

Gender Pay Gap



As at April 2025

Introduction

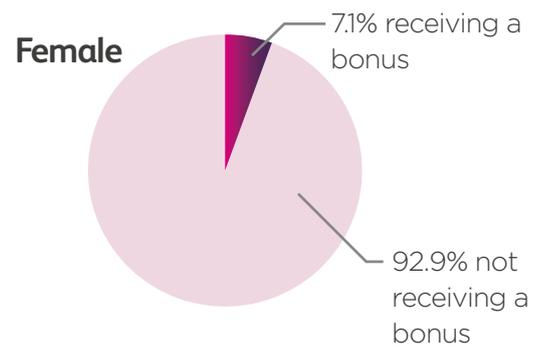
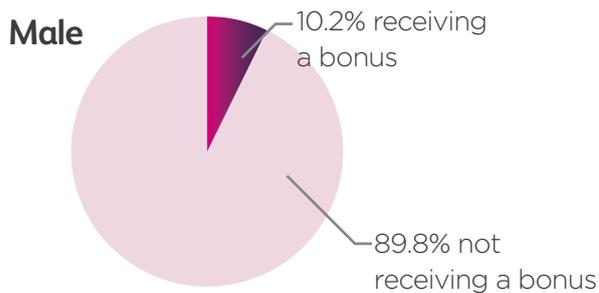
The Equality Act 2010 (Gender Pay Gap Regulations), which came into force in April 2017, requires any company employing over 250 staff to publish gender pay gap figures based on pay data as at 5 April each year.

Pinnacle Group's figures

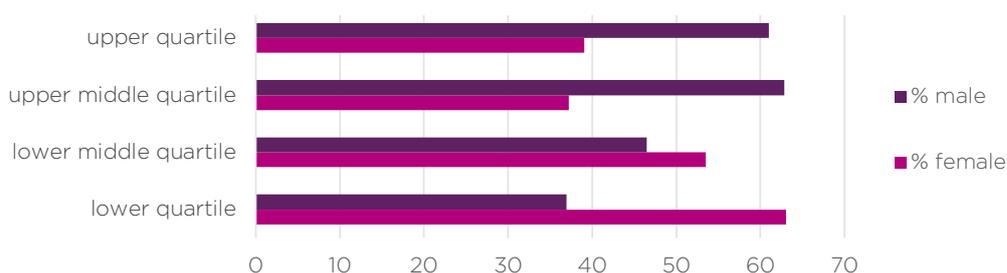
This is the ninth year for which we have published our gender pay gap figures. As at 5 April 2025, 3,999 staff, as defined by the Regulations, worked for the Group. Our overall figures are shown below.

Pinnacle Group	Mean	Median
Gender pay gap (hourly pay)	7.7%	4.4%
Gender bonus pay gap	7.7%	0%

Proportion of male and female staff receiving a bonus:



Proportion of male and female staff in each pay quartile band:



Understanding our gap

The gender pay gap reflects how pay is spread across our entire workforce. It does not indicate that men and women are paid differently for carrying out the same or comparable roles.

Our gap is primarily driven by the distribution of roles across the organisation, which closely aligns with national trends. A higher proportion of women – both nationally and within Pinnacle – work in part-time positions, which tend to fall within the lower-paid quartiles. In addition, women remain under-represented in the most senior and therefore higher-paid roles.

Positive highlights



Women now make up 30% of our senior management population, up from 13% in 2017 and a further 2% increase since the 2024 report, reflecting continued positive progress. Across our wider management population, female representation has risen from 32% to 44.8% since 2017. This is closely aligned with our overall workforce profile, which is 48.5% female and 51.5% male. These shifts in representation contribute to our gender pay gap remaining comparatively low.

