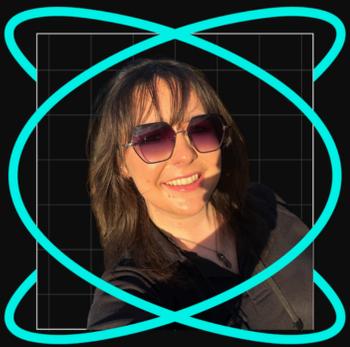


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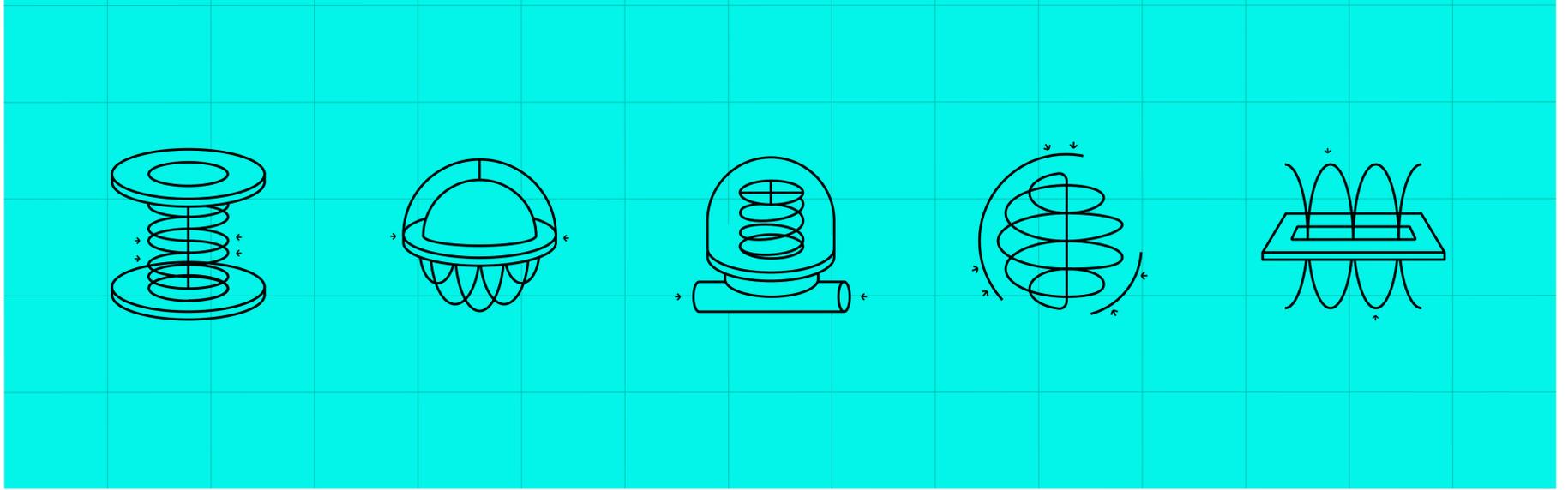
# Gender Pay Gap Report 2025





Lauren Forfar, Site Visit Agent

“IMSERV is completely different to my previous role, going from a nursery to the energy industry was a big change but I absolutely love it!”



# Introduction

## Welcome to the IMSERV gender pay gap report

At IMSERV, we solve some of the energy industry's toughest challenges. With more than 30 years' experience behind us, we know that real progress depends on building a workforce that reflects the world we operate in – and that includes increasing the representation of women across our industry.

Over the past year, we've continued to make meaningful progress, supporting and developing women at every level of our organisation. We're particularly proud that women now make up 83% of our Executive Leadership Team, playing a central role in shaping our strategy and driving change across IMSERV. But this isn't where our focus stops. Through mentoring, coaching and apprenticeship programmes, we're creating clear pathways for more women to step into leadership roles across the business.

Our field teams remain the backbone of IMSERV. We also recognise the challenge our industry faces in attracting and retaining more women in field-based roles. That's why we are committed to creating safe, inclusive environments where women feel equally valued and supported and to continue the work needed to open up these roles to more women in the future.

