

**2025 Gender Pay Gap Report**

**Aspire Defence Services Limited**

**Introduction**

As an employer of more than 250 people, Aspire Defence Services Limited (ADSL) is legally required to produce a Gender Pay Gap Report and related narrative annually by 4 April in the following year. This report is published on the government website 'gender-pay-gap.service.gov.uk'. This report is to provide details of gender pay differences at ADSL. In addition, it provides a summary of the company's plans to address any gender pay gaps.

**Gender Pay Gap Report**

The Gender Pay Gap differs from equal pay. Equal pay is concerned with the pay between men and women who carry out the same jobs, similar jobs, or work of equal value. The Gender Pay Gap Report shows the differences in the average pay between men and women by comparing all salaries of all staff regardless of their position in the company.

**The Mean & Median Gender Pay Gap for 2025**

Calculations	Percentage
Mean Gender Pay Gap	16.70%
Median Gender Pay Gap	18.98%

The data analysis is based on staff salaries and other eligible earnings as at 5<sup>th</sup> April 2025, at which time ADSL had a total of 1,048 employees. The gender disparity within the wider industry is evidenced within ADSL, with women making up 34% of the workforce.

A positive percentage on both figures shows that males are paid more than females for both the mean and median calculations. The mean gender pay gap shows that on average, the hourly rate of pay for males is 16.70% higher than for females. When arranged in order from the smallest to highest hourly rate, the median rate for males was 18.98% higher than the median rate for females. This median analysis will highlight if a minority of exceptionally high or low rates of pay are skewing the mean average.

In 2024, ADSL's Gender Pay Gap Report stated that the mean difference between male and female salaries was 16.85%. The gap has decreased marginally this year to 16.87%. The median Gender Pay Gap increased from 16.69% in 2024 to 18.98% in 2025.

Gender Pay Gap History	2025	2024	2023	2022	2021
Mean	16.70%	16.85%	16.24%	14.75%	17.00%
Median	18.98%	16.69%	16.42%	19.03%	21.97%

**Gender Pay Gap for Bonuses**

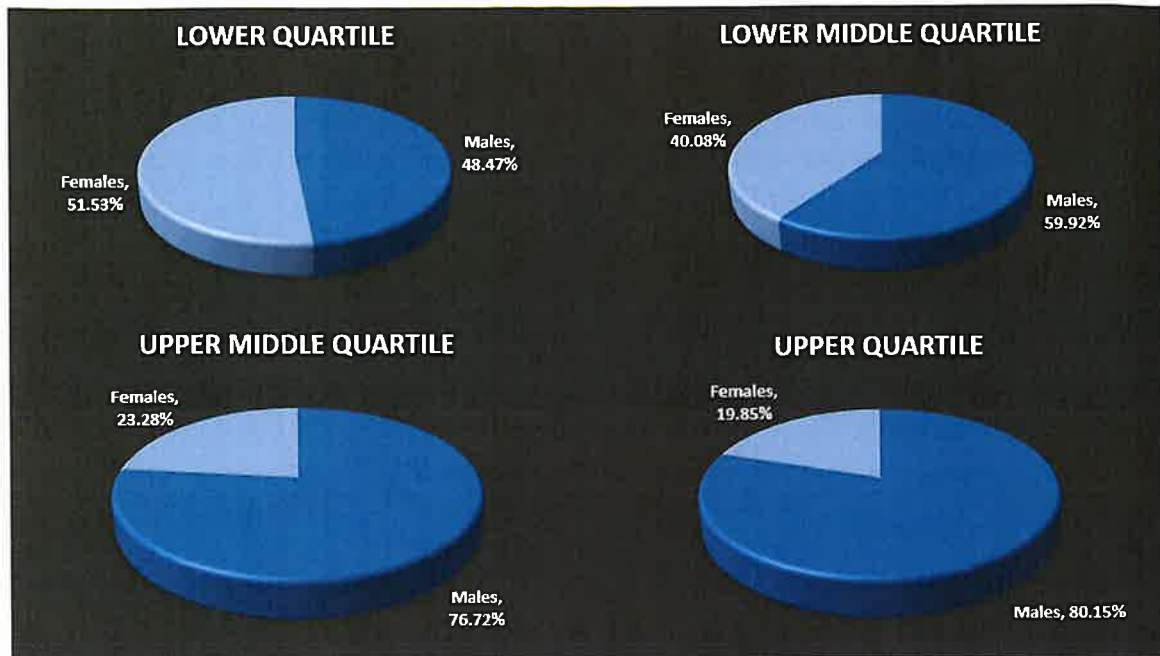
Calculations	Percentage
Mean Bonus Gender Pay Gap	19.42%
Median Bonus Gender Pay Gap	-2.25%
Proportion of males receiving a bonus	4.32%
Proportion of females receiving a bonus	2.83%

