

Gender Pay Gap Report 2026



Gender Pay Gap Statement

As an employer of more than 250+ employees, Adler & Allan are required by law to undertake Gender Pay Reporting under the Equalities Act 2010 (Gender Pay Gap Information) Regulations 2017.

We are required to publish a gender pay gap statement by 4th April 2026. The Board of Directors has overall responsibility for promoting compliant practice in relation to equality in the workplace and upholding core principles of fairness and any related legal obligations. The Human Resources Director is the appropriate person to sign this statement on behalf of the Company. We continue to make a strong commitment to the principles of equal pay and the elimination of any gender bias in salary structure, role allocation, recruitment & selection, promotion, and systems of pay.





What is the Gender Pay Gap?

The gender pay gap is the difference in average earnings between men and women regardless of the roles they do.

Gender pay differs from equal pay which looks at the actual pay differences between people carrying out the same or comparable work.

Adler & Allan acknowledges and complies with the requirement to publish the gender pay gap information between male and female employees. Our calculations have been carried out in accordance with the regulations using data collected on 5th April 2025.

We are committed to the principle of equal pay for all our employees and aim to identify and eliminate any bias in pay and reward related to any of the protected characteristics defined in the Equalities Act 2010.

The Adler & Allan Group aims to establish equitable and transparent pay and reward systems to inspire confidence among employees, prospective hires, and stakeholders.

Our commitment extends to eliminating biases, achieving equal pay, and addressing other workplace inequalities.

We understand that workplace inequality and occupational segregation undermine the principles of workplace equality. Furthermore, we acknowledge the strategic importance of implementing fair and transparent pay and reward systems, which not only uphold these principles but also contribute to a better understanding of costs.

We recognise that the analysis of pay and rewards and in some cases, the greater availability of part-time and senior positions being available to all employees may have a positive impact on the pay gap.



Our progress

This year we have embarked on moving from planning to action in our approach to ESG (Environmental Social and Governance).

Gender pay equity and Diversity, Equity, and Inclusion initiatives fall under the social aspect of ESG. By prioritising closing the gender pay gap and fostering diversity, equity, and inclusion, we demonstrate our commitment to social responsibility. Further details regarding our efforts to enhance diversity, equity, and inclusion can be found in our [ESG report](#).

In addition to the strategies outlined in our ESG report, we remain committed to our family-centric approach to assist all our working parents to provide practical and financial support to women, parents, and families, reinforcing our commitment to their wellbeing.

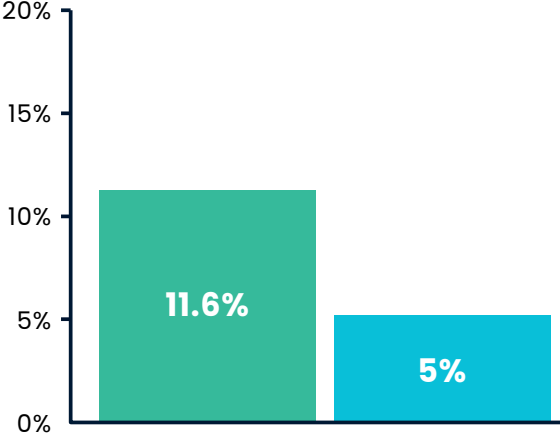
Our award-nominated Women Making Waves network is now in its second year and continues to grow and encourage involvement and improved awareness. The initiative is designed to support and tackle key workplace challenges through core working groups, addressing menopause, menstruation, working carers and career development. to create a more inclusive, supporting and thriving workplace.

Led by passionate advocates across the business, these initiatives and working groups have delivered a comprehensive programme designed to inform, educate, and support colleagues while equipping managers to lead confidently and compassionately.

We are pleased that our gender pay gap statistics have shown improvement over the past year. Given our position in a male-dominated industry sector, effecting immediate change presents us with unique challenges. However, these challenges drive us to continue to make positive changes, championing diversity, equality and inclusion across all areas of our organisation.