As we move through 2026, our focus remains clear. We will continue to champion diversity, equality and inclusion across IMSERV, and we remain firmly committed to equal pay and gender equality for everyone in our team.

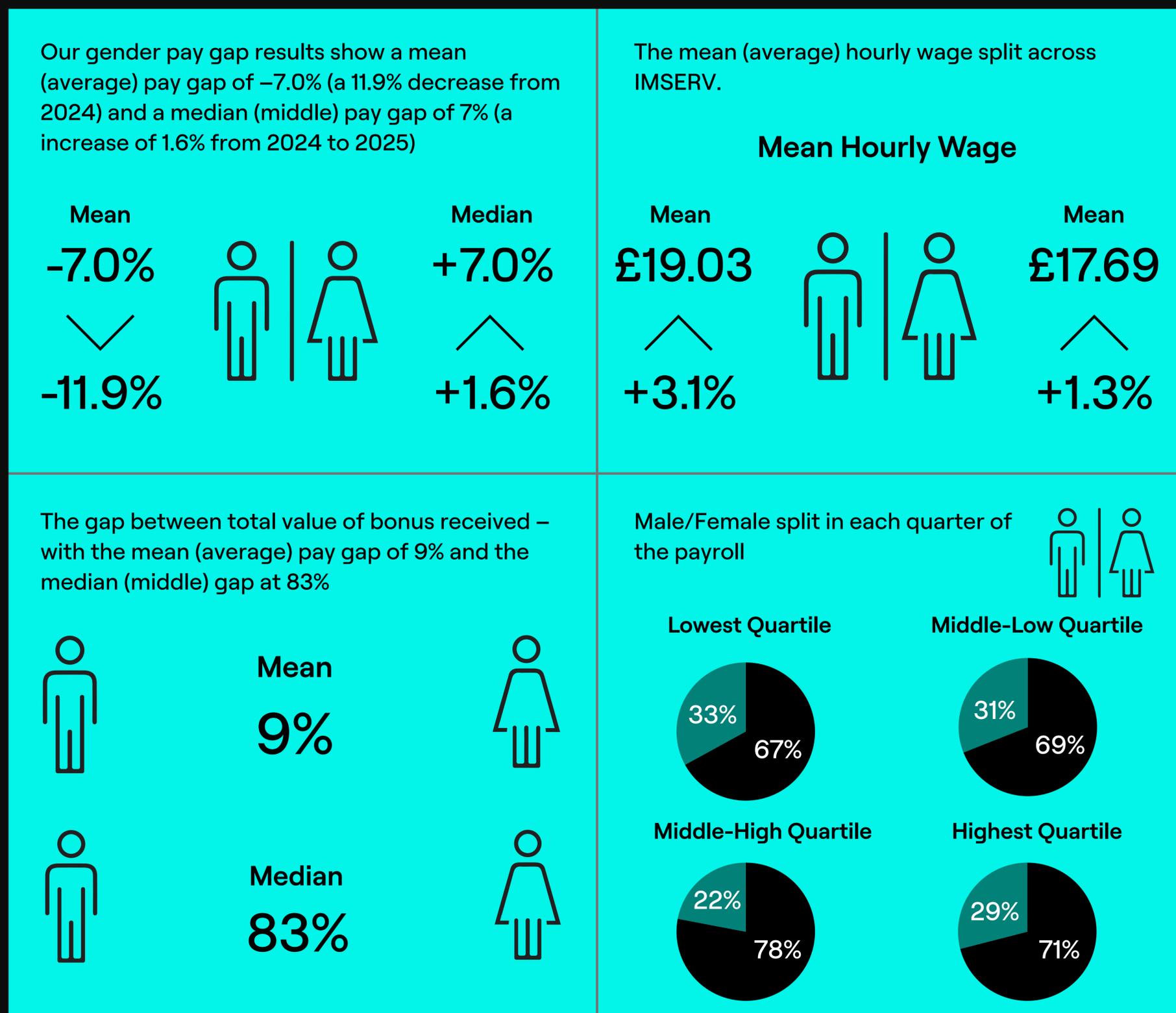
# Our pay gap over the last 12 months

A gender pay gap is the average earnings comparison between all male and all female employees in the organisation.

