Gender Pay Gap Supporting Narrative 2026

As Managing Director of Thorncliffe Building Supplies Ltd, it is my responsibility to ensure that we continue to cultivate a workplace culture that genuinely champions equality, diversity, and inclusion. Our 2026 Gender Pay Gap reporting provides an important opportunity to reflect on the composition of our workforce, the distribution of men and women across different roles, and the steps we can take to create greater opportunities for women across our business.

Our 2026 figures show a **mean gender pay gap of 4.9% and a median gender pay gap of 8.7%** based on hourly pay. While these figures provide a useful measure of the difference in average pay between men and women across our organisation, they also need to be considered alongside the gender distribution within our workforce.

The proportion of women remains significantly lower across our workforce, particularly within the higher hourly pay quarters. Women account for **11.7% of employees in the upper hourly pay quarter**, compared with 88.3% men, and **2.9% in the upper middle hourly pay quarter**, compared with 97.1% men. Women represent 12.7% of the lower middle hourly pay quarter and 81.2% of the lower hourly pay quarter. These figures demonstrate that the overall composition of our workforce continues to be an important factor when considering our gender pay gap.

At Thorncliffe, we recognise that talent, capability, and ambition are not defined by gender. We want to ensure that women have the opportunity to develop, progress, and build long-term careers across every area of our business. This includes continuing to encourage women into roles and career paths where they have historically been underrepresented, including key operational positions such as HGV driving, alongside administrative, management, and other professional roles.

Our bonus pay figures also highlight an area that requires our attention. During the reporting period, **10.9% of men received bonus pay, compared with 0% of women**. As a result, both the mean and median gender bonus pay gaps are **100%**. We recognise the significance of this figure and will continue to review our bonus arrangements, eligibility and the distribution of bonus payments to better understand the reasons for this difference and ensure that our reward practices are fair, transparent and consistently applied.

We are proud of the steps we have already taken to promote equality across our organisation, including flexible working arrangements and professional development opportunities designed to support women into leadership roles. However, we recognise that creating meaningful and sustainable change requires continued commitment. We will continue to focus on transparent pay practices, development opportunities, recruitment and progression, while considering how we can attract and retain more women across the wider business.

Closing the gender pay gap requires sustained commitment at every level of the organisation. We will continue to monitor our figures, encourage open dialogue and ensure that our policies and practices reflect our values. The annual gender pay gap reporting process

provides us with an important measure of our progress and helps us identify where further work is required.

As we move forward, we remain committed to building a workplace where every employee feels valued, supported and able to reach their full potential. We will continue to recognise progress, learn from our data and take practical steps to improve equality of opportunity across Thorncliffe Building Supplies Ltd.

We have an opportunity to continue building on the progress we have already made and to create a stronger, fairer and more inclusive future for everyone at Thorncliffe. I am committed to leading this work alongside our entire team.

Tim Harper
Managing Director
2026

Gender Pay Gap Report – 2026

Reprocessed using the new Data(1).xlsx workbook

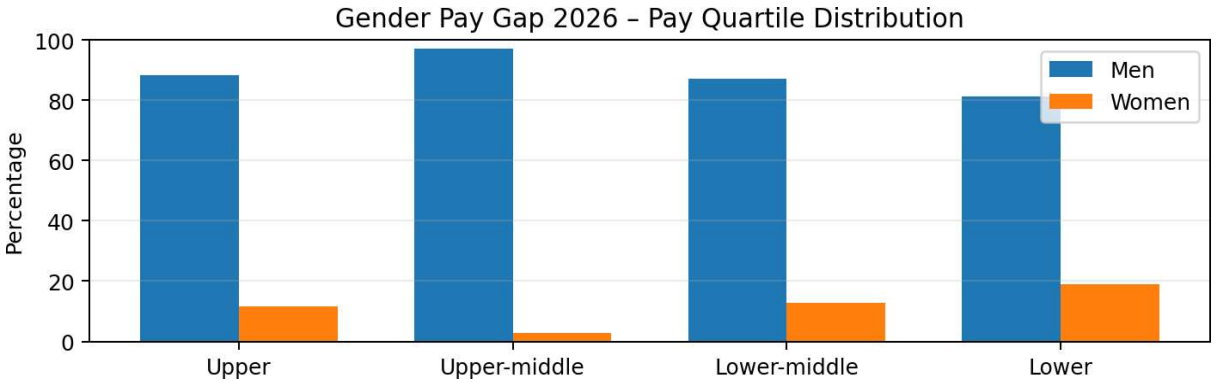
Workforce Summary

Measure	Total	Men	Women
Relevant employees	287	251	36
Full-pay relevant employees	208	184	24

Gender Pay Gap Results

Reporting measure	Result
Mean gender pay gap – hourly pay	4.9%
Median gender pay gap – hourly pay	8.7%
Men receiving bonus pay (supplied full-pay data)	10.9%
Women receiving bonus pay (supplied full-pay data)	0.0%
Mean bonus gap – supplied full-pay data	100.0%
Median bonus gap – supplied full-pay data	Not calculable (both medians are £0)

Pay Quartile Distribution:



Pay quartile	Men	Women
Upper quartile	88.3%	11.7%
Upper-middle quartile	97.1%	2.9%
Lower-middle quartile	87.3%	12.7%
Lower quartile	81.2%	18.8%

Notes/Checks Before Submission

- The new workbook contains 287 relevant employees (251 men, 36 women) and 208 full-pay relevant employees (184 men, 24 women).
- Hourly pay results are based on the 208 full-pay relevant employees with an hourly-pay figure. Tied hourly rates crossing quartile boundaries have been split proportionally.
- The supplied bonus sheet contains 208 full-pay relevant employees. It records 20 men with a bonus and no women with a bonus. Blanks in the bonus column have been treated as £0.
- **Important:** the statutory bonus calculations use all relevant employees, not only full-pay relevant employees. The new workbook has 79 relevant employees who are not in the full-pay bonus sheet. Their bonus amounts are not separately supplied, so the statutory mean/median bonus gap cannot be finalised unless those 79 employees are confirmed as £0 bonus (or their bonus amounts are provided).
- If all 79 additional relevant employees had £0 bonus, the mean bonus gap would remain 100.0% because no women are recorded with bonus; the median bonus gap would still be not calculable because both gender medians would be £0.
- Snapshot date for a private-sector employer: 5 April 2026. Reporting deadline: 4 April 2027.