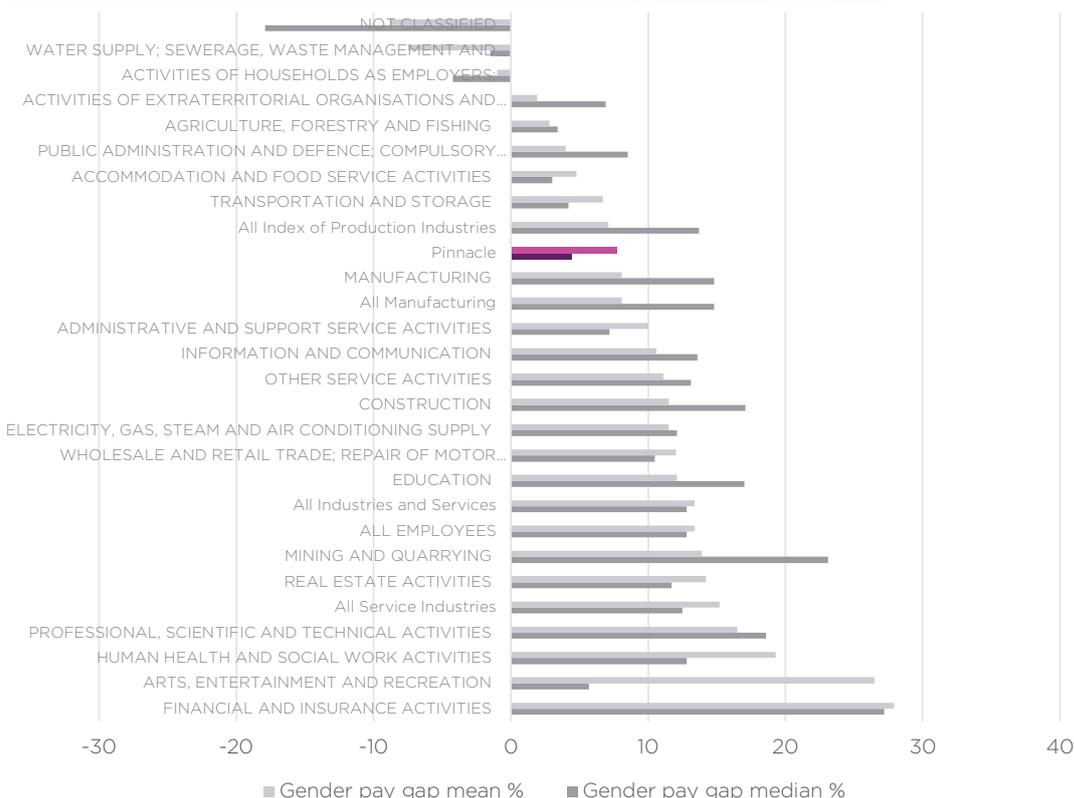


If we just looked at the situation with regard to full-time staff, we have a 0% mean pay gap.



Our mean pay gap has more than halved since 2019 and, as shown in the chart below, compares very well with the national picture.

Comparison with breakdown by industry - ONS figures November 2025



Our continued commitments

We remain committed to the actions we have already set out to support continued progress:

- Wherever possible, we will continue to advertise manager-level and other senior roles as flexible, part-time or job-share opportunities.
- To help create an environment where women feel encouraged to apply for senior roles, we will also continue to ensure that, wherever possible, every selection panel for manager-level and senior roles includes at least one female panel member.

Declaration

We confirm that Pinnacle Group's gender pay gap calculations are accurate and meet the requirements of the Regulations.

