

Gender Pay Gap Report

2025



Powered
by people



Foreword

At Flogas, we talk about our business being powered by people. That means creating a workplace where everyone feels valued, treated fairly and given the opportunity to succeed. Our Gender Pay Gap report plays an important role in that commitment, helping us be open about where we are making progress and where there is still more work to do.

This year's results give us reasons to be encouraged. I am particularly pleased to see that our mean gender bonus gap has fallen significantly to 2.38%, from 10.45% last year. This improvement reflects the steps we have taken to bring greater consistency and fairness to how we recognise and reward contribution across the business.

At the same time, our overall gender pay gap has increased to 6.41%. While this remains well below the industry average, it highlights some of the longer-term challenges we continue to face, especially around representation in certain roles and at senior levels. Rapid growth across the organisation over the past year has also influenced these figures, reinforcing that pay gaps are shaped not just by pay decisions, but by who is in our roles and how opportunities are accessed.

These figures matter because they represent real people and real experiences. Closing the gender pay gap is not about quick fixes or headline numbers; it is about building the right foundations over time. Through our Diversity, Equity and Inclusion

strategy, we are continuing to improve how we recruit, develop and support our people, and that all colleagues have clear pathways to progress and thrive within Flogas.

There is more to do, and we are committed to doing it. By staying focused, honest and accountable, I am confident we will continue to make meaningful progress together.



Ivan Trevor
Managing Director



Understanding the Gender Pay Gap

About the Gender Pay Gap

From April 2017, all UK organisations that employ more than 250 employees are required by law to report annually on their Gender Pay Gap. The Gender Pay Gap is defined as the difference in the average earnings of men and women over a standard period, regardless of their role or seniority.

What's included

Hourly pay includes basic pay, allowances and shift premiums, on-call and standby allowance.

Colleagues on family or sick leave are excluded.

Where we report

We report our data to the Government and publish it on our website www.flogas.co.uk.



We're particularly proud of the progress made on our mean Gender Bonus Gap, which has reduced significantly from 10.45% to 2.38% in 2025. This is an important milestone and reflects our continued commitment to fair and equitable reward practices, ensuring that colleagues' contributions are recognised and rewarded consistently across the organisation.

About our pay gap

Since our last report, the overall balance of men and women across Flogas has remained broadly the same. Like many organisations in our sector, some roles continue to be less gender-balanced than others. In particular, women are still under-represented in our driver and engineer roles. We know there is more to do here, and we're actively progressing initiatives aimed at attracting and supporting greater gender diversity across all parts of the business.

Our gender pay gap has increased to 6.41%, although it remains well below the industry average. This increase is largely linked to significant headcount growth over the past year. Our pay quartile distribution has stayed relatively stable, reflecting this overall growth, and we remain focused on initiatives that support the development, progression and long-term retention of all colleagues at Flogas, regardless of their gender.

We're particularly proud of the progress made on our mean Gender Bonus Gap, which has reduced significantly from 10.45% to 2.38% in 2025. This is an important milestone and reflects our continued commitment to fair and equitable reward practices, ensuring that colleagues' contributions are recognised and rewarded consistently across the organisation.

OUR REPORT

The population covered by this report is 1,225 colleagues.

20%
female

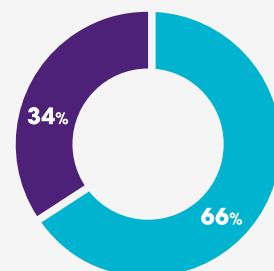
80%
male

	2024	2025
MEAN	5.30%	6.41%
MEDIAN	8.56%	9.44%
Median Gender Bonus Gap	2.38%	Men and women earn the same
Mean Gender Bonus Gap	0.00%	On average, men earn more than women

