

# Gender Pay Gap Report 2025

## Introduction

This report details the gender pay gap reporting requirements covered under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The regulations require companies with more than 250 employees to publish information on their gender pay gap.

The two businesses Epta George Barker Ltd and Epta Cold Service Ltd were restructured in January 2021 to become the single legal entity of Epta UK Ltd. Under the regulations, we provide data for Epta UK Ltd, as on the specified snapshot date of 5<sup>th</sup> April 2025, the company had more than 250 employees.

This report covers the key findings for the legal entity of Epta UK Ltd.

## Reporting requirements

The regulations require reporting on pay and bonuses as follows:

- Mean (average) gross hourly rate of pay
- Median gross hourly rate of pay
- Proportion of male/female in hourly rate of pay quartiles (four bands)
- Mean bonus pay
- Median bonus pay
- Proportion of male/female in receipt of bonus, in the 12 months before the snapshot date

## Accuracy statement

I confirm the gender pay gap data contained in this report is accurate and has been calculated in accordance with the regulations.

David Wormald  
HR Director – Epta UK

Report dated April 2026

## Our key findings

**Pay – Mean pay gap is 16.1% (2024-13.6%); the median is 12.2% (2024-15.3%)**

At the time of the snapshot Epta UK is comprised of several business populations. There is an industrial population in the north and field service / contracting engineers / installation engineers cover the UK. The support functions are based in two offices, one in Bradford and one in Ringwood. On the snapshot date Epta UK employed 80 females (14.9% with 14.9% in 2024) and 456 males (85.1% with 85.1% in 2024).

Our key findings which explain the gap are related to gender distribution across roles and job levels. We have pay structures in place in the factory, field and office, which ensure that roles at equivalent levels are paid equally, irrespective of gender.

These two key metrics show opposite trends, although there are gender specific aspects of the employee population that are revealed by analysis.

The analysis shows that;

- Males make up the majority of the workforce.
- There are a higher proportion of males in technical roles (e.g. field engineers) which are typically higher paid. The business employs 164 field service technicians who are exclusively male.
- There are a higher proportion of females in the functional support roles (e.g. service deployment) which are typically lower paid than technical occupations.
- These 2 factors above are fundamental in accounting for the mean and median pay gap in the business.
  
- Although not a statutory reporting requirement, it's worthy of note that if field technician roles are removed from the population, **the mean pay gap reduces to 10.4% and the median gap reduces to -2.1% (i.e. females paid higher than males)**. The same effect has been consistent in recent years.
  
- The majority of senior management roles are held by males and many of these roles are fed from more junior technical roles which are predominantly held by males in the industry. These higher paid roles also attract higher levels of bonus and incentive schemes.

**Pay quartiles** – Gender balance female/male is **14.9% / 85.1%** and by quartile is:

First quartile	11.9% female (up from 9.7%) / 88.1% male
Second quartile	6.0% female (down from 8.3%) / 94.0% male
Third quartile	26.1% female (down from 28.5%) / 73.9% male
Fourth quartile	15.7% female (up from 13.2%) / 84.3% male

The gender balance within the first quartile shows a positive trend however this increased percentage has negatively impacted the number of females in the second quartile. The second quartile is almost exclusively composed of service engineers and technical field roles. The organisation's technical roles are higher paid and in senior roles, succession frequently comes from internal promotion, from the "male-heavy" technically based population.

The gender balance within the third and fourth quartile again shows relatively unchanged picture compared to 2024.

**Bonus** – Mean bonus gap is **29.9% (2024-26.4%)**; the median is **6.0% (2024-13.9%)**

There are several bonus arrangements in place across the business, locally derived and also Epta Group in origin. These bonus plans are applied consistently across the business, with eligibility to participate linked specifically to the role in question, ensuring that the application of the bonus is free from gender bias. The bonus gap in Epta UK is reflective of the higher number of senior roles and the number of males in those senior roles.

The total number of employees eligible for bonuses has increased compared to last year, from 98 to 86. The percentage of employees eligible for annual bonus payments is relatively consistent, **for females at 17.5% compared to 18.4% for males**. When bonuses are evaluated as a percentage of base pay, they show a close alignment between males and females.

## **Addressing the gap**

The reasons behind the gender pay gap are complex. We are confident that our gender pay gap does not reflect an equal pay issue; it is a result of the predominant types of roles males and females are doing in our business, e.g. field engineers are almost exclusively male. This is consistent with industry peers and across the UK economy as a whole. We are committed to diversity and equality throughout the business, and we will continue to strive to address the gaps by ensuring policies, practices and processes are fair and free from bias.

This includes pay practices, which ensure males and females are paid equally for the same job; job evaluation and pay benchmarking; and recruitment practices that have gender neutral attraction and selection processes, aimed at recruiting and retaining the best people for the job.

A further on-line programme of Equity, Diversity and Inclusion training has been developed and has been rolled through all employee and management populations. The Epta Group is also committed to promoting a successful and diverse workforce, and a mandatory gender awareness programme was launched in 2024 alongside a menopause awareness programme.

In addition, while not directly associated with addressing the gender pay gap, we have a number of actions which aim to encourage a diverse, balanced workforce e.g., improved maternity benefits, flexible working policies, links with local education establishments and gender-neutral apprentice recruitment.

**David Wormald**  
**HR Director**