

October 2025

Annual gender and ethnicity pay gap report

We're all about being open and fair, and it's making a real difference. This year, we've achieved a 22% reduction in our bonus gap and only small changes in hourly pay. Our gender pay gap is effectively 0%, with a measured difference of just 1.10%, which is well below the national average of 13.1% (April 2024).

Understanding the pay gap

The gender pay gap shows the difference in hourly pay between women and men.

- Mean pay gap (average pay). Our average hourly rate of pay for men was £21.36 and for women was £21.13, a gap of only 26p
- Median pay gap (mid-point). Our midpoint difference in hourly pay was only 0.02p

Bonus payments

We look at bonus payments in the same way. We run two bonus schemes: one for our repairs operatives (based on customer satisfaction and quality) and one for office-based staff (based on performance). Most repairs operatives are men, which does affect the figures. But we're proud of the big improvements this year.

- Mean bonus gap: We've reduced this by 22%. Men received an average bonus of £2,275.87, while women received £1,590.80 — this now equates to a 30% gap.

There's still a gap, but it's closing.

What we've achieved

We've delivered on the promises we made in previous years:

- We've introduced a new bonus scheme for office staff, helping reduce the gap between men and women
- Our recruitment process is inclusive and puts diversity and inclusion front and centre
- 68% of people on our management development programme last year were women
- We've increased the number of women in the upper pay quartiles

What's next?

We're proud of what we've achieved and we're not stopping here. Looking ahead, we'll:

- Review our bonus schemes to make sure they're fair and inclusive
- Develop targeted leadership programmes to make sure underrepresented groups have more chances to progress
- Continue to benchmark our pay externally and aim to pay the median for each role

While the mean and median pay gaps have gone up slightly — the big drop in the bonus gap shows we're heading in the right direction

Ethnicity pay gap

There's been very little change here. For every £1 a white employee earns, a non-white employee earns 99p.

- Mean hourly rate: Non-white employees earn £20.69, white employees earn £21.07.

10% of our workforce haven't shared their ethnicity. We'll be reaching out to encourage people to update their details — this could change the results.

We advertise across a wide range of job boards to reach different people. Our recruitment system flags candidates from underrepresented groups, and if they meet the essential criteria, they're offered an interview.



Declaration

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Duncan Short,
Group Resources
Director

A handwritten signature in black ink, appearing to read 'Duncan Short', written over a faint circular watermark.