Gender Pay Report 2025

Prepared April 2026

This report details the gender pay gap reporting requirements covered under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The regulations require companies with more than 250 employees to publish information on their gender pay gap.

Gender pay gap reporting is different to reporting on equal pay. Gender pay gap reporting reviews the differences between bonuses received and the average hourly rates of pay for men and women in a company as a whole, whereas equal pay is about ensuring men and women are paid the same for performing equivalent work. At Innserve, we are confident that men and women are treated fairly in pay decisions for the same or equivalent roles. Any variations in pay are based on objective, non-gender-related factors.

Understanding Our Gender Pay Gap Results
Like many technically biased companies, our gender pay gap analysis continues to highlight that we have significantly fewer women in professional, technical and engineering roles within the organisation. These roles typically attract higher rates of pay and are more likely to be eligible for incentive and bonus arrangements. As a result, our gender pay gap is primarily driven by the distribution of men and women across different roles and functions, rather than differences in pay for the same or similar work.

Our results show that our median gender pay gap is higher than our mean gender pay gap. This reflects the fact that women are more concentrated in lower paid roles, particularly within customer service, planning and support functions, while men are more likely to occupy higher paid technical and operational roles. The median therefore provides a clearer indication of the typical experience within the organisation, whereas the mean is influenced by a small number of very senior and highly paid roles.

Pay Quartiles and Workforce Structure
Our quartile data further demonstrates this structural imbalance. Women are under represented in the upper pay quartile and over represented in the lower quartile, while men dominate the upper to middle and upper ranges of the pay distribution. Although women are represented within senior leadership positions, these roles are relatively few in number and do not materially affect the midpoint of the workforce.
As a result, changes at senior level may influence the mean gender pay gap from year to year, while the median gap remains more stable and continues to reflect the underlying workforce structure.

Bonus Pay
Differences in bonus outcomes between men and women are influenced by role eligibility. Bonus and incentive payments are more commonly associated with technical, operational and senior roles, which are disproportionately held by men. This affects both the proportion of employees receiving a bonus and the average bonus values reported. These differences do not indicate unequal bonus awards for equivalent roles, but rather the distribution of men and women across bonus eligible positions.

Working Patterns and Progression
Flexible and reduced hours working arrangements are more prevalent in roles that sit below the median pay level. While gender pay gap reporting is based on hourly rates and therefore removes the direct impact of working hours, role design, progression opportunities and career pathways continue to influence long term pay outcomes. These factors contribute to the concentration of women in lower paid roles and slower progression into higher paid positions.

Our Commitment
As the industry leader in the drinks dispense sector, Innserve remains committed to reviewing its gender balance and pay structures to create equal opportunities for all. We are committed to change and continue to take action to improve female representation across professional, technical and senior roles, building on the progress already made within our senior leadership team.

Regardless of gender, we aim to provide a balanced and inclusive workplace where everyone has the opportunity to thrive, enjoy working for us, and benefit from our continued success.

Declaration
I confirm that the Gender Pay Gap data contained in this report is accurate and has been produced in accordance with the regulations.

Chief Financial Officer
Paul Bowen

Gender Balance April 2025

Workforce split between males and females

Females 22.94%
Males 76.94%

Role	Female	Male
Customer Service and Planning	72.7%	27.3%
Technician and Technical Support	4.3%	95.7%
Supply Chain	8.0%	92%
Other Buisness Support	44.7%	55.3%

Base Pay

Difference between male and female's hourly rates of pay, expressed as a percentage of the male's hourly rate

	Mean	Median
Gap	4.6%	17.1%

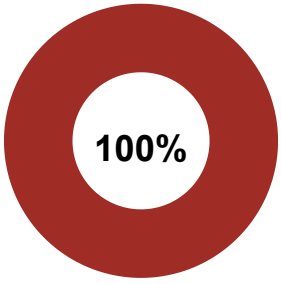
Overall pay range divided into quartiles and split between percentage of males and females in each quartile.

Quartiles	Female	Male
Lower Quartile	35.8%	64.2%
Lower Middle Quartile	28.4%	71.6%
Upper Middle Quartile	10.5%	89.5%
Upper Quartile	13.2%	86.8%

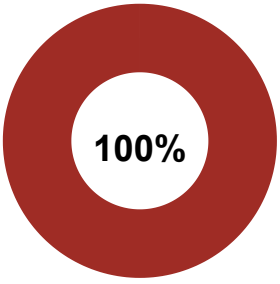
Bonus

Difference between male and female's bonus and incentive payments, expressed as a percentage of the male's payments

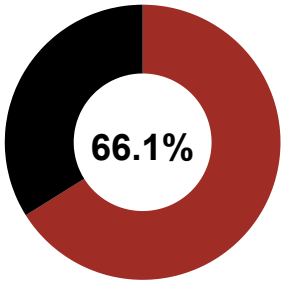
	Mean	Median
Bonus Gap	21.8%	11.3%



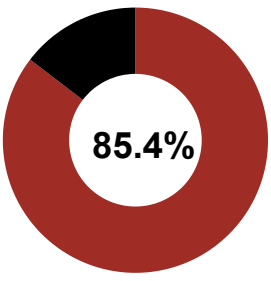
Males eligible for bonus



Females eligible for bonus



Proportion of males receiving a bonus payment



Proportion of females receiving a bonus payment

Gender Balance and Base Pay figures taken at the snapshot date of 5th April 2025. Bonus figures taken from actual bonus and incentive payments made in the 12 months prior to the 5th April 2025.