.9% | 86.1% | 13.9% | 85.6% | 14.4% |
| Upper middle quarter | 75.0% | 25.0% | 75.0% | 25.0% | 75.1% | 24.9% |
| Lower middle quarter | 69.6% | 30.4% | 70.8% | 29.2% | 69.1% | 30.9% |
| Lower quarter | 60.1% | 39.9% | 60.5% | 39.5% | 61.7% | 38.3% |

Skanska UK
1 Hercules Way, Leavesden,
Watford WD25 7GS

Phone +44 (0)1923 776666
skanska.co.uk



SKANSKA

