



Gender Pay Gap Reporting

2025

Gender Pay Gap Reporting

Overview

City Facilities Management Holdings (UK) Ltd (The Group) provides facilities management, engineering and construction services across the UK. Our businesses support major national customers across retail, distribution and other sectors, delivering essential maintenance, engineering and operational services.

We employ colleagues across a wide range of roles including engineering, construction, operational support, administration and corporate functions. As a result, our workforce reflects a broad range of skills.

The Group has 3 legal entities that employ more than 250 colleagues in the UK. This report provides details of the gender pay gap for the Group and each of these legal entities.

Workforce Composition

The facilities management, engineering and construction sectors remain male dominated, particularly in technical and operational roles such as refrigeration, HVAC, electrical and engineering disciplines. These roles make up a significant proportion of the higher pay quartiles within the Group.

Men and women performing the same roles within our organisation are paid equally. The gender pay gap therefore reflects the distribution of roles within the business rather than differences in pay for comparable work.

As a result, the lower representation of women in technical and senior operational roles contributes to the overall gender pay gap.

Gender Pay Gap data

City Facilities Management Holdings (UK) Ltd

City FM (UK) Ltd provides FM services including maintenance, integrated systems, 24/7 helpdesk and energy management services across retail locations of one of the leading supermarkets in the UK.

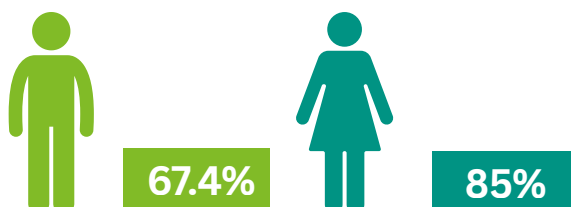
Mean Gender Pay Gap	-1%
Median Gender Pay Gap	19.2%
Mean Bonus Pay Gap	-15.5
Median Bonus Pay Gap	0%

PAY QUARTILE HEADCOUNT GENDER %

This is the percentage of male and female employees in four quartile pay bands (dividing our workforce into four equal parts).



COLLEAGUES RECEIVING A BONUS



Gender Pay Gap data

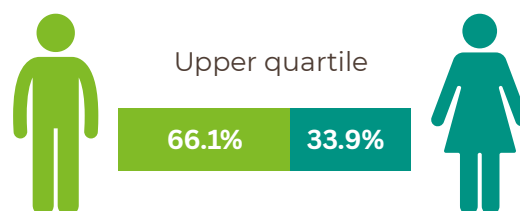
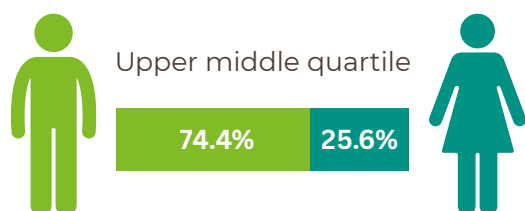
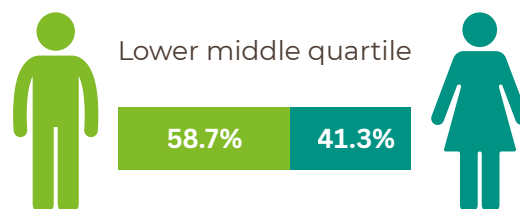
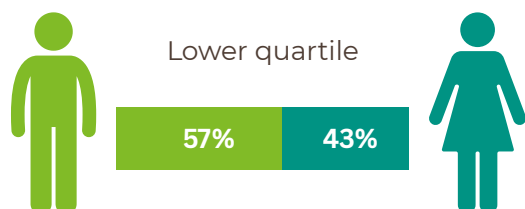
City Facilities Management (Distribution) Ltd

City Facilities Management (Distribution) provides dedicated FM and cleaning services across the distribution network of one of the UK's leading supermarkets.

Mean Gender Pay Gap	4.1%
Median Gender Pay Gap	3%
Mean Bonus Pay Gap	83.6%
Median Bonus Pay Gap	0%

PAY QUARTILE HEADCOUNT GENDER %

This is the percentage of male and female employees in four quartile pay bands (dividing our workforce into four equal parts).



