

Gender Pay Gap Report

2024



The Gender Pay Gap is the difference between the average pay for men and women in an organisation. This is the Gender Pay Gap report for Miller Homes Limited for the period ending 5 April 2024. The Gender Pay Gap should not be confused with Equal Pay which means women and men receiving the same pay for doing the same job. Gender Pay Gap reporting measures the difference between the average earnings for men and women. Gender pay reflects the type of jobs women and men carry out and highlights how well or otherwise women progress in an organisation.

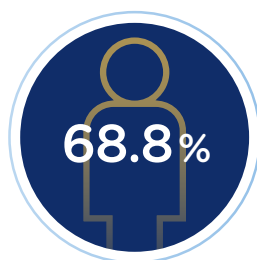
Employees

Miller Homes Limited had 1,085 employees as at 5 April 2024. The ratio of female to male was:

Female:



Male:



The housebuilding industry continues to attract more men than women as employees despite offering a wide range of career opportunities.

The industry has typically more males in onsite construction roles and more females in sales roles and roughly equal numbers of male and female employees in office roles. Miller Homes has a similar pattern in its workforce which in turn influences the Gender Pay Gap.

2023 figures:

Female:



Male:



Hourly Pay

The Gender Pay Gap for Hourly Pay is calculated as Mean 18.8% and Median 7.9%.

The mean hourly rate for males has increased by 7.2%. The mean hourly rate for females decreased by 2.2% from the previous report.

The median hourly rate for males has increased by 3.2%. The median hourly rate for females increased by 0.4% from the previous report.

We recently introduced changes to our Sales Reward structure which mean that a greater proportion of overall earnings is now fixed. We anticipate the impact of this change will be seen in future reporting periods.

The increase in hourly rate can be partly explained by a number of higher earning females leaving the business, in some instances being replaced by male employees.

Mean:



Median:



2023 figures:

Mean:



Median:



Hourly Pay Quartiles

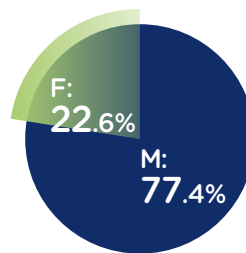
We ranked the Hourly Pay of males and females and then split this across equally sized quarters.

The Top Quartile shows a worse position than previously reported, with females making up 22.6% of this group (from 26.2% in the 2023 report).

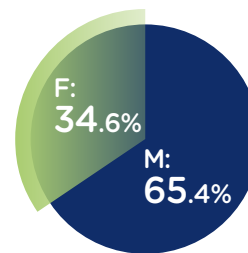
The Upper Middle Quartile in 2024 shows an improved position, with females making up 34.6% of this group (from 30.4% in the 2023 report and 28% in 2022).

The Lower Middle Quartile shows a slightly improved position, with females making up 28.8% of this group (from 29.3% in the 2023 report).

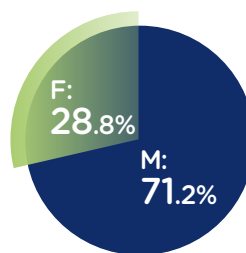
The Lower Quartile shows a slightly worse position, with females making up 38.1% of this group (from 37% in the 2023 report).



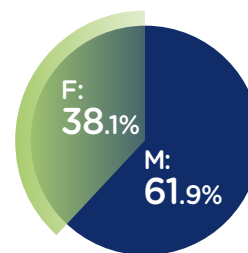
Top Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile

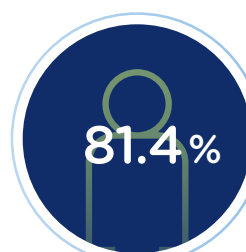
Gender Bonus Gap

This calculation includes all bonuses paid in the 12 months prior to the 'snapshot' date of 5 April 2024.

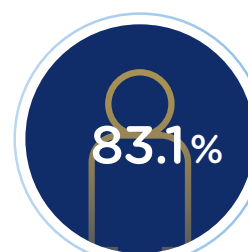
For Miller Homes, this includes annual bonus payments, plus quarterly bonus and/or commission payments to Production and Sales employees.

The percentage of males and females receiving a bonus in this report are on the whole comparable with each other: 83.1% of males (84.1% in 2023) and 81.4% of females (84.8% in 2023).

The Bonus Pay Gap reflects all performance payments including payments for shares, commission or incentives received in the period from 6 April 2023 to 5 April 2024.



Female



Male

2023 figures:



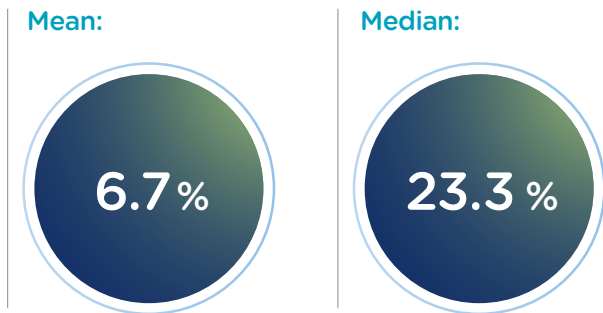
Female



Male

Bonus Pay

The Bonus Pay Gap figures are 6.7% mean (5.0% in 2023) and 23.3% median (-17.3% in 2023)

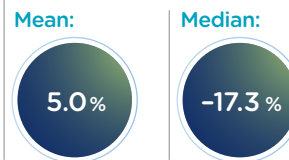


In a continuation from the last Gender Pay Gap report, the mean bonus gap is in favour of men.

