

ice

Group



# Gender Pay Gap Report 2025

**Institution of Civil Engineers**

[ice.org.uk](https://www.ice.org.uk)

# Introduction



This is the ninth year that the ICE Group has collated its gender pay gap data.

In 2025, the ICE Group gender pay gap moved to 7.40% from -4.10% in 2024. This is now slightly above the UK April 2025 average of 6.9%.

This increase is in large part due to higher bonuses being paid to men in certain roles/job families.

In 2025, we have continued to review our communication and employee engagement activity and now have more mechanisms in place to ensure feedback from our employees regularly through surveys, all-staff briefings and the employee forum, Our Voice.

In 2025 we also continued to ensure we paid London Living Wage, providing increases in base salary to many in our essential support group.

I will continue to work with the executive leadership and people team to regularly review progress on the gender pay gap as the year progresses.

Dr Janet Young CBE

Director General  
Institution of Civil Engineers

## Background

From 2017 onwards, any UK organisation with 250 or more employees has been required to report their gender pay gap on an annual basis. This report is for the ICE Group, excluding the Benevolent Fund.

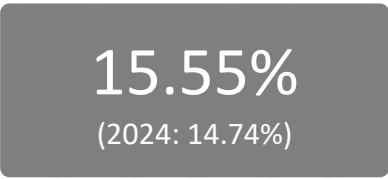
The gender pay gap is different to the issue of equal pay. Equal pay deals with the pay differences between men and women who conduct the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

The ICE Group has a fair and consistent approach to remuneration and does **not** have an equal pay issue. We seek to be completely transparent in addressing our gender pay gap.

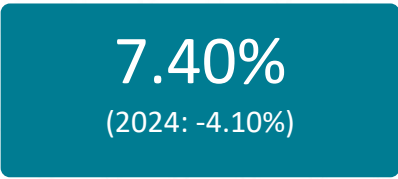
## The ICE Group's gender pay gap

The gender pay gap is the difference in the average hourly pay received by men and women. In accordance with the regulations, this is taken as a snapshot in the month of April 2025 and includes any bonuses and other payments received in April 2025. The hourly rates are calculated after any salary sacrifice deductions, such as pension contributions, have been made. Changes across the ICE Group in 2024-5 meant that more men were on bonus/commissions schemes in the Leadership and Executive Leadership job families in April 2025. The Executive Leadership family has seen the biggest change in both median and mean since April 2024 as a result of the composition of the DG Board in April 2025.

Mean gender pay gap



Median gender pay gap



### What does the mean figure represent?

The mean gender pay gap is the difference in average aggregated hourly pay for men compared to women across the ICE Group's entire workforce. This means that when comparing mean hourly wages, women's mean hourly wage is 15.55% lower than men's. This is a small change from 2024. It does not mean that we do not pay equally. We pay the same rates of pay irrespective of gender.

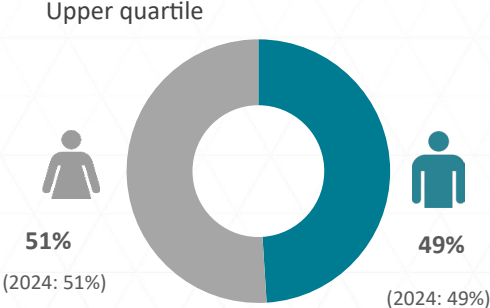
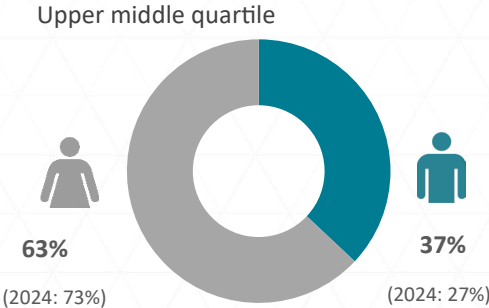
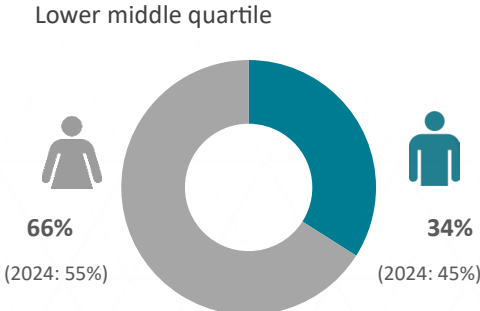
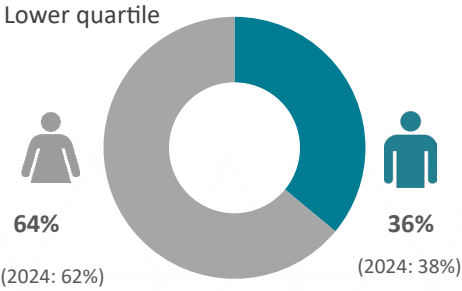
### What does the median figure represent?

The median pay gap is the percentage difference in average hourly pay for the middleman compared to the middle woman working for the ICE Group. The median gender pay gap is the figure you will normally see reported in the news.

The middle woman is paid 7.40% less than the middleman.

