

Gender Pay Gap Report 2024/25



Foreword



The overall workforce in Denholm Industrial Services (DIS) has increased by 10.5%, with females making up 9.2% of the overall population, up from 7.5% in the previous period. The mean pay gap has continued to move in a positive direction, reducing by 2.9%. The proportion of female employees in the upper quartile has increased slightly to 1.7%, while the upper middle and lower middle quartiles have increased to 3.5% and 23.9% respectively. Positively, the median pay gap has also decreased by a further 23% since the previous period's submission.

During the period, Denholm Industrial Services paid a discretionary bonus to 5.3% of employees. Of those, 15.2% of female employees received a bonus compared to 4.3% of male employees. This represents an increase in the proportion of female employees receiving a bonus from 4.1% to 15.2% (2 to 10 employees), while the proportion of male employees receiving a bonus increased from 2% to 4.3% (12 to 28 employees).

The variance in average pay between male and female employees is largely shaped by workforce composition across the sectors in which we operate. These sectors typically attract far fewer females at entry level, which narrows the gender diversity of the talent pipeline and reduces representation in senior roles. Consequently, our gender pay gap reflects these structural patterns rather than any failure to provide equal pay for equivalent work.

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

Steve Hill
Managing Director,
Denholm Industrial Services Limited

Action Plan

In last year's report, we outlined a number of actions aimed at reducing the gender pay gap. Several of these initiatives have continued into this reporting period, while additional actions have been introduced to further strengthen our progress. The combined impact of these measures has contributed to a further decrease in the overall gender pay gap compared with the previous period. The actions below reflect both our ongoing commitments and the additional steps we are taking in the year ahead.

- ◆ Continue to highlight **career options** at DIS via engagement with schools and colleges within our local communities.
- ◆ Continue to deliver **ILM (Institute of Leadership and Management) level 3 and 5 training** to existing and future managers.
- ◆ **Structured skills matrix by job role and department** to clearly demonstrate knowledge, skills and behaviours required for career progression.
- ◆ **Enhanced visibility of internal opportunities** for progression or movement via a Group wide job board.
- ◆ **Equality and Diversity and Sexual Harassment training** continues to be rolled out to all employees.
- ◆ Continue to **utilise apprenticeships** as a mechanism to attract females into the industry.



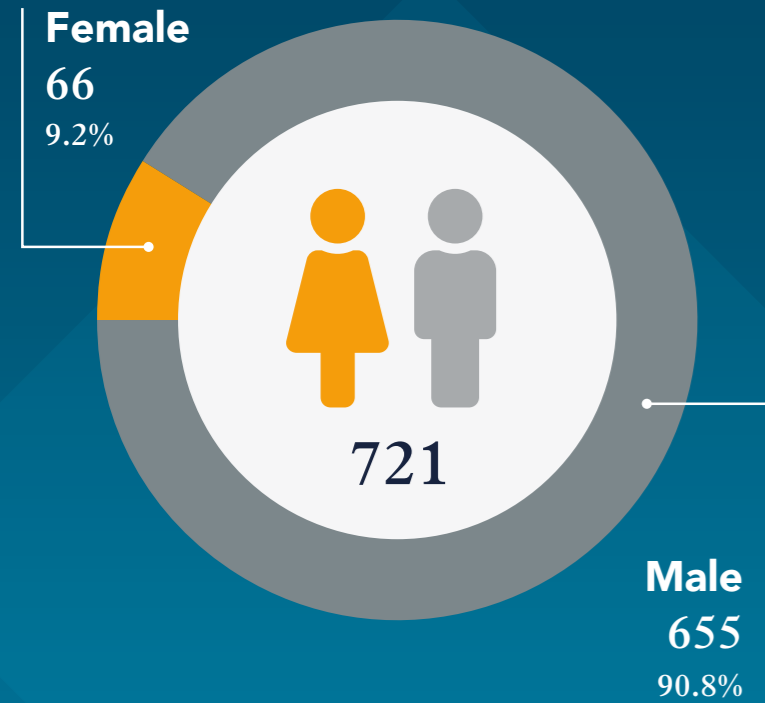
Our Commitments

Denholm Industrial Services acknowledges the importance of cultivating a workforce that reflects the diverse communities in which we operate. In support of continued progress toward reducing the gender pay gap, the measures outlined in our action plan remain active and have been extended through 2026 to ensure ongoing, sustainable advancement.

