

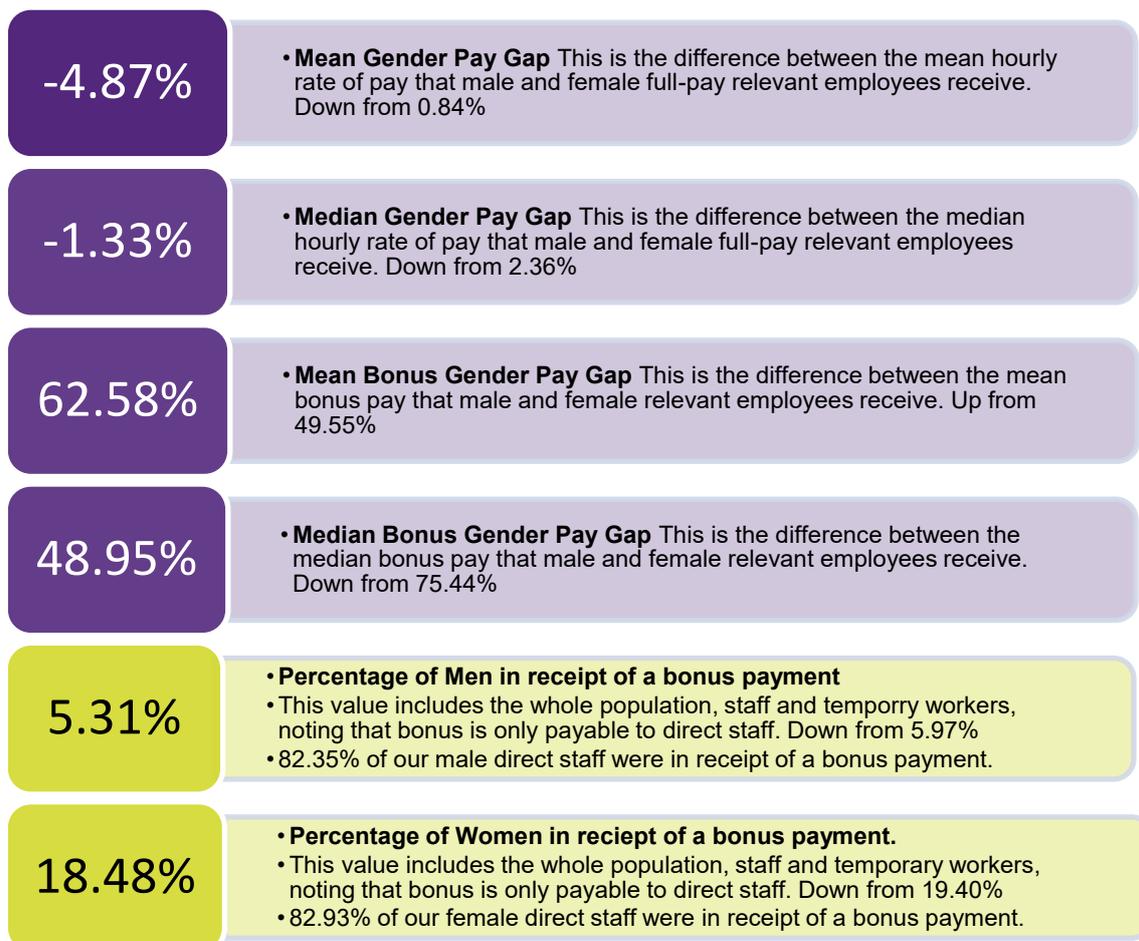
Gender Pay Gap April 2025

Executive Summary

Thorn Baker Ltd has two types of employee – our own permanent staff being consultants, resourcers, support and administrative staff; and our temporary workforce being those supplied by Thorn Baker Ltd who are on hire to our clients. We operate in three core sectors which are Construction, Industrial and Facilities & Maintenance (FM). For the purpose of this report and for greater clarity, we have reported the requisite data according to the employee type along with the overall values.

Thorn Baker is a meritocracy. We operate the same bonus scheme for our consultants irrespective of gender. The scheme is uncapped providing equal access to bonus payments subject only to the individual's own performance.

The Gender Pay Gap report is different from the Equal Pay report. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman. The gender pay gap shows the differences in the average and median pay between men and women irrespective of the role held.



The Mean Gender Pay Gap of Average Hourly Earnings

A mean average involves adding up all of the numbers and dividing the result by how many numbers were in the list.