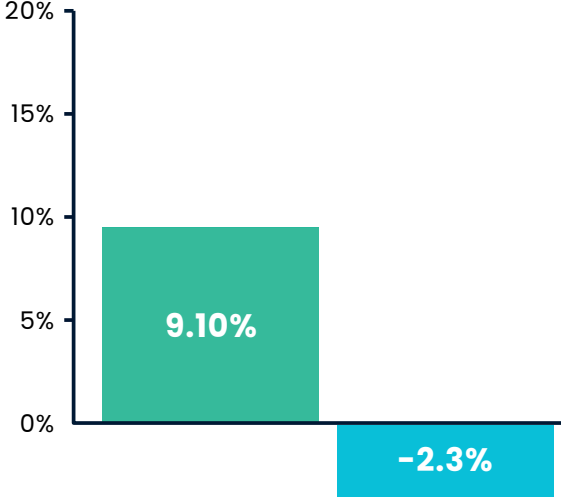
2025 at a glance

Mean gender pay gap*



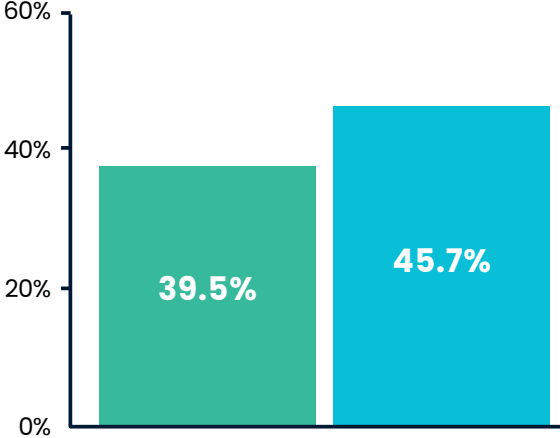
In 2024 the mean gender pay gap was 11.6%, this decreased to 5% in 2025.

Median gender pay gap*



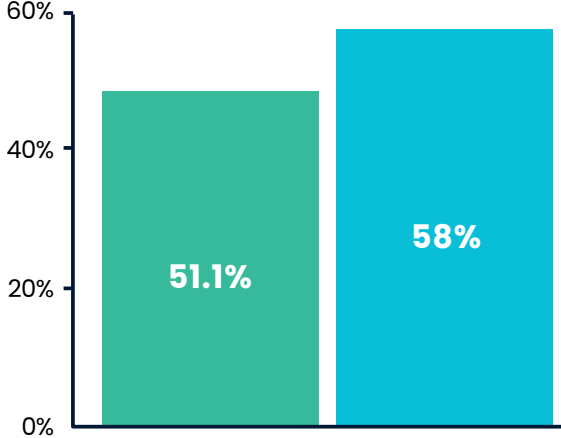
In 2024 the median gender pay gap was 9.10%, this decreased to -2.3% in 2025.

Mean bonus gender pay gap*



The mean bonus gender pay gap has increased to 45.7% in 2025 from 39.5% in 2024.

