

# Gender Pay Gap Report 2026

# Foreword

At Wilson James, inclusion is fundamental to who we are as a business. Creating an environment where everyone feels able to contribute, develop and succeed is essential to delivering for our clients and supporting our colleagues.

This year's Gender Pay Gap results show that we continue to maintain a relatively low pay gap compared with national averages, and that our pay mean and median have continued to improve. Whilst this is encouraging, we recognise that our work is ongoing, particularly given the sectors in which we operate, where women remain under-represented across many roles.

Over the past year, we have taken further steps to address this. In particular, we have focused on increasing the number of women entering the security sector through targeted recruitment campaigns and dedicated assessment days.

These initiatives are helping to open up opportunities, challenge perceptions and build a stronger pipeline of female talent into operational roles within our business. We have also continued to strengthen our wider inclusion agenda, supported by the energy and commitment of our people networks. In February 2026, we were proud to be awarded the Inclusive Employers Bronze Accreditation.

This recognition reflects the progress we are making and reinforces our commitment to creating a workplace where everyone can thrive. A particular highlight through this process was the recognition of our Shadow Board, which has 70% female membership, a concept that has provided a platform for employees to have their say in business initiatives and support career development.

There is more to do. Improving representation at all levels, particularly in senior and specialist roles, remains a priority. We remain committed to continuing this work and to building a more inclusive and balanced workforce for the future.



**Gemma Quirke**  
Chief Operating Officer

# Wilson James Gender Pay Gap 2025 - 2026

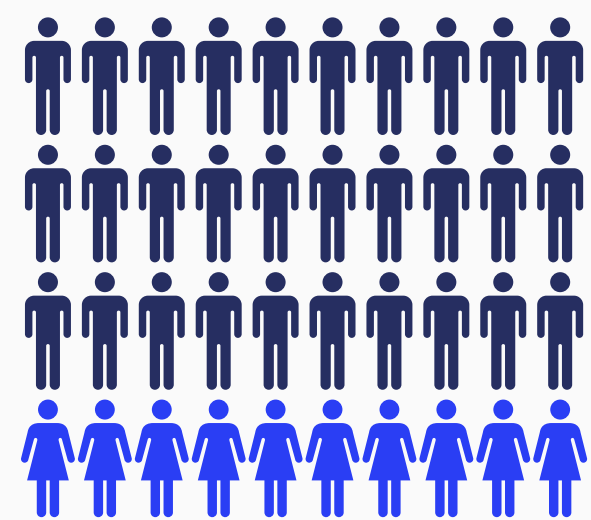
Gender pay gap is the difference between the hourly pay for men and women regardless of the work they do. Gender pay is not the same as equal pay. Wilson James is committed to equal pay and to paying men and women equally for doing work of equal value.

Our profile by quartile shows that women are represented across all pay quartiles of the organisation. The proportion of women in the lowest and highest quartiles have seen the largest increase with both quartiles reporting a 2% improvement on last year.

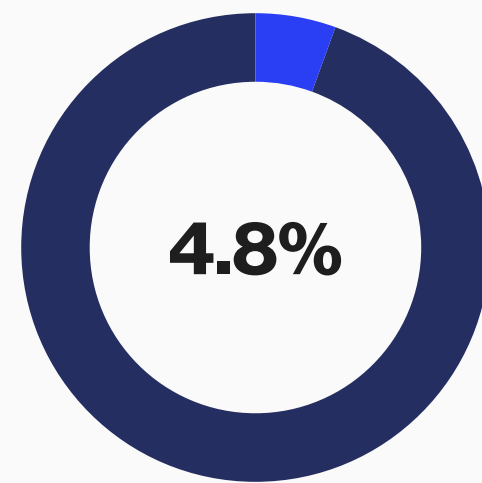
The proportion of women in the lower middle has decreased slightly on last year with less than a percentage point difference and the upper middle remains broadly comparable.

