



The Pebble Group

2024 Gender pay gap report

(Covering the 12-month period up to 5th April 2024)

Published July 2024

Gender pay gap – explained

Legislative requirements

- Gender pay gap (GPG) legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish on an annual basis gender pay gap data
- The intention of gender pay gap reporting is to focus organisational attention on taking action to reduce inequalities, bringing to life our commitments and focusing effort on improving staff experiences within our workplace, improving retention and making The Pebble Group a great place to work
- In this document we report on the performance of the UK portion of our business and voluntarily report the gender pay gap across our whole Group and each individual business. The Gender pay gap calculations are based on a snapshot date of 5th April 2024

Gender pay is not to be confused with equal pay

- **Gender pay** is the measure of the difference between the average earnings of men and women (irrespective of their roles or seniority)
- **Equal pay** is our legal obligation as an employer to give equal pay for equal work and is different to gender pay. Our pay gap is not the result of equal pay issues

Gender pay gap calculations are based upon

- **Hourly pay** calculated from April (monthly) salary before deductions for ‘full-pay relevant employees’ (including any bonuses paid in the previous 12 months)
- **Bonuses paid** to all employees in the 12-month period leading up to 5th April 2024



Gender pay gap – explained

What we need to report on

- **Mean and median gender pay gap** based upon an hourly rate of pay calculated from pay on 5th April 2024, including any bonuses paid in the previous 12 months
- **Mean and median bonus pay gap** which considers any bonus pay received in the 12 months leading up to 5th April 2024
- Proportion of men and women receiving a bonus payment
- Proportion of men and women in each pay quartile (looking at the proportion in four pay bands when we divide our workforce into four equal parts)
- The gender pay gap is expressed as a percentage of male earnings. **A negative pay gap means that women are paid more than men**

Mean and median explained

The mean pay gap is the difference in the average hourly pay for one group compared to the other, within our organisation (men compared to women).

The median pay gap is the middle point of a population. If we were to rank our men and women separately (in terms of hourly pay, inc. bonuses) from the lowest to the highest, the middle team member is the median.

The mean and median are important metrics and need to be looked at together. However, the median is the most commonly used when performing comparisons as the mean can be skewed by fewer individuals earning more in the upper ranges.

Gender pay gap – Results summary

We have a gender pay gap across the Group and our businesses:

- We have seen the gap increase for each Group business and a small reduction in the Group gender pay gap:

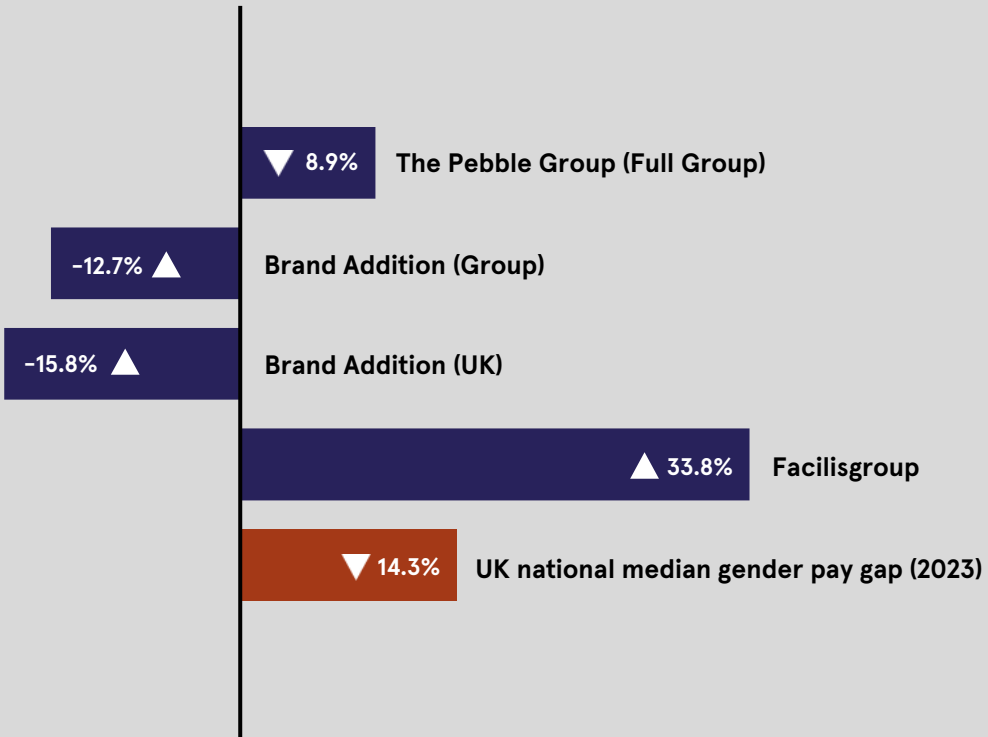
Business	Median GPG		Details
	All sites combined	UK only	
Brand Addition	-12.7%, up from 0 in 2023	-15.8%, an increase of -5.2%	<ul style="list-style-type: none"> • We have more woman in the business than men • We have more women in senior positions than men • We have seen an increase in women in the upper and upper quartile pay bands and an increase of men in the lower two quartile bands
Facilisgroup	+33.8%, an increase of 3.6%		<ul style="list-style-type: none"> • The highest paid roles are filled by men as there is a lack of women available to fill software-based roles due to a shortfall of women in the industry
Full Group	+8.9%, a reduction of 1.5%		<ul style="list-style-type: none"> • The reduction in the Group pay gap is a consequence of the increase in the pay gap from Brand Addition towards women, partly offsetting the gap seen towards men at Facilisgroup

