



# GENDER PAY GAP REPORT

2025



Effective Security Services T/A Professional Security

# Introduction

This is the first Gender Pay Gap report submitted by Professional Security.

Professional Security's workforce is made up of salaried employees, casual employees with full employment rights, and workers with reduced employment rights. In line with the Equality Act 2010, all employee groups are included within the scope of this report.

Currently, 95% of our workforce consists of casual employees or workers. The remaining 5% are salaried employees on permanent contracts, occupying roles that range from headquarters support functions through to senior leadership positions at C-suite level.

## Executive Summary

This review has allowed us to take a clear, evidence-based look at our pay practices, workforce makeup, and the actions required to drive genuine, long-term change.



### **Fair Pay Practices**

Our analysis confirms that pay across the organisation is aligned to role, responsibility, and experience. Our analysis did not identify systemic differences in pay for like-for-like roles. We are confident that our pay structures are based on role, responsibility and experience, and are applied consistently, and that our core pay structures are fair and objective.



### **Bonus Pay**

While base pay is equitable, our data highlights a gap in bonus distribution. We recognise this and are taking steps to introduce clearer, more consistent, and transparent criteria to ensure bonus outcomes are fair and accessible across roles.



### **Workforce Representation**

A key driver of our overall gender pay gap is workforce composition. Women currently represent 6% of our workforce and are predominantly based in office roles. We acknowledge this imbalance and are committed to improving female representation through more inclusive recruitment practices, flexible working options, and proactive engagement with female leaders and managers.



### **Recruitment & Retention**

Attracting women into frontline and night-time security roles remains a challenge across the sector, despite growing client demand. To address this, we will explore funded or free training pathways to support licence attainment, alongside enhanced family-friendly and flexible working initiatives to improve retention.



### **Turnover & Sector Challenges**

High turnover is a recognised challenge within hospitality and security. While some seasonality is unavoidable, we are focused on strengthening retention through better support, clearer progression routes, and improved engagement across all roles.



### **Equality, Diversity & Inclusion**

We are developing a medium- to long-term Equality, Diversity & Inclusion strategy, supported by our social value partnerships. This will focus on attracting, supporting, and celebrating women in security, helping to challenge perceptions and remove barriers in a traditionally male-dominated industry.

This report represents the starting point of our journey, not the end. We are committed to taking meaningful action, tracking progress transparently, and building a more inclusive workforce where fairness, opportunity, and respect are embedded across everything we do.

This report includes both statutory gender pay gap data, as required under UK legislation, and additional analysis to provide further context and insight into our workforce.

# Understanding the Gender Pay Gap Report

## What is Gender Pay Gap Reporting?

The gender pay gap reflects the difference in average earnings between all men and women within a Company.

This gap can result from the unequal distribution of men and women across different roles and levels. It does not account for the industry/sector nor the business structures.

It is distinct from equal pay, which compares the wages of men and women performing the same job.

In line with the UK Government's Gender Pay Gap regulations, businesses who employ more than 250 individuals are required to report. Accordingly, we have included data for all our permanent and temporary employees, as stipulated by the legislation.

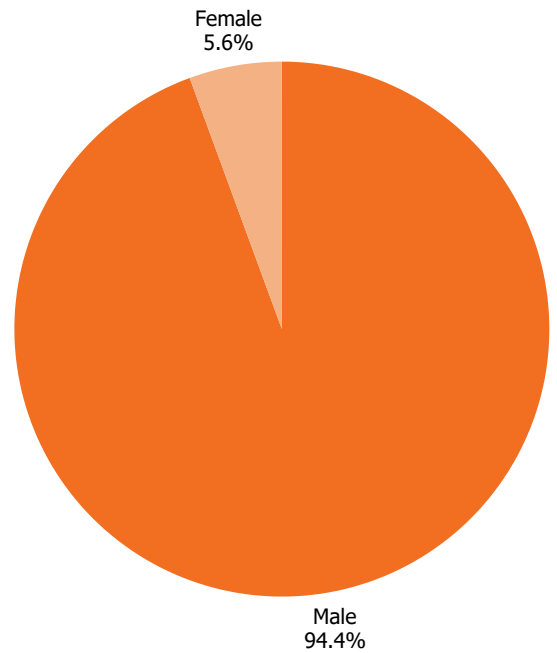
As a Company whose business is in the employment and deployment of staff, a significant proportion of our workforce comprises of temporary workers. The number of these workers can vary considerably based on client demand, seasons and events, for example when there are events such as the world cup is on. In most cases, pay rates are determined by our clients, which can influence the overall gender pay gap figures.