Median bonus gender pay gap*

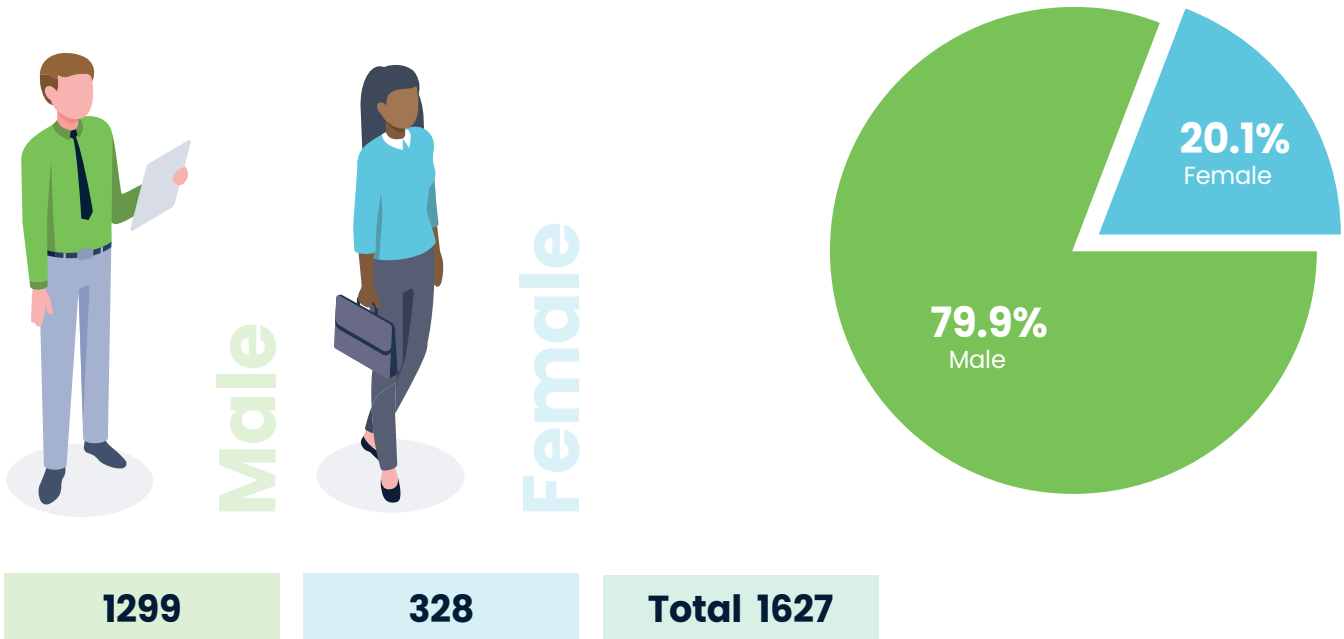


The median bonus gender pay gap has increased to 58% in 2025 from 51.1% in 2024.

2024 2025

Our workforce

The female population has increased across the group by 85 and by 20 in Adler & Allan*.

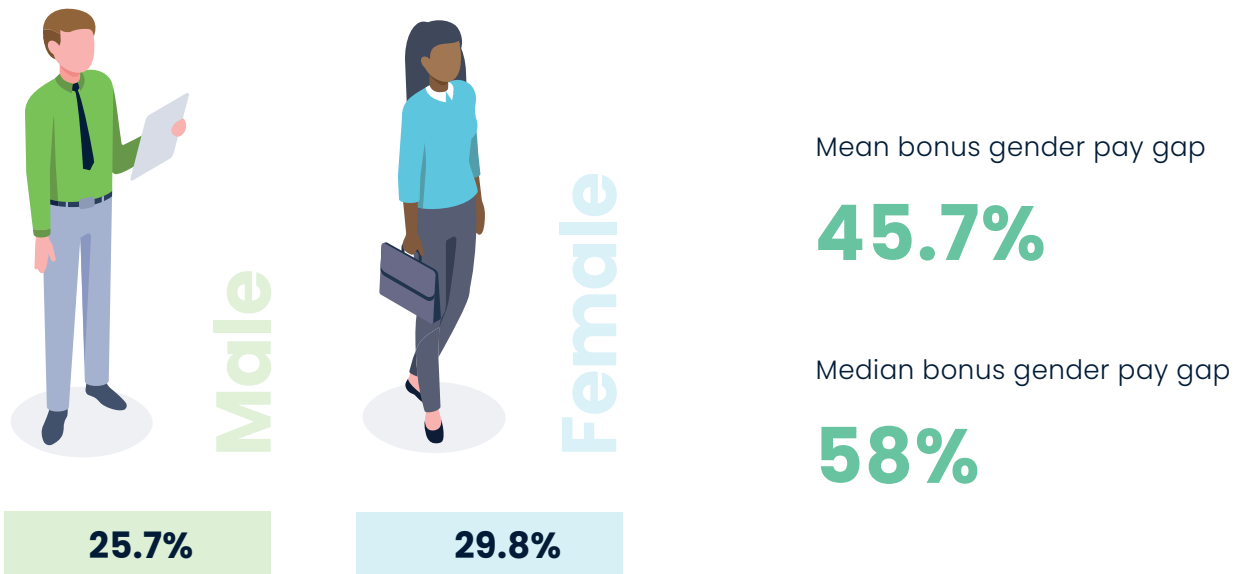


Bonuses

The proportion of men and women receiving bonus in 2024 has increased from 2025*.

In 2024 19.4% of females received a bonus compared to 29.8% in 2025*.

In 2024 14.7% of males received a bonus compared to 25.6% in 2025*.



