

Gender Pay Gap Report 2025

April 2026

Introduction

At Horizon Parking Ltd, our success is built on the people who deliver our services every day across the UK. Creating an environment where colleagues feel respected, supported and rewarded fairly is fundamental to who we are as a business.

This year marks our first Gender Pay Gap report following our growth beyond 250 employees. While this is a legal requirement, we see it as a valuable opportunity to review our workforce, improve transparency and ensure fair opportunities across the organisation.

It is important to recognise that the Gender Pay Gap is different from equal pay. Our results show a mean pay gap of 4.2%, which is below the national average, and a median pay gap that slightly favours women. This indicates that pay is broadly equal at comparable levels, with differences driven by the structure of our workforce.

As an operational business, many of our field-based and technical roles are traditionally male-dominated, which influences our overall gender balance. However, we are encouraged by the strong representation of women across the middle of the organisation.

We remain committed to creating a fair and inclusive workplace, with a continued focus on progression, transparency and opportunity for all.



Vicky Crosby
Group HR & Corporate Services Director





What is the Gender Pay Gap?

The Gender Pay Gap measures the difference in average earnings between men and women across an organisation, regardless of role. It is important to distinguish this from equal pay.

Equal pay refers to men and women being paid the same for performing the same or equivalent roles. The Gender Pay Gap, by contrast, reflects the overall distribution of men and women across different roles and levels within a business.

This means the Gender Pay Gap is influenced by workforce structure, including the types of roles people occupy and their level of seniority, rather than differences in pay for the same work.



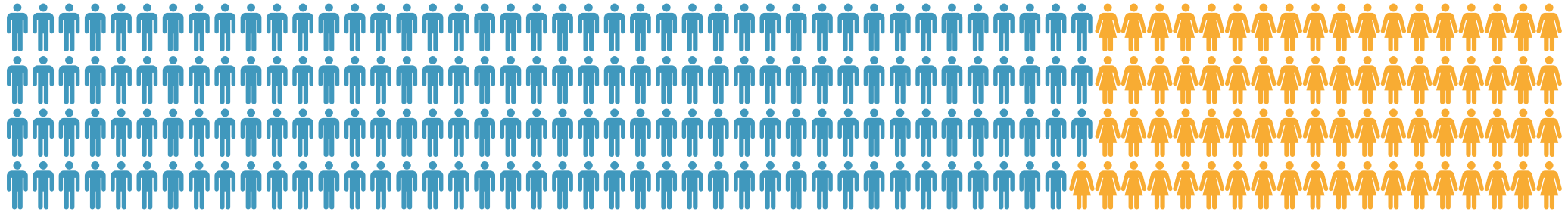


Workforce Profile

Our workforce snapshot, based on April 2025 data, shows the following gender distribution:

71.9% men (187 colleagues)

28.1% women (73 colleagues)



This reflects the operational nature of our business. Field-based enforcement and mobile patrol roles, along with technical positions such as ANPR engineers, have traditionally attracted a higher proportion of male applicants.

Other areas of the business, including administration, legal, HR and support functions, show stronger female representation.

Hourly Pay Gap

Using the government's prescribed methodology, our hourly pay gap is as follows:

Mean hourly pay gap: 4.2% (men higher)

Median hourly pay gap: -2.3% (women higher)

The mean pay gap shows that the average hourly rate is slightly higher for men. This is primarily influenced by the concentration of men in senior commercial, technical and leadership roles.

The median pay gap, which compares the middle earners in the organisation, shows that women earn slightly more than men at this level. This is a strong indicator that there is no pay inequality at comparable job levels.