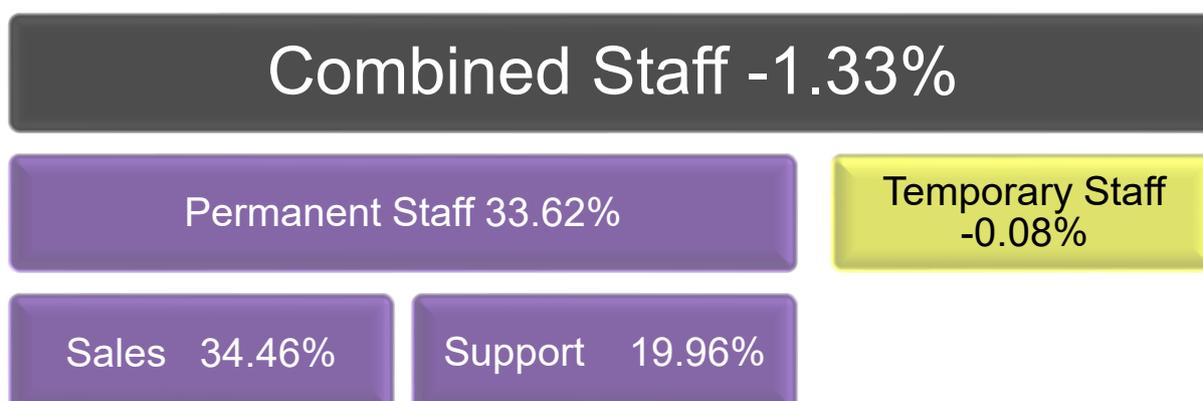
Mean averages are useful because they place the same value on every number they use, giving a good overall indication of the gender pay gap, but very large or small pay rates or bonuses can 'dominate' and distort the answer. For example, mean averages can be useful where most employees in an organisation receive a bonus but could be less useful in an organisation where the vast majority of bonus pay is received by a small number of board members.



The Median Gender Pay Gap of Average Hourly Earnings

A median average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

Median averages are useful to indicate what the 'typical' situation is i.e. what is in the middle of an organisation, and is not distorted by very large or small pay rates or bonuses. However, this means that not all gender pay gap issues will be picked up. For example, a median average might show a better indication of the 'middle of the road' pay gap in a sports club with a mean average distorted by very highly paid players and board members, but it could also fail to pick up as effectively where the pay gap issues are most pronounced in the lowest paid or highest paid employees.