COLLEAGUES RECIEVING A BONUS



Gender Pay Gap data

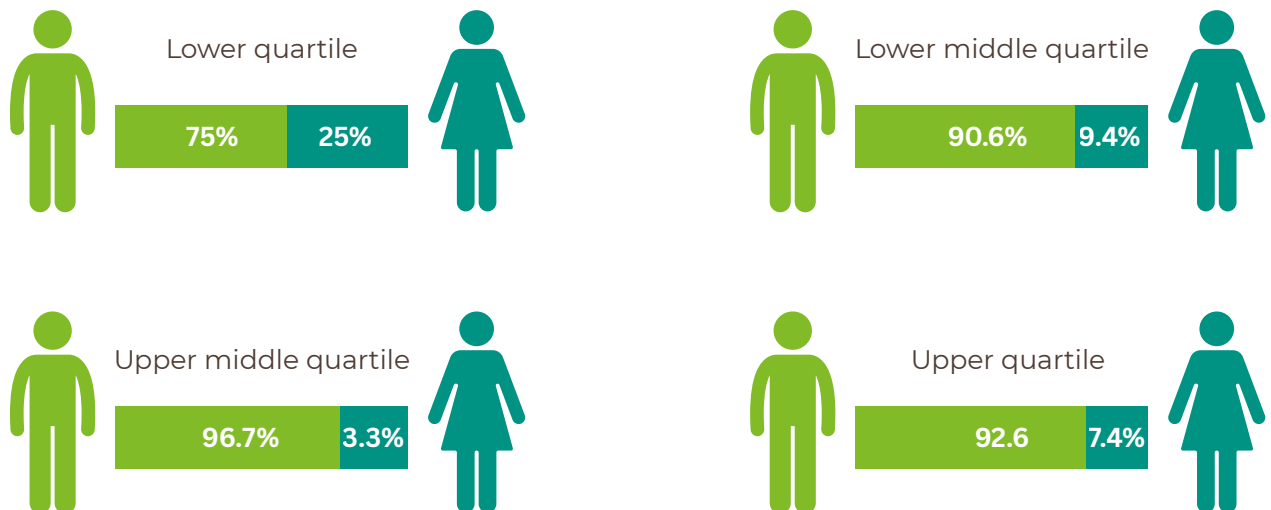
City FM Ltd

City FM Ltd provides multi-site FM services such as refrigeration, HVAC, electrical and building fabric maintenance throughout the UK to a variety of customers including retailers, hospitality, and forecourt operators.

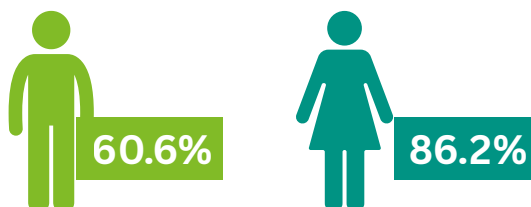
Mean Gender Pay Gap	12.5%
Median Gender Pay Gap	25.7%
Mean Bonus Pay Gap	-7.3%
Median Bonus Pay Gap	0%

PAY QUARTILE HEADCOUNT GENDER %

This is the percentage of male and female employees in four quartile pay bands (dividing our workforce into four equal parts).



COLLEAGUES RECEIVING A BONUS



Gender Pay Gap data

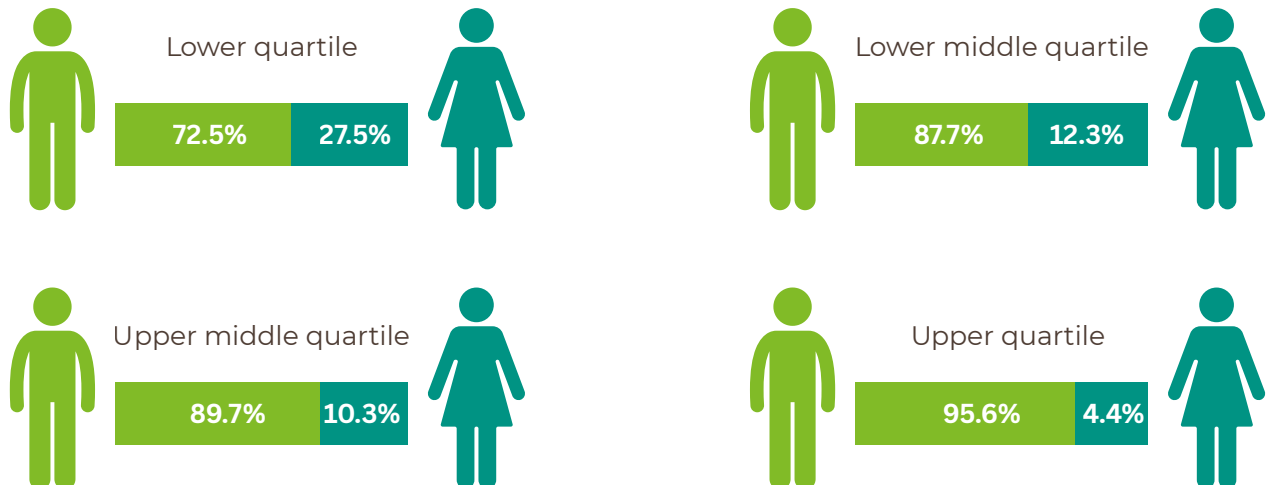
CBES Ltd

CBES provides a wide range of construction and engineering services. Our multi-disciplined capability allows us to provide our clients with a flexible and highly skilled approach, operating across six divisions: Refrigeration, Fire & Security, Mechanical & Electrical, Construction, Food Services, and Total Risk Solutions.