The median Bonus Pay Gap, which takes into account the effect of outliers on the measurement, is now in favour of men – a change from the previous report.

A significant increase in male bonus earnings, due to the increase of senior male employees in the business, contributes to this and accounts for the mean Gender Pay Gap in favour of men in this reporting period.

2023 figures:



Creating an Inclusive Workplace

Our purpose is **to create better places where people and planet prosper**. We recognise that a diverse workforce brings strength and energy to our business and underpins real and sustainable progress. Ultimately, this creates a diverse, open and inclusive culture which fosters, respects and celebrates different perspectives, experience and insights. We have focused on driving this approach through inclusive leadership behaviours and practices.

Enhancing leadership development to support equality

In our effort to promote equity and foster a more inclusive workplace, we have significantly increased the provision of leadership training across the business. This includes a range of tailored programmes designed to develop and empower leaders at all levels. We are committed to creating a diverse and inclusive leadership pipeline, ensuring that all employees, regardless of gender, have equal opportunities to progress in their careers. 23% of the senior managers and directors taking part in our management and leadership development programmes were female. Our programmes are designed to be accessible and supportive regardless of gender.

Through targeted mentoring, coaching, and skills development initiatives, we empower female employees to grow their leadership potential. We also actively review our programmes to ensure they promote fairness, inclusivity, and equal access to career progression opportunities. We are striving to build a leadership team that represents the gender diversity of our broader workforce. We want our leadership to be more inclusive, ensuring that people from different genders, experiences and perspectives have opportunities to lead.

Our new Inspirational Leadership Programme for senior leaders focuses on visionary leadership and strategic impact. Our revised



Management Excellence Programme, aimed at middle managers, builds key skills to drive team success. 35% of the employees taking part in our new Stepping Into Management Programme, for individuals preparing to take on their first line management role, were female.

Additionally, we offer one-to-one executive coaching where required and regularly host leadership away days to encourage diverse, collaborative and strategic thinking.

Promoting diversity and inclusion through training

To reinforce our commitment to diversity and inclusion (D&I) across the business, we continue to provide mandatory D&I e-learning

modules for all new starters. These modules ensure that every employee begins their journey with a clear understanding of the importance of fostering an inclusive workplace.

In addition, our Management Essentials training suite includes a dedicated D&I module designed to equip managers with the knowledge and tools to lead diverse teams effectively.

These courses play a critical role in embedding inclusive practices into the fabric of Miller Homes ensuring that all colleagues feel valued and supported.

Centralised Early Talent recruitment to drive diversity

We have now introduced a centralised approach to 'Early

Talent' recruitment across the business, enabling a non-biased and standardised process, designed to attract a diverse pool of future talent. This approach includes the use of assessment centres, ensuring that candidates are evaluated fairly and consistently, based on their skills and potential.

As part of this initiative, we have also standardised pay, bonuses and development opportunities for this group of employees. This ensures equity and transparency from the outset, supporting a strong foundation for career progression and helps us build a workforce that reflects the diversity of our customers and communities.

Driving career conversations to support growth and retention

We continue to prioritise quality career conversations across the business, linking these discussions to our talent management and

succession planning process. These conversations play a vital role in understanding individual aspirations, monitoring career progress, and identifying the right levels of support to help employees achieve their goals.

By fostering open dialogue and providing tailored development opportunities, we are ensuring the retention and engagement of our talented workforce. This proactive approach not only supports employees in reaching their potential but also strengthens our succession pipelines, building a resilient and diverse future workforce for the business.

Sales reward structure

As part of our commitment to fair and transparent pay, we have made changes to our sales reward structure, increasing the proportion of fixed earnings in relation to total earnings. This adjustment provides greater income stability for our sales teams, which are

predominantly female, and ensures a more predictable and secure earnings model.

We recognise that changes to reward structures can have a significant impact, and we remain committed to monitoring the outcomes to ensure fairness and equity. By aligning our approach with best practices, we aim to create a more inclusive and supportive environment where all employees can thrive.

Supporting parents through maternity coaching

We continue to offer maternity coaching as part of our commitment to support colleagues during key life transitions. This tailored coaching provides practical and emotional support before, during and after maternity leave.

The benefits include helping individuals confidently navigate their career while balancing new responsibilities, maintaining

a connection to the workplace, and easing the transition back to work. By providing this support, we aim to retain and empower talented individuals, ensuring they feel valued and equipped to continue their professional growth.

Menopause coaching and awareness

Several of our regions have invited a menopause coach to talk to their teams. This helps to foster an inclusive workplace culture where female employees feel valued and supported. For male employees and managers, it increases awareness and understanding, enabling them to better support female colleagues.

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.

—
Stewart Lynes
Chief Executive Officer
April 2025