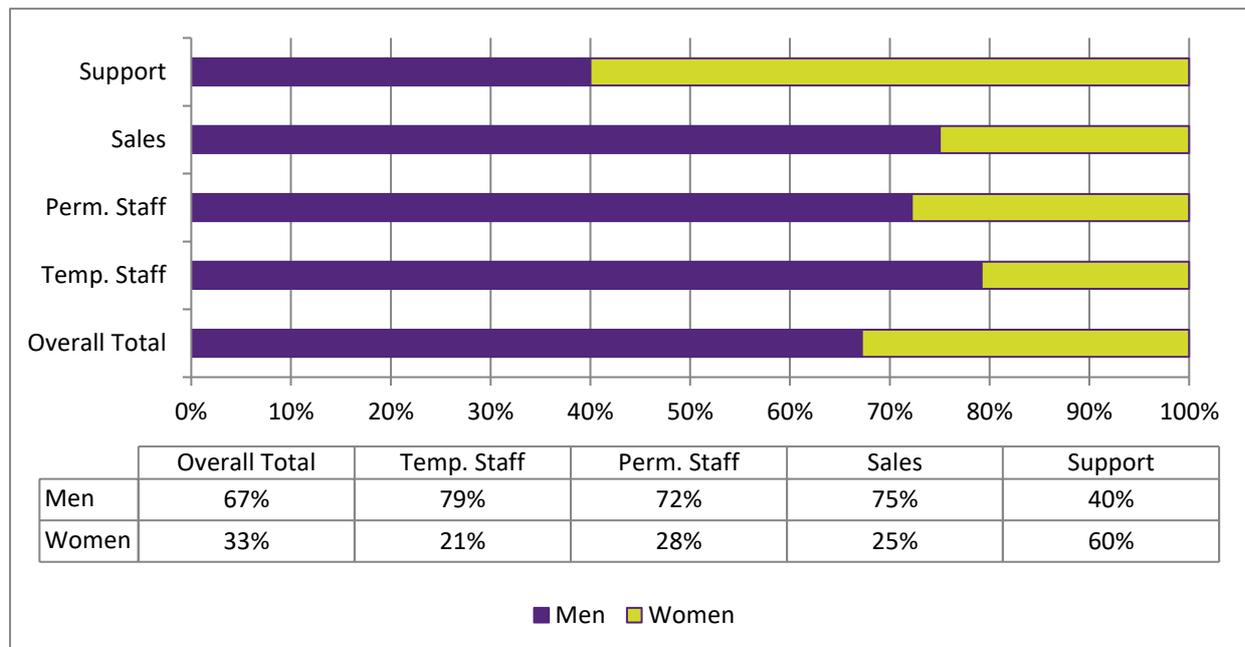


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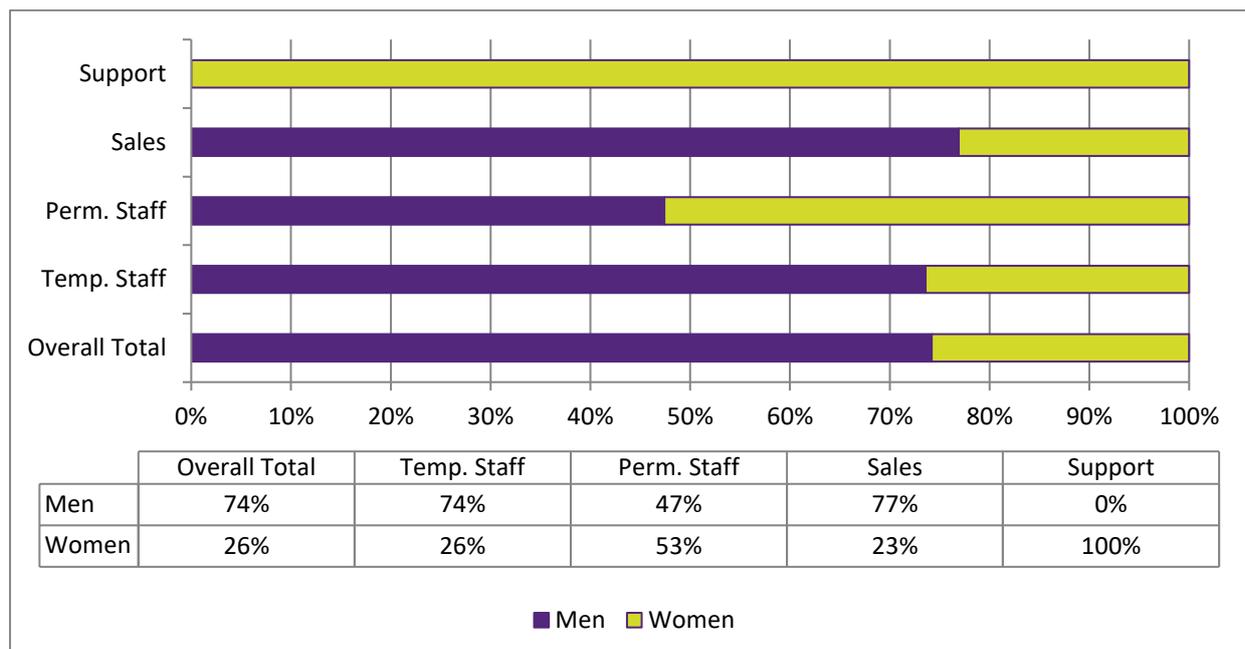
Quartile Analysis

This calculation requires an employer to show the proportions of male and female full-pay relevant employees in four quartile pay bands, which is done by dividing the workforce into four equal parts.

