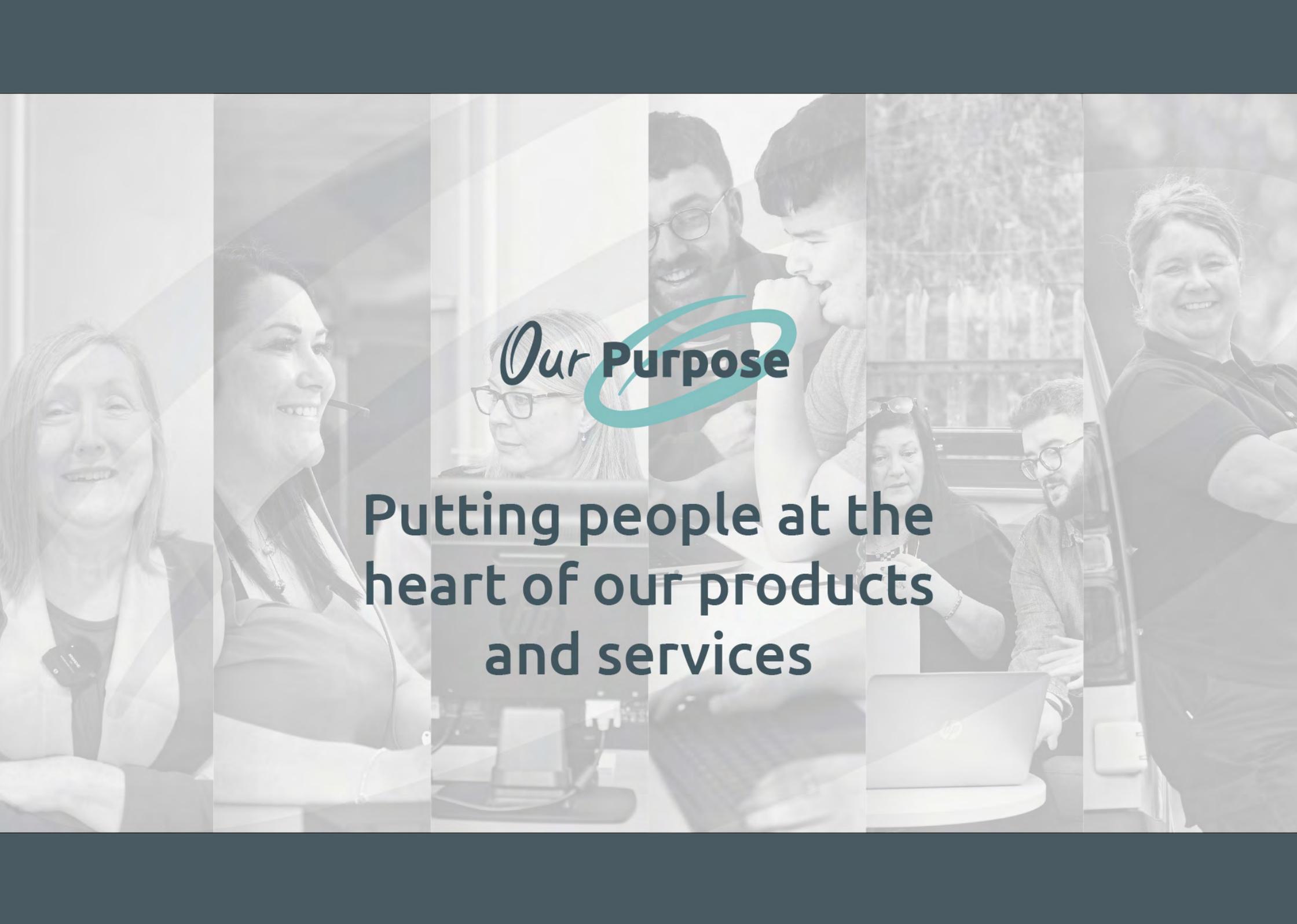




# > phs Gender Pay Gap Report 2025





*Our* Purpose

Putting people at the  
heart of our products  
and services



## Gender pay gap report 2025

**This report includes all colleagues in phs Group's UK businesses in April 2025. 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

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We're pleased that the median measure states that men and women receive virtually 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



In 2025, 41% 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.



50% of our current apprentices are female. 63% of colleagues who have completed their apprenticeships are female, which is an increase in 22.5% from 2024's report.



We have launched our Women in Leadership alumni network bringing together 3 years of women who have participated on this programme. They are now all actively involved in mentoring and coaching others across the business, sharing their knowledge and experience to help others succeed.



We continue to support 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 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.



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 strengthened our commitment to developing female talent at phs through two successful cohorts of our LEAP leadership programme in 2025, with women making up 50% of all participants.



We have reviewed all our policies including our family friendly ones to make sure they support colleagues when they need it most.

Our menopause policy has also been updated in 2025 and we are now working on a menopause action plan.

# Differences in the hourly rate of pay

	Median	Mean
2025	(1.7)%	(2.6)%
2024	(0)%	(8)%
2023	(0)%	(3)%

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



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
2025	65%	67%
2024	65%	61%
2023	59%	53%

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We're pleased to see the number of women earning a bonus continue to increase as we hire more women into senior roles.

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# Bonus pay gap

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

	Median bonus pay gap	Mean bonus pay gap
2025	(19)%	(39)%
2024	(63)%	(38)%
2023	(357)%	(40)%

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This table 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.

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# 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. We have been focused on attracting women of all levels to the organisation and we're pleased to see similar percentages across all four quartiles.

We believe this diversity at all levels is of huge benefit to our organisation.

	Men	Women
Upper Quartile	66%	34%
Upper Middle Quartile	72%	28%
Lower Middle Quartile	71%	29%
Lower Quartile	71%	29%



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