

# Gender Pay Gap Report 2025

Fen-Bay Services Limited



## Introduction

The gender pay gap has become a widely recognised measure of pay and gender representation within the UK since the introduction of mandatory reporting in 2017.

As a result, many organisations use the metric as one way to monitor and report progress on gender diversity. In line with UK Government legislation, Fen-Bay Services Limited T/A FBS Hörmann (“Fen-Bay Services”) will be completing Gender Pay reporting.

Gender Pay reporting provides the opportunity to review pay arrangements for employees as a comparison (using a number of different statistical measures) and it is then our responsibility to understand the reasons for the differences and take necessary actions where required. Diversity and inclusion is, and will continue to be, an important part of how we work as an organisation.

We need to attract employees with different experiences, backgrounds, thoughts and knowledge and it is the inclusive environment we need to create which will enable this diversity to grow, develop and innovate, creating equity for all employees and delivering great solutions for our customers.



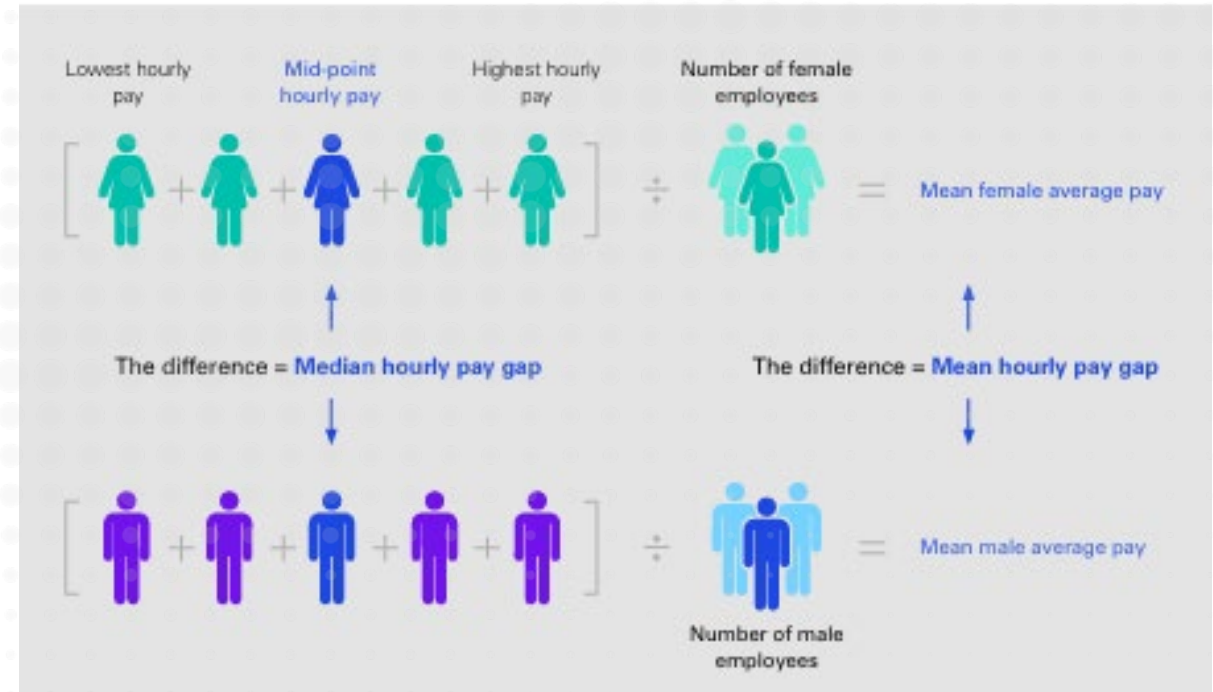
# Gender Pay Gap and Equal Pay

The gender pay gap and equal pay are often confused, but the two are quite different.

The gender pay gap is the difference between the average pay of men compared to the average pay of women within an organisation, across all levels of the business. It measures the difference between men and women's average pay within an organisation regardless of their role or work level. What this means in practice is that if women do more of the less well-paid jobs, the gender pay gap is usually bigger.

