



Thomas Hardie Commercials Limited Gender Pay Gap Report 2025

INTRODUCTION

Our company mission is to be “the Best Employer to the Best Employees” and so fostering a culture, which is diverse, inclusive and respectful of all. Promoting equality at work is critical to our success. We therefore fully support the government’s requirement that companies publish their gender pay gaps and see this as a positive step towards removing all pay inequality in the workplace.

SUMMARY

With reference to our data, it should be noted that the company operates in the male-dominated commercial vehicle and transport sector. In April 2025 Thomas Hardie Commercials employed 380 staff, with 325 males, and 55 female employees. Approximately 42.36% of the workforce are employed as technicians which is a role where there remains a skills shortage, which impacts upon the level of pay. All vacancies and opportunities are made available to males and females equally. It is a continual challenge to attract or recruit female technician or parts apprentices in our sector, however, it is pleasing to see that our recruitment efforts to attract females into the industry is improving, and as a result we are continuing to recruit female apprentices and technicians in order to grow and retain females in the industry.

Bonus Payments are for the large part linked to specific jobs within sales and engineering. Bonuses are available to technicians in respect of performance and efficiencies.

UNDERSTANDING THE GENDER PAY GAP

It is important to understand that the gender pay gap measures the difference between the average and median male and female pay. The gender pay gap therefore reflects the distribution and relative proportions of men and women across an organisation. It does not reflect the role that an employee performs or the seniority of the employee. Therefore, it should be noted that the data is distinct from equal pay as it is not measuring the parity of pay for roles of the same or similar level.

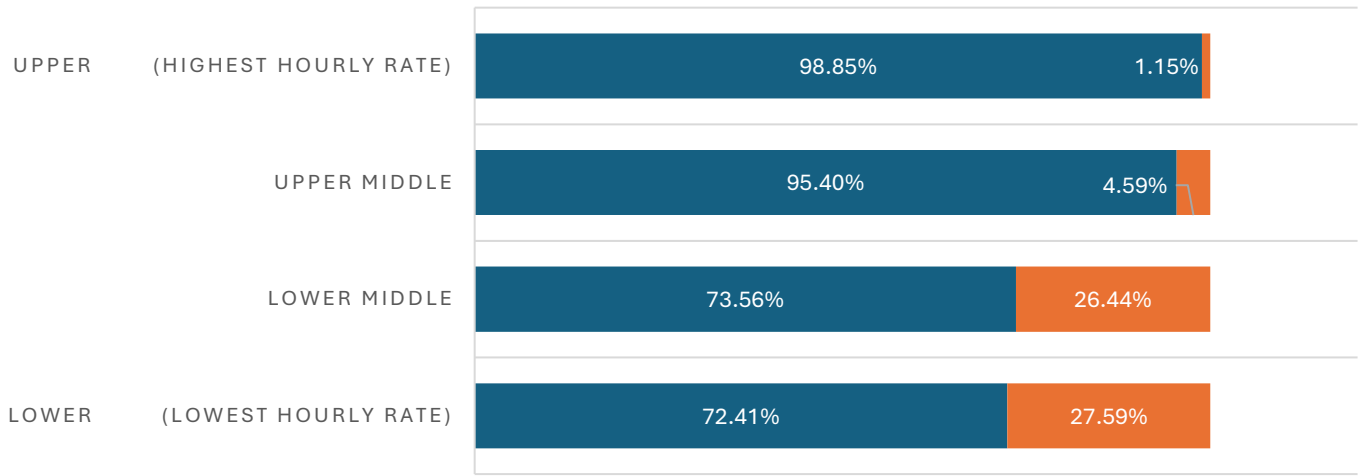
THE GENDER PAY GAP RESULTS

DIFFERENCE BETWEEN MALE AND FEMALE EMPLOYEES PAY & BONUS

	Mean	Median
Hourly Rate of Pay Gap (fixed pay as at 5 April 2025)	32.39%	28.77%
Bonus Pay Gap (for the year to 5 April 2025)	73.60%	62.80%

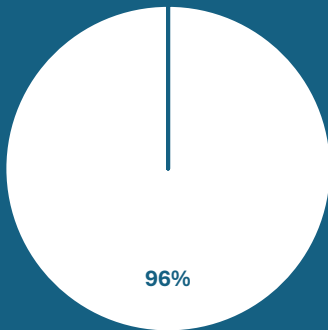
PROPORTION OF MALE AND FEMALE COLLEAGUES IN EACH PAY QUARTILE

■ Male ■ Female

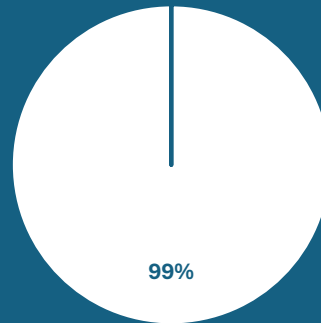


BONUS PAY

PROPORTION OF FEMALES RECEIVING A BONUS



PROPORTION OF MALES RECEIVING A BONUS



I confirm that the data reported is accurate.

Jim Murray
Managing Director

MARCH 2025