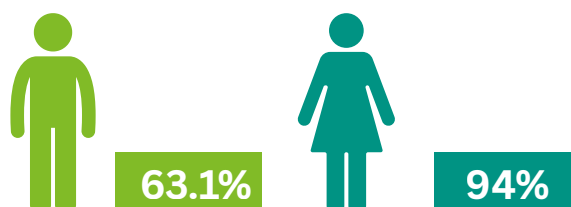
Mean Gender Pay Gap	21.8%
Median Gender Pay Gap	22.8%
Mean Bonus Pay Gap	81.6%
Median Bonus Pay Gap	71.4%

PAY QUARTILE HEADCOUNT GENDER %

This is the percentage of male and female employees in four quartile pay bands (dividing our workforce into four equal parts).



COLLEAGUES RECIEVING A BONUS



What We've Delivered

- We believe that creating a culture of inclusion and belonging provides a strong foundation that over time supports improved gender representation, which helps address our gender pay gap.

Our most recent engagement survey reflects this focus, recording an overall engagement score of 75.37%, slightly above typical UK benchmarks. Perceptions of inclusion were also strong, with 81.77% of colleagues agreeing that the company is inclusive and welcoming to colleagues of all backgrounds.

- We have focused on increasing the number of women in senior roles within the organisation through our external recruitment and internal development practices. Reflecting this focus, 36% of our most senior operational leadership roles and 33% of senior leadership team roles across the group are now held by women.

We are recognised as a Committed Menopause Friendly Employer through the Menopause Friendly Accreditation programme. We have developed an action plan (available on our website) to help improve awareness of menopause and have taken practical steps to raise awareness and support colleagues across our business.

- We have actively engaged with schools to showcase the career opportunities that exist within our industry. Additionally, we have focused on attracting women to our apprenticeship programmes by working with colleges, universities and apprenticeship bodies.
- Our talent pipeline Grow programme is open to all colleagues who want to develop into leadership roles. It has been encouraging that we are seeing an increase in the number of women taking part in the programme year on year.
- Our flexible working policies apply to colleagues at all levels and support both business needs and colleagues who require additional flexibility. These policies are key to attracting and retaining great colleagues regardless of gender.
- We work in partnership with Onvero and in 2025 we were pleased to achieve level 5 (Embed) of their 6 level TIDE assessment, reflecting the work we have done to make City a workplace where people feel they belong.

Our Focus for 2026

Whilst we have delivered improvements across a number of areas, we recognise that improving gender balance in a traditionally male-dominated sector takes sustained effort over time. There is no single action that will address this, and our action plan is focused on the areas we believe will have the greatest impact.

Recruitment

The availability of women entering technical and engineering careers continues to be a sector-wide challenge across facilities management and construction. We recognise that encouraging more women into underrepresented roles requires early intervention and may not reach its full potential for some time.

We will:

- Work with early career pathways, utilising our role models to encourage more women into STEM careers
- Ensure interview shortlists, whether arranged through our internal recruitment team or external agencies, include women and other underrepresented groups who meet the minimum criteria
- Showcase our women in STEM career journeys to demonstrate the possibilities to other women considering career options
- Broaden our reach to attract a more diverse talent pool by diversifying recruitment channels further and strengthening partnerships with social impact organisations
- Provide further education and skill building for recruiting managers to improve their awareness
- Showcase our women in STEM career journeys to demonstrate the possibilities to other women considering career options
- Broaden our reach to attract a more diverse talent pool by diversifying recruitment channels further and strengthening partnerships with social impact organisations
- Provide further education and skill building for recruiting managers to improve their awareness

Talent Development

We remain focused on increasing female representation at senior management and Board level, with particular emphasis on our operational functions. Visible representation in leadership roles helps demonstrate the opportunities available within the organisation and encourages colleagues to consider progression into senior positions.

We will:

- Increase female representation in leadership roles by supporting women to progress through our development processes, including My Journey discussions and personal development planning
- Monitor and report on the gender split of our 9 box talent matrix across the business and uptake of our leadership pipeline programme Grow

Culture of Belonging

We believe that a strong culture of inclusion and belonging supports retention and enables colleagues to develop and progress their careers. This is an important factor in improving gender representation over time and addressing the gender pay gap.

We will:

- Use feedback from our Your Say engagement survey and Citycare groups to better understand colleague experience and focus our actions where they will have the greatest impact
- Strengthen manager capability through enhanced resources and development, supporting confident and consistent leadership across the business
- Progress actions aligned to the Onvero TIDE assessment as we work towards achieving level 6 (Sustain)
- Refresh our Belonging working group and colleague networks, with a focus on supporting women in STEM
- Maintain and build on support for colleagues experiencing menopause, including continued awareness and practical support as we work towards full Menopause Friendly Accreditation in 2027
- Ensure colleagues can access appropriate flexibility and wellbeing support where needed

MEDIAN PAY GAP

This represents the middle point of a population, if you lined up all of the men and all of the women the median gap is the difference between the hourly rate of pay for the female colleague in the middle compared to the hourly rate of the male colleague in the middle.

MEAN PAY GAP

This represents the difference between the average hourly rate of pay for women compared to the hourly rate for men within the same business.

QUARTILES

The regulations require us to split all of our paid colleagues into four equal quartiles in order to show the gender distribution for each quartile.

I can confirm that the data provide has been collated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Lisa McPherson,
Group People Director UK & Europe