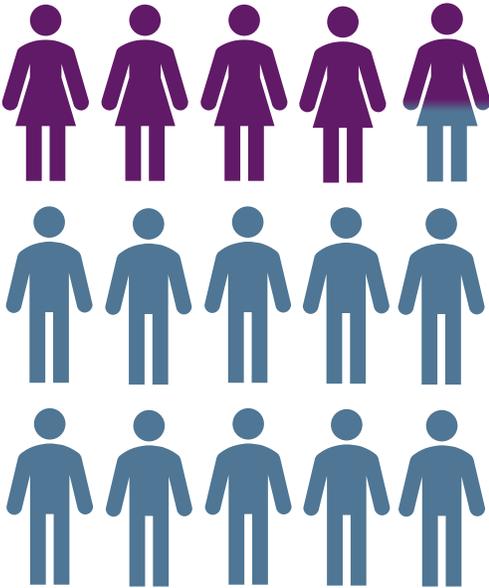


Gender Pay Gap Report 2025

Total Employees: 250



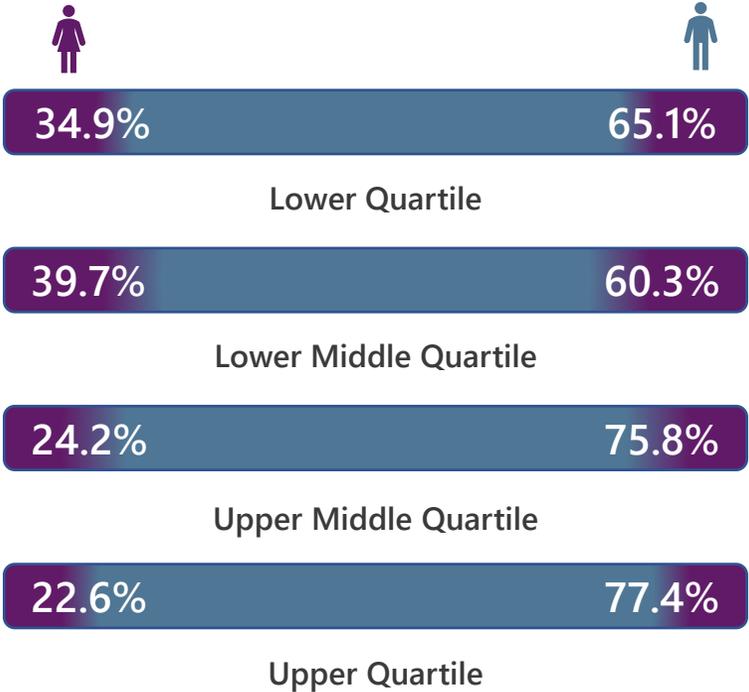
Male 174
69.6%

Female 76
30.4%

Proportion of males & females receiving a bonus payment



Proportion of males & females in each quartile band



Gender Pay Gap Report 2025

The gender pay gap has been defined as the difference between the average hourly earnings of all male and female employees in the workforce. Gender pay reporting is distinct from equal pay, which is more specific and, rightly, aimed at ensuring that men and women are paid the same for carrying out work of equal value. We are confident that TSG employees with the same experience, capability and performance are paid equally for doing the same jobs. Additionally, we recruit and promote people based upon those criteria, irrespective of their gender.

Like all businesses, our gender pay gap is driven by the structure of our workforce. There are certain roles and departments within the company which tend to attract employees of one gender. The distribution of gender throughout TSG tends to mirror our industry sector as a whole – this year women make up just over 30% of our reportable workforce – a pleasing 5% increase when compared to our 2024 data.

This year it is again extremely pleasing to see significant reductions in both our mean and median pay gaps. In addition to this, it is great to see a significant increase in the percentage of woman in our most upper pay quartile.

We pride ourselves in taking a flexible and supportive approach to all members of the TSG team and continue to regularly review our policies, practices, training and development to ensure we are fully supporting all employees in both their personal and professional lives.

Over the last year we have continued to appoint several more women into senior positions within the business and will continue to work to attract female talent to Team TSG.

I declare that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Rory McKeand
CEO
February 2026