P. Lloyd

Perry Lloyd

Group Chief Executive Officer

S. Gibbs

Sarah Gibbs

Group People Director

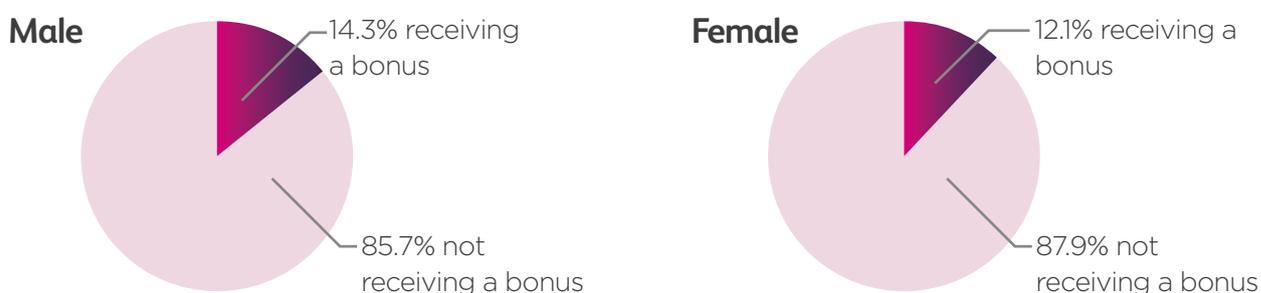
Pinnacle Housing Ltd

Statutory disclosure

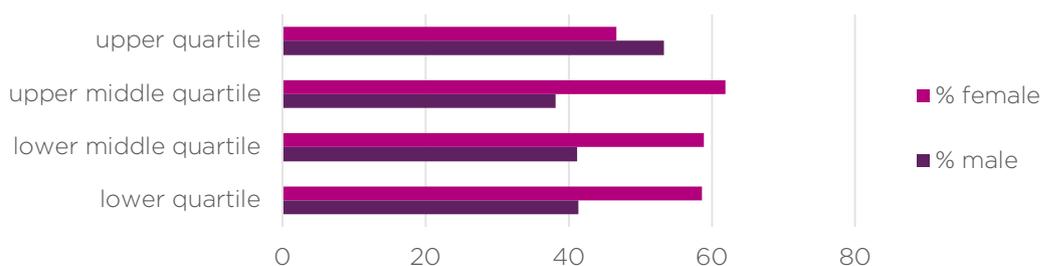
Under the Regulations, we are required to report gender pay gap data for any entity within the Pinnacle Group that employs at least 250 employees. As at 5 April 2025, 758 staff, as defined by the Regulations, worked for Pinnacle Housing Ltd. Its figures are shown below

Pinnacle Housing Ltd	Mean	Median
Gender pay gap (hourly pay)	7.5%	5.3%
Gender bonus pay gap	7.4%	11.3%

Proportion of male and female staff receiving a bonus:



Proportion of male and female staff in each pay quartile band:



Declaration

We confirm that Pinnacle Housing Ltd's gender pay gap calculations are accurate and meet the requirements of the Regulations.

P. Lloyd

Perry Lloyd
Group Chief Executive Officer

S. Gibbs

Sarah Gibbs
Group People Director

Pinnacle FM Ltd

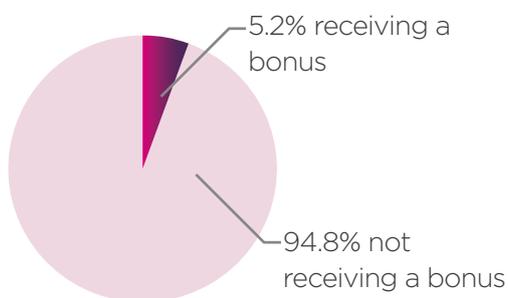
Statutory disclosure

Under the Regulations, we are required to report gender pay gap data for any entity within the Pinnacle Group that employs at least 250 employees. As at 5 April 2025, 2,415 staff, as defined by the Regulations, worked for Pinnacle FM Ltd. Its figures are shown below.

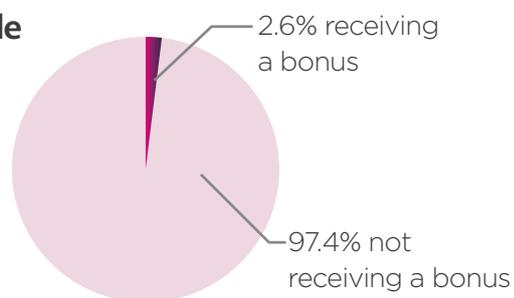
Pinnacle FM Ltd	Mean	Median
Gender pay gap (hourly pay)	10%	7.5%
Gender bonus pay gap	26.3%	0.0%

