

GENDER PAY GAP STATEMENT

On 5th April 2025, our workforce comprised 296 employees: 198 males (67%) and 98 females (33%).

Pay Gap Overview

- Mean gender pay gap: 2.46% (down 0.29% from 2024)
- Median gender pay gap: 7.70% (down 3.13% from 2024)

Quartile Distribution

Quartile	Male	Female	Salary Range (£/hour)
Lower	(68%)	(32%)	£8.18 – £12.70
Lower Mid	(46%)	(54%)	£12.75 – £14.06
Upper Mid	(85%)	(15%)	£14.06 – £16.59
Upper	(69%)	(31%)	£16.74 – £53.37

Analysis

- 50% of the upper mid quartile is predominantly field-based, which is male-dominated. Of the 11 females in this quartile, 8 (73%) hold senior or managerial roles.
- The upper quartile gender gap has increased from 17% to 38%, primarily due to retirements and restructuring during 2025, resulting in short-term volatility.
- The Median gap decreased by 3.13% → indicating progress in addressing the middle pay band, via promotion, pay adjustments, or hiring.
- We continue to actively address this through targeted development, coaching, and succession planning to increase female representation in middle and senior management positions, and we remain committed to reducing our gender pay gap and supporting career progression for all employees.



Jason Leek
Chief Executive Officer