**Our results are based on a snapshot of 6,378 employees as at 5 April 2025.**

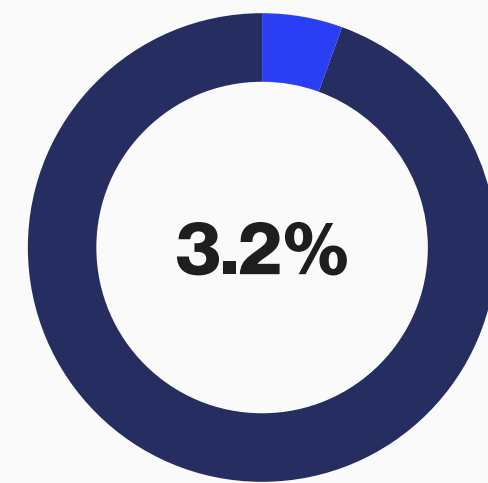
Our overall workforce profile is:



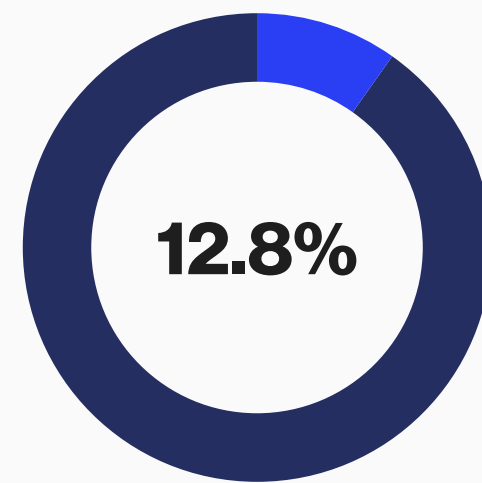
**24.9%** Female  
**75.1%** Male



Our Mean Gender Pay Gap is **4.8%**

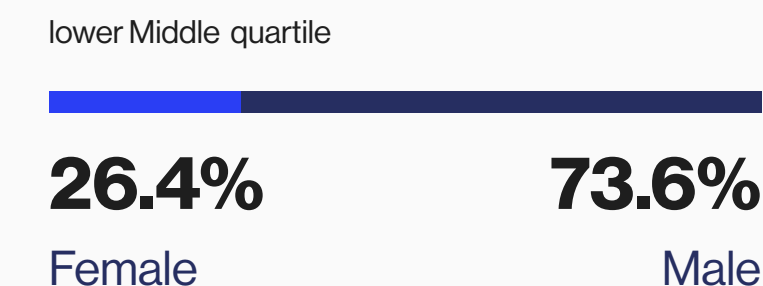
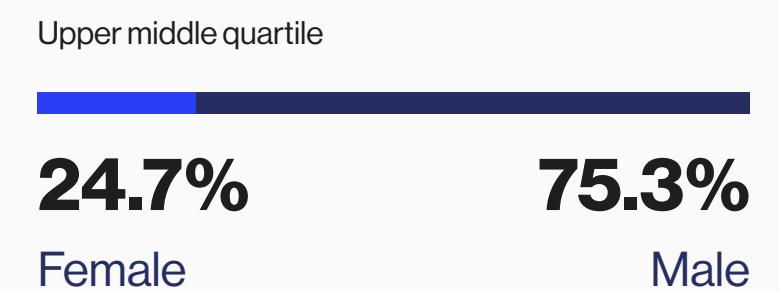
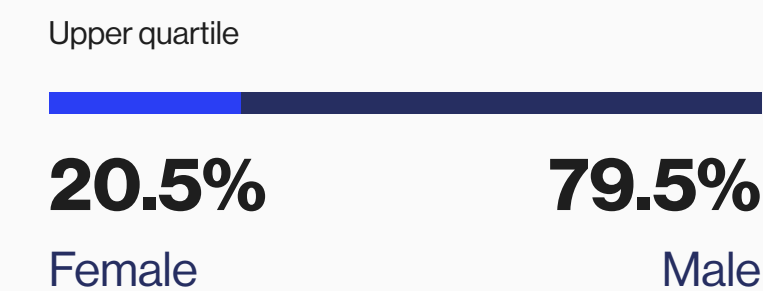


