

# Gender Pay Gap Report 2025

Pinnacle Pet UK

Published April 2026





**At Pinnacle Pet UK, we are committed to fostering a workplace where everyone—regardless of gender—has equal opportunity to thrive, succeed, and be fairly rewarded. We believe that diversity strengthens our organisation, and we are dedicated to creating an inclusive culture where talent is recognised, developed, and valued equally. Addressing gender pay equality is a vital part of this commitment, and we continuously strive to understand and remove the barriers that impact fairness and progression.**

**Andrew Wigg  
CEO, Pinnacle Pet UK**

# What is the Gender Pay Gap?

## What is the gender pay gap?

The gender pay gap is the average hourly pay of all men who work in a company compared with the average hourly pay of all women who work in the same company. This is expressed as a percentage of men's pay.

## What is equal pay?

It's important to note that the Gender Pay Gap is different from equal pay.

We are confident that men and women at PPUK receive equal pay for equal work, in line with the Equality Act 2010 and our gender pay gap figures do not indicate an equal pay issue.

We take our legal responsibilities seriously and continually review our pay practices to ensure they remain fair, consistent and compliant.

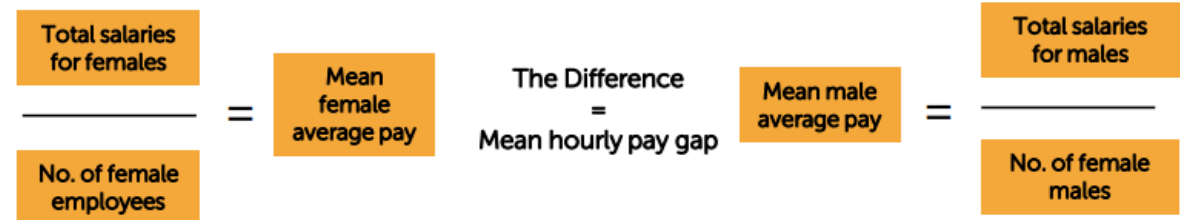
## Who has to report their Gender Pay Gap?

UK Gender Pay Gap reporting is required for employers with 250 or more employees as of 5 April each year. Figures must be published annually on both the UK Government's Gender Pay Gap Service and our website, and these must include:

- Mean and median gender pay gaps
- The proportion of men and women in each pay quartile
- Gender bonus gaps

## Calculating the Gender Pay Gap

How we calculate the **mean** hourly pay gap



How we calculate the **median** hourly pay gap



# Our Gender Pay Gap Data

	2024		2025	
	Men	Women	Men	Women
<b>Headcount</b>	53%	47%	48%	52%
<b>Proportion Receiving Bonus</b>	50%	65%	43%	57%
	Mean	Median	Mean	Median
<b>Pay Gap</b>	24%	29%	31.1%	41.7%
<b>Bonus Gap</b>	46%	54%	50%	78.5%

