

Gender Pay Gap 2025

Under the Equality Act 2010, we are required to report on the pay gap between men and women. For the reporting period of 2024-2025, which is based on data as of 5th April 2025, we can specifically report the following:

Out of 1625 employed 58.0% were female & 42.0% were male.

Mean gender pay gap	women earned 12.1% lower than men
Median gender pay gap	women earned 3.9% lower than men
Mean bonus gap	women earned 83.8% less bonus than men
Median bonus gap	women earned 70.2% less bonus than men

The mean bonus gap for the reporting period is influenced by there being a greater proportion of males in senior roles with fixed bonus and long-term incentive schemes. However, on the whole women generally receive more bonus payments than men due to incentive schemes allocated to specific roles in the lower to upper middle quartiles, which tend to be occupied by women.

The number of males and females in each pay quartile are as follows:

Quartiles	Male	Female
Upper	57.6%	42.4%
Upper Middle	43.1%	56.9%
Middle	26.5%	73.5%
Lower	40.6%	59.4%

The data confirms that a significant reason for our gender pay gap is the higher proportion of men in more senior roles within the organisation and a majority female representation in customer facing and back of house roles in our properties.

At Daniel Thwaites we are fair and equitable with all our colleagues and we will continue to strive to drive down the gender pay gap. We recruit based on the suitability of the candidates for the role and want to attract diverse colleagues in to the business, we believe there should be no barriers to entry.

I confirm that the data contained in this report is accurate.

Richard Bailey
EXECUTIVE CHAIRMAN