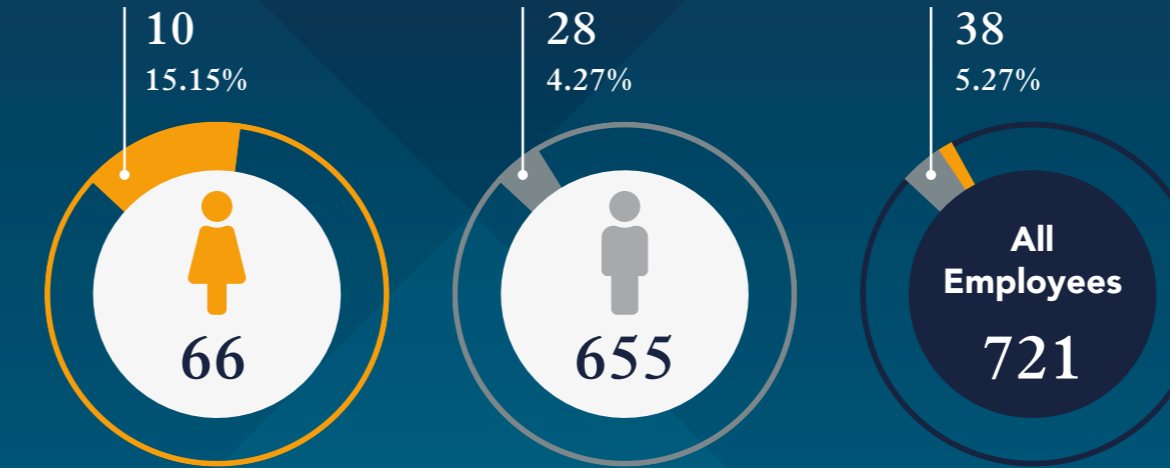


Key Statistics

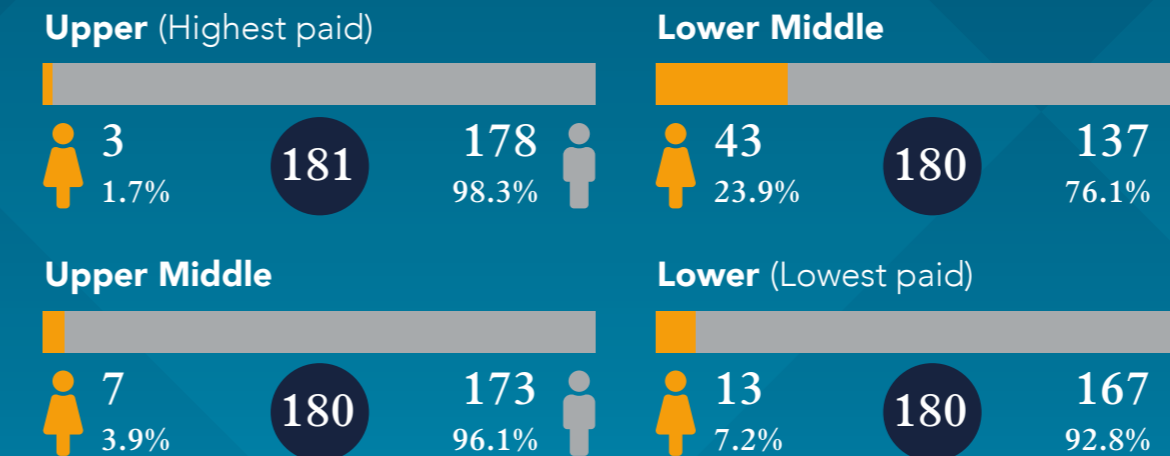
Headcount and Gender Split



Proportion of Females and Males receiving a Bonus



Proportion of Females and Males in each Quartile



Key word	Definition
Pay gap	Difference in the average pay between two groups.
Mean gap	Difference between the mean hourly rate for female and male employees. Mean is the sum of the values divided by the number of values.
Median gap	Difference between the median hourly rate of pay for female and male employees. Median is the middle value in a sorted list of values. It is the middle value of the pay distribution, such that 50% of employees earn more than the median and 50% earn less than the median.
Mean bonus gap	Difference between the mean bonus paid to female and male employees. Mean is the sum of the values divided by the number of values.
Median bonus gap	Difference between the median bonus pay paid to female and male employees. Median is the middle value in a sorted list of values. It is the middle value of the bonus pay distribution, such that 50% of employees earn more than the median and 50% earn less than the median.
Bonus proportions	Proportions of female employees who were paid a bonus, and the proportions of male employees who were paid a bonus.
Quartile pay bands	Proportions of female and male employees in the lower, lower middle, upper middle and upper quartile pay bands. Quartile is the value that divides a list of numbers into quartiles.
Equal pay	Being paid equally for the same/similar work.



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