**The statutory figures presented in this report are based on the snapshot date of 6 April 2025, in line with UK Gender Pay Gap reporting requirements. If an individual did not work in that pay period, they were not included in the report.**

# Our figures for 2025 Submission

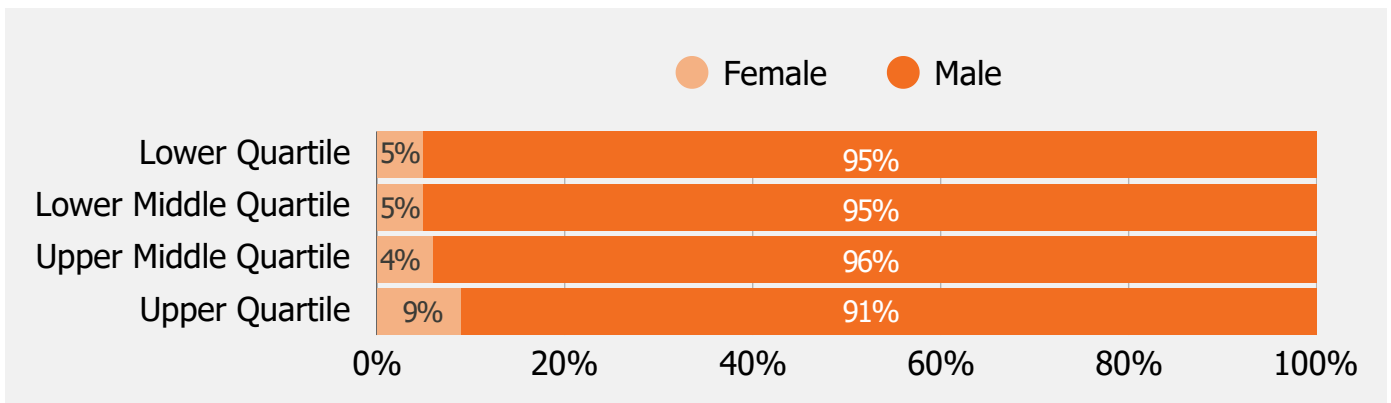
2128 men were included in the submission and 136 women, giving the following percentages:



## Pay Quartiles

A pay quartile is worked out by listing everyone's hourly pay from lowest to highest, then splitting that into 4 equal groups, and determining how many men and women are in each group to understand how pay is spread across the business.

## Male v female % headcount per quartile



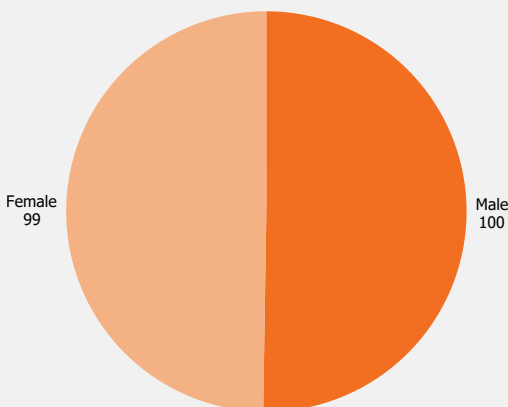
## Statutory Mean Pay Gap

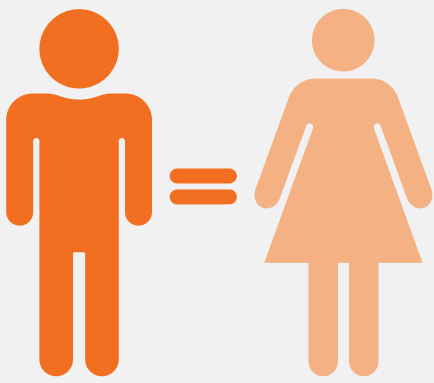
The mean gender pay gap shows the average difference in pay between men and women. To calculate it, we add together all hourly pay rates for men and divide by the number of men, then do the same for women. The two averages are then compared to show the gap. Across our entire workforce, including salaried and weekly-paid employees, and all management and non-management roles, women earn 10% more than men.

## Pay Gap Analysis

When focusing specifically on our casual workforce (excluding salaried employees), women in our casual workforce earn on average 99% of men's pay. This small difference is largely due to a higher proportion of men in Head Door Supervisor roles, which attract higher rates of pay. Our pay structures are consistent across equivalent roles; however, the underrepresentation of women in senior operational positions continues to influence the overall gap.

We are committed to addressing this by increasing the number of women in supervisory roles and by our next report we will endeavour to remove this 1% variance.





