



westerleigh
GROUP

Gender Pay Gap

Report 2025



What is Gender Pay Gap Reporting?

The gender pay gap is a measure of equality that shows the percentage difference between the average hourly earnings for men and women.

It's not the same as equal pay (which compares the pay for comparable jobs).

There is a legal requirement for companies with more than 250 employees to report their gender pay gap figures.

This is our third Gender Pay Gap Report and we're pleased to report results consistently above the national Gender Pay Gap.



We're proud to have a set of Gender Pay Gap results that continue to exceed the national averages and this remains an area of focus for us. We have continued to invest in our colleague's pay. In addition we remain committed to offering a broad range of policies, benefits and development opportunities that appeal to and help us to retain and motivate colleagues.

Debbie Smith, CEO

We remain focussed on ensuring we provide a fair and inclusive workplace for all colleagues. We provide a range of policies supporting colleagues with family and caring responsibilities, as well as targeted support for those experiencing menopause.

We offer a range of development programmes aimed at supporting women to reach their full potential. We're proud of the support we provide to all our colleagues across Westerleigh Group.

Amy Marsh, HR Director



We can confirm that this report and the information contained within is accurate.

Debbie Smith, Chief Executive Officer

Amy Marsh, Human Resources Director

† The mean Gender Pay Gap (GPG) calculation averages the hourly rate of pay for all men and compares this with the average hourly rate for all women for the pay period that includes the 5th April 2025.

‡ The median calculation compares the hourly rate at the middle data point of men (if all men were ordered based on their hourly rate from highest to lowest) and compares this with the middle data point of women.

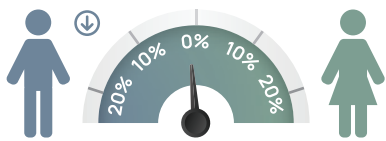
* The majority of sites are included in this part of the business with a few exceptions that sit within different companies.

Gender Pay Gap Results – Westerleigh Group

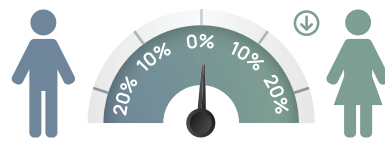
In our report, we've chosen to go beyond the scope of regulatory requirements to share the same view of gender pay gap reporting across all companies within the Westerleigh Group. (This includes AK Lander, Distinct Cremations and Crematoria Management Limited).

This provides a clear and transparent measure for all of our colleagues.

Gender Pay Gap Results



Our *mean*[†] Gender Pay Gap (GPG) shows that **men are paid 1.17% less than women**. The gap continues to close on the previous year.

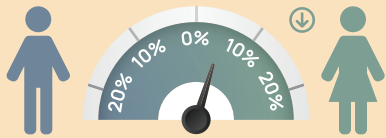


The *median*[†] Gender Pay Gap (GPG) shows that **women are paid 1.45% less than men**. This measure has swung slightly in favour of men from the previous year.

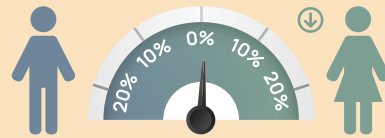
These calculations are based on “full pay relevant employees” – these are colleagues employed and paid their full pay in April 2025. Anyone with unpaid absence or on maternity, etc, is excluded from this calculation. The pay used in the calculations includes elements of basic pay plus any bonus or recognition payments made in April.

Gender Bonus Gap Results

The Gender Bonus Gap (GBG) calculation considers any bonus, incentive or recognition payments received over 12 months, ending on 5 April 2025.



Our *mean*[†] Gender Bonus Gap (GBG) shows that **women are paid 4.77% less than men in bonuses**.



The *median*[†] GBG shows that **women are paid 0.96% less than men**.



The proportion of men and women receiving a bonus is broadly the same (84.1% men vs. 81.0% women).

Gender Pay Gap Reporting – Westerleigh Group

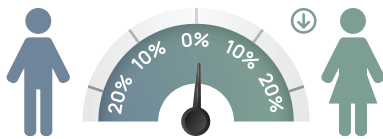
Quartiles	% of Men	% of Women
Upper hourly pay quarter	54.5%	45.5%
Upper middle hourly pay quarter	54.5%	45.5%
Lower middle hourly pay quarter	49.6%	50.4%
Lower hourly pay quarter	52.9%	47.1%

- The quartiles show we have more men than women in each quarter, apart from the lower middle pay quartile where there are slightly more women than men (this only includes “full pay relevant employees”).
- There has been a small increase in the proportion of men in the two upper quartiles.

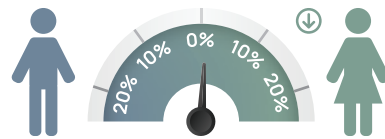
Gender Pay Gap Results – Crematoria Management Limited (CML)

The largest company within the Westerleigh Group is Crematoria Management Limited (CML). This part of the Group incorporates most of our crematoria sites and colleagues* and meets the 250 employees threshold that means it needs to report its gender pay gap results.

Gender Pay Gap Results



The *mean*[†] calculation shows that **women are paid 1.16% less than men**. The gap has slightly widened in favour of men on the previous year's results.

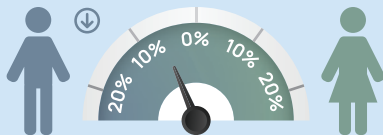


The *median*[†] calculation shows that **women are paid 1.62% less than men**. The gap has slightly widened on the prior year's results.

These calculations are based on "full pay relevant employees." These are colleagues employed and paid their full pay in April 2025. Anyone with unpaid absence or on maternity, etc, is excluded from this calculation. The pay used in the calculations includes elements of basic pay plus any bonus or recognition payments made in April.

Gender Bonus Gap Results

The Gender Bonus Gap (GBG) calculations include all CML employees, and any bonus, incentive or recognition payments received in the 12 months ending on the snapshot date (5th April 2025).



The *mean*[†] Gender Bonus Gap (GBG) shows that **men received 6.96% less than women in bonus payments**. This gap has increased since the previous year.



Our *median*[†] shows that **women received 9.75% less than men in bonus payments**. This gap has increased since the previous year



The percentage of men/women receiving CML bonuses is very close (89.3% of men vs. 94.9% of women received a bonus).

Gender Pay Gap Reporting – CML

Quartiles	% of Men	% of Women
Upper hourly pay quarter	49.3%	50.7%
Upper middle hourly pay quarter	65.7%	34.3%
Lower middle hourly pay quarter	50.7%	49.3%
Lower hourly pay quarter	44.8%	55.2%

- The hourly pay quartiles show we have more women than men in the upper and lower quartiles, and more men in the two middle quarters.