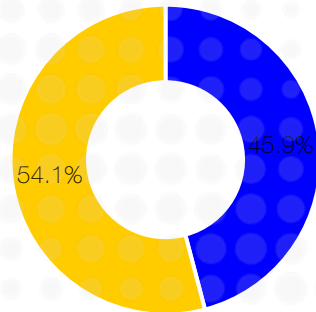
Equal pay, on the other hand, is the legal requirement for men and women to be paid the same for performing the same work or work of equal value.

In 2020 Fen-Bay Services implemented pay bandings for the majority of roles to ensure fair and equal pay dependent on role, qualifications and experience.



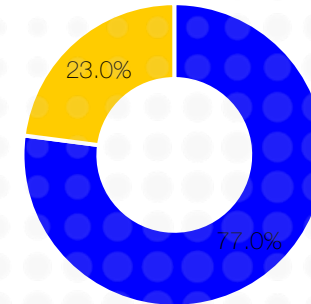
# The Proportion of Males and Females in each Quartile Pay Band

Quartile 1



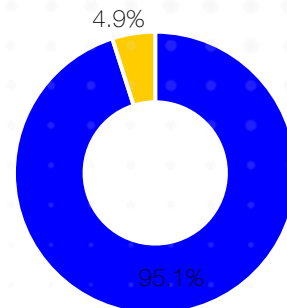
■ Male % ■ Female %

Quartile 2



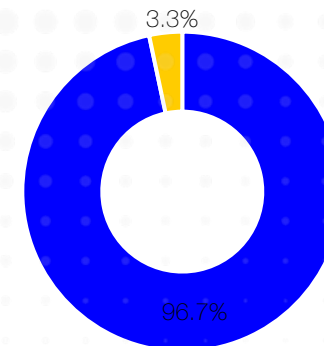
■ Male % ■ Female %

Quartile 3



■ Male % ■ Female %

Quartile 4



■ Male % ■ Female %



## Gender Pay Gap

Fen-Bay Services currently employs a greater number of men than women. Due to the organisation being in the construction, engineering and manufacturing sectors, which are generally dominated by men, and the majority of our employees being skilled engineers. At the time of this report, our employee split was: 79.02% male and 20.97% female (full-pay relevant).

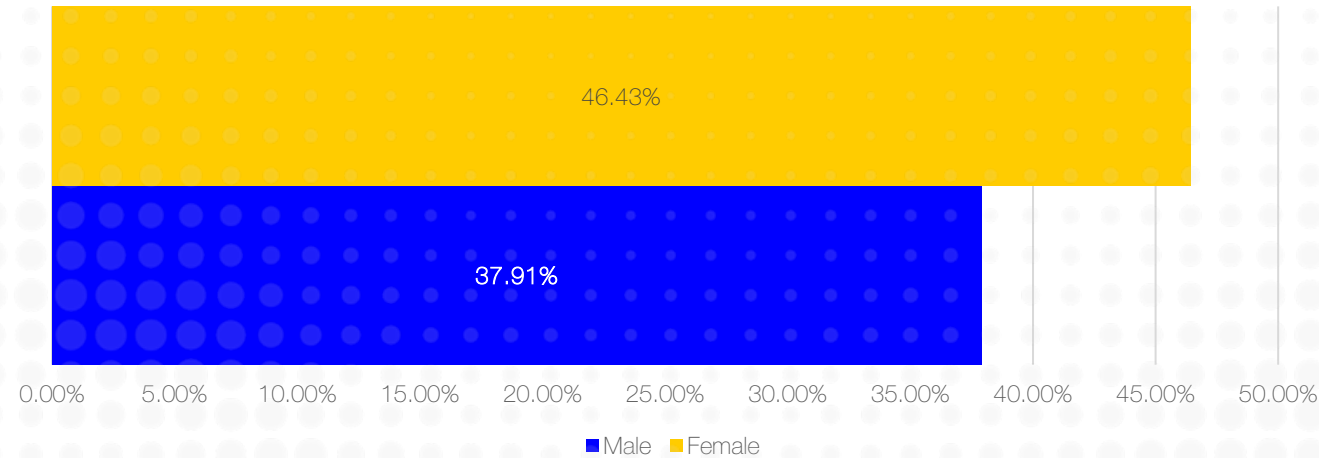
<b>Mean Gender Pay Gap</b>	
<b>The difference between the mean hourly rate of pay that male and female full-pay relevant employees receive.</b>	
<b>Mean male hourly rate</b>	<b>18.97</b>
<b>Mean female hourly rate</b>	<b>14.65</b>
<b>Mean Pay Gap</b>	<b>22.8%</b>

