Gender Pay Gap Report

Reporting Date: 26 June 2026

Introduction

In accordance with the requirements of the Gender Pay Gap Information Act 2021 and the associated regulations, this report sets out the gender pay gap within our organisation for the reporting period ending 26 June 2026.

The gender pay gap measures the difference in the average hourly pay of men and women across the organisation, irrespective of role or level. It differs from equal pay, which relates to men and women receiving equal pay for like work.

As of the reporting date, the organisation employs **135 employees**:

- **73 male employees (54%)**
- **62 female employees (46%)**

The overall gender balance of the workforce remains broadly similar to 2025, with a slight increase in the proportion of male employees.

Gender Pay Gap Metrics

- **Mean gender pay gap:** 25.65%
- **Median gender pay gap:** 15.60%

The mean gender pay gap has reduced slightly from **25.76% in 2025 to 25.65% in 2026**.

The median gender pay gap has also reduced, from **15.91% in 2025 to 15.60% in 2026**.

The mean gender pay gap reflects the difference in average hourly earnings across all employees, while the median represents the difference between the midpoint of male and female earnings.

These results indicate a modest improvement in both measures compared with the previous reporting period.

Bonus Pay Gap

- **Mean bonus pay gap:** 54.32%

- **Median bonus pay gap:** 0.00%
- **Proportion of employees receiving a bonus:**
    - Male: 80.82%
    - Female: 80.65%

The mean bonus pay gap has reduced significantly from **62.08% in 2025 to 54.32% in 2026**, representing an improvement of 7.76 percentage points.

A broadly identical proportion of male and female employees received a bonus during the reporting period, with **80.82% of male employees** and **80.65% of female employees** receiving bonus payments. This difference of only 0.17 percentage points indicates that access to bonus payments is broadly equal between male and female employees.

The **median bonus pay gap remains at 0.00%**, indicating no difference between the median bonus payments received by male and female employees.

The significant difference between the mean bonus pay gap and the median bonus pay gap indicates that the overall mean is influenced primarily by differences in the **value of bonus payments**, particularly where higher-value bonuses are received by employees at higher levels of remuneration. The data does not indicate a material difference in access to bonus payments between male and female employees.

Benefits in Kind (BIK)

- **Proportion of employees receiving BIK:**
    - Male: 12.32%
    - Female: 8.06%

The proportion of both male and female employees receiving benefits in kind increased compared with 2025.

A higher proportion of male employees received benefits in kind during the reporting period. The difference in BIK participation will continue to be monitored as part of the organisation's wider review of remuneration and benefits.

Pay Quartiles

The distribution of male and female employees across the pay quartiles is as follows:

Pay Quartile	Male	Female
Lower Quartile	45.71%	54.29%
Lower Middle Quartile	45.45%	54.55%
Upper Middle Quartile	57.58%	42.42%
Upper Quartile	66.67%	33.33%

The pay quartile analysis continues to demonstrate that female employees are more highly represented in the lower and lower-middle pay quartiles, while male employees are more highly represented in the upper-middle and upper pay quartiles.

There has, however, been an improvement in female representation in the higher pay quartiles compared with 2025.

In the **upper quartile**, female representation increased from **30.30% in 2025 to 33.33% in 2026**.

Female representation in the **upper-middle quartile** also increased from **39.39% to 42.42%**.

These changes are positive indicators, although the organisation recognises that further progress is required to achieve greater gender balance at higher levels of remuneration.

Explanation of the Gender Pay Gap

The gender pay gap within the organisation continues to be primarily influenced by the distribution of employees across different roles and levels rather than differences in pay for comparable work.

The pay quartile data indicates that male employees continue to be more highly represented in the upper pay quartiles, while female employees are more highly represented in the lower pay quartiles.

Key contributing factors include:

- A higher proportion of male employees in senior and higher-paying roles
- Greater representation of female employees in lower-paid roles
- Differences in the **value of bonus payments**, particularly at higher levels of remuneration, rather than differences in access to bonus payments
- Differences in eligibility for benefits in kind, which may be linked to role and level within the organisation

The organisation remains committed to ensuring equal pay for equal work and continues to review its remuneration practices to maintain fairness, consistency and compliance.

Measures to Address the Gender Pay Gap

We remain committed to reducing the gender pay gap over time and will continue to focus on the following measures:

- Supporting career progression and leadership development opportunities for female employees
- Promoting inclusive recruitment practices and balanced candidate pipelines
- Reviewing pay, bonus and benefits structures to ensure fairness and transparency

- Supporting flexible working arrangements to attract and retain a diverse workforce
- Monitoring gender representation across different levels and pay quartiles
- Continuing to review gender pay gap data annually to identify areas where further action may be required

The improvement in female representation within the upper and upper-middle pay quartiles during 2026 is encouraging, and we will continue to monitor this trend.

We recognise that reducing the gender pay gap is a long-term process and will continue to evaluate the effectiveness of these measures and identify further opportunities for improvement.

Director's Statement

I confirm that the information contained in this report is accurate and has been prepared in accordance with the requirements of the Gender Pay Gap Information Act 2021.

We recognise that the gender pay gap highlighted in this report continues to reflect differences in workforce composition, particularly in relation to gender representation across the higher-paid roles and levels within the organisation.

We are encouraged by the modest reduction in both the mean and median gender pay gaps during 2026 and, in particular, by the significant reduction in the mean bonus pay gap from **62.08% to 54.32%**.

Importantly, the proportion of male and female employees receiving bonus payments is broadly identical, and the median bonus pay gap remains at **0.00%**. This indicates that the mean bonus pay gap is primarily influenced by differences in the value of bonus payments rather than unequal access to bonus payments.

We also note the positive movement in female representation within the upper and upper-middle pay quartiles. Female representation in the upper quartile increased from **30.30% in 2025 to 33.33% in 2026**.

While we recognise that a gender pay gap remains, we are committed to continuing to foster an inclusive and equitable workplace and to providing opportunities for all employees to develop and progress within the organisation.

We will continue to monitor our gender pay data, remuneration practices and workforce composition and will take appropriate actions to support greater gender balance across all levels of the organisation.

Signed on behalf of the Board of Directors

Name: Bobby Mulligan
Title: Managing Director
Date: Aug. 18th 2026