

THE HIRE SERVICE COMPANY GENDER PAY REPORT 2025



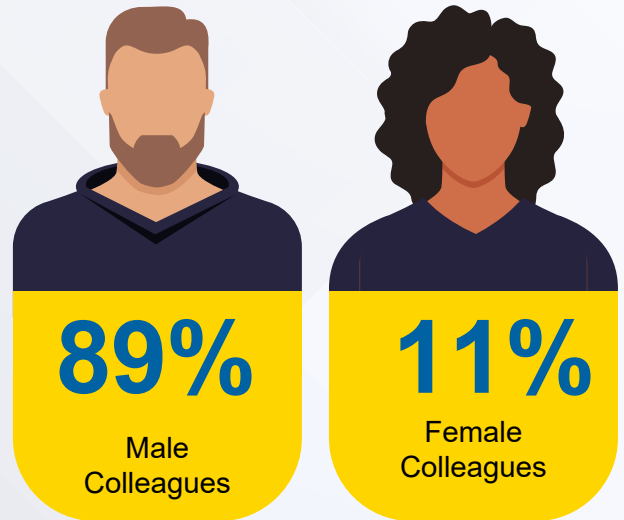
At THSC our ethos is about people dealing with people, that is what makes our business special and makes this a great place to work. In return, we want everyone to feel welcome, rewarded fairly for their hard work, and supported to develop their career.

This gender pay gap report sets out our current figures and explains the steps we are taking across the business to support diversity, equality, and fair opportunity.

OUR BUSINESS AND INDUSTRY

The hire industry, and the wider construction sector in which we operate, have historically been male-dominated. We are committed to providing opportunities for everyone, and we continue to focus on attracting and retaining more women across the business. While there is more to do, we are encouraged by the year-on-year increase in the proportion of female colleagues.

As was the case last year, women are often represented more strongly in support functions, including Sales, HR and Finance.



THE GENDER PAY GAP

This pay gap compares women's pay with men's across the business. Our figures showing a negative percentage indicates that women are paid more than men on that measure. In 2025, the mean pay gap reduced to -11.60% and the median pay gap reduced to -8.93%, meaning the difference narrowed year on year while remaining in favour of women.

Whilst we have a fairly small proportion of women in our workforce overall, the female-biased gender pay gap can be attributed to the higher percentage of those who sit in managerial or support function roles and are in the upper pay quartiles.

% PAY GAP	2024	2025
Mean	-25.15	-11.60
Median	-13.85	-8.93

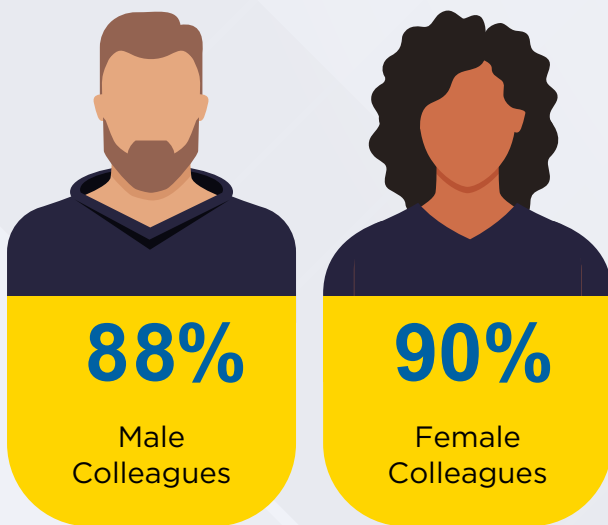
% GENDER SPLIT BY PAY BAND	2025	
	MEN	WOMEN
Lower	91.94	8.06
Lower Middle	90.33	9.67
Upper Middle	90.69	9.31
Upper	82.19	17.81

COLLEAGUES RECEIVING A BONUS

The bonus pay gap in 2025 was in favour of our female colleagues, in comparison to a male-biased bonus pay gap in 2024; despite a lower proportion of women and higher proportion of men receiving a bonus in that period.

Where colleagues are in comparable roles, they all have the potential to earn the same level of bonus based on individual performance.

% Colleagues receiving a bonus



% Bonus gap

% BONUS GAP	2025
Mean	-12.73
Median	0.00

OUR COMMITMENT TO EQUALITY

Whilst we are proud of our gender pay gap progress and of the increasing number of female colleagues at THSC, we recognise that women still only account for a low proportion of our colleagues overall and operational roles in particular, and we continue to focus on increasing female representation across our business to achieve a more equitable balance.

We are committed to making more women aware of the opportunities in hire and construction, attracting them with appropriate benefits packages and clear career paths and retaining them by ensuring a welcoming, supportive and rewarding working environment.

OUR COMMITMENT TO EQUALITY CONT.

By widening our candidate pool to include groups that may not previously have engaged with us, we will always strive to increase opportunities to recruit more women.

We offer a wide range of entry-level and professional apprenticeships to support colleagues' ongoing development, and we have recently communicated the "Women in Leadership and Management" as an available course.

We relaunched the "Her Hire" network, a group for women at THSC to provide peer support, attract more women and to promote equality.

To attract women to our business, we will continue to make the full employment journey visibly inclusive and career focused to emphasise development and progression routes, and ensure leadership representation reflects the diversity we want to build upon.

We will work to strengthen our industry networks for women, and offer structured apprenticeships and mentoring that supports long-term retention. Finally, we will continue to consider flexible shift patterns where operationally possible, offer well-fitting PPE and facilities, robust policies on dignity at work, provide manager training that tackles bias.

Confirmation

I confirm that the information in our Gender Pay Gap report is accurate and correct.

Karen Clifford
HR Director
HSS The Hire Service Company

