



# Gender Pay Gap Report 2024

All UK companies, with 250 or more employees, are required to publish gender pay gap information. Pay gaps are different from the right to equal pay. Equal pay is providing the same pay irrespective of a protected characteristic for those doing the same or similar work or work that is different but of equal value.

Pay gaps highlight the difference between the average pay of one group (e.g. females) and the average pay of another group (e.g. males), irrespective of any differences in the work they do. As a result, it is affected by how the workforce is made up, including the numbers of individuals in the respective groups, types of jobs and levels of seniority.

Our 2024 pay gap report highlights:

- our workforce is 66% female and 34% male
- our gender pay gap is 2.7% (median)
- women earn 68% more in bonus pay
- women represent 63% of our management team

*The average UK median gender pay gap is 13.1% (ONS, 2024)*

## Terms and Definitions

Term	Explanation
Pay gap	The difference between the median and the mean hourly rate of pay between two staff categories based on the April 2024 pay period.
Bonus gap	The difference between the median and the mean value of bonus pay between two staff categories over the 12 months to April 2024.
Bonus proportions	The proportion of staff within a category who received a bonus payment during the 12 months to April 2024.

Quartile pay bands	If the total workforce was put in order of hourly rate of pay and then split into four groups of equal size, or quartiles (lower, lower middle, upper middle and upper). This is the proportion of those in each of the four groups.
Mean	<p>The average of all the numbers in a dataset. By adding up all the numbers and then dividing the result by how many numbers there are.</p> <p>For example, to find the mean hourly rate of pay for female staff, add all their hourly rates together and then divide the total by the number of female employees.</p>
Median	<p>The numerical value which splits the top 50% of the population from the bottom 50%. To find the median, all the values are listed, in this case calculations of total hourly pay.</p> <p>For example, the female median would be calculated by putting all female hourly pays in numerical order. If there is an odd number of values, the median is the number in the middle. If there is an even number of values, the median is the mean of the two central numbers.</p>

## Results

The table below shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date of 5th April 2024:

	Mean	Median
Hourly fixed pay	13.1%	2.7%
Bonus paid	6.7%	-68.3%

The mean gender pay gap illustrated in this report is reflective of the continued expansion of our business which has required us to employ skilled professionals, within the building trade, for the completion of these projects.

The building trade continues to be a sector, which is predominantly male oriented and the hourly rate of pay, for these roles, is significantly higher than the average hourly rate in the leisure and hospitality industry.

Our median gender pay gap favours men by 2.7%, which is significantly lower than the UK average median gap of 13.1%, and our median bonus pay favours women by 68%.

## Hourly Pay Gap

Women earn £0.97 for every £1 that men earn when comparing the median hourly pay. Women's median hourly pay is 2.7% lower than men's.

■ Women ■ Men



## Bonus Pay Gap

In this organisation, women earn £1.68 for every £1 that men earn when comparing median bonus pay. Their median bonus pay is 68.3% higher than men's.

■ Women ■ Men



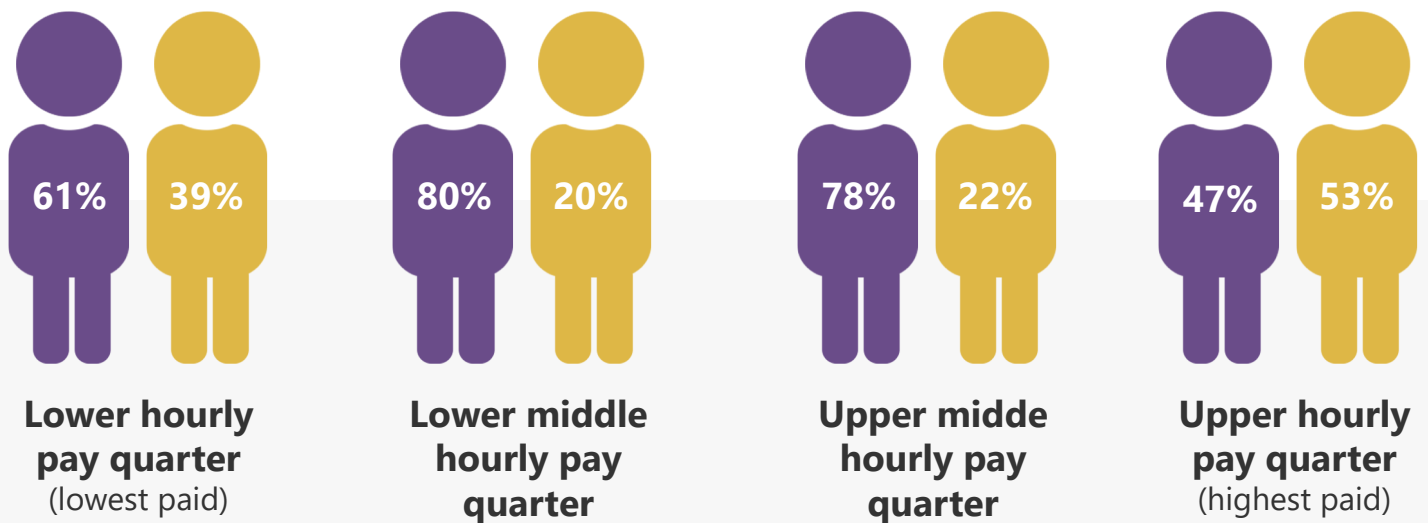
### Who received bonus pay:

50.1% of women  
42.5% of men

## The percentage of women in each pay quarter:

In this organisation, women occupy 47% of the highest paid jobs and 61% of the lowest paid jobs.

■ Women ■ Men



We are confident that men and women are paid equally for doing equivalent jobs across our business. Our results reflect the profile of our workforce. The upper pay quartiles reflect the number of women in management positions and a select number of long serving, male senior management.

I confirm the data reported is accurate.

**Julie Sheridan**  
**Head of Human Resources**  
**March 2025**