

Gender Pay Report 2025



ROGER BULLIVANT

What is Gender Pay Report?

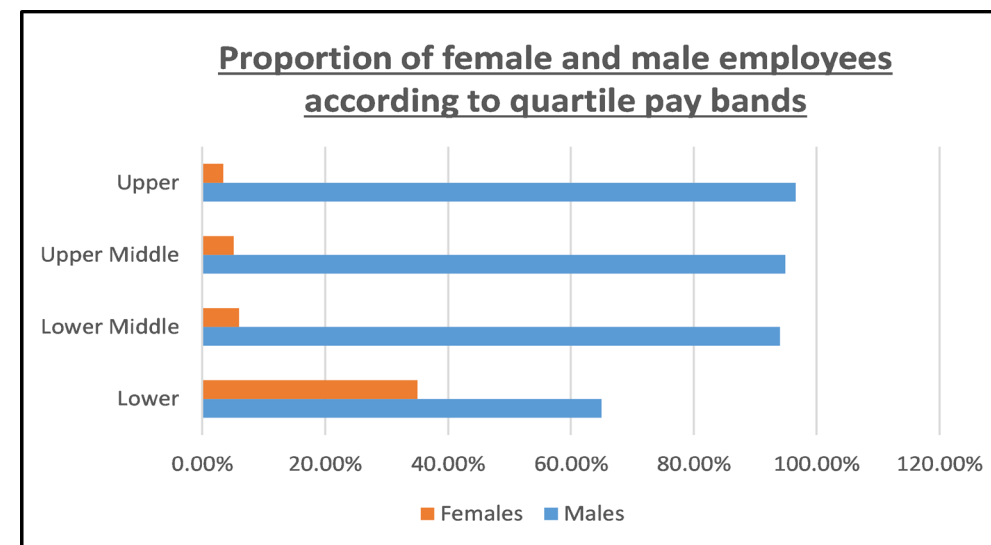
Roger Bullivant Limited's gender pay gap in line with UK Government requirements.



As of the 5th April 2025, our overall median and mean gender pay gap, is shown below, as a percentage difference between men and women:

Difference in mean Pay	26.87%
Difference in median Pay	30.84%
Difference in mean Bonus	34.17%
Difference in median Bonus	38.40%

Male employees receiving Bonus Pay	65.93%
Female employees receiving Bonus Pay	87.94%



Our Figures

Analysis

We continue to have a small number of women in senior level roles, but we have a low turnover and have retained similar levels of female managers in the upper quartile to previous years. Most of our females remain in the lower paid roles. This impacts the gender pay figures quite significantly but is within an industry biased trend.

Our bonus structure is based on salary gradings so gives the majority of female employees, being employed in the lower quartile, the lowest bonus earning potential. All our weekly Production and Site Operatives are also eligible for a bonus, so it means there is a large effect on our mean and median bonus payments. However, we have a higher percentage of female employees receiving bonus pay than male employees.

The gender pay gap is driven by the structure of our workforce and the higher concentration of males we have in more senior positions, rather than our pay structure which is structured on gender neutral basis. It is a gender representation issue at a senior level rather than a pay issue. This is also exacerbated by the fact that all our Production and Site Operative roles are currently held by males.

The Salary Sacrifice element is having a larger impact this year, with some of our higher paid female employees contributing more to their pension scheme than their male equivalents.

What have we been doing?

We actively promote flexible working and family friendly policies, and offer flexible solutions to fit with personal circumstances, including job shares, part time contracts, working from home, hybrid working and flexible hours. We have enhanced maternity and paternity pay for all eligible employees.

We have a transparent process for promotions, pay rises and reward and ensure all employees have equal opportunities to progress.

We conduct regular pay and benefits audits to ensure that our pay structure remains gender neutral and competitive for all roles.



What have we been doing?

For the future

We continually re-evaluate and look for ways we can improve our gender pay gap.

I, Graham Trafford , Group Finance Director, confirm that the information in this statement is accurate. Date: 27th March 2026.

