



GENDER PAY GAP REPORT

2026

INTRODUCTION

OUR COMMITMENT

At Bristan Group, fairness isn't optional. It is a principle we build into every part of how we work, because we believe everyone should feel respected, included, and confident in bringing their whole selves to work.

As a business operating within a traditionally male-dominated industry, we understand that achieving gender equality requires sustained focus, transparency, and action. The gender pay gap is not simply a pay issue; it reflects

representation, opportunity, progression, and the extent to which people feel they belong and can achieve their potential.

This report sets out our 2026 gender pay gap data, explains what sits behind the figures, and outlines how we will continue to create equitable opportunities and an inclusive culture where everyone can succeed.

Jen Cassidy, CEO



**BRISTAN
GROUP**

ABOUT THIS REPORT

The gender pay gap shows the difference between the average earnings of men and women across the organisation, regardless of role, seniority, or length of service. It is different from equal pay, which ensures that men and women are paid the same for work of equal value.

This report covers Bristan Group Ltd employees included within the April 2026 payroll snapshot, in line with UK Gender Pay Gap reporting requirements under the Equality Act 2010. We have also considered the latest government guidance on gender pay gap reporting and voluntary action plans, as employers prepare for action plans to become mandatory from spring 2027, subject to legislation.



OUR APPROACH

OUR APPROACH TO PAY

Our pay policies are designed to ensure fairness, consistency, and transparency:

- Roles are evaluated and graded using a structured grading framework
- Salaries and benefits are benchmarked against market data
- Regular reviews help us monitor and address any potential equal pay issues for work of equal value

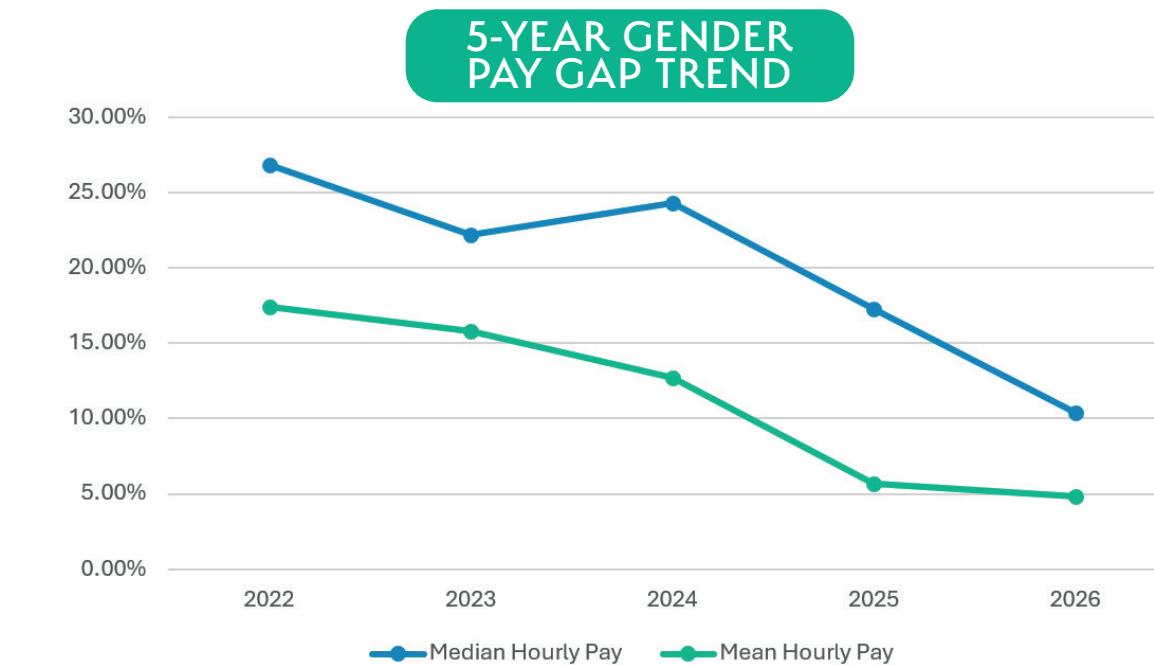
These controls provide assurance that our gender pay gap is not driven by unequal pay, but by workforce composition.



GENDER PAY GAP – APRIL 2026

Hourly Pay

- Mean hourly pay:
 - o Men: £24.12
 - o Women: £22.96
 - o **Mean gender pay gap: 4.8%**
- Median hourly pay:
 - o Men: £18.66
 - o Women: £16.72
 - o **Median gender pay gap: 10.4%**



Our 2026 data shows how far we have come in the last five years. The mean gender pay gap has reduced to 4.8%, reflecting continued progress and a more balanced pay profile across the organisation. While the median gap shows there is still more to do, particularly in supporting progression into higher-paid roles, the overall trend is positive and gives us a strong platform to build on.