## Statutory Median Pay Gap

To calculate the median, both the women and men are sorted separately from the lowest hourly pay rate to the highest hourly pay rate, including managers. The median is the difference between the woman in the middle of that group of pay and the man in the middle of his.

In this case, both the middle man and middle woman are paid the same, so no variance in median pay.

## Mode

While not a statutory reporting requirement, we have also reviewed the mode. The mode is the most frequently occurring hourly rate (the rate most people are paid). Just like the median, the mode showed no difference between men and women, indicating that the most common rate of pay is the same across both groups.

## Statutory Bonus Pay Reporting

The following figures represent statutory bonus reporting based on both the snapshot pay period and the 12 months preceding 6 April 2025.

### Bonuses have been reported on in two ways:

1. Bonuses paid in the week that the pay period 6<sup>th</sup> April 2025 fell (Snapshot Period)
2. Bonuses paid in the 12 months preceeding the 6<sup>th</sup> April 2025 (12-Month Period)

### Bonuses paid in the week that the pay period 6<sup>th</sup> April 2025 fell:

5% of women received a bonus

2% of men received a bonus

On average, women who received a bonus were paid 50% less than men (mean bonus pay gap).

At the median, women who received a bonus were paid 37% less than men.

### Bonuses paid in the months preceding period 6<sup>th</sup> April 2025:

4% of women received a bonus

1% of men received a bonus

On average, women who received a bonus were paid 44% less than men (mean bonus pay gap).

At the median, women who received a bonus were paid 42% less than men.



## **Additional Analysis - Bonus Pay**

Across all measures of pay, there is little difference between men's and women's earnings in comparable roles. However, a variance is evident when bonus payments are analysed.

This variance is driven by workforce composition rather than unequal pay practices. Bonus-eligible roles, such as operational management and sales positions, are currently more likely to be held by men within the organisation. As a result, the observed bonus pay gap reflects role distribution and eligibility, not differential treatment for equivalent work.

We recognise that this imbalance highlights the need to increase female representation in roles where bonuses are more prevalent. As part of our Equality, Diversity & Inclusion strategy, we will:

- Review bonus eligibility and allocation criteria to ensure they are fair, consistent, and transparent.
- Actively encourage and support women into operational, managerial, and commercially focused roles where bonus opportunities exist.
- Monitor bonus participation and outcomes annually to track progress and address any emerging disparities.

## **Declaration**

I confirm that the information contained within this Gender Pay Gap Report is accurate and has been prepared in line with statutory requirements.

A handwritten signature in black ink, appearing to read 'Thomas Colman', written over a horizontal line.

**Name:** Thomas Colman

**Position:** Group Transformation & Business Support Director

**Date:** 01.04.2026

# Our plans for the future



## **1. Ensure all job adverts are inclusive and free from bias.**

We will review the language used in our recruitment materials to make sure it encourages women to apply. Our talent team will use specialist tools that scan adverts for hidden or unintentional bias, updating any wording where needed and strengthening positive, inclusive language throughout.



## **2. Create clear pathways for women to progress**

We will support women to develop their skills and move confidently into more senior roles. This includes offering apprenticeship sponsorship and targeted development opportunities to help them upskill and become promotion-ready.



## **3. Embed meaningful career conversations into our appraisal process.**

As part of our appraisal rollout, we will encourage regular discussions about career aspirations and development needs. These conversations will be recorded and used to shape clear succession plans, ensuring talent is recognised and supported across the business.



## **4. Ensure every employee is trained in Equality, Diversity and Inclusion.**

We will provide comprehensive EDI training for all colleagues, with annual refresher sessions to keep knowledge current. By embedding this learning into everyday behaviour, from the language we use to the way we interact, we will continue to build a culture that is respectful, inclusive and aware.



## **5. Increase transparency in pay rates for all roles.**

We will clearly communicate the set rate for each position, removing any preconceived assumptions about what men or women "should" be paid. This ensures consistency, fairness and full transparency in how pay is determined.



## **6. Continue strengthening our flexible working arrangements.**

We will regularly review and enhance our flexible and family-friendly policies to make security roles more accessible to women. By supporting a better balance between work and personal commitments, we aim to open up more opportunities for women to enter and stay within the industry.



## **7. Work with our social value partners**

We will collaborate with our social value partners to raise awareness of security as a viable and rewarding career path for women, offering support through funded training opportunities to help them enter the industry with confidence.



We are committed to monitoring the impact of these initiatives over the coming year. Our focus will be on further reducing any remaining gaps, particularly in relation to bonuses, and achieving greater female representation within our Senior Leadership team.