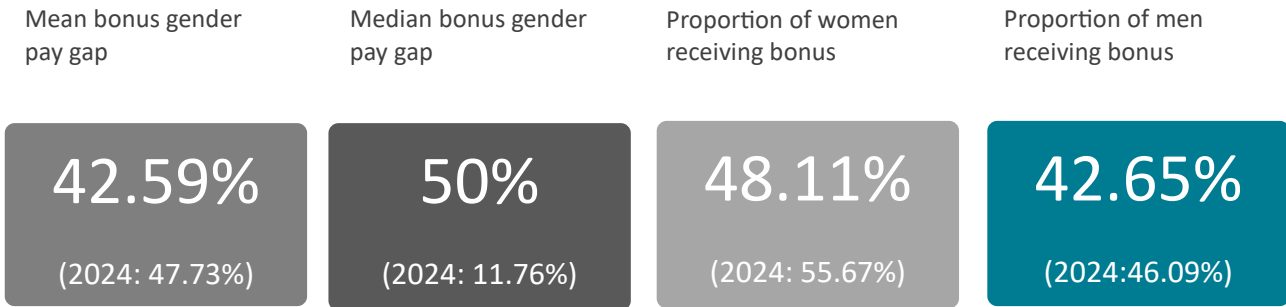
### Pay quartiles

Quartiles divide a list of numbers into four groups. The first group – the lower quartile includes the lowest 25% of earners and the last group – the upper quartile includes the highest 25% of earners. It is divided into four equal-sized groups based on hourly pay, from lowest to highest, to show the proportion of men and women in each, highlighting if one gender dominates senior or junior roles.



## Bonus pay

The bonus pay data shows the difference in bonuses (including commission) received proportionally by men and women as recorded in the 12 months up to April 2025.



The mean bonus pay gap is the difference between the average bonus pay of relevant female employees (taken as a single group) and the average bonus pay of relevant male employees (again taken as a single group), expressed as a percentage. The median bonus pay gap is the percentage difference in the average bonus for the middleman compared to the middle woman working for the ICE Group. These figures include all bonus payments throughout the year, from April 2024 to April 2025.

## Understanding the ICE Group’s gender pay gap data

The ICE Group operates a job family system across the Group, which places roles with a similar job size into groups. Salaries and benefits are linked to these job families. The table below shows the mean and median gender pay gap by job family throughout the ICE Group.

Note: positive values represent a male being paid on average more than their female counterparts.

Job family	Mean gender pay gap	Median gender pay gap
Essential Support	-34.33% (-21.50%)	-22.16% (-21.90%)
Practitioner & Specialist	18.30% (14.45%)	4.51% (2.53%)
Management	-23.15% (-19.21%)	-4.79% (-18.66%)
Leadership	14.39% (14.94%)	15.06% (10.22%)
Executive Leadership	9.73% (0.17%)	11.08 (-20.65%)

(Figures in brackets represent 2024 data)

The Essential Support job family has seen an increase in the mean and median percentage of females being paid on average more than their male counterparts compared to 2024. This is due to the number of female employees in the Essential Support receiving a bonus compared to male counterparts, whilst the converse is the case in the Practitioner & Specialist job family.

### Looking at the gender pay gap over time

The ICE Group has gathered nine years of data enabling us to look at trends that have arisen and to be transparent with our triumphs and falls. These are shown in the table below.

Gender pay gap	2017	2018	2019	2020	2021	2022	2023	2024	2025
Mean	26.21%	26.04%	26.67%	19.56%	27.02%	24.05%	20.73%	14.74%	15.55%
Median	16.01%	17.35%	11.70%	17.39%	2.43%	11.34%	9.78%	-4.10%	7.40%

Bonus pay gap	2017	2018	2019	2020	2021	2022	2023	2024	2025
Mean	69.54%	46.01%	59.63%	62.11%	48.58%	28.76%	49.71%	47.73%	42.59%
Median	78.53%	72.22%	25.83%	70.56%	63.59%	51.16%	0%	11.76%	50%

### Summary of data

- When studying the mean gender pay gap, the ICE Group has closed the gap by 10.66% since 2017; however, the median is more widely reported upon and that has reduced by 8.61%.
- Overall, the ICE Group’s median gender pay gap of 7.4% is now sitting 0.5 above the UK National average in April 2025 of 6.9%<sup>1</sup>.
- The mean bonus pay gap has decreased as we paid 102 females a bonus compared to 58 males.

<sup>1</sup> Source: Office for National Statistics (Gender pay gap for median gross hourly earnings) [Gender pay gap in the UK - Office for National Statistics](#)

## Closing the ICE Group’s gender pay gap

Whilst we have made progress to date, the ICE Group is committed to ongoing monitoring and improvement to our gender pay gap, particularly within our quartiles and job families in the following ways:

- Focusing on gender representation across the ICE Group, as well as other diversity characteristics. We are planning an EDI audit in the second half of 2026.
- In 2025, where possible, we took several measures/actions in our recruitment process to prevent gender bias, such as gender balanced shortlists and panels. This work will continue into 2026, aided by our new Applicant Tracking System.
- We will complete a full compensation and benefits review in the second half of 2026.
- We will provide our Executive leadership team with regular gender pay data so that we can continually monitor the ICE Group’s pay gap.

## Notification of Correction to 2024 gender pay gap figures

When collating the figures for the latest report, it became apparent that there were errors in the reporting on the figures for April 2024 (report published in 2025). This was primarily due to commission payments being missed on the figures for the gender pay gap, and more pertinently, missing bonuses for the gender bonus gap. The table below shows the original figures reported and the accurate figures now collated:

Statistic	Figure originally reported	Corrected figure
Mean gender pay gap	14.68%	14.74%
Mean gender bonus gap	17.28%	47.73%
Median gender bonus gap	0%	11.76%
Proportion of female employees receiving a bonus	49%	55.67%
Proportion of male employees receiving a bonus	37.5%	46.09%

Please note that there was no change to the median gender pay gap of -4.10% for April 2024.