BONUS PAY GAP

- Proportion receiving a bonus:
 - o Men: 9.2%
 - o Women: 6.2%
- Mean bonus pay:
 - o Men: £13,126.21
 - o Women: £15,588.93
 - o **Mean bonus gap: -18.8%**
- Median bonus pay:
 - o Men: £10,831.48
 - o Women: £9,251.34
 - o **Median bonus gap: 14.6%**

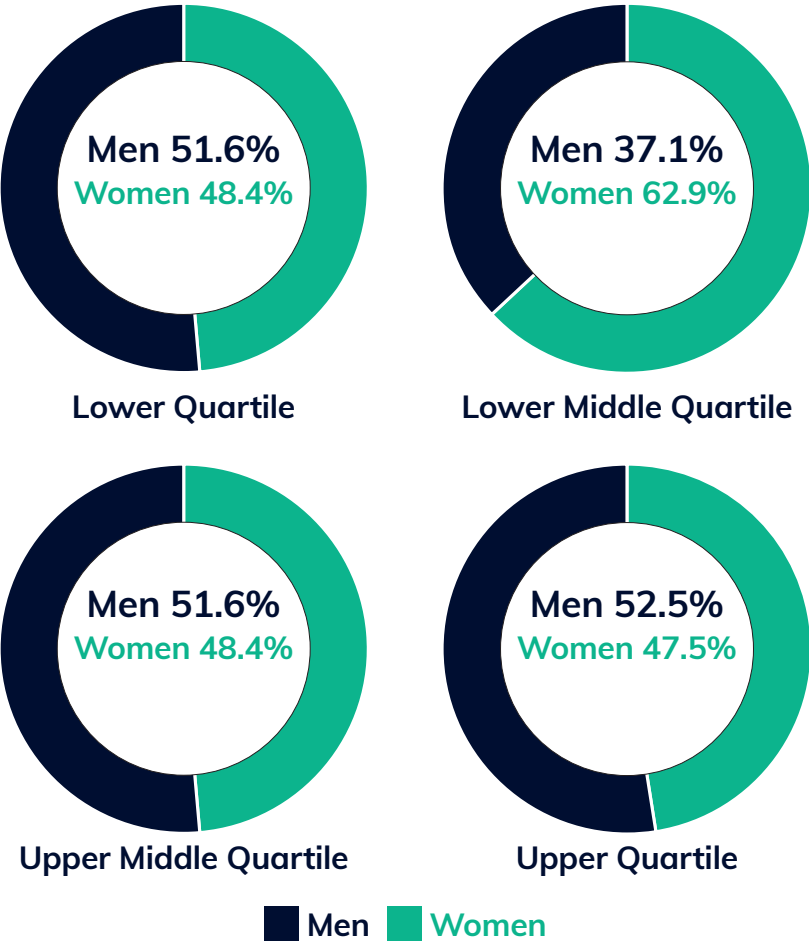
A negative mean bonus gap means that, on average, women received higher bonus payments than men in 2026. Bonus payments at Bristan Group are linked to role eligibility, scheme design, and company performance, so the number and value of payments can vary significantly from year to year. In 2026, fewer than 10% of both men and women received a bonus, compared with 47% of colleagues who were eligible to participate in a bonus scheme. This reflects the variable nature of bonus outcomes in a year where market conditions impacted overall bonus payments.

PAY QUARTILES

Our workforce distribution across pay quartiles shows a broadly balanced gender split, with variations reflecting occupational mix and seniority.



Gender distribution across hourly pay quarterlies



THE STORY BEHIND THE NUMBERS

Our gender pay gap is influenced primarily by the distribution of men and women across roles and pay levels rather than unequal pay for the same work. While representation at senior levels has improved significantly in recent years (up 10%), progression into the highest-paid roles still takes time.

Leadership diversity remains a priority, as visible role models and inclusive decision-making are key drivers of long-term change.

WHAT WE ARE DOING

Over the past year, we have continued to embed inclusive practices across the employee lifecycle:

- Inclusive recruitment practices, including sharing interview questions in advance
- Leadership and people-manager development programmes
- Introduction of a Shadow Leadership Team to accelerate progression for high-potential colleagues and broaden diversity in our talent pipeline
- Employee-led resource groups supporting wellbeing, connection, and belonging
- Continued support for flexible and hybrid working

These actions are designed to remove barriers, widen opportunity, and support sustainable career development for all colleagues.



LOOKING AHEAD TO 2027

We are encouraged by the progress reflected in our 2026 data, but we remain clear that closing the gender pay gap requires ongoing commitment.

In line with the direction of travel in UK reporting requirements, our priorities for the year ahead form the basis of our ongoing gender pay gap action plan. We will:

- Continue narrowing both mean and median gender pay gaps
- Strengthen pipelines into senior and specialist roles
- Increase bonus participation across all genders, including broadening access to bonus opportunities where appropriate
- Reinforce our HEART values, with particular focus on building a trusted, respectful and inclusive culture

By maintaining focus and accountability, we aim to build a workplace where opportunity is genuinely based on talent, potential, and contribution.

I confirm that the information contained in this report is accurate and has been calculated in line with statutory requirements.

Jen Cassidy
Chief Executive Officer





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