To reduce the gap, we will strive to:

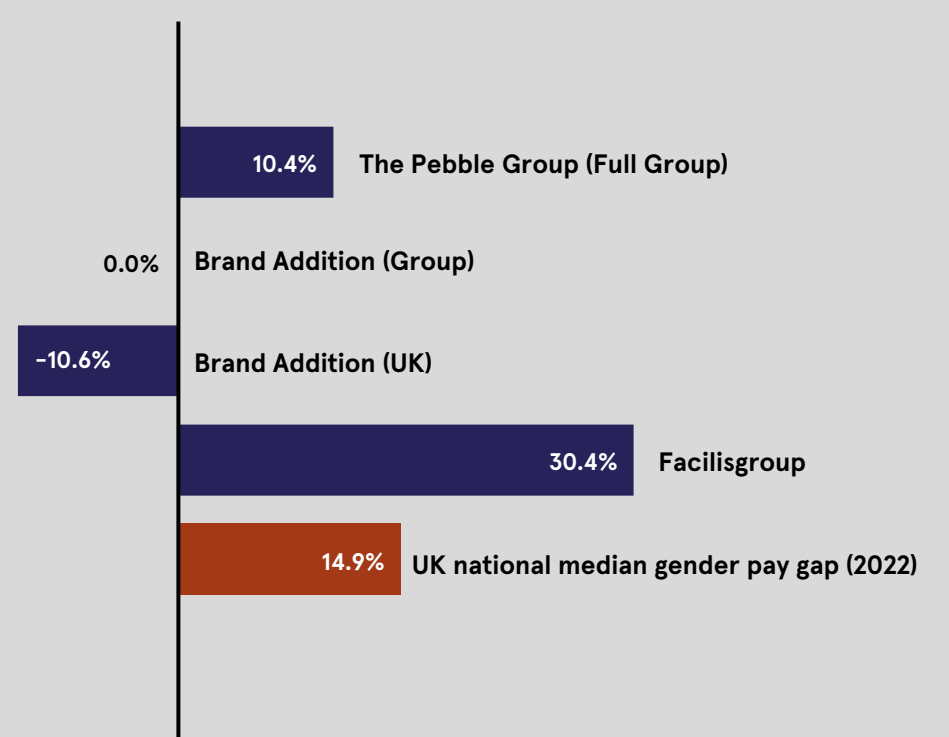
- Improve the balance of men in the upper mid quartile band and women in the lower quartile bands at Brand Addition
- Attract more women into software-based roles at Facilisgroup to help tackle the pay gap in the upper quartile
- Make efforts during annual performance reviews to consider the steps that can be taken to narrow the gap

Median gender pay gap comparison

Median gender pay gap 2024



Median gender pay gap 2023





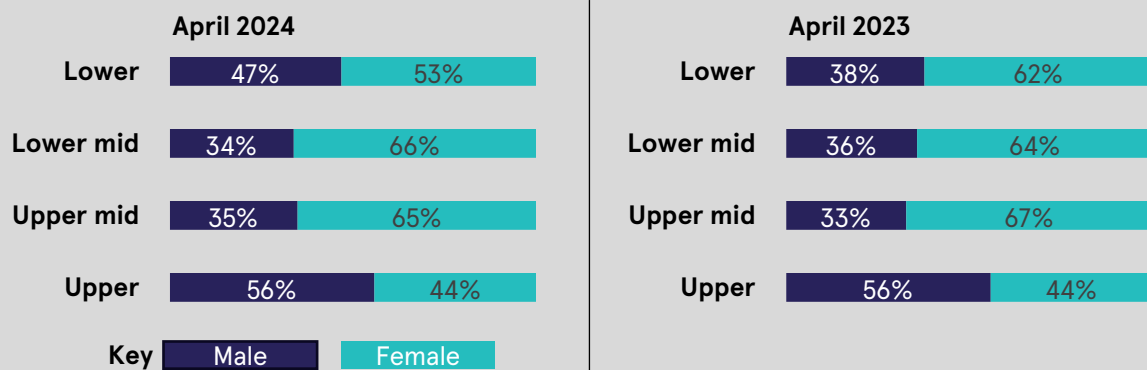
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Gender pay gap – Full Group summary