<b>Median Gender Pay Gap</b>	
<b>The difference between the median hourly rate of pay that male and female full-pay relevant employees receive.</b>	
<b>Median male hourly rate</b>	<b>18.08</b>
<b>Median female hourly rate</b>	<b>13.35</b>
<b>Median Pay Gap</b>	<b>26.15%</b>



# Bonus Pay Gap

% of gender receiving a bonus



Mean Gender Bonus Pay Gap	
The difference between the mean bonus that male and female relevant employees receive.	
Mean male bonus rate	4,349.51
Mean female bonus rate	1,813.91
Mean Pay Gap	58.3%

Median Gender Bonus Pay Gap	
The difference between the median bonus that male and female relevant employees receive.	
Median male bonus rate	600
Median female bonus rate	925
Median Pay Gap	-54%



## Headline Gender Pay Gap Metrics

22.8%

Mean Pay Gap (2025)

26.15%

Median Pay Gap (2025)

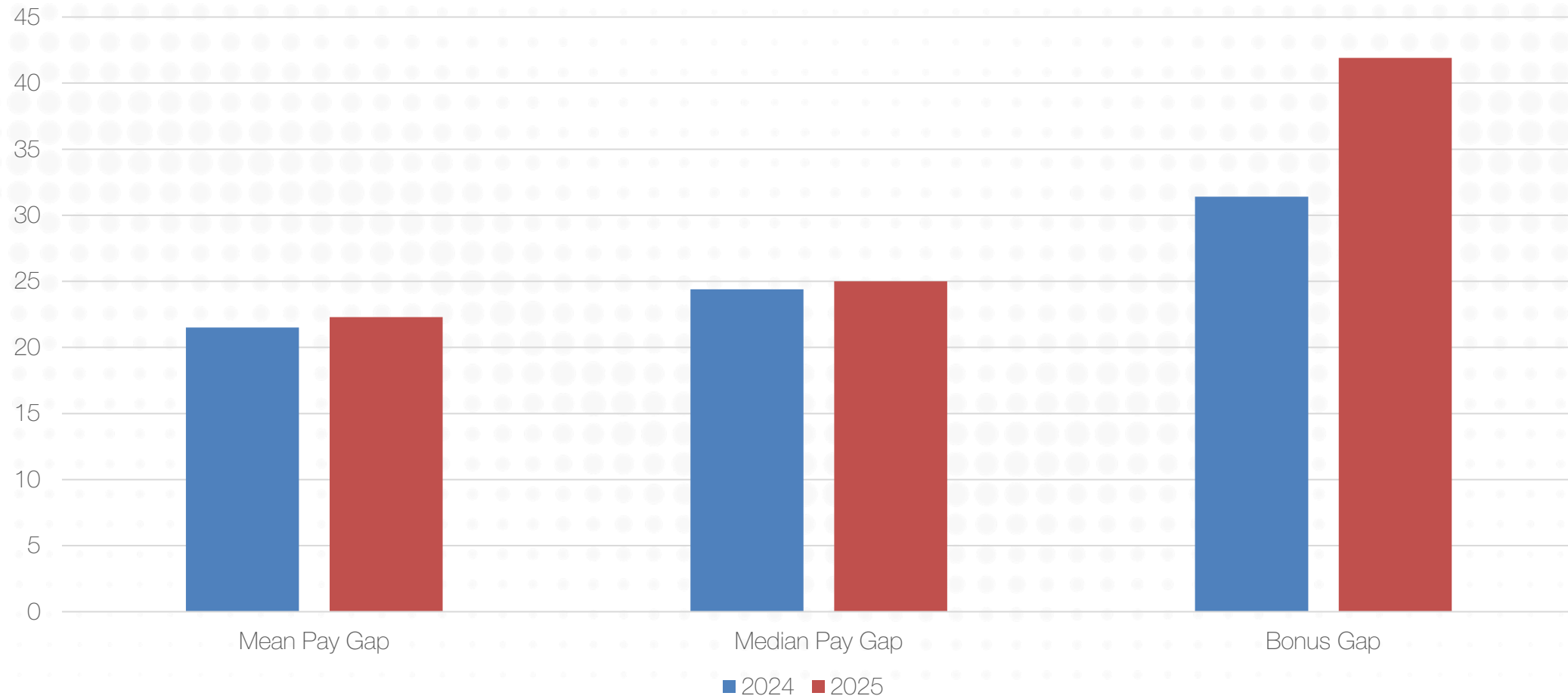
58.3%

Mean Bonus Gap (2025)





