ASHI Group Limited

Gender Pay Gap Report & Statement

July 2026

Introduction

ASHI Group Limited operates in the UK serving the retail, public sector, & commercial markets. The Company manufactures & installs a wide range of home improvement products designed to improve the aesthetics, security, & energy efficiency of properties.

The Group has an employed workforce of approximately 1,502 people. Our Head Office & Manufacturing sites are based in Norwich & the Company also has a network of Sales & Installation Depots across the UK.

This statement is made pursuant to the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 & sets out the steps ASHI Group Limited is taking to address the difference between the average earnings of men & women.

Results 2026

This report has been compiled in accordance with **government guidance**.

The results below represent a snapshot as of 5th April 2026 & includes the hourly pay for period 1 in 2026/27 financial year.

Gender Pay Gap

Mean Pay Gap	20.60%
Median Pay Gap	8.71%

The above figures show the gap between the average pay of men is greater than the average pay for women with our Organisation.

The Gender Pay Gap is not about equal pay for men & women doing the same job. It is about calculating the difference in average earnings. The Gender Pay Gap looks at all jobs, all levels & all salaries within the Organisation.

The Gender Pay Gap paints a picture of the level of roles that women conduct within the organisation.

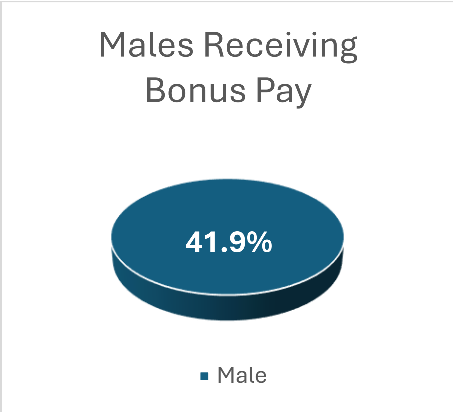
Improving gender balance & closing the Gender Pay Gap is an important part of our journey, in particular within a historically male-dominated industry sector, where our recruitment activity predominately attracts males in certain roles across the business.

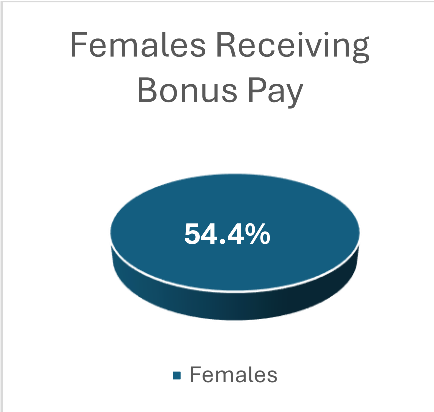
Bonus Gender Pay Gap

Bonus pay from 6th April 2025 – 5th April 2026:

Mean Bonus Gap	72.57 %
Median Bonus Gap	76.00%

This calculation shows the average bonus paid to men & women & the difference in average by gender. The data indicates that we employ more men in roles that facilitate higher bonus payments.





The above table shows the proportion of men & women who are employed in roles receiving bonus payment.

Pay Quartiles by Gender

Quarter Distribution (Male / Female), as defined by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

1st Quarter	242/134
2nd Quarter	326/50
3rd Quarter	293 / 82
4th Quarter	332/43

This data shows the male to female split of our workforce in each pay quartile. It was established by ranking the whole workforce in order of hourly pay from lowest to highest & then dividing them into four equally sized pay quartile groups from the payroll listing, following which the proportions of men and women in each of the quartiles were calculated.

The gender split in each of the quartile bands represent our overall male and female ratio.

Summary

1. Positive Movement in Pay Gap (both Mean & Median Improved)

The reduction in pay gaps can be attributed to:

- Median gap dropped significantly by 5.9% suggesting female hourly pay rates are clustering closer to male rates in the middle of the distribution
- Growth in the 3rd Quartile (17 more males +15 more females) indicate more women moving into higher paying mid-senior roles
- The 4th Quartile (highest) paid added 4 more females, showing some progress at senior levels.

2. Workforce Composition Changes

The workforce grew by 128 employees, but 93% of the new hires were male, diluting female representation from 21.8% to 20.6%.

3. Quartile Distribution Shifts

The 1st Quartile saw more males entering at lower pay (+27 Vs +5 change). The 2nd Quartile lost 15 females while gaining 47 males – this structural shift is concerning and may indicate females leaving mid-level positions or not being recruited into these roles. The 3rd Quartile has seen balanced growth, and the 4th Quartile (highest paid) has seen male dominance growth.

4. Bonus Gap Widened Despite Pay Improvements

Male bonus participation decreased from 43.8% to 41.9% and female bonus participation slightly decreased from 54.7% to 54.4%. However, the gap in bonus amounts widened suggesting males who did receive bonuses received proportionately larger amounts.

Area	Status	Commentary
Mean Pay Gap	Improving	Down 0.9%; positive trend continuing.
Median Pay Gap	Strong improvement	Down 5.9%; strongest improvement.
Bonus Gaps	Widening	Mean and median bonus gaps increased.
Female Representation	Declining	Reduced from 21.8% to 20.6%.
Senior Roles (Q4)	Slow progress	Four female additions compared with 28 male additions.

Actions

ASHI Group Limited acknowledges that addressing & maintaining the gender balance can be beneficial to the business.

To achieve this, we employ open recruitment practices, including widespread advertising of job vacancies. We regularly review our workforce composition & will take initiative-taking steps to ensure fair representation. Our policies, including Recruitment & Advertising, align with this commitment.

We confirm that all employees at ASHI Group Limited are paid equally for work of equal value. Regular pay audits & reviews are conducted to maintain this equality. Any identified disparities are addressed promptly & effectively.

Our analysis tells us that due to the under representation of women in our business sector which historically has been and remains a male dominated industry, is the main driver for our gender pay gap & there are no quick wins to closing the gap.

However, we are committed in continuing our drive to improve the gap further & over the next 12 months we will the looking at:

- Initiatives that assist to attract females to apply for roles within our Organisation, in particular, within under-represented roles.
- Ensuring our female workforce receive the supporting to enable them to progress into senior roles.

We view gender equality as a priority & anticipate continued progress in reducing the Gender Pay Gap. We are confident that the positive actions we are taking will contribute to improved results in the 2026/2027 reporting period.

We confirm that the information & data reported is accurate as at the snapshot date 5th April 2026.

Signed: ______________________________

Phil Tweedie
Managing Director