Our Median Gender Pay Gap is **3.2%**



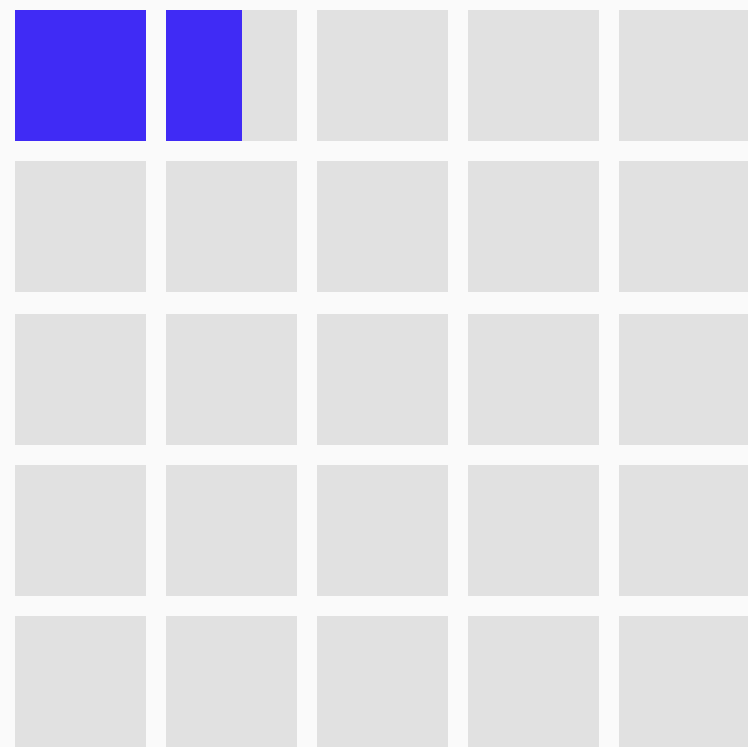
The UK Median Gender Pay Gap is **12.8%**

Our profile by quartile:

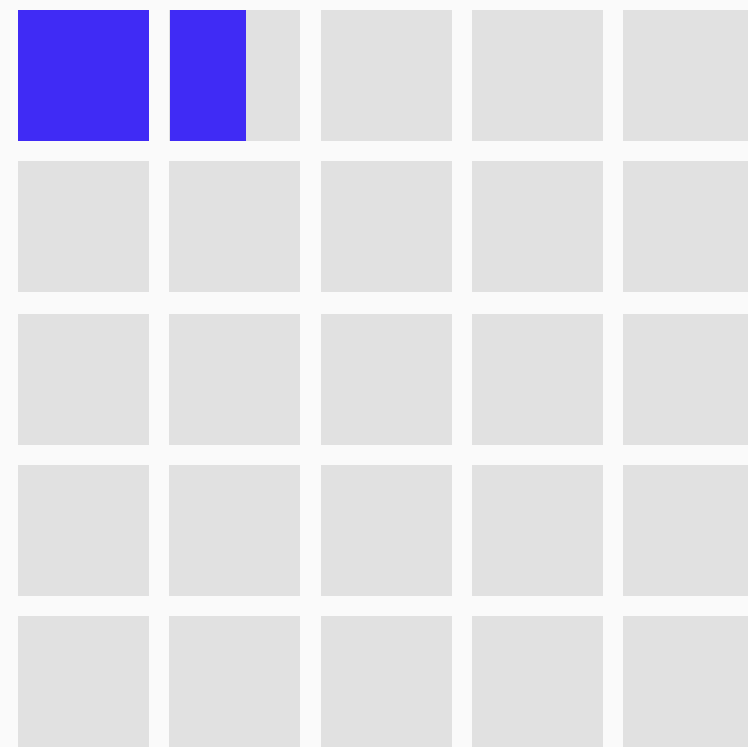


# Wilson James Gender Bonus Gap

The proportion of men and women receiving bonus is:

