

GENDER PAY GAP REPORTING

This is our annual gender pay gap report for the snapshot date of 5 April 2025.

- Our mean gender pay gap is -10.71%.
- Our median gender pay gap is 7.08%.
- Our mean gender bonus gap is -231.18%.
- Our median gender bonus gap is 47.66%.
- The proportion of male employees receiving a bonus is 39.98% and the proportion of female employees receiving a bonus is 61.02%.

Pay quartiles by gender

This table shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile).

Band	Males	Females	What is included in this band?
A	64.66%	35.34%	All employees whose standard hourly rate is within the lower quartile
B	84.48%	15.52%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median
C	89.66%	10.34%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile
D	66.38%	33.62%	All employees whose standard hourly rate is within the upper quartile

A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" is the lowest group. The "upper quartile" is the highest group.

The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Why do we have a gender pay gap?

Legally, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or anything else listed above). We:

- carry out regular pay and benefits review;
- evaluate job roles and pay grades to ensure fairness.
- measure our progress with specific questions relating to pay and benefits in a yearly best companies employee survey.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries. One of our largest employment groups is drivers which remains a predominantly male occupation.

Across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations). Men are more likely to be in technical and IT-related roles, which are paid more highly than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

This pattern from the UK economy as a whole is reflected in the make-up of our organisation. Most line managers and senior managers are men. We are pleased with the progress we are making with our ratios of male to female employees and the increasing number of females in people management positions which now equals 18.

The table shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile). If we had no gender pay gap, there would be an equal ratio of men to women in each band. However, instead, 35.34% of the employees in band A are women and 64.66% men. The percentage of male employees throughout the remaining bands are 84.48% in band B 89.66% in band c and 66.38% in band D.

How does our gender pay gap compare with that of others?

The mean gender pay gap for the whole economy (according to the November 2025 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 13.40%, At -10.71%, our mean gender pay gap is lower than the whole economy.

The median gender pay gap for the whole economy (according to the November 2025 ONS ASHE figures) is 12.80%, At 7.08%, our median gender pay gap is less than the whole economy.

Comparison with other organisations

	Our organisation	2025 ONS ASHE whole economy
Mean gender pay gap	-31.62%	13.40%
Median gender pay gap	7.08%	12.80%

Our mean and median gender bonus gaps are large: -231.18% and 47.66% respectively. However, if we convert these percentages to cash amounts the figures are £1134.97 and £1357.36 respectively. This is reflective of not paying large bonuses to individual members of staff.

38.98% of men at our organisation received a bonus in the 12 months up to [5 April 2025]. For women this was 61.02%. This is because there are more females in industry specific roles, which are eligible for a performance bonus.

What are we doing to address our gender pay gap?

We are not satisfied with our gender pay gap even though it compares favourably with others. We are committed to doing everything we can to reduce the gap and we actively encourage applications from women in all departments which has resulted in women being recruited in every function of our business and fulfilling a high percentage of management roles. However, we also know that this requires focus, for example, we have no control over what people choose to study or the career choices that they make and we need to continue to create a working environment that attract and retains women. We are proud of the progress we have made to create an inclusive company particularly in support of women in our company which was again celebrated this year when we again won the FWD Diversity in Wholesale award for the 3rd consecutive year.

This statement was **approved by the People Director** on behalf of the Board who review it annually.

Director's Signature: 

Director's Name: Martin Holmes

Date: 23 March 2026