## 2024 vs 2025 Gender Pay Gap Comparison





# Our Gender Pay Gap Data Explained

Fen-Bay Services employ people in a range of disciplines including engineering, manufacturing, commercial and professional roles in Shared Services inclusive of Finance, Purchasing, IT and HR as well as administrative roles.

With over 50% of employees being in a skilled engineering role, which has typically been a male profession, it was expected that Fen-Bay Services would have a gender pay gap. STEM subjects (Science, Technology, Engineering and Maths) at school were seen more as male subjects while females gravitated towards the humanities. With changes in society, it is hoped that a more representational proportion of society will become evident within the engineering and construction fields.

Fen-Bay Services is within a specialised industry and requires a high degree of knowledge and experience for certain roles, often limiting the availability of suitable labour, depending on the role, and is also limited by location, being based rurally in Lincolnshire. A high proportion of the roles available within the office location are administration based, which require administrative experience but do not generally require industry knowledge or qualifications upon commencement of employment.





## Our Gender Pay Gap Data Explained (cont.)

This is one area where Fen-Bay Services can add value to individuals, giving opportunity for training and development to allow progression within the organisation.

The bonus gap provides an interesting insight that a slightly higher percentage of employed females qualify for a bonus, however there is still a significant difference between the Median and Mean bonuses received by male and females. This is because typically bonus payments are higher for senior and middle managers than for operational and administration positions, and these roles are predominantly occupied by males in Fen-Bay Services due to industry experience. Compared to the 2024 report, both males and females have seen a reduction in the percentage of employees qualifying for a bonus.

The two main contributors to the pay gap remain that we have more male colleagues at senior levels (quartiles 2, 3 & 4) and a large proportion of female colleagues who work in more administrative roles (quartile 1). The actions we are taking now to better attract, support and develop women at all levels will be effective but realise that this will take time.





## Our Gender Pay Gap Data Explained (cont.)

We're proud of our people and their passion to help our customers prosper, both now and in the future. We believe having a happy, diverse and inclusive workforce is important and is something that we are constantly striving to build and develop, and this result is motivation for us to do better as we recognise there is more work to be done.

Our employees and leaders are key to our future growth, development and success as a business. We are committed to developing our leaders through leadership and people management training, which is designed to ensure they can all lead their teams effectively and engage in a meaningful way, through all that they do.

The actions we take will improve the business for all – colleagues and customers – to ensure we continue to make sustainable progress. By listening to colleagues and taking clear and positive actions to help us improve, we believe we will make more progress and continue to build our culture.

Finally, it is key to ensure that everyone has an understanding of equity and diversity across all areas of the business. This will be achieved through specific training in these areas, whilst communicating openly to our teams around the importance of celebrating our successes in the future.





## Executive Summary

Fen-Bay Services continues to operate in an engineering and industrial sector where the workforce is traditionally male-dominated.

The 2025 Gender Pay Gap reflects workforce composition rather than unequal pay for equal work. The gap is primarily driven by a higher proportion of men in senior engineering and leadership roles.

The organisation remains committed to improving representation, progression and opportunity for women.





## Improvement Roadmap

**Attract** – Increase recruitment of women into engineering and technical roles.

**Develop** – Expand leadership and mentoring programmes to support progression.

**Retain** – Maintain an inclusive culture that supports career development.

**Reward** – Continue to review pay and bonus frameworks to ensure fairness.





# Director Statement

I confirm that the information contained within this report is accurate.  
The calculations have been carried out in accordance with the Equality Act 2010  
(Gender Pay Gap Information) Regulations 2017.

Signed: *J R Aitken* \_\_\_\_\_

Name: John Aitken \_\_\_\_\_

Position: Managing Director \_\_\_\_\_

Date: 1<sup>st</sup> April 2026 \_\_\_\_\_