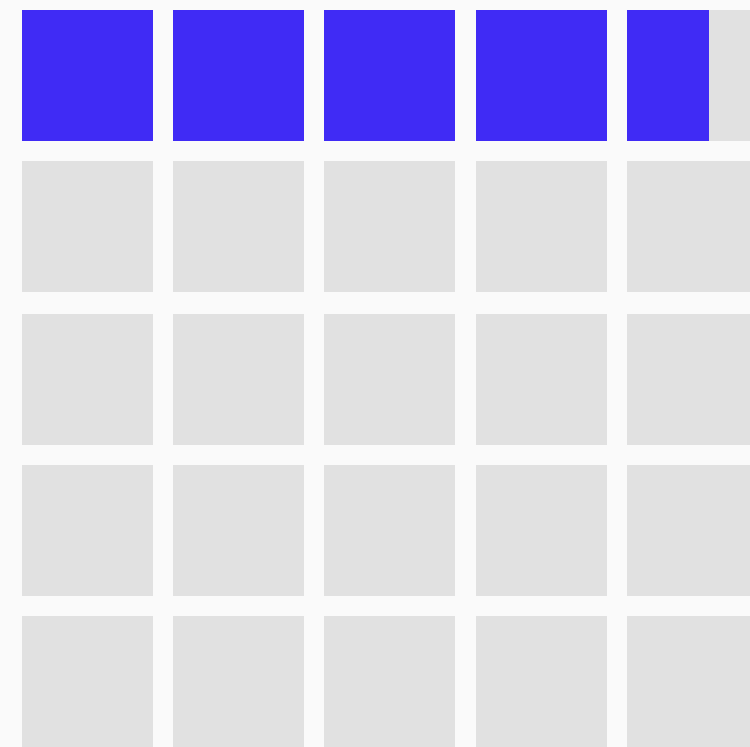


**6.7%**  
Male



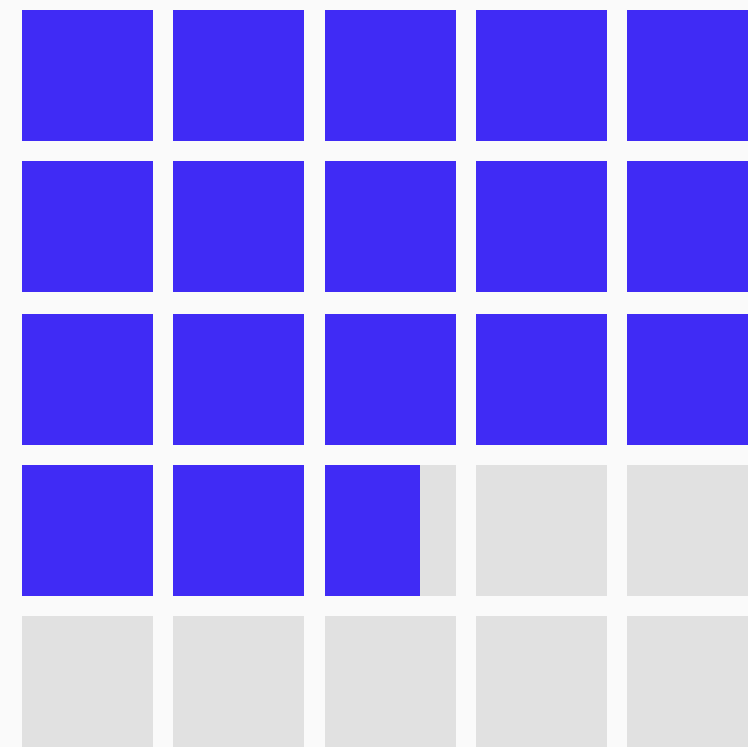
**6.7%**  
Female

Our mean bonus gap is:



**-18.7%**

Our median bonus gap is:



**-71.9%**

A negative bonus gap indicates that, on average, women received higher bonus payments than men during the reporting period.

Bonus outcomes are influenced by a number of factors including role type, performance schemes and workforce distribution across sectors. While the overall bonus participation remains relatively low across the organisation, it is encouraging that men and women have equal access to bonus opportunities.

The mean and median gender bonus gaps for this reporting period are negative, indicating that, on average, women received higher bonus payments than men. The median gender bonus gap is -71.9%, which is reflective of the fact that the median bonus for women is higher than that for men.

This outcome reflects the distribution of bonus payments across the organisation rather than a difference in how bonuses are awarded. While a greater number of men received a bonus, many of these payments are smaller in value and linked to contracts where lower-value, operational bonus schemes are in place, which reduces both the average and median bonus figures for men.

In contrast, women receiving bonuses are more concentrated in roles or contracts where bonus payments tend to be higher in value, increasing the female average and median. The negative bonus gap is therefore driven by differences in bonus structures and workforce distribution across contracts, rather than indicating any preferential treatment in bonus allocation.

Representation of women at board level in Wilson James is now at:

**42%**

# Understanding Our Results

Our gender pay gap is influenced primarily by the structure of our workforce and the sectors in which we operate. Many of our roles, particularly within security and infrastructure, have traditionally attracted a higher proportion of male employees, which continues to impact overall representation across pay levels.

While our pay gap remains relatively low, improving gender balance across the organisation, particularly in higher-paid and senior roles, remains an important focus.

