

# Gender Pay Gap Report

2025



The Gender Pay Gap reflects the difference in average earnings between men and women across an organisation. This report covers Miller Homes for the period ending 5 April 2025. This year's report incorporates employee data from Walker Timber now fully integrated into our reporting and reflected in our overall results.

## Employees

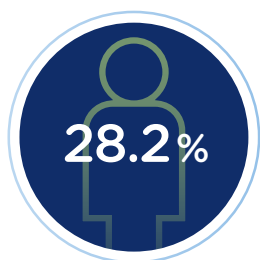
Miller Homes Limited had 1,282 relevant employees as at 5 April 2025. The ratio of female to male is shown below.

The housebuilding industry continues to employ more men than women, despite offering a broad range of career opportunities. Traditionally, onsite construction roles are predominantly filled by men, while sales roles tend to attract more women, with office-based positions

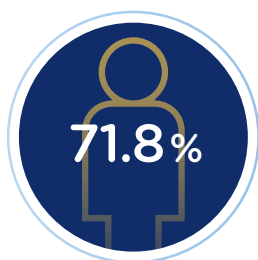
showing a more even gender balance. Miller Homes reflects this wider industry trend, and therefore our workforce profile naturally influences our Gender Pay Gap. As a business, we are committed to increasing female representation across the industry. We are actively working to attract more

women through our Early Talent programme and through our involvement with eternally driven initiatives aimed at widening participation and attracting more diverse talent into the sector. The decrease in the number of female employees reflects the inclusion of data from Walker Timber.

Female:



Male:



2024 figures:

Female:



Male:



## Hourly Pay

The Gender Pay Gap for Hourly Pay is calculated as Mean 14.4% (from 18.8% in 2024) and Median 1.0% (from 7.9% in 2024).

The reduction in both the mean and median hourly pay gap represents a positive movement in favour of females and means that male and female pay is now more closely aligned.

Compared to 2024 reporting, the mean hourly rate for males has decreased by 3.8% and has increased by 1.4% for females. The median

hourly rate for males has decreased by 6.2%. The median hourly rate for females increased by 0.8% from the previous report.

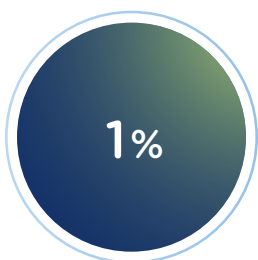
This shift reflects an improvement in gender representation and/or pay distribution across the organisation, demonstrating progress toward greater pay equity.

During 2025 we updated our Sales Reward Framework which has had a positive impact on the gender pay gap. The inclusion of Walker Timber in our report has had an impact on workforce composition influencing the overall gender pay position.

Mean:



Median:



2024 figures:

Mean:



Median:



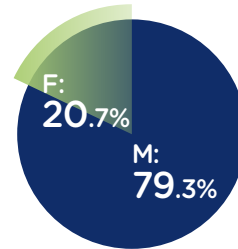
## Hourly Pay Quartiles

Comparing to 2024 reporting, the Top Quartile shows a decrease in the number of females to, 20.7% (from 22.6% in 2024)

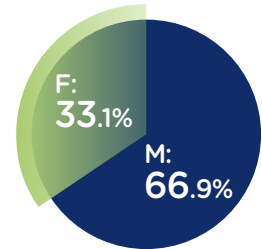
The Upper Middle Quartile also shows a decrease to 33.1 (from 34.6% in 2024).

The Lower Middle Quartile shows an increase with females making up 31.2% of this group (from 28.8% in 2024). This is not an improvement

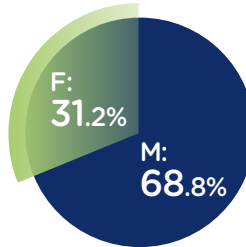
The Lower Quartile also shows an improved position, with more females moving out of this quartile. Females made up 23.7% of this group (from 38.1% in 2024).