Equal pay reporting assesses any differences between men and women who carry out the same job, similar jobs or work of equal value. It is a different measure to looking at whether you have equal numbers of men and women at each level of the organisation.

## Our gender pay gap results are as follows:

Our gender pay gap results show a mean (average) pay gap of  $-7.0\%$  (a  $11.9\%$  decrease from 2024) and a median (middle) pay gap of  $7\%$  (an increase of  $1.6\%$  from 2024 to 2025)



# Explaining our numbers



## Below are the factors that help explain our gender pay and bonus gap figures and why they change year on year.

At IMSERV, women are well represented at senior levels of the organisation. Six of the top ten highest-paid employees are women, demonstrating strong female representation in senior and specialist roles. Notably, three of these women are new to IMSERV, and their recent appointments have had a short-term impact on our pay gap calculations.

As a result of these appointments, the mean gender pay gap for full-pay relevant employees has been affected, as the mean is more sensitive to changes at the top end of the pay scale. For this reason, we believe the median gender pay gap provides a more accurate reflection of typical pay across the organisation, as it better represents the experience of the majority of employees.

Between 2024 and 2025, the overall workforce reduced by 90 employees. This change in workforce size has influenced our employee age profile and average tenure, which in turn has had a knock-on effect on pay distribution. During this period, there were 46 female leavers compared with male leavers, which has also contributed to shifts within our gender pay data.

The increase to the Real Living Wage in May 2024 had a greater impact on male employees than female employees, reflecting the gender distribution within roles that were most affected by this uplift.

In relation to bonus pay, aside from annual bonuses, male employees account for 89% of those receiving additional role-related bonus payments, such as commission, SVA bonuses and field-based bonuses. These payments are linked to specific roles and working patterns, which are currently more male-dominated.

It is also important to note that salary sacrifice deductions are applied to bonus values to determine the final bonus figures. The mean bonus pay difference reflects the higher proportion of women in senior roles who receive larger bonuses, while the median bonus pay difference reflects that many women in other roles do not receive large bonuses but do make significant use of salary sacrifice benefits.

Together, these factors provide important context behind our gender pay and bonus gap figures and help explain year-on-year movements within the data.

You can search for any gender pay gap reporting queries using the Government GPG portal page here: <https://gender-pay-gap.service.gov.uk/>



# Closing the Gap

## Our core principles remain:

- We reward high performance as part of our high-performance culture.
- We enable diversity, inclusion, wellbeing and flexible working.
- We recruit and promote for potential, rather than like-for-like experience.
- We attract and retain best talent through enabling work-life balance, internal trainings and transfers.

## People Team Action Points

- Mentoring programme – Launched internally for all employees. This initiative provides tailored support and guidance across the organisation, helping individuals at all levels to develop their skills, build confidence and progress their careers. The programme has been instrumental in facilitating knowledge sharing and promoting greater inclusion, ensuring everyone has access to opportunities for advancement and personal development. Feedback from participants has highlighted improved engagement and a stronger sense of belonging within IMSERV.
- Equity and Inclusion enhanced training rolled out to all People Managers.
- Field Pay Review – Transitioned from a low base salary combined with pay-per-job to a comprehensive compensation structure that incorporates bonuses, aiming to address existing pay gaps and create fairness for field-based employees.
- Local Bonus Plan - Adjusted the Local Bonus Plan so that half of the bonus depends on Company performance, while the other half is determined by individual results and behaviours.
- Leadership Development Programme - implemented to facilitate internal career advancement and create consistency in approach. This initiative provides targeted training and development opportunities for potential and existing leaders, ensuring a structured pathway for progression



## Statutory Declaration

I can confirm that the data and information in this report are accurate and meet the requirements of the UK Equality Act 2010 (gender pay gap Information) Regulations 2017.

A handwritten signature in white ink, appearing to be 'Jo Cox', written in a cursive style.

Jo Cox, CEO, IMSERV Europe Limited

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Thank  
You



[imserv.com](https://www.imserv.com)