

Gender Pay Report 2025



This report sets out the gender pay gap statistics for Altro Ltd in relation to the reporting year of 2025.

The gender pay gap is the difference in average pay between men and women across an organisation. This gap can be influenced by many factors, such as organisational structure, culture, or broader social trends. These reasons vary widely and aren't necessarily discriminatory or unlawful.

It's also important to note that the gender pay gap is not the same as equal pay. Equal pay is about men and women being paid differently for the same or equivalent work, which would be discrimination. A gender pay gap alone doesn't mean any equal pay issue exists.

Altro Ltd is committed to ensuring all staff have equal opportunities to develop and progress within the organisation. It's important to us that everyone feels valued and is treated fairly. We regularly review our pay, benefits, and wellbeing offerings to make sure they remain consistent, competitive, and fair for all.

We welcome the UK Government's requirement for large companies to be more transparent about gender pay, as this supports our commitment to openness and fairness.

As required, we are sharing our data for the legal entity which covers all divisions of the business. Altro Ltd includes Altro Floors & Walls and Autoglym, which are divisions of Altro Ltd.

2025 Gender pay gap

Mean gender pay gap - Looking at the average hourly pay for men and women during the reporting period, our mean gender pay gap is **11.03%**.

Median gender pay gap - When we compare the middle hourly pay value for men and women, our median gender pay gap is **7.25%**. For comparison the UK Provisional National Median Gender Pay Gap is **6.9%** (Source: [Gender pay gap in the UK - Office for National Statistics](#))

Both the Mean and Median Pay gap showed an improvement compared to 2024, decreasing by 3.4 and 2.66 points respectively.

2025 Gender bonus gap

Mean gender bonus gap - Looking at the average bonus paid to men and women during the reporting period, our mean gender bonus gap is **71.6%**.

Median gender bonus gap - When we compare the middle bonus value for men and women, our median gender bonus gap is **6.17%**.

The proportion of UK employees that received a bonus in 2025 increased slightly to 97% for women and 96% for men compared to 95.4% for women and 94.8% for men in 2024.

The median bonus gender gap increased from 5.85% to 6.17% but the mean bonus gender gap decreased 5.9 point from 77.5% in 2024.

Factors affecting our gender pay gaps

The hourly pay used in our calculations includes all components required by the regulations. This covers allowances and shift premiums for unsocial hours, which are mostly received by male manufacturing employees. The calculation also reflects reductions from salary-sacrifice arrangements, which lower the hourly rate.

We observed that, on average, women contribute more to pensions through salary sacrifice than men, which reduces their calculated hourly rate further. For example, 8% of women contribute 10% or more of their salary,

compared with 6% of men. Because women make up a smaller proportion of the workforce, the overall impact of these higher contributions is proportionally greater for women.

For the bonus pay gap, the calculation includes any bonus payments or shares paid out during the snapshot period. In 2025, male employees accounted for 74.7% of all shares sold. It's important to note that choosing to sell shares is entirely up to the individual and is not something the organisation can influence. As required by the guidelines, only taxable shares are included in the calculation.

When shares sold are excluded from the calculation, the median bonus pay gap shows no gender difference.

The proportions of male & female in each quartile

A helpful part of understanding the gender pay gap is looking at how men and women are spread across different levels of pay in the organisation. To do this, everyone is grouped into four equal pay bands, called quartiles. By seeing the balance of men and women in each band, from the lowest to the highest paid, we can get a clearer picture of whether roles are shared evenly or if one gender is more represented at certain levels. This helps highlight where any imbalances might exist and where we may need to focus our attention.

	NUMBERS		PERCENTAGES	
	Men	Women	Men	Women
Upper quartile	92	38	71	29
Upper-middle quartile	85	46	65	35
Lower-middle quartile	81	49	62	38
Lower quartile	86	45	66	34

While the gender balance across the organisation is comparable to typical industry patterns, representation decreases significantly at senior levels, with women accounting for just 29% of employees in the top pay quartile.

We continually review and improve our policies to ensure they support all colleagues across the organisation. As part of this, we regularly update our family-friendly policies to help everyone balance work and home life.

We also offer training and management development programmes designed to help colleagues grow into more senior roles. These programmes include guidance on recognising and avoiding unconscious bias in all areas of employment, including recruitment and career development.

In 2025, the board approved the return of our STARS awards for 2026, allowing managers to recognise exceptional performance as it happens. Starting in 2026, managers can also put forward proposals for promotions and salary increases at any time during the year, rather than being restricted to two fixed review periods.

In addition, we introduced a year-end reward based on company performance, which is paid to all employees regardless of their length of service.

We remain committed to reviewing our policies and practices to ensure equality and inclusion for everyone.

I confirm that the data reported is accurate.



Richard Kahn
Chairman and MD Altro Group and CEO Altro Floors and Walls