

Kingdom Services Group

2026 Gender Pay Gap Report

Prepared by: Adam Turner



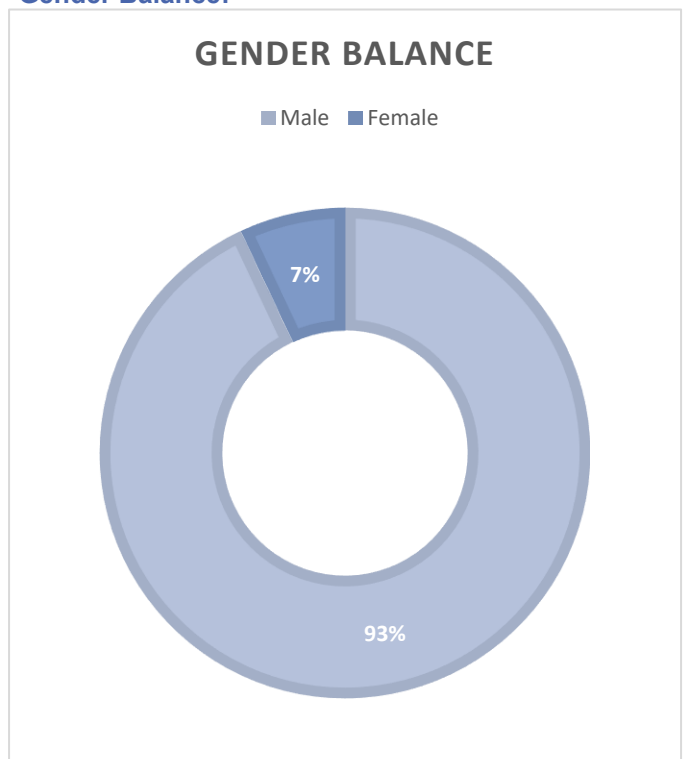
Introduction

Terence Barton, our CEO has headed up the business since its inception, and Kingdom remains in the Barton Family. Over the years, market and customer opportunities have allowed us to grow our service offerings to become one of the largest national privately-run companies in the UK and India. As recognised pioneers of innovation in our industry, we are driven to explore new ways of working and fresh approaches to progression within the support services market.

Our national network is led and supported by our leadership team. Our leadership team is known and visible and responsible for delivering the Kingdom vision, goals and key drivers and for ensuring all of our colleagues are happy and motivated to deliver a best in class service to our clients.

Full pay employees at snapshot date: 2240

Gender Balance:



Report Methodology

What is the Gender Pay Gap?

A gender pay gap is a measure of the difference in the average pay of men and women - regardless of the nature of their work - across an entire organisation, business sector, industry or the economy as a whole. It can be driven by the different number of men and women across all roles.

What is Equal Pay?

The gender pay gap is different from an equal pay comparison, which would involve direct comparison of two people or groups of people carrying out the same, similar or equivalent job.

The audit is not simply a data collection exercise. It entails a commitment to put right any pay inequalities and this means that there should be involvement and support from managers within the organisation to deliver necessary changes.



Croner Reward's proprietary tool is designed to rigorously test the fairness of an organisation's pay system through a variety of different tasks by analysing the required cross-sections of your organisation.

These include probing the pay differences between males and females for hourly pay and bonuses.

The output of this analysis indicates where, if at all, any risk and potential exposure exists. For both males and females, the essential features that have been analysed in this report are the base hourly full pay rates and bonus payments for all relevant employees.

The outcomes provided through our analysis highlight:

- The differences in mean hourly pay
- The differences in median hourly pay
- The differences in bonus payments
- The distribution of bonuses to male and female employees
- The percentage of male and female employees in each hourly pay quartile.

In our conclusions you will find:

- An illustration of any gaps or risks that exist
- Access to telephone advice and support

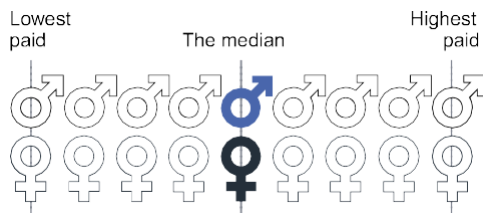


Report Methodology

How are the Median Gaps Calculated?