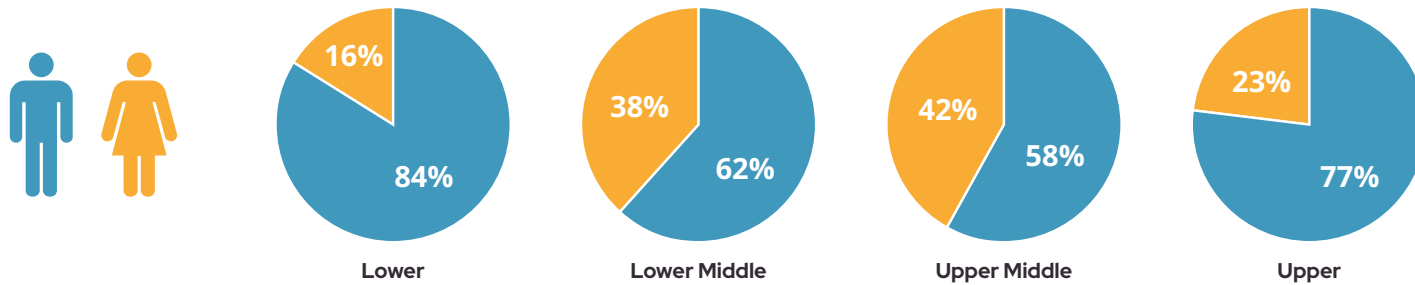
Overall, our pay gap is driven by workforce structure rather than unequal pay for equal work.





Pay Distribution

To better understand how pay is distributed across the organisation, we have divided our workforce into four equal pay quartiles:



This distribution shows that:

- The lower quartile is predominantly made up of operational, field-based roles, which are largely male-dominated
- Women are strongly represented across the middle quartiles, reflecting roles in support, administration, finance, HR and legal functions
- The upper quartile remains male-skewed, driven by the profile of senior commercial and technical leadership roles

This highlights a structural distribution within the organisation, with opportunities to improve representation at both senior and entry operational levels.

Bonus Pay Gap

Our bonus pay gap for the reporting period is as follows:

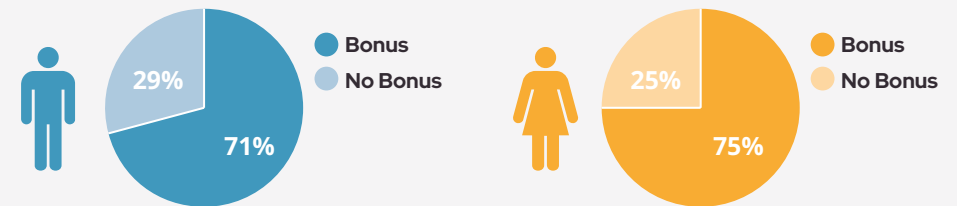
Mean bonus gap: 50.2% (men higher)

Median bonus gap: 61.7% (men higher)

This gap is influenced by the structure of bonus schemes across the organisation.

Higher bonus values are typically associated with senior roles and commercial positions, which currently have a higher proportion of male colleagues.

Proportion of employees who received a bonus:



This indicates that women are slightly more likely to receive a bonus within their group.

The difference in bonus value is therefore not driven by access to bonus schemes, but by the types of roles and levels at which bonuses are awarded.

What Our Data Shows

Our Gender Pay Gap results highlight several key points:

- **Our median pay gap favours women, indicating pay equality at comparable levels**
- **Our mean pay gap is relatively small and driven by workforce composition**
- **Bonus differences reflect role structure rather than unequal reward practices**
- **Women are well represented across the middle of the organisation**
- **Opportunities exist to improve representation in senior and operational roles**

What We've Heard

Feedback from our recent colleague engagement survey highlights that pay is a key area of focus across the organisation.

Colleagues have expressed a desire for:

- **Greater clarity around pay structures**
- **Improved transparency in how pay and bonuses are determined**
- **Clearer pathways for progression and development**

This feedback provides valuable insight and helps shape our approach moving forward.





What We're Doing Next

We are committed to building on these insights and continuing to develop a fair and inclusive workplace.

Our focus areas include:

- **Improving gender balance in senior commercial and technical roles**
- **Reviewing recruitment pipelines for both operational and leadership positions**
- **Supporting career development and progression opportunities for women**
- **Enhancing transparency around pay, progression and reward structures**
- **Strengthening communication so colleagues better understand how pay works**

Methodology

This report is based on data from:

- **A snapshot of employee data as of April 2025**
- **Gross hourly pay calculated using the government's prescribed methodology**
- **Bonus payments made in the 12 months leading up to the snapshot date**

All calculations have been completed in line with UK Gender Pay Gap reporting requirements.

At Horizon Parking, we're committed to maintaining a fair, transparent and inclusive working environment for all colleagues.

This report provides an important benchmark as we continue to grow and evolve as a business. We will continue to review our data, listen to our colleagues and take meaningful action to ensure we provide equal opportunities for everyone.



Horizon Parking



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