All bonuses paid between 6 April 2024, and 5 April 2025 were included in the bonus calculations. The results show that on average within the bonus population males received 19.42% more for their bonus than females. The median bonus for males was 2.25% lower than the median bonus paid to females.

Out of the total number of male employees, 4.32% received a bonus compared to 2.83% of the total number of female employees. This is reflective of the lower proportion of females in senior positions.

Bonus Pay Gap History	2025	2024	2023	2022	2021
Mean	19.42%	21.07%	22.85%	21.71%	16.73%
Median	-2.25%	4.31%	-0.12%	-0.72%	-4.85%
Proportion of Employees	2025	2024	2023	2022	2021
Male	4.32%	4.43%	4.41%	4.47%	3.75%
Female	2.83%	2.89%	2.74%	2.74%	2.45%

**Gender Pay Gap – Quartile Analysis**



To work out the percentage of males and females in each quartile, all staff were put into order from the lowest to the highest hourly rate. This was then divided into four sections consisting of 262 employees in each of Quartiles. The results show that all but the lower quartile include more males than females. The Lower and Lower Middle Quartiles have a more balanced distribution than the Upper Middle and Upper Quartiles. The percentage of Females increased in the Lower and Upper Quartiles on the prior year, while slightly declining in both Middle Quartiles. The Upper Quartile, 19.85% were female.

**Summary**

The gender pay gap exists due to a combination of factors. The quartile results highlight that this is largely due to having a greater proportion of men in higher paying senior leadership roles. Furthermore, highly-paid certified trade roles, which form a significant proportion of our workforce, remain predominantly male dominated professions, whereas the traditionally lower-paid administrative and support roles are predominantly filled by women. ADSL has taken steps to counter this through its continued commitment to base pay which is at least 2.5% above the real living wage for all roles across the business, resulting in significant pay increases for our lowest paid employees.

Similarly, it is widely acknowledged that the gender pay gap is most significant in workers over the age of 40, with 75% of ADSL’s workforce fall into this demographic. Looking exclusively at pay rates for the 25% of ADSL employees aged 39 and under returns a significantly lower mean gender pay gap result of 12.36%, indicating the results are arguably skewed by the age demographic of the company.

ADSL acknowledge that closing the gender pay gap is a journey and something that will happen over a longer period. However, the continued assessment of the current situation will help identify ways to reduce the gap and increase the number of women across all disciplines in the company.

A sustained focus on enhancing attraction, development, and retention across the business, including recruitment diversity, promoting women's applications for higher-paying roles, prioritising early-career talent attraction, ensuring greater accessibility to professional development and career opportunities, and implementing flexible workplace policies, is expected to contribute to narrowing the gender pay gap.

Recognising that this is an ongoing process, ADSL acknowledges that the impact of new initiatives may take several years to manifest. The age demographic of the workforce, with 75% being over the age of 40, serves as an indicator of the gradual pace at which gender pay gap reduction can occur. Additionally, the industry sector presents unique challenges, notably in roles traditionally dominated by males, such as plumbers, electricians, and carpenters, influencing the overall dynamics of gender pay distribution within the company.

Whilst there is a gender pay gap, it should be emphasised that ADSL does not pay women less than men for performing the same or similar roles.

Aspire Defence Services Ltd is an equal opportunities employer and through its policies is committed to promoting a fair and positive working environment for both men and women.

I can confirm that the information and data provided are accurate and in line with legal requirements.

A handwritten signature in black ink, appearing to read 'Mark Carr'.

**Mark Carr, Managing Director  
Aspire Defence Services Limited  
February 2026**