Using the calculations set out in the gender pay gap reporting regulations, we have taken pay data for full pay employees across the entire business which includes many different roles that bring a variety of rates of pay.

Imagine if all employees stood in two lines (male and female) in order of lowest hourly rate of pay to highest. The median gender pay gap is the difference in pay between the female employee in the middle of their line and the male employee in the middle of their line.



How are the Mean Gaps Calculated?

The mean gender pay gap shows the difference in average hourly rate of pay between men and women. This is also affected by the different numbers of men and women in different roles.

Bonus Payment Calculations

Bonus pay includes any additional pay relating to profit sharing, productivity or performance, when in the form of money or vouchers.

Both median and mean calculations are carried out when comparing bonus pay over a twelve month period. The proportion of men and women awarded any bonus pay over that period is also reported.

How are the Pay Quartiles Calculated?

As part of the gender pay report, we also show the percentage of men and women in each pay quartile.

Quartiles are calculated by listing the rates of pay for each employee across the business from lowest to highest, before splitting the list into four equal-sized groups and calculating the percentage of males and females in each.

What's Included in our Calculations?

Calculations of mean and median pay and of quartile pay bands are based on data from **April 5th 2025**, including ordinary pay and bonus pay.

Ordinary pay is not limited to basic pay, but also includes other types of pay such as pay for allowances, full pay for leave (including sick, maternity, paternity, adoption) and shift premium pay. It doesn't include pay for overtime, pay relating to redundancy/ termination of employment, pay in lieu of leave or the value of benefits which are not in the form of money.

Analysis of Results

In Summary

- The hourly pay calculations are based on **2240 relevant employees**.
- The **mean** hourly full pay gap is **-7.60%**; in favour of the **female** workforce.
- The **median** hourly full pay gap is **-2.39%**
- The **mean** bonus pay gap is **47.11%** in favour of **males**; and the median bonus pay gap is **-190.00%** in favour of **females**.
- **2.63%** of all relevant **males** and **17.81%** of all relevant **females** received a bonus payment in the twelve months preceding the snapshot date.

Pay – Hourly Rate

The difference between men and women.

	Mean	Median
All	13.85	13.40
Female	14.83	13.72
Male	13.78	13.40
Pay Gap	-7.60%	-2.39%

Pay Quartiles

Total distribution of male and female employees by hourly pay quartile

	Lower	Low-Mid	Upper-Mid	Upper
Female	5%	2%	7%	12%
Male	95%	98%	93%	88%

Bonus Pay

Bonus pay difference between men and women.

	Mean Bonus	Median Bonus	Number receiving a Bonus	% Bonus Distribution
Female	£1,113.65	£725.00	26	17.81%
Male	£2,105.65	£250.00	55	2.63%
Pay Gap	47.11%	-190.00%		



How Can Croner Help?

Croner is a leading provider and pioneer of support for HR & employment law, health & safety and pay & benefits. We have a team of experts who can advise you on what steps you can take next, in light of the findings of this report.

As a part of this report, Croner provide you with free access to HR & employment law advice service to discuss any exposure/ risks you may have as a result of this report.

Our advisory team can be reached on:
0844 728 0037.

Additional Services

Croner Reward has supplied organisations of all sizes with remuneration statistics and advice for over 45 years and is now widely recognised as one of the leading providers of pay and benefits data in the UK.

Through collection of the UK's widest range of salary information, Croner Reward has developed one of the largest pay databases in the country and provides pay statistics to an extensive variety of UK and international organisations as well as Government Departments, several national and specialist publications and a number of leading professional institutes.

Other services include:

- Salary Benchmarking
- Pay & Grading Consultancy
- Bespoke Surveys
- Market Rate Reports
- Job Evaluation & SalarySearch Software

What Should You Do Next?

Ahead of making this information publicly accessible on your Company website by April 4th, you may wish to consider a formal review of your pay structure; or at the very least an organisation or departmental salary benchmarking exercise to help examine any weaknesses that exist and support the written statement. This is something which Croner can assist with.

If you have any questions or require further information regarding our additional services, please call us on **0844 728 0103.**



Kingdom Services Group Limited
Kingdom House
1 Woodlands Park
Ashton Road
Newton-le-Willows
WA12 0HF