

GENDER PAY GAP REPORT - 2025

Introduction

As an equal opportunity employer, we want to ensure that all employees across the business are treated fairly and consistently with regards to pay, recognition, promotion opportunities and rewards. This is evident from one of our key business objectives where we aim to put “People First”.

Employee pay is managed by our People Team and reviewed by Senior Management to ensure salaries are calculated consistently and only authorised if they fit within the company’s current broad based salary banding system. Salaries are based upon the job role, skills required, duties and level of responsibility but we know there is more work to do to improve the salary banding and benefits system currently in place.

We regularly benchmark our salaries against similar roles in the industry and within the local employment market to ensure we are paying a competitive salary. We also ensure that all pay rates are above the national minimum wage applicable for the age of the employee.

Although we are confident that we offer fair pay to all employees this report does highlight that we have more senior males than we do senior females within the business. We know that we have much more work to do on this including promoting more women within the organisation to more senior roles.

The official guidance states that we must exclude calculations for employees who do not self-identify as either gender, so our calculations only use the terms the men and women throughout the analysis and subsequent reporting.

What is The Gender Pay Gap?

The gender pay gap is a measure of the difference in the average hourly pay and bonus pay received by men and women irrespective of their roles, across the whole business.

This report covers the 2024/25 reporting cycle, using a snapshot date of 5th April 2025 and is calculated using the requirements of the Equality Act 2010 (Gender Pay Gap Information) regulations 2017.

At this time there were 311 people within our company: 237 men (76.2%) and 74 women (23.8%).

Mean

The mean gap is the difference in average hourly pay between men and women. This is calculated by adding all pay rates together and then dividing by the number of employees included.

Our mean average has been calculated as being 10.64% which means that on average men are paid £1.79 an hour more than women.

Median

To calculate the median gap, we allocated men and women into two separate lists in order of hourly rate from highest to the lowest paid. The median hourly rate for men and women is the employee's rate of pay which falls directly in the middle of each list.

This results in a median gap of 0.15% which means that, based on this method, men are paid £0.02 an hour more than women.

	APRIL 2025			APRIL 2024	%
	Men	Women	Pay Gap	Pay Gap	Change
Mean Hourly Pay £	£16.80	£15.01	10.7%	11.3%	-0.6%
Median Hourly Pay £	£14.14	£14.12	0.1%	5.2%	-5.1%

Bonus Payments

The data shows us that 40.40% of women and 64.18% of men in the company received a bonus.

Mean bonus pay for women is 48.22% lower than men in the company.

The median bonus pay is 21.17% lower for women than men in the company.

Historically our business operates in an industry dominated by men, and we have seen good retention rates and therefore low attrition in the last year. Bonuses are typically paid in areas of the business dominated by men so it's natural for there to be a difference in the number of men and women receiving bonuses.

Whilst the gap has narrowed at both the mean and the median levels, this is still something that we would like to improve on in the future.

	APRIL 2025	APRIL 2024	% Change
Mean Bonus Gap	48.2%	47.8%	0.4%
Median Bonus Gap	21.2%	30.8%	-9.6%

Quartile Percentages

Pay quartiles are calculated by listing the rates of pay for each employee across the Company from lowest to highest, before splitting that list into four equal sized groups and calculating the percentage of men and women in each one.

The results of the review demonstrate that 32.05% of the lower quartile are women, with this reducing to 17.95% in the lower-middle quartile, increasing to 25.64% in the upper-middle quartile, and then reducing to 19.48% in the upper quartile.

Compared to the prior year, female representation has decreased in the lower quartile (40.6% to 32.05%) and upper quartile (21.9% to 19.48%), while the middle quartiles show mixed movement. Overall, this indicates that, despite some redistribution, women remain underrepresented in higher paid roles, which continues to be a key driver of the gender pay gap.

	NUMBERS		PERCENTAGES	
	Men	Women	Men	Women
Lower Quartile	62	15	80.5%	19.5%
Lower-Middle Quartile	58	20	74.4%	25.6%
Upper-Middle Quartile	64	14	82.1%	18.0%
Upper Quartile	53	25	68.0%	32.1%

Conclusion

We recognise that our gender pay gap is driven largely by the current composition of our workforce, including a higher proportion of men in a number of senior and operational roles. We are clear that this is an area where we want to make further progress.

Our focus is on creating a fair and inclusive working environment, supported by consistent pay practices, clear role expectations and greater opportunities for career development across the business.

During the year, we have continued to review our pay structures, benchmark roles externally, and consider how we can strengthen recruitment, progression and succession planning to support a more balanced workforce over time.

We know there is more to do, but we are committed to taking practical steps that will support long-term improvement and help ensure all employees have equal opportunity to develop and progress within the organisation.

Darrin Colfer
Financial Controller
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