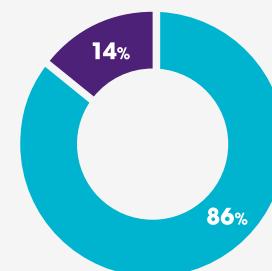


OUR PAY QUARTILES: 2025

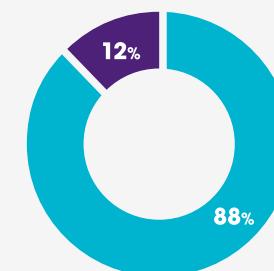
The table below illustrates the gender distribution at Flogas across four equally sized quartiles ranked from lowest hourly rate to the highest hourly rate. Each quartile represents 1/4th of the total workforce and their "mean" actual pay as it stood in April 2025.



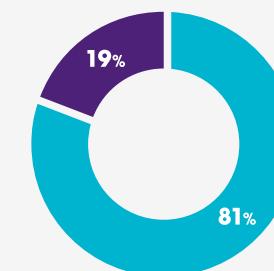
Q1 | Lower



Q2 | Lower middle



Q3 | Upper middle



Q4 | Upper



What are we doing to make a difference?

Over the past year, we've continued to strengthen our Employee Value Proposition (EVP) across the full colleague lifecycle. From how we attract and welcome people into Flogas, through to development, progression and retention, our people practices increasingly reflect our commitment to fairness, inclusion and opportunity for all. This includes clearer role profiles, more structured onboarding, and better access to development conversations and opportunities – all helping colleagues feel supported and valued, while also strengthening our ability to attract and retain diverse talent.

Our Diversity, Equity and Inclusion (DE&I) strategy continues to underpin this work. Over the year, we've introduced a range of practical initiatives designed to reduce unconscious bias and address structural barriers. These include inclusive leadership training for hiring managers, improved gender-balanced interview shortlists, and enhanced workforce data to help us better understand representation and progression by gender. Together, these actions are supporting a more inclusive culture and helping to drive progress in closing the gender pay gap.

Developing our internal talent remains a key priority, particularly through our higher-level apprenticeship programmes. These programmes combine structured learning, mentoring and on-the-job development, enabling colleagues to

gain recognised qualifications while progressing their careers. A diverse and balanced cohort of colleagues are represented across these programmes, supporting progression into technical, professional and leadership roles that are typically higher paid and historically less balanced from a gender perspective.

We've also taken steps to improve fairness and consistency in our reward practices. While our wider compensation frameworks continue to be developed, we've introduced centralised pay and bonus approval processes with clear guardrails in place. These controls help ensure pay decisions are made consistently, aligned to role requirements and performance, and applied equitably across the organisation – reducing the risk of unintended gender-based pay differences.

Our recruitment approach has continued to evolve to support more inclusive outcomes. This includes the use of gender-neutral language in job adverts and role profiles, balanced interview panels where possible, and recruitment campaigns that highlight the breadth of roles available to colleagues of all genders across Flogas. By broadening attraction and promoting fair, objective decision-making, we aim to create a more level playing field and build a workforce that better reflects the communities we serve.



Our Diversity, Equity, and Inclusion (DE&I) strategy will remain a core focus. We are dedicated to investing in and evolving this strategy, ensuring it remains impactful and reflective of the needs of our workforce.

So, what's next?

We remain committed to closing the gender pay gap and to creating fair, equitable opportunities for all colleagues. A key priority is continuing to support women into roles where they are currently under-represented, alongside strengthening pathways into higher-paid positions through targeted development, mentoring and clear progression planning.

We will also continue to build on the steps already taken to strengthen our reward practices. This includes maintaining centralised pay and bonus approval processes and guardrails, alongside finalising transparent compensation guidelines to support fair, consistent pay decisions across the organisation. Inclusive recruitment, onboarding and career development will remain central to our approach, helping us attract, support and retain diverse talent.

Finally, we will continue to closely monitor our progress and report transparently. Regular analysis of pay, bonus and progression data will help inform our actions and ensure we are taking meaningful, evidence-based steps to reduce the gender pay gap over time.



Powered by people