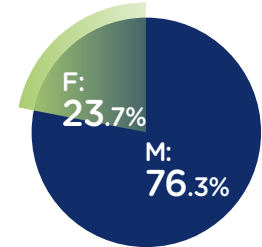
Top Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile

## Gender Bonus Gap

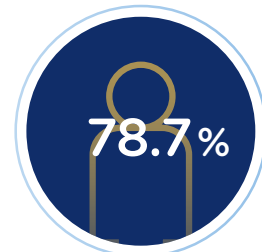
This calculation includes all bonuses paid in the 12 months prior to the 'snapshot date' of 5 April 2025.

The percentage of all employees who received a bonus in the reporting year period is 78.7% of males (83.1% in 2024) and 83.7% of females (81.4% in 2024).

The Bonus Pay gap reflects all performance payments including payments for shares, commission or incentives received in the period from 6 April 2024 to 5 April 2025.



Female

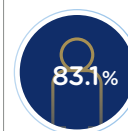


Male

### 2024 figures:



Female



Male

## Bonus Pay

The Bonus Pay gap figures are 20.1% mean (6.7% in 2024) and 32.1% median (23.3% in 2024).

Both measures have widened in favour of men.

### Mean:

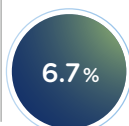


### Median:



### 2024 figures:

#### Mean:



#### Median:



## Creating an Inclusive Workplace

Our purpose is to create better places where people and planet prosper.

We know that a diverse workforce strengthens our business, fuels innovation, and supports long-term success. This approach helps us build a workplace culture that welcomes, respects, and values different viewpoints, backgrounds and experiences.

Throughout the year, we have continued to embed these values through inclusive leadership behaviours and practices across the organisation.



## Enhancing leadership development to support equality

To advance equality and strengthen our inclusive culture, we have further expanded our leadership development offering across the business. A range of tailored programmes is now in place to build capability and confidence at every level of leadership. Ensuring fair access to development remains a priority, and 28% of senior managers and directors attending our programmes were female.

Our leadership programmes are designed to support all employees, regardless of gender, through structured learning, targeted mentoring, coaching and skills development. We regularly review our approach to ensure it remains equitable, transparent and supportive of career progression for everyone.

We are committed to developing a leadership population that reflects the

gender balance of our wider workforce. Our Inspirational Leadership Programme continues to develop strategic and visionary capability among senior leaders. Our updated Management Excellence Programme strengthens essential management skills, with 36% of attendees being female. Meanwhile, 42% of nominations for the Stepping Into Management Programme, designed for future first-line leaders are female.

## Promoting diversity and inclusion through training

Our commitment to diversity and inclusion is reinforced through mandatory D&I e-learning for all new starters, ensuring everyone begins their journey with a clear understanding of our expectations and values. Managers also complete a dedicated D&I module within our Management Essentials training, equipping them with the tools to lead inclusive

and effective teams. Additionally, our 'It's Just Banter' module, completed by all employees, plays a vital role in embedding respectful behaviours and reinforcing our commitment to a positive and inclusive workplace.

## Centralised Early Talent recruitment to drive diversity

Our centralised approach to Early Talent recruitment is helping to address the ongoing skills shortage within the housebuilding sector. By standardising our recruitment processes, we ensure a fair, consistent and unbiased experience for candidates, supporting the attraction of a more diverse talent pool. Our 2024 and 2025 campaigns recruited an average of 37% female representation across a wide range of roles, including Production, Technical, Commercial, Sales, Land, and Group functions.

As part of this initiative, we have also standardised pay,

bonuses and development pathways for early talent employees, creating greater transparency and equity from the outset. This supports long-term career progression and helps us build a workforce that better represents the communities and customers we serve

## Sales reward structure

In line with our commitment to fairness and transparency, we have adjusted our sales reward structure to increase the proportion of fixed earnings. This provides greater income stability for our sales team, who are predominantly female, and delivers a more consistent and secure earnings model. We recognise the significance of changes to reward structures and remain focused on monitoring outcomes to ensure they continue to promote equity and support a positive working environment.

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## Our commitment

The housebuilding industry has a skills shortage and Miller Homes recognises that inclusion and diversity will assist in meeting that skills gap.

I confirm that the data and statements in this report are accurate and presented in accordance with the regulations.

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Stewart Lynes  
Chief Executive Officer  
April 2026