## Key Facts

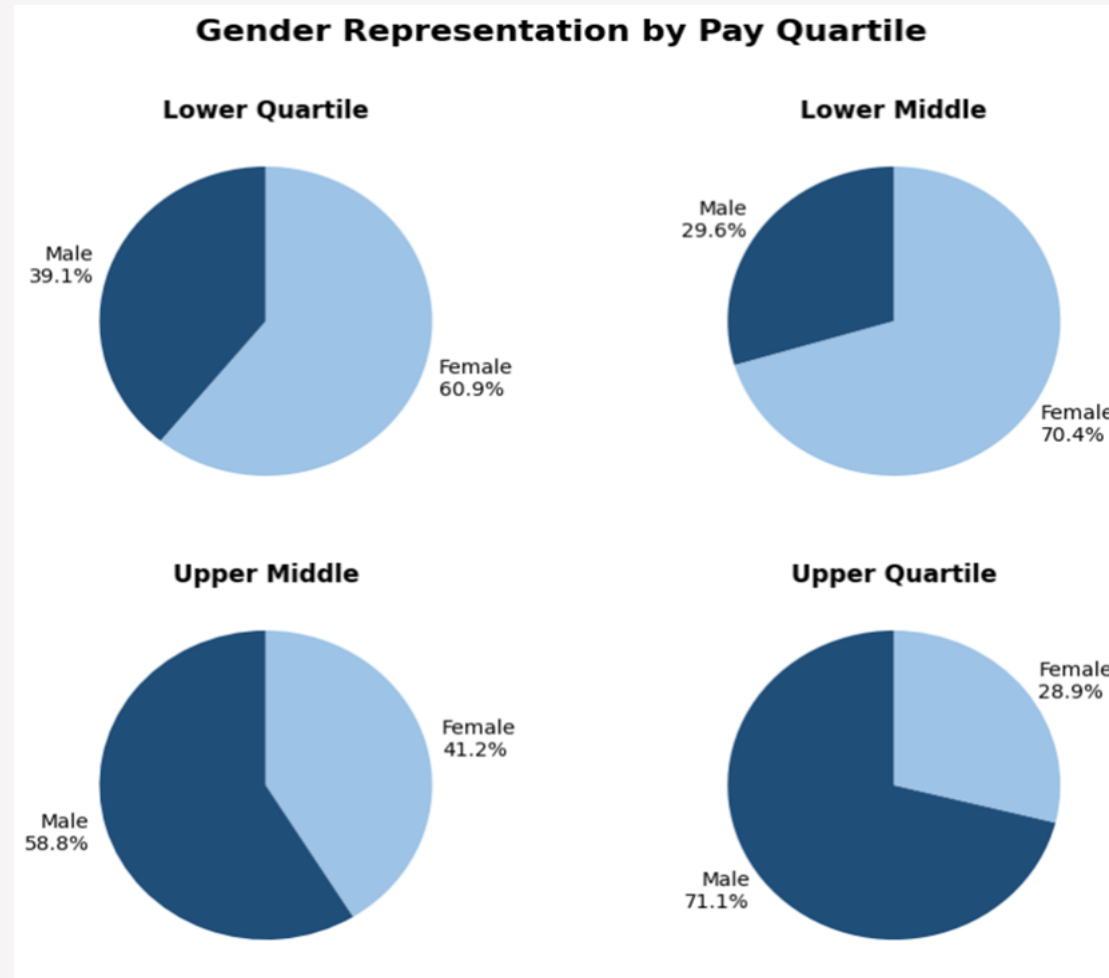
- PPUK has a near-even gender split overall
- Women are well represented in lower and middle roles.
- Men continue to dominate senior and higher-paid positions.
- Both the mean and median gender pay gap have increased compared to the previous year.
- Bonus participation is slightly higher among women than men.
- The mean and median bonus gaps indicate that higher-value bonuses are concentrated among senior male colleagues.
- Bonus outcomes are influenced by the role type, seniority and pro-rated awards for part-time roles, which are more commonly held by women.

## Summary

While there are encouraging signs of improved female representation at mid-levels, progress at senior levels remains slower, continuing to drive pay and bonus gaps.

# Gender Representation in Pay Quartiles

While there are encouraging signs of improved female representation at mid-levels, progress at senior levels remains slower, continuing to drive pay and bonus gaps.



# Our commitments in 2026

Across PPUK, gender pay and bonus gaps reflect long-standing structural patterns that will take time to change.

Improving gender balance in senior and higher-paid roles remains key to reducing these gaps sustainably.

We will continue to monitor our data, review our workforce composition, and support progression and retention initiatives aimed at achieving greater balance over time.

**Michelle Porteus**  
**Group HR Director PPG UK**

## The actions we will take in 2026

- **Introduce a formal job grading and levelling structure in order to:**
  - Assess roles consistently and transparently
  - Provide a clearer framework for fair pay decisions
  - Strengthen our ability to analyse pay equity
  - Improve our reward governance and enhance internal equity
  - Support more targeted action to reduce our gender pay gap.
- **Equal access to all internal talent development programmes:**
  - Women are given the equal opportunity to be developed
  - Female talent is ready to progress when opportunities are available
  - Improve representation of women in the leadership succession pipeline and high potential talent programmes.
- **Strengthen our Family Friendly proposition in order to:**
  - Improve our policies and practices to support **all** colleagues to balance work and family life
  - Enhance our employment proposition for external talent.
- **Implement a Menopause Action Plan:**
  - Providing support and guidance for any woman affected by symptoms
  - Measuring the retention and progression of women over 40 years of age.