



Gender Pay Gap Narrative & Supporting Statement

2025 – 2026



1. Gender Pay Gap Narrative Statement

- 1.1. The Gender Pay Gap analyses the difference between the average earnings of men and women across an organisation. It is different from equal pay, which relates to men and women receiving the same pay for carrying out the same or equivalent work. Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, employers with 250 or more employees are required to publish annual data showing the difference in average pay and bonuses between male and female employees. The purpose of this reporting is to promote transparency and help organisations to understand any factors that may contribute to pay disparities and ensure consistency and fairness.
- 1.2. For the reporting period, our workforce consisted of 233 relevant full pay employees, of which 182 (78.1%) were male and 51 (21.9%) were female. This gender distribution reflects the nature of our business, where a significant proportion of our workforce is employed in entry level operational roles, which are predominantly occupied by men. Female representation within the organisation is comparatively lower and is more concentrated within the upper quartiles. This workforce profile has a notable impact on our median pay calculations and helps explain why the median hourly rate for women is higher than that of men.
- 1.3. Our mean gender pay gap is 2.0%, with male employees receiving a slightly higher average hourly rate than female employees. However, our median gender pay gap is -14.0%, meaning that the midpoint hourly rate for female employees is higher than that of male employees. This outcome is influenced by the structure of our workforce rather than differences in pay for comparable work. The concentration of male employees within operational and entry level roles lowers the overall male median rate, while the lower number of female employees occupying upper quartiles increases the female median rate.





Gender representation by hourly pay quartile

Each quartile contains approximately one quarter of full-pay relevant employees

Lower quartile



Male 50 (86.2%) | Female 8 (13.8%)

Lower middle quartile



Male 49 (84.5%) | Female 9 (15.5%)

Upper middle quartile



Male 38 (65.5%) | Female 20 (34.5%)

Upper quartile



Male 45 (76.3%) | Female 14 (23.7%)

■ Male ■ Female



- 1.4. This is our first qualifying year for Gender Pay Gap reporting in seven years and, as such, there are no recent historical figures available that would allow for meaningful year-on-year comparisons or trend analysis. Future reporting periods will enable us to build a clearer picture of any emerging trends and assess the effectiveness of any actions taken to support workforce diversity and inclusion.
- 1.5. We are confident that employees performing the same or similar roles with equivalent levels of responsibility, experience and performance are paid fairly and consistently, regardless of gender. We regularly review our pay practices to ensure that remuneration decisions are objective, equitable and aligned with our commitment to equal pay principles.
- 1.6. When compared with the latest Office for National Statistics (ONS) national median gender pay gap figure of 6.9%, our results demonstrate a positive position. With a mean pay gap of 2.0% and a median pay gap of -14.0% in favour of women, our organisation performs favourably against the national benchmark. While we recognise that there is always more work to do to improve representation across all areas of the business, these figures provide reassurance that our pay practices are fair and that workforce demographics, rather than pay inequality, are the primary driver of the reported outcomes.

2. Bonus Pay Gap

- 2.1. Our bonus pay gap is higher than our hourly pay gap, which reflects the distribution of bonus eligible roles across the organisation rather than differences in reward for employees undertaking comparable work. During the reporting period, 27.5% of male employees and 33.3% of female employees received a bonus payment. While a greater proportion of women received a bonus, the average value of bonus payments was higher for men, resulting in a mean bonus pay gap of 13.3% and a median bonus pay gap of 85.4%.
- 2.2. Further analysis suggests that the median bonus outcome is significantly influenced by a number of smaller ad hoc bonus payments received by female employees, including incentives or rewards such as: Refer a Friend, Overtime Bonus & Long Service payments. Due to the smaller number of female employees within the bonus population, these payments have a proportionately greater impact on the median calculation. When these smaller one-off payments are excluded from the analysis to provide a clearer view of discretionary and performance related bonus awards, the mean bonus pay gap reduces to 10.6% and the median bonus pay gap reduces to 23.0%.



- 2.3. We believe the bonus pay gap is more pronounced than the hourly pay gap because the majority of higher-paid positions that attract larger bonus opportunities are currently occupied by men. As a result, male employees are more likely to receive higher value bonus awards, which influences the overall average and median bonus figures. We are confident that bonus arrangements are applied consistently and fairly in line with role, business performance and individual eligibility criteria, regardless of gender. As we continue to develop a diverse talent pipeline and improve representation across all levels of the organisation, we will continue to monitor bonus outcomes to ensure our reward practices remain transparent, equitable and aligned with our commitment to equality and inclusion.

3. Action Plan

3.1 Menopause

As part of our ongoing commitment to creating an inclusive and supportive workplace, we are taking steps to better support employees experiencing menopause. We will continue to develop awareness and understanding across the business by providing menopause related training and guidance through our internal Learning & Development platform, alongside a range of online resources available on our company intranet. In addition, we plan to engage an external training provider to deliver specialist training for managers, helping them to recognise the impact menopause can have on employees and equipping them with the knowledge and confidence to provide appropriate support. Through these initiatives, we aim to foster an open, supportive culture where employees feel understood, valued and able to perform at their best.

3.2 Attracting & Developing Female Talent

While our gender pay gap remains relatively small, we are committed to continuing our efforts to attract, retain, and develop diverse talent across the business. We will continue to encourage applications from individuals of all backgrounds and ensure that recruitment and selection processes remain fair, transparent, and inclusive. We continue to support flexible working arrangements where appropriate to encourage those with caring responsibilities to return to work and retain talent. We are committed to developing our people through learning, development, and career progression opportunities, enabling employees to reach their full potential. Succession planning will remain a key focus, helping us identify and support future talent and create pathways for advancement across the organisation. Over the last 12 months, five women have been promoted internally which accounts for 35% of all promotions, highlighting a need to continue to support career development and progression for female employees. We are encouraged by this progress and will continue to build on this success to ensure talented employees have opportunities to grow and advance within the business.

Declaration

We confirm that these calculations have been made in accordance and are accurate to the requirements of the Equality Act 2010 (Gender Pay Information) Regulations 2017 (the 'Act'), as taken on the snapshot date of 5 April 2026.

This statement was approved by the Head of UK Circular Services and by the Director of Circular Services



Chris Garn

Head of UK Circular Services



Ade Priest

Director of Circular Services