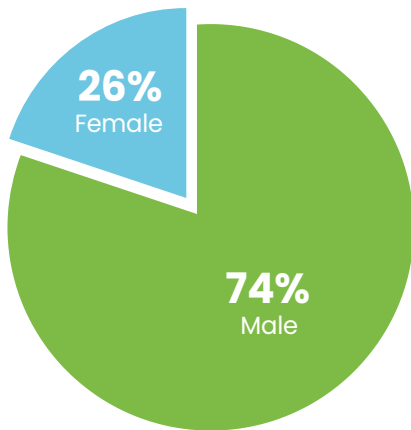
*Adler & Allan Ltd data only

Pay quartiles

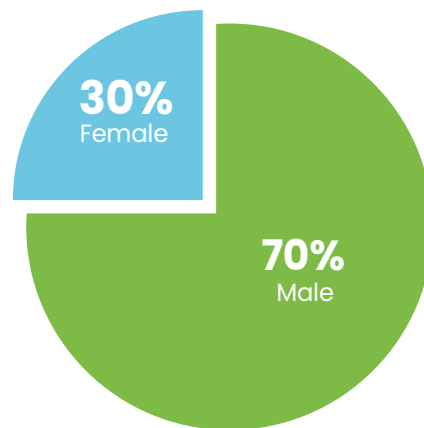
Quartile pay bands are calculated by arranging hourly rates from highest to lowest, dividing the list into four equal parts and calculating the proportion of males and females in each quartile.

The proportion of women in the upper, upper middle and lower middle quartiles has increased but the proportion of women in the lower quartiles has decreased.

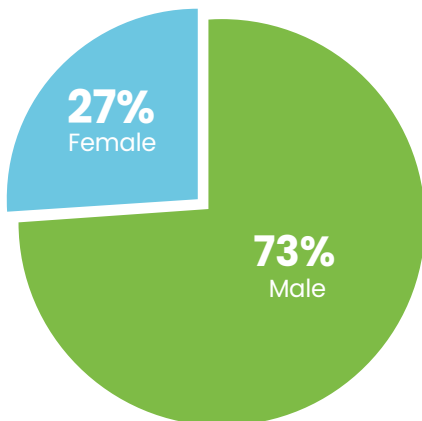
Upper quartile
(Highest earners)



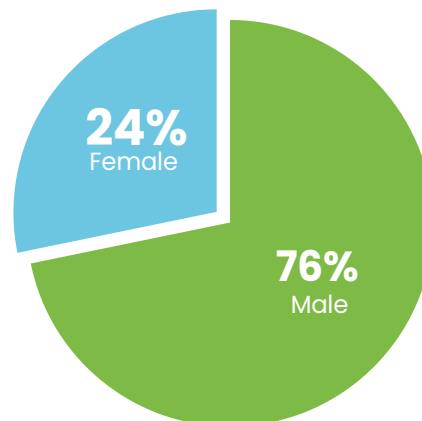
Upper middle quartile



Lower middle quartile



Lower quartile
(Lowest earners)



Our commitment to closing the gender pay gap

Our objectives are to:

- Monitor gender pay gaps, workplace opportunity and the availability of part time and hybrid/flexible working opportunities.
- Identify, as soon as possible, and take steps to eliminate unfair, unjust, or unlawful practices in relation to pay, reward and employment opportunities.
- Take appropriate steps to introduce processes, procedures and other measures to avoid disparity in pay and reward.

We will:

- Endeavour to operate a pay strategy that promotes and encourages equal pay for work of equal value and single status terms and conditions of employment.
- Challenge expectations that employees in certain posts should work longer or unpredictable hours.
- Appoint and reward on merit, assessing each case fairly and applying the same approach to recruitment and promotion.
- Make reasonable adjustments to support employees to undertake work and/or tasks offering promotive opportunity.
- Maintain a culture that challenges any stereotypes relating to any element of an employee including ability to undertake any work, particularly of a higher grade.
- Respond to grievances and complaints relating to any alleged prejudicial treatment relating to opportunity, pay, reward and promotion.
- Consult and plan actions in consultation with employees, designated representatives, or any other employee body, including trade unions or professional organisations.
- Review progresses every twelve months and complies with the requirement to publish results associated with Gender Pay Gap reporting The Company's objectives are to.
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 - Take any appropriate steps, introducing processes and procedures and other measures to avoid disparity in pay and reward.

Signed:



Date: March 2026

Carla Murray

Human Resources Director