Gender pay gap – The Pebble Group (All businesses combined)

Gender pay gap		April 2024	April 2023	April 2022
Gender Pay Gap	Mean	25.4%	20.9%	16.22%
	Median	8.9%	10.4%	7.66%
Bonus Pay Gap	Mean	30.5%	37.7%	31.7%
	Median	19.3%	30.0%	7.7%
% Employees receiving a bonus	Male	14.6%	36.6%	77.4%
	Female	26.7%	38.6%	85.4%
Headcount (April 2024)		Male	Female	
		253	344	

Proportion of men and women by pay quartile



Key Points:

In the last year we have seen a reduction in the:

- Median gender pay gap
- Bonus pay gap
- Number of men receiving a bonus compared to women

We see more men in the upper quartile pay band than women and this is mainly due to a shortfall of women available to fill software-based positions at Facilisgroup.

The Group remains below the UK median GPG of 14.3% as reported by the UK Office for National Statistics (ONS).



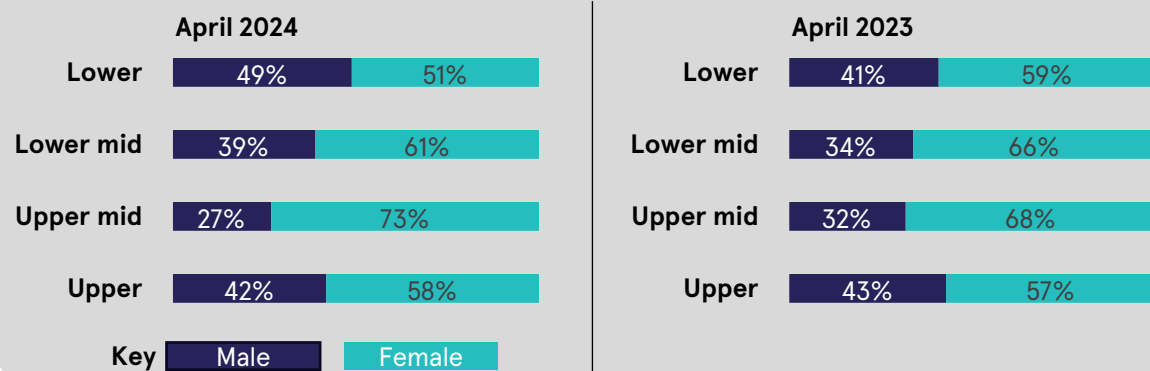
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Gender pay gap – Brand Addition summary

Gender pay gap – Brand Addition (All sites combined)

Gender pay gap		April 2024	April 2023	April 2022
Gender Pay Gap	Mean	4.2%	8.8%	7.0%
	Median	-12.7%	0.0%	-3.0%
Bonus Pay Gap	Mean	38.5%	17.1%	19.0%
	Median	36.2%	22.4%	-7.9%
% Employees receiving a bonus	Male	16.0%	26.7%	84.4%
	Female	29.0%	33.2%	89.0%
Headcount (April 2024)		Male	Female	
		187	293	

Proportion of men and women by pay quartile



Key Points

We have seen a reduction in average pay gap between men and women.

We have seen an increase in women in the upper and upper mid pay quartile bands and an increase of men in the lower and lower mid quartile bands.

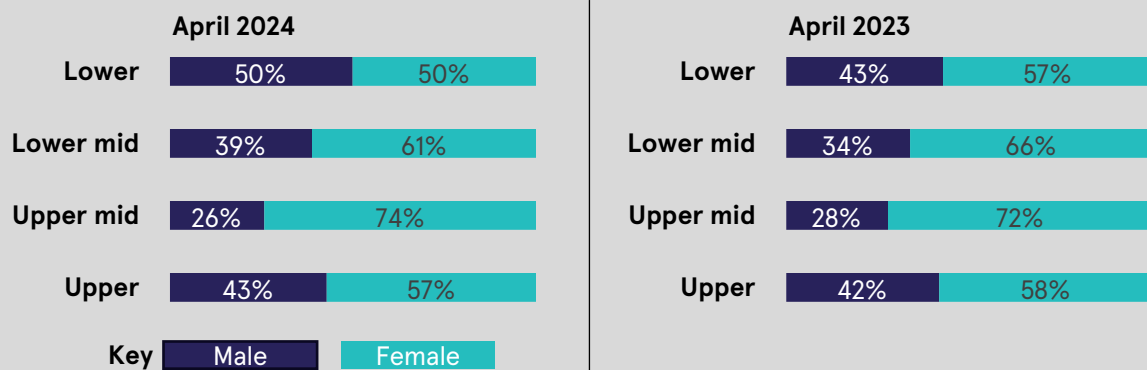
Men received a larger bonus than women as the majority of men who received a bonus were in the upper two quartile bands, where bonuses paid to women were across a broader range of pay quartiles.

