

ROPER RHODES

GENDER
PAY GAP REPORT
2026

"Creating a workplace where everyone feels valued and is rewarded fairly matters deeply to us. Sharing these figures openly is part of that commitment."

This report shares our gender pay gap figures for 2026, explains what lies behind them, and describes the steps we are taking as we continue to build a fair and inclusive place to work. Like many businesses in our sector, more of our roles have traditionally been held by men, and that is reflected in the numbers here.

We are committed to change — creating more opportunities for women to grow into technical, commercial and leadership roles, keeping recruitment and progression open and transparent, and supporting flexible, fulfilling careers for everyone. Meaningful change comes through steady, consistent effort, and it is work we are fully committed to.

OUR APPROACH TO PAY

Our pay framework is designed to be fair and consistent. Roles are evaluated and graded against a defined structure, and salaries and benefits are benchmarked against the market.

We regularly review pay to ensure there are no equal pay issues — that men and women are paid equally for the same work, similar work, or work of equal value, as required by the Equality Act 2010.

01 UNDERSTANDING THE GAP

The gender pay gap and equal pay are different things. Knowing which is which is the key to reading the numbers that follow.

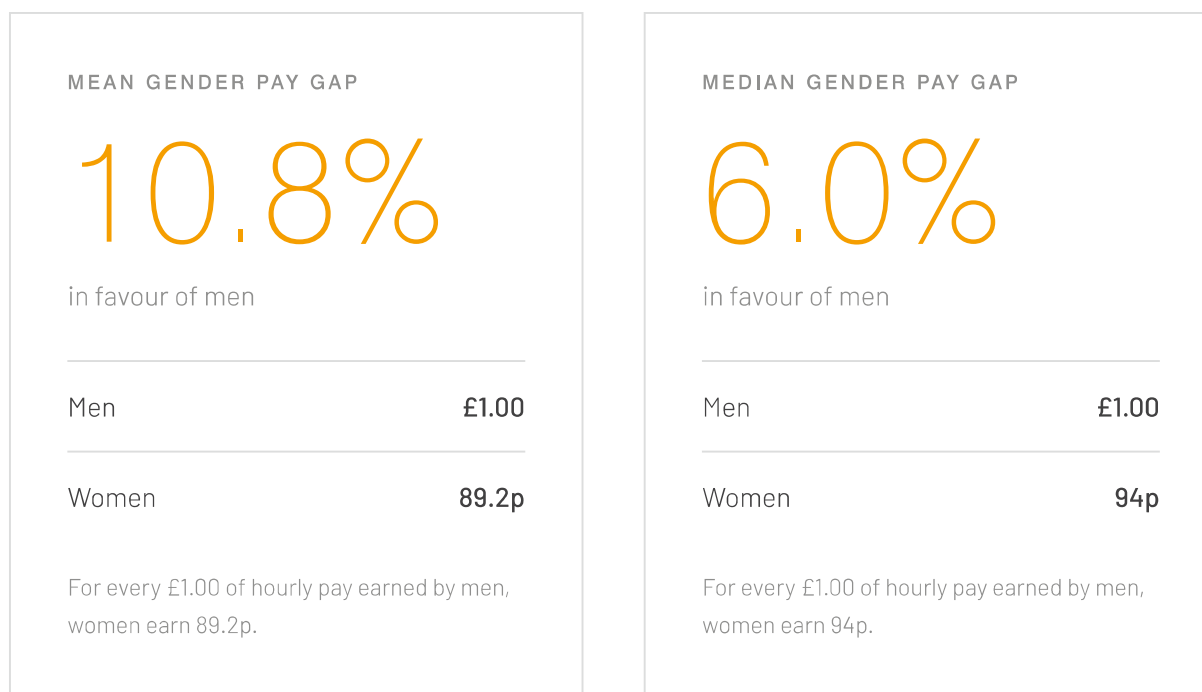
EQUAL PAY Paying men and women equally for the same work, similar work, or work of equal value. This is a legal requirement under the Equality Act 2010, and is separate from the gender pay gap.	THE GENDER PAY GAP The difference between the average pay of all men and all women across the whole organisation, regardless of role or level. A gap can arise when, for example, more men than women hold senior roles.
MEAN Add up the hourly pay of all women, and separately of all men, then compare the two averages. The mean is sensitive to a small number of very high or low earners.	MEDIAN Line up all women and all men by hourly pay and compare the person in the middle of each line. The median is less affected by outliers and reflects the typical employee.

HOW TO READ IT

Throughout this report, a positive figure means a gap in favour of men, and a negative figure means a gap in favour of women. Each pay quartile is exactly 25% of colleagues, ranked from lowest to highest hourly pay.

