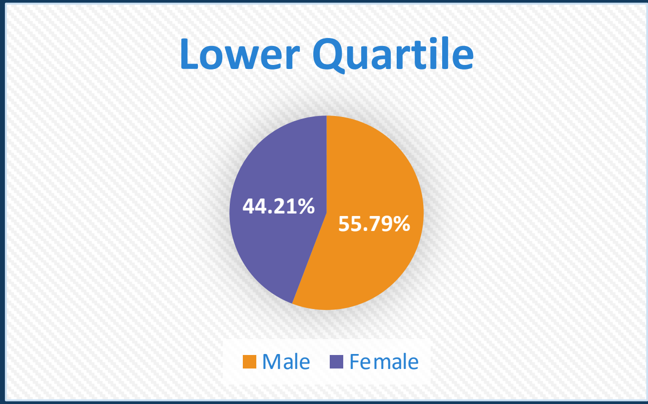
Gender Pay Gap

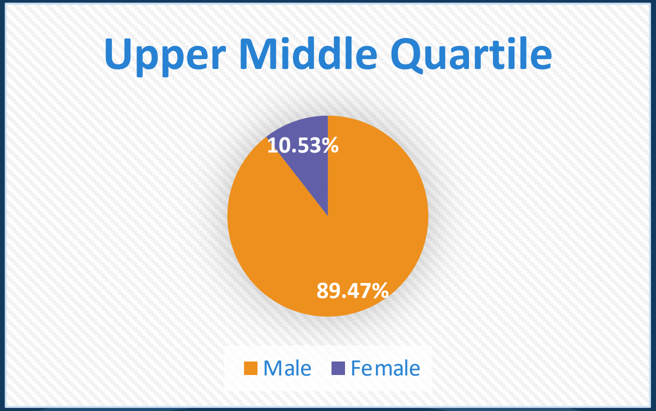
April 2026

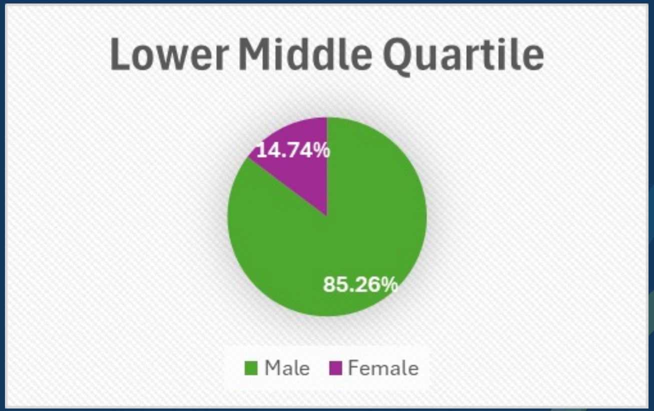
HSL Compliance is an equal opportunity employer with over 650 employees working across regional offices in Bury St. Edmunds, Warrington, Hove, Dartford, Tamworth, East Kilbride, Cannock, Scotland with our Head Office in Ross-on-Wye.

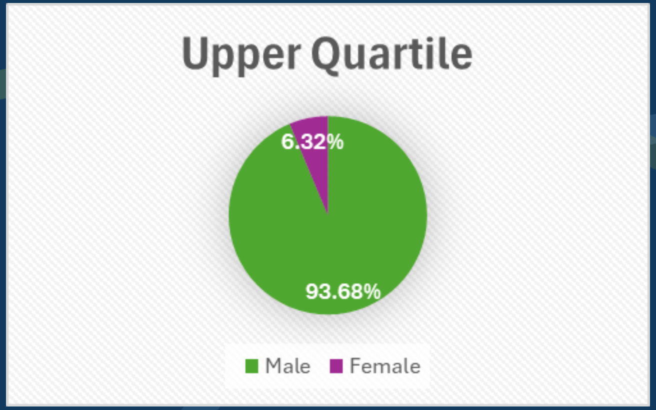
We are committed to meeting the needs of customers by attracting, recruiting and retaining a diverse and inclusive workforce.

