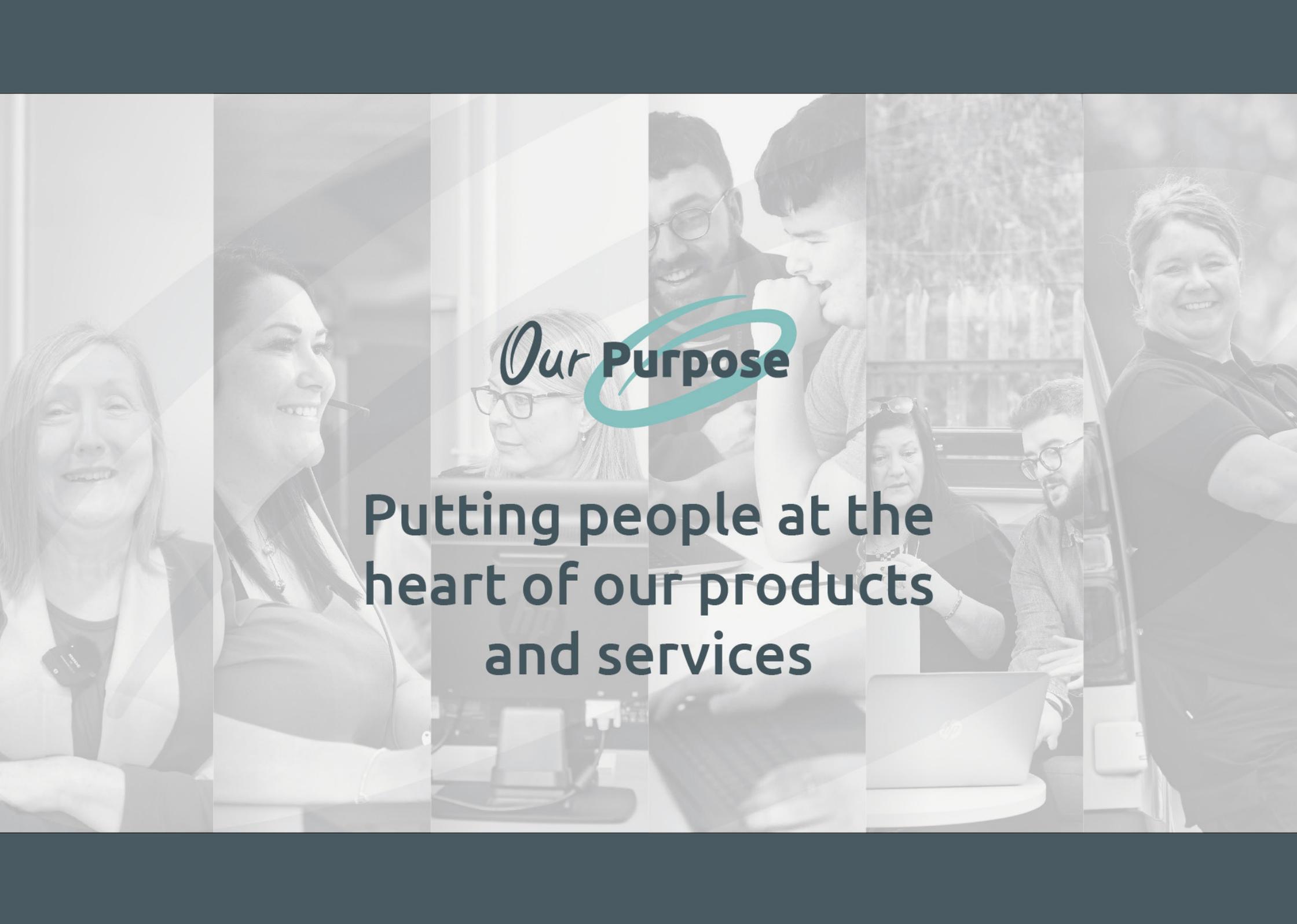




> phs Gender Pay Gap Report 2023





Our Purpose

Putting people at the
heart of our products
and services



Gender pay gap report 2023

This report includes all colleagues in phs Group's UK businesses (excluding Mayflower Washrooms Solutions which employs 150 individuals and remained a separate employing entity until August 2023) in April 2023. 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



At the beginning of 2024, we appointed Stephanie Hamilton as our Group HR Director, replacing Mike Winstone who retires in March 2024. This means that **30% of the Executive Management Team of the Group are now female**. Three years ago, the Executive Management Team was 100% male.



In 2023, over half of 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



47.5% of our current apprentices are female which is an increase of 2.5% from 2022's report, and 50% of colleagues who have completed their apprenticeships are women



We have significantly increased the number of women in front line service technician roles .



We followed our 2022 Women in Leadership Programme with an equally successful programme in 2023 and will run a third programme in 2024.

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
2023	(0)%	(3)%
2022	(0.8)%	(4.2)%
2021	(2.1)%	(2.6)%

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
2023	59%	53%
2022	64%	48%
2021	42%	40%

We're pleased to see the number of women earning a bonus increase for the third year in a row. 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	(357)%	(40)%
2022	(126)%	(64)%
2021	(95)%	16%

In the year ending April 2021 we reported that the mean bonus for men was 16% higher than the mean bonus for women. This was caused by the sale of **phs** Group to Bidvest in May 2020, which triggered the payment of "one off" completion bonuses to a small number of senior executives, the majority of whom were male.

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 in the lowest quartile increase from 21.75% to 30%, while the number of women in the three other quartiles remained broadly stable.

We have been focused on attracting women in to front line roles, the majority of which have been held historically by men and this improved measure reflects our success.

	Women	Men
Upper Quartile	30%	70%
Upper Middle Quartile	25%	75%
Lower Middle Quartile	23%	77%
Lower Quartile	30%	70%



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