During the past year, we have taken targeted steps to support this, including recruitment initiatives aimed at increasing female participation in the security sector. Dedicated campaigns and assessment days have helped to raise awareness of career opportunities and provide a more accessible route into operational roles.

These actions are focused on building a stronger and more diverse talent pipeline, which over time will support improved representation and contribute to reducing the gender pay gap further.

# Reviewing Our Action Plan

01

Increase the representation of women at every level of our organisation.

02

Increase the number of women in the upper quartile of each level and particularly at the highest level.

03

Revise and enhance our Employee Value Proposition, recruitment processes, performance management, career paths, talent deal and succession planning policy and practice to ensure that they support men and women to achieve their career potential and balance their professional and personal lives.

04

Revise and enhance our data capture and monitoring capability and increase regular employee listening and survey opportunities to build an enhanced employee measurement framework.

Our Inclusion Strategic Framework has been strengthened this year, and we are making good progress through the setting of measurable goals and objectives with clear outcomes aligned to each of our inclusion pillars.

The framework's four principles define our responsibility in relation to Inclusive Recruitment, Service Delivery, Development and Culture – each one impacts our plans to make our workplace more inclusive for women. We will achieve this through detailed measurable actions for each network and framework principle, in order that we can see our plans progressing. Our people networks LBGTI, Disability, Heritage, Gender and Veterans' continue to generate a strong sense of purpose through commitment and ideas generation.

While overall representation of women in the workforce remains at a quarter (Objective 1), our percentage of women in the lower quartiles has had a modest increase of 1% rising to 28.1%. The percentage of women in Board and senior positions has reduced slightly over this period, this remains a focus for us to ensure that we continue to provide opportunity for development and progression (Objective 2).

We are committed to providing accessible and inclusive development opportunities that enable all employees to build skills and confidence whilst providing a mechanism for progression. (Objective 3) Through our newly established Capability Collective Programme modules, supported by practical learning resources and HR-led guidance, we are engaging with colleagues across all areas of the business in support of improving their skills, knowledge and removing barriers to growth.

This approach is strengthening our talent pipeline and supporting the progression of our people across the organisation through the creation of clear, structured routes for development at every level.

Our data capture, monitoring and analysis continues to have a transformational impact on the business (Objective 4). We remain committed to further development in this area. Following our successful achievement of the Inclusive Employers Bronze Accreditation we have a clearly defined action plan for the next 12 months to ensure we improve our data categorisation and capture to drive outcomes across the business, whilst providing opportunities to further enhance our inclusion agenda.

This provides a strong foundation on which we will continue to build ensuring inclusion remains central to how we operate and grow as a business.



**Jo Fenton**  
HR Operations Director

# Glossary

## ***Equality***

is ensuring individuals or groups of individuals are treated fairly regardless of their protected characteristics.

## ***Inclusion***

is what allows us to ensure that diversity is embraced – it is not enough just to recognise it. Inclusion harnesses and celebrates our diversity to the benefit and greater good of Wilson James, our colleagues and the wider industry.

## ***Equal pay***

means that individual men and women must get the same pay for doing equal work. The right to equal pay has been a contractual right under UK law since the 1970s. Under the Equality Act 2010 it is also unlawful to discriminate (both directly and indirectly) against employees because of their race.

## ***Equity***

is about making sure that all are given equal access to opportunities.

## ***Gender Pay Gaps***

show the difference in average earnings for men and average earnings for women, across the whole of an organisation. They are expressed in terms of a comparison between one group and another's average hourly rates of pay.

## ***Mean Average***

is the total sum of all payments divided by the total number of employees.

## ***Diversity***

is what makes us different. Age, gender, ethnicity, religion, disability, sexual orientation, education, national background and life experiences, are all examples of differences.

## ***Gender Bonus Pay Gaps***

show the difference in average annual bonus payments for men and average bonus payments for women, across the whole organisation. They are expressed in terms of a comparison between one group and another's average annual bonus payment.

## ***Median Average***

is the midpoint of the set of data.