Proportion of males & females in each pay quartile









Conclusion

- Our gender pay gap data reflects the predominantly male makeup of our workforce, which aligns with broader industry trends. A large portion of our team consists of site-based engineers—a role traditionally filled by men. However, we are encouraged by the growing number of women entering these roles. Additionally, our support functions, which have a more balanced gender distribution, tend to be lower paying, contributing to the overall gender pay gap.

- When comparing this year's data to last year's, we observe some shifts.
- Male employee count is up by 35
- Female employee count is up by 40
- Mean Gap increased from 17.29% to 24.40%
- Median Gap decreased from 14.73% to 23.67%
- Mean hourly pay for men has increased from £16.42 to £19.18
- Mean hourly pay for women has increased from £13.58 to 14.50

Conclusion continued…

- Lower percentile for males increased from 54% to 55% whilst females decreased from 46% to 44%
- Lower mid percentile for males decreased from 87% to 85% whilst females increased 13% to 15%
- Upper mid percentile for males decreased from 98% to 89% whilst females increased from 2% to 11%
- Upper percentile for males increased from 88% to 94% whilst females decreased from 12% to 6%
- The mean gender pay gap increased by 7.11%
- The median gender pay gap increased by 8.94%

While the gap has widened, especially in the higher pay bands, the overall trend remains largely consistent, reflecting the dominance of men in higher-paying, site-based roles

This report is an important tool for reviewing and adjusting our pay structures, recruitment strategies, and industry standards. By doing so, we aim to set realistic targets to improve gender pay equality. Moving forward, we remain committed to monitoring these trends and ensuring pay equity across all levels and roles within our company.

Gender Pay Gap Report Summary

Our gender pay gap continues to reflect the predominantly male composition of our workforce, which is consistent with wider industry trends. A significant proportion of our employees work in site-based engineering roles, which have traditionally been male-dominated. While this remains a key driver of the pay gap, we are encouraged by the increasing number of women entering these roles. In contrast, our support functions tend to have a more balanced gender split but are typically lower paid, which also contributes to the overall gap.

Comparing this year's data with last year's, we have seen some notable changes. Last year, the mean gender pay gap was 17.29% and the median gap was 14.73%. This year, the mean gap has increased to 24.40%, and the median gap has risen to 23.67%. Average hourly pay has increased for both men and women, with men earning £19.18 (up from £16.42) and women earning £14.50 (up from £13.58).

Looking at pay quartiles, the overall structure remains similar, with men continuing to be more heavily represented in higher pay bands. In the lower quartile, the distribution is relatively balanced, with 55.79% men and 44.21% women. However, the gap becomes more pronounced as pay increases. In the lower middle quartile, men account for 85.26% and women 14.74%. In the upper middle quartile, men represent 89.47% and women 10.53%. The upper quartile shows the greatest imbalance, with 93.68% men and only 6.32% women.

Compared to last year, there has been some movement in the quartiles, but the overall pattern remains consistent. Male representation has increased slightly in the lower quartile (from 54% to 56%) and upper quartile (from 87% to 94%), while it has decreased in the upper middle quartile (from 97% to 89%). This indicates that although there are some shifts, higher-paying roles continue to be predominantly occupied by men.

Overall, the mean gender pay gap now stands at 24.40%, with a median gap of 23.67%. While pay levels have increased across the workforce, the widening gap highlights the ongoing structural imbalance within the organisation and the wider industry. It is important to emphasise that employees performing the same roles are paid equally, regardless of gender, ensuring fairness and consistency across the business.

This report provides a valuable opportunity to review our pay structures, recruitment practices, and career progression pathways. We remain committed to addressing these imbalances, setting realistic targets, and continuing to monitor progress to support improved gender pay equality across all levels of the organisation.

Gavin Hartley
CEO

HSLCompliance

Thank you

Alton House,
Alton Business Park,
Alton Road,
Ross-On-Wye,
Herefordshire,
United Kingdom,
HR9 5BP

hslcompliance.com

0845 604 6729 | contact@hslcompliance.com