

At the Hepco Group, our aim is to ensure all employees are treated fairly, with pay aligned to the roles they perform and equal access to opportunities for development and progression. We are committed to developing our people through training, apprenticeships, and career progression pathways, enabling individuals to contribute fully whilst being fairly rewarded for their work.

We continue to promote a culture of inclusion, diversity and equality, underpinned by robust policies and regular reviews of our processes.

## Gender Pay Gap Summary

	Mean	Median
Hourly pay	1.56%	9.37%
Bonus pay	8.21%	0.00%

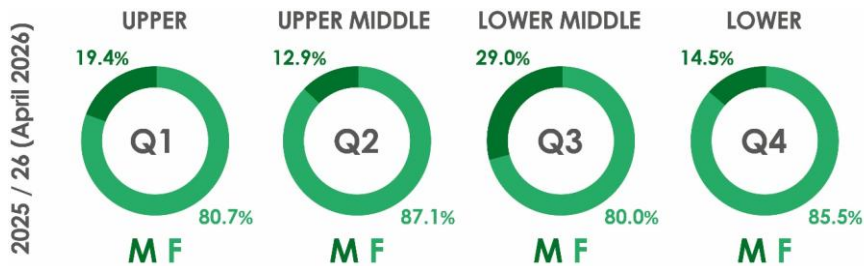
  

	% of males	% of females
Receiving a bonus	95.02%	93.62%

The 2026 results show an overall improvement in the mean gender pay gap. As with previous years, the position is influenced by the distribution of employees across roles, particularly within a predominantly male engineering workforce. The gap remains largely influenced by the distribution of employees across technical and operational roles within a traditionally male-dominated engineering environment, where small changes in senior representation can have a noticeable impact on results.

## Quartile Distribution

The following illustrates the proportion of men and women in each of the four equally sized Quartiles required for Gender Pay Gap reporting requirements.



## Our Commitment

While outcomes may continue to be influenced by the nature of our industry and workforce composition, we remain focused on taking practical steps to support the reduction of the gender pay gap over time through attracting, developing and retaining a broader and more diverse talent pool. This includes engagement with schools, colleges and apprenticeship programmes, alongside fair recruitment and development opportunities across the business. Our approach remains centred on employing the best people for our roles, while continuing to widen access to opportunities across the organisation.

I confirm the data has been calculated and checked for accuracy in accordance with reporting requirements.

**CHRIS REED**  
GROUP FINANCIAL DIRECTOR

June 2026