# Calculations

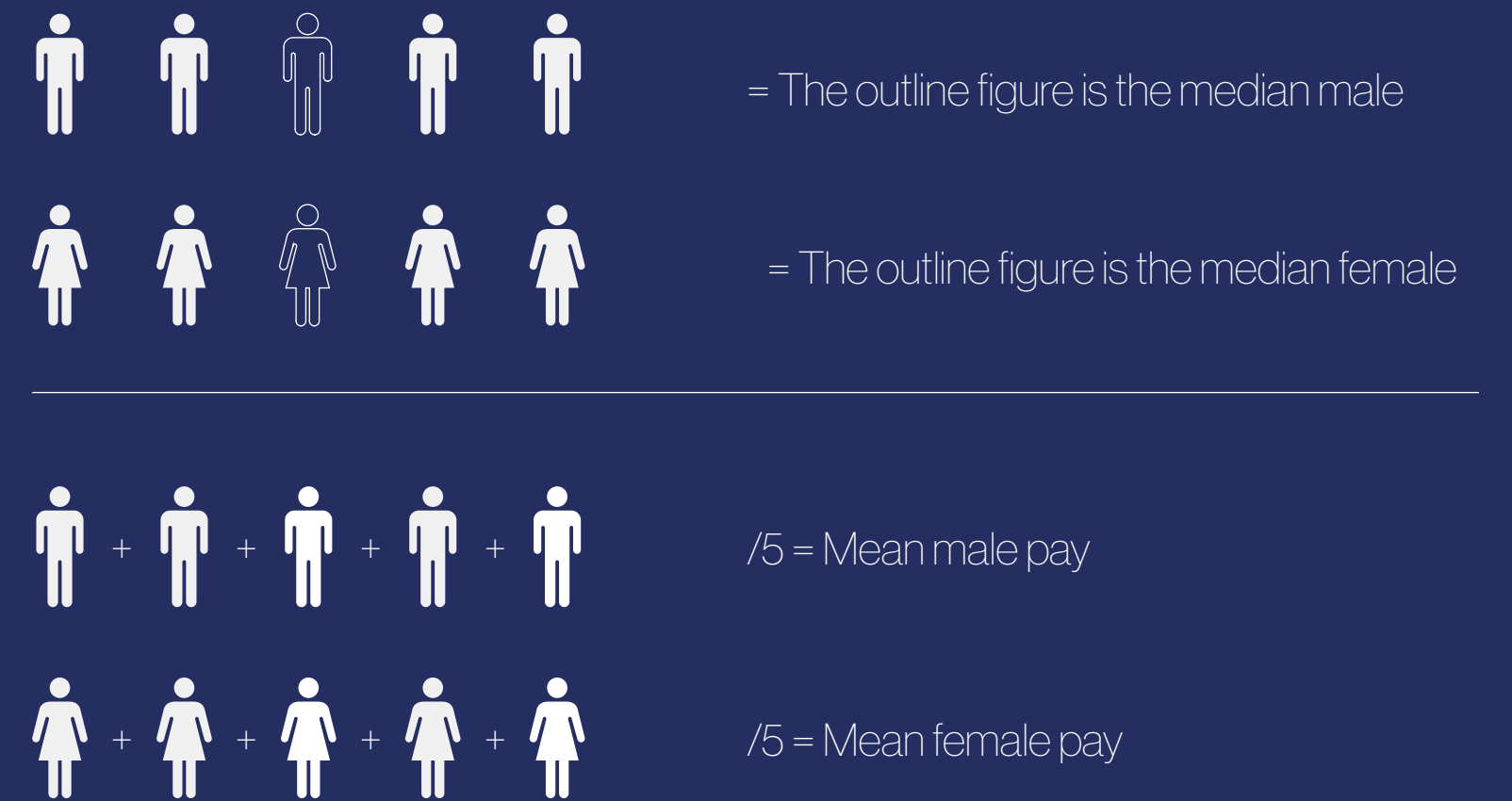
## How is the pay gap calculated?

Imagine our male colleagues lined up in a row from the lowest paid to the highest paid on one side of the road and female colleagues lined up in the same way on the other side. The pay of the male colleague in the middle is the median male.

The pay of the female colleague in the middle is the median female. The median pay gap is the difference between the pay of the middle male colleague and the middle female colleague. With the mean gender pay gap we take the average pay of all of our male colleagues and compare this to the average pay of all of our female colleagues.

## How is the bonus gap calculated?

We calculate the bonus gap using the actual bonus paid to colleagues across the business. The calculation does not make allowance for bonus payments that are pro-rated for part-time hours. This means, if more women than men work part time, the gender bonus gap will mathematically be wider even if all other factors are the same.



For more information about  
the Gender Pay Gap Report  
please contact

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