Proportion of male and female staff receiving a bonus:

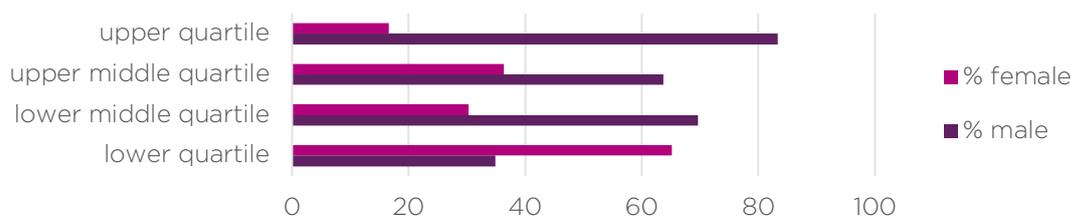
Male



Female



Proportion of male and female staff in each pay quartile band:



Declaration

We confirm that Pinnacle FM's gender pay gap calculations are accurate and meet the requirements of the Regulations.

P. Lloyd

Perry Lloyd
Group Chief Executive Officer

S. Gibbs

Sarah Gibbs
Group People Director

Pinnacle Workplace Ltd

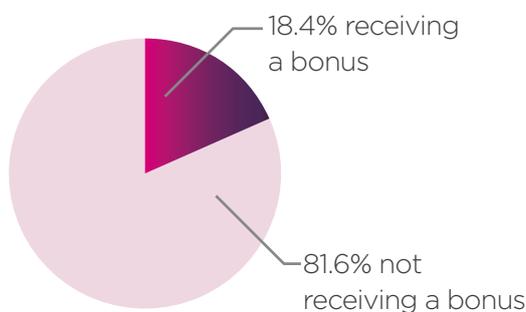
Statutory disclosure

Under the Regulations, we are required to report gender pay gap data for any entity within the Pinnacle Group that employs at least 250 employees. As at 5 April 2025, 556 staff, as defined by the Regulations, worked for Pinnacle Workplace Ltd. Its figures are shown below.

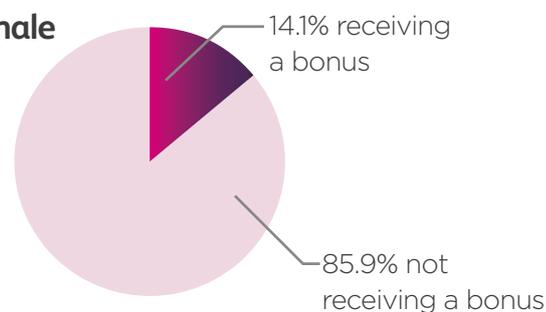
Pinnacle B2B Ltd	Mean	Median
Gender pay gap (hourly pay)	5%	4.7%
Gender bonus pay gap	38.4%	44%

Proportion of male and female staff receiving a bonus:

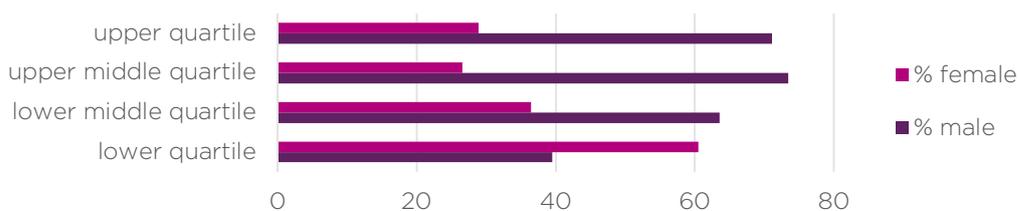
Male



Female



Proportion of male and female staff in each pay quartile band:



Declaration

We confirm that Pinnacle Workplace Ltd's gender pay gap calculations are accurate and meet the requirements of the Regulations.

P. Lloyd

Perry Lloyd
Group Chief Executive Officer

S. Gibbs

Sarah Gibbs
Group People Director