Comparing the median GPG to the UK ONS figure we remain below the average of 14.3%.

Gender pay gap – Brand Addition (UK)

Gender pay gap		April 2024	April 2023	April 2022
Gender Pay Gap	Mean	-0.6%	4.6%	5.9%
	Median	-15.8%	-10.6%	-1.8%
Bonus Pay Gap	Mean	52.1%	-1.0%	24.8%
	Median	25.0%	-1.1%	-9.6%
% Employees receiving a bonus	Male	10.7%	12.6%	81.3%
	Female	24.1%	9.8%	87.3%
Headcount (April 2024)		Male	Female	
		103	158	

Proportion of men and women by pay quartile



Key Points

We have continued to see an annual reduction in the mean pay gap achieving near parity for male and females.

We have seen an increase in the number of men in the lower and lower mid quartile bands and increase in women in the upper mid quartile band that is influencing the median gender pay gap.

The Brand Addition UK median gender pay gap is above the UK (ONS) average of 14.3%, but we see the gap in the direction of women rather than men.

We see that the median GPG is skewed because we have more females than men in the business and a larger proportion of women than men in the upper mid quartile.



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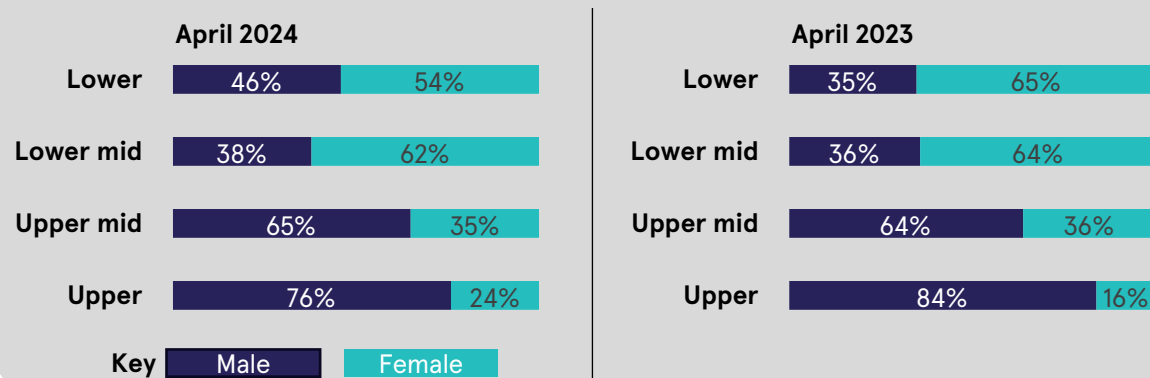
Gender pay gap – Facilisgroup summary

Gender pay gap – Facilisgroup (All sites combined)

Gender pay gap		April 2024	April 2023	April 2022
Gender Pay Gap	Mean	22.5%	22.5%	14.3%
	Median	33.8%	30.4%	21.4%
Bonus Pay Gap	Mean	-62.3%	31.8%	21.8%
	Median	-177.1%	37.9%	21.4%
% Employees receiving a bonus	Male	12.1%	65.5%	55.8%
	Female	15.6%	67.4%	63.6%

Headcount (April 2024)	Male	Female
	58	45

Proportion of men and women by pay quartile



Key Points

Men are paid more than women as we have a higher percentage of men in the upper and upper mid pay quartiles than women.

We have seen improvements in the percentage of women in the upper quartile pay band.

Challenges remain in recruiting women into software-based roles which leads to Facilisgroup having most of their technical workforce as males who are in the upper and upper mid pay quartile bands.



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Gender pay gap – Our actions

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Gender pay gap – Our actions

We recognise the challenges in closing the gender pay gap and we are taking pro-active action in three areas:

Recruitment:

- Advertising new roles to the widest pool of candidates to ensure a diverse range of applicants, both externally and internally
- Competency-based interviews and scoring used during the recruitment process to remove unconscious bias

Employee development

- Investment in succession planning, talent identification and development, with the aim of closing the gap. Oversight is provided by the Board's Nomination Committee
- The launch of a mentoring scheme by each Group business aimed at helping our team members learn and grow and achieve their aspirations

Retention

- Ongoing training and education sessions to promote DEI and inclusive behaviours in the workplace to embrace and celebrate our differences
- Continued action to make our business a great place to work with flexible working, well-being programmes and a culture built on trust and belonging