1st Quartile

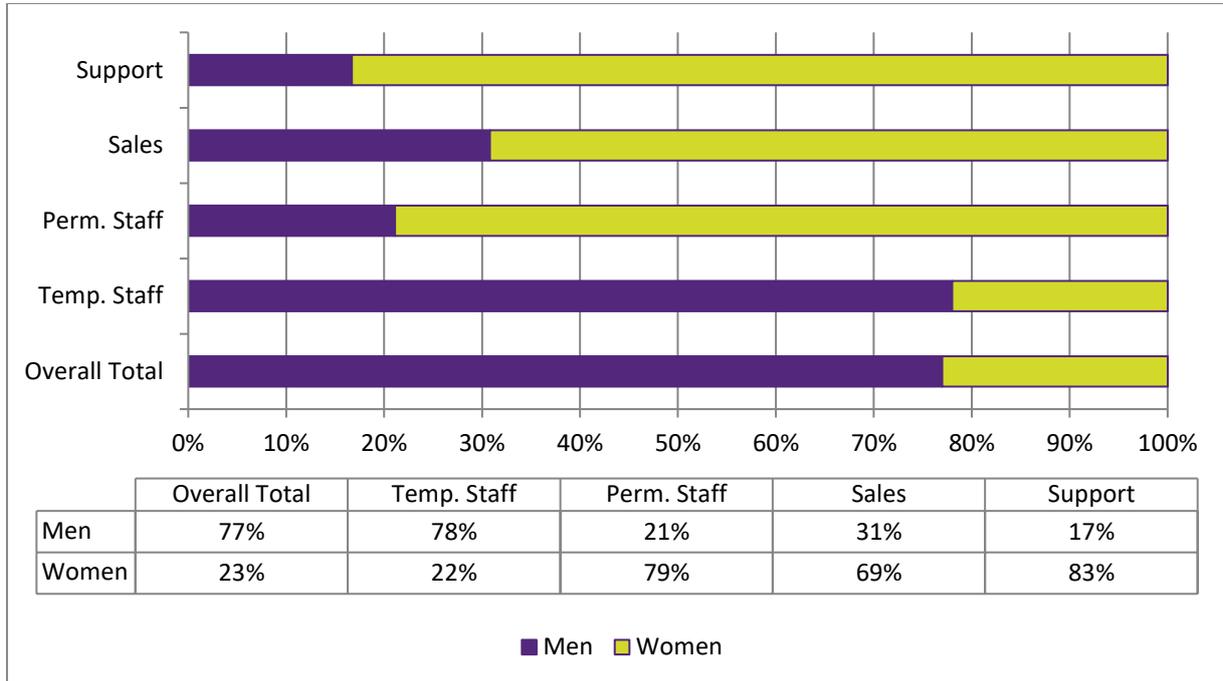


2nd Quartile

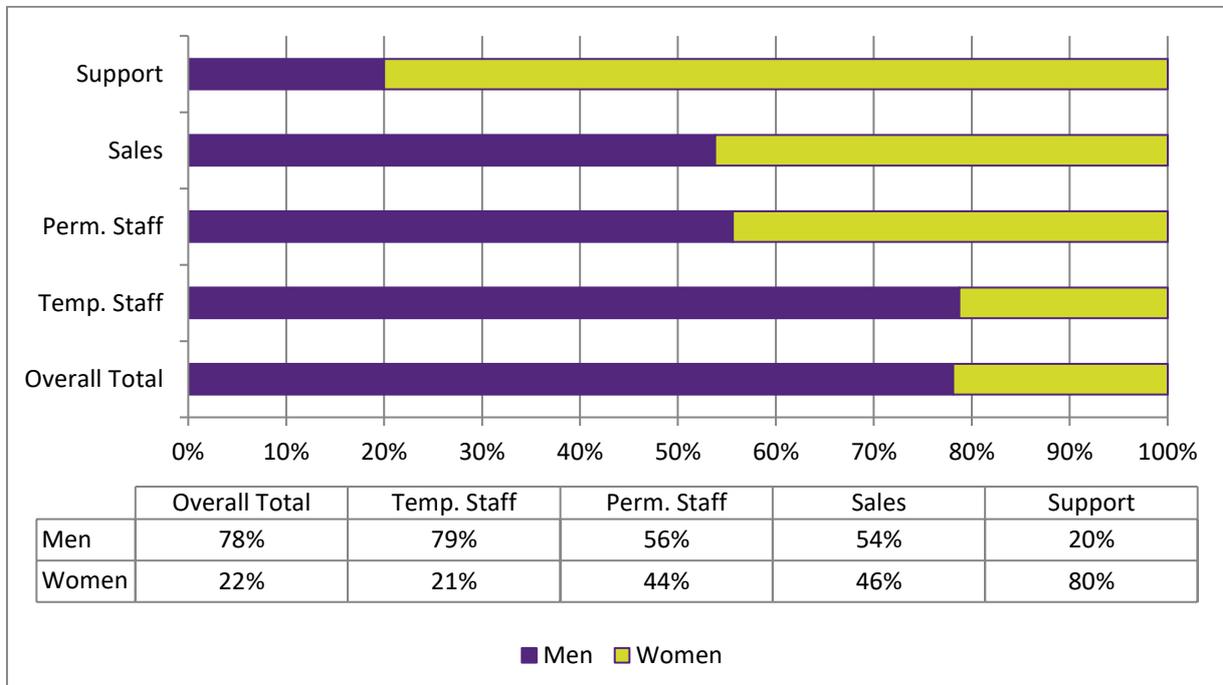


Gender Pay Gap April 2025

3rd Quartile



4th Quartile



The Mean Bonus Gender Pay Gap

This calculation requires an employer to show the difference between the mean bonus pay that male and female relevant employees receive.

Combined Staff 62.58%

The Median Bonus Gender Pay Gap

This calculation requires an employer to show the difference between the median bonus pay that male and female relevant employees receive.

Combined Staff 48.95%

The Proportion of Males and Females Receiving a Bonus

Comparing these results will indicate how much more likely male relevant employees are to receive any amount of bonus payment compared to female relevant employees (and vice versa). Note no temporary workers were in receipt of a bonus.