02 HOURLY PAY GAP

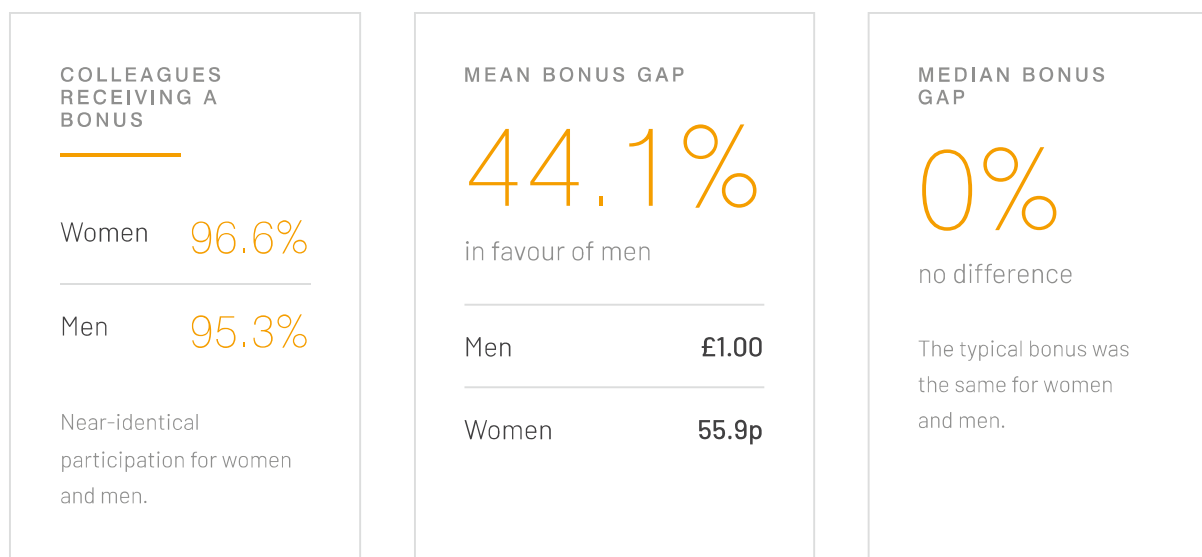
Our mean and median hourly pay gaps at the 5 April 2026 snapshot. Both are in favour of men.



Both our mean and median hourly pay gaps are positive, meaning that on average men are paid more than women. The gap is driven mainly by representation rather than unequal pay for the same work: women make up a minority of our workforce and are under-represented in the higher-paid quartiles, as the next pages show.

03 BONUS PAY

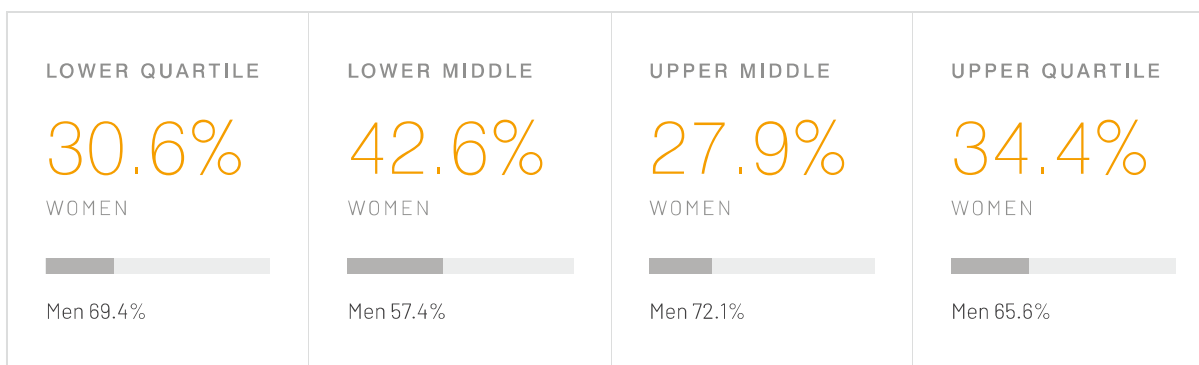
The proportion of colleagues receiving a bonus, and the gap between the bonuses paid to men and women.



Almost all colleagues received a bonus, and the typical (median) bonus was the same for men and women. The mean bonus gap of 44.1% reflects a small number of larger bonuses among our highest-paid roles, which are currently held mostly by men, the same representation effect seen in the hourly figures.

04 PAY QUARTILES

The proportion of women and men in each quarter of the workforce, ranked from the lowest-paid quartile (Lower) to the highest (Upper).



Women are under-represented in all four pay quartiles, consistent with a majority-male workforce. Representation is strongest in the lower-middle quartile (42.6%) and thinnest in the upper-middle quartile (27.9%). Increasing the number of women in the upper and upper-middle quartiles is where we can make the most difference to the overall gap.

05 CLOSING THE GAP

Our figures are shaped by representation, so our focus is on building a stronger pipeline of women across the business — and especially into higher-paid roles.

01 Broaden the pipeline of women into technical, commercial and leadership roles through targeted attraction and development.	02 Keep recruitment and promotion fair and transparent, including structured, consistent interviews and diverse shortlists.
03 Support flexible and part-time working so that careers are sustainable for colleagues at every life stage.	04 Actively develop and sponsor talented women into senior and higher-paid positions.

DECLARATION

I confirm that the information in this report is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Leigh Leather
SIGNATORY

CEO
ROLE

8th July 2026
DATE

Figures are based on the snapshot date of 5 April 2026 and reflect data as submitted to the UK Gender Pay Gap Service. Roper Rhodes employs between 250–499 people. Roper Rhodes Ltd, Brassmill Lane Trading Estate, Bath BA1 3JF. Registered in England No. 1568433.

ROPER RHODES