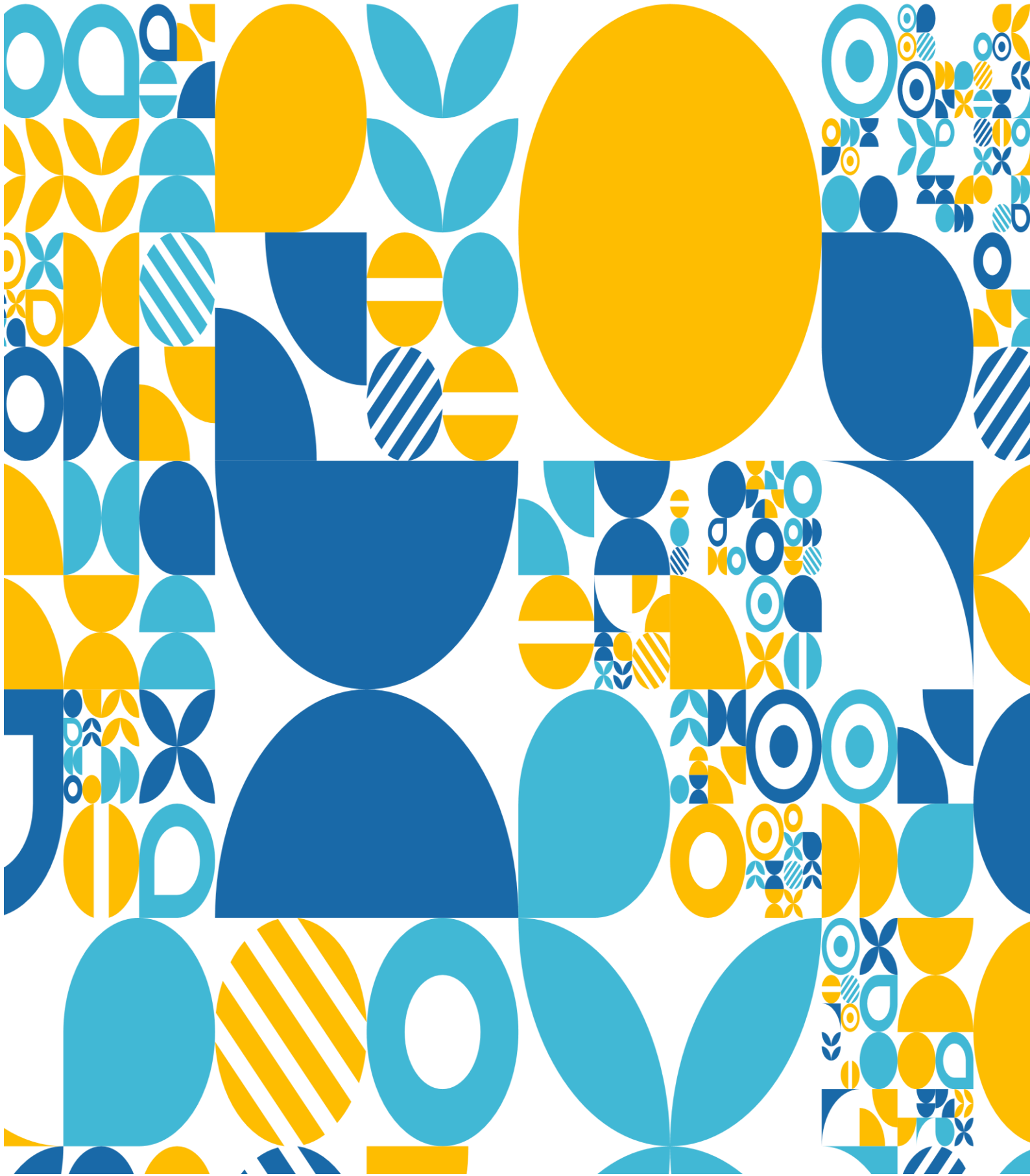
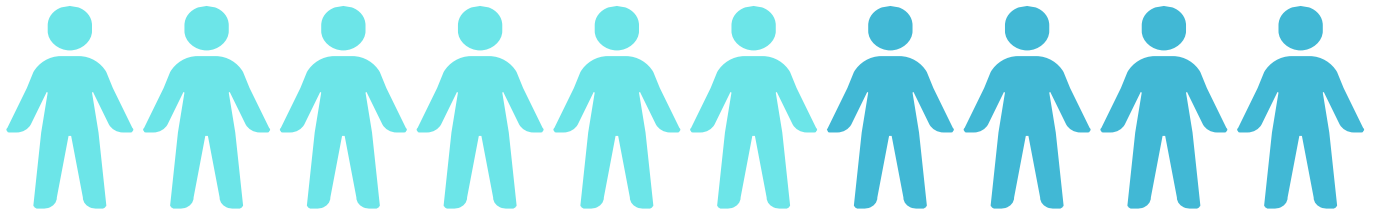


## GENDER PAY REPORT 2024





## INTRODUCTION

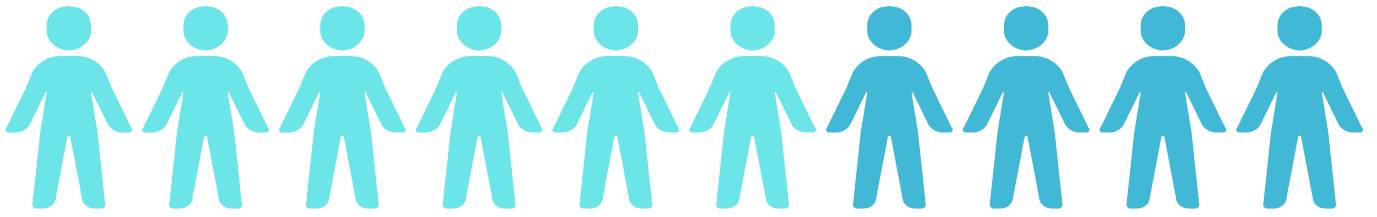
THE GENDER PAY GAP REFERS TO THE DIFFERENCE IN AVERAGE EARNINGS BETWEEN MEN AND WOMEN IN THE WORKFORCE. THIS GAP IS INFLUENCED BY VARIOUS FACTORS, INCLUDING DIFFERENCES IN INDUSTRIES, JOB ROLES, EXPERIENCE, AND WORKING HOURS. DESPITE SIGNIFICANT PROGRESS TOWARD GENDER EQUALITY IN THE WORKPLACE, WOMEN, ON AVERAGE, CONTINUE TO EARN LESS THAN MEN. THE GENDER PAY GAP CAN BE ATTRIBUTED TO BOTH DIRECT AND INDIRECT FACTORS, SUCH AS OCCUPATIONAL SEGREGATION, UNCONSCIOUS BIAS, AND UNEQUAL ACCESS TO OPPORTUNITIES FOR CAREER ADVANCEMENT.

ADDRESSING THE GENDER PAY GAP IS ESSENTIAL FOR PROMOTING FAIRNESS, EQUALITY, AND A MORE INCLUSIVE WORKPLACE. MANY ORGANISATIONS AND GOVERNMENTS WORLDWIDE ARE ACTIVELY WORKING TO REDUCE THIS GAP BY IMPLEMENTING POLICIES AIMED AT EQUAL PAY, INCREASING FEMALE REPRESENTATION IN LEADERSHIP ROLES, AND PROMOTING FLEXIBLE WORKING ARRANGEMENTS TO ACCOMMODATE DIVERSE NEEDS. WHILE PROGRESS HAS BEEN MADE, ONGOING EFFORTS