



> phs Gender Pay Gap Report 2024





Our Purpose

Putting people at the
heart of our products
and services



Gender pay gap report 2024

This report includes all colleagues in phs Group's UK businesses in April 2024. All calculations are made in April each year, as required by law.

phs Group is the leading hygiene services company in the UK, servicing over 120,000 customers in 300,000 locations.

As required by law, we measure both mean and median pay and bonuses

- Median pay is the middle value of salaries arranged in ascending or descending order
- Mean pay is the sum of all salaries divided by the number of individual salaries

We're pleased that the median measure states that men and women receive equal hourly pay, while the mean measure confirms that women continue to earn very slightly more than men.

Our challenge and opportunity are to recruit more women into the business at all levels and our actions to achieve this are set out on the next page.

What we have done, and are doing

30% of the Exec Management Team of the Group are female.



In 2024, 40% of our senior appointments were made to women. We continue to use all appropriate means to increase the number of female senior managers in the business.



We have retained our formal hybrid working policy and have implemented a wider range of working hours across our businesses to support flexible working for all our colleagues, including those on the front line.



53% of our current apprentices are female which is an increase of 5.5% from 2023's report. 40% of colleagues who have completed their apprenticeships are female.



We have significantly increased the number of women in front line service technician roles by adding flexible working options including on-foot technicians and e-cargo bike technicians.



We ran our Women in Leadership programme for the third year running in 2024 and are pleased that 15% of the cohort have already earned an internal promotion.



We introduced clear leadership career pathways in 2024 to ensure greater internal opportunities at phs. 53% of the 2024 cohort of our 'LEAP' leadership programme are women and we look forward to continuing this new training programme in 2025.



In 2024, we introduced our Parents and Carers network. This is a safe space for parents and carers to connect and share experiences and advice for navigating the working world while having the responsibility of caring for a loved one.



We're investing in a mentoring programme that will match alumni of our successful Women in Leadership programme to mentees around phs to leverage the experience and insights of our existing women leaders, encourage meaningful connections and provide development opportunities for everyone involved.

Differences in the hourly rate of pay

The median measure of average hourly pay shows that women and men are paid equally. The mean measure continues to show that women earn very slightly more than men at **phs** Group.

	Median	Mean
2024	(0)%	(8)%
2023	(0)%	(3)%
2022	(0.8)%	(4.2)%

The gender pay gap reflects the fact that women working in **phs** are primarily in more senior roles rather than lower paid front-line positions.



The gender pay gap is the difference in the average pay of all the men and all the women in the organisation regardless of the work they do.

This is different to equal pay which is where men and women get paid equally for equal work.

We continue to meet our equal pay obligations.



Percentage of colleagues who received a bonus payment

This measures the number of people who received a bonus, rather than the amount of the bonus

	Men receiving a bonus	Women receiving a bonus
2024	65%	61%
2023	59%	53%
2022	64%	48%

We're pleased to see the number of women earning a bonus continue to increase as we hire more women into senior roles. We're also pleased that the gap between male and female employees earning a bonus has narrowed.

Bonus pay gap

(the gap between the actual amounts (£) of bonuses paid)

The table below confirms that women continue to earn significantly higher bonuses than men, reflecting the fact that a higher proportion of women hold more senior roles in the business.

	Median bonus pay gap	Mean bonus pay gap
2023	(63)%	(38)%
2023	(357)%	(40)%
2022	(126)%	(64)%

The proportion of men and women in each pay quartile

The table below shows the percentage of women and men in each of our four pay quartiles and confirms that more women continue to work in more senior roles (i.e., the upper and upper middle quartiles) than in “front line” roles in our businesses.

We are, however, pleased to see the number of women increase in 3 of the higher quartiles.

We have been focused on attracting women of all levels to the organisation and this improved measure reflects our success.

	Men	Women
Upper Quartile	66%	34%
Upper Middle Quartile	76%	24%
Lower Middle Quartile	71%	29%
Lower Quartile	69%	31%



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