

MacGregor Industrial Supplies Limited

Gender Pay Gap Report 2025

Introduction

In line with the Gender Pay Gap Regulations, all UK companies with 250 or more employees are required to publish an annual gender pay gap report. This report outlines the gender pay and bonus gap data for MacGregor Industrial Supplies Limited as of 5 April 2025.

Headline Figures

Measure	2025	2024
Mean gender pay gap	6.2% lower than men's	4.2% lower than men's
Median gender pay gap	2.0% lower than men's	0.6% higher than men's
Mean bonus gender pay gap	0.3% lower than men's	30.2% lower than men's
Median bonus gender pay gap	64.0% higher than men's	No difference
% of male employees receiving a bonus	6.5%	78.0%
% of female employees receiving a bonus	7.1%	81.0%

The mean hourly rate represents the average hourly wage across the organisation. The median hourly rate reflects the wage of the middle earner when all hourly wages are listed from lowest to highest.

Pay Quartiles by Gender

Band	2025 – Males	2025 – Females
Lower quartile	67.8%	32.2%
Lower middle quartile	69.0%	31.0%
Upper middle quartile	68.6%	31.4%
Upper quartile	80.2%	19.8%

Workforce Composition

Women represent 28.6% of our workforce. As a business operating across sectors that have traditionally attracted a higher proportion of male employees, our workforce remains male-dominated overall.

What the Figures Show

Our 2025 figures show that the gender pay gap remains relatively small overall, although there has been a slight widening compared to the previous report.

The mean gender pay gap has increased from 4.2% to 6.2%, and the median has moved from being in favour of women to 2.0% in favour of men. This reflects changes in role distribution and progression rather than any equal pay issue.

The most significant factor influencing the gap continues to be representation at higher pay levels. Female representation in the upper pay quartile has reduced from 24.3% to 19.8%, highlighting that improving progression into higher-paid roles remains a key focus.

The bonus gap shows a more balanced position overall. The mean bonus gap has reduced significantly and is now close to neutral, and the median is in favour of women. However, a much smaller proportion of employees received a bonus in this reporting period compared to the previous year. As a result, bonus figures are more sensitive to individual payments and should be interpreted with caution.

Our Approach

At MacGregor Industrial Supplies Limited, we are committed to creating a workplace where people are treated fairly, opportunities are open to all, and decisions on recruitment, pay and progression are based on merit and objective criteria.

We continue to focus on:

- attracting a diverse range of candidates
- supporting internal development and progression
- promoting fairness and consistency in people management
- providing flexibility where possible

Looking Ahead

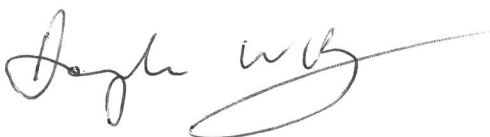
We remain committed to reducing the gender pay gap further and improving representation across all levels of the business.

Our focus will continue to be on:

- strengthening our approach to attraction and recruitment
- building clear career pathways and progression opportunities
- supporting development at all levels
- monitoring our data and taking action where needed

Declaration

I confirm that the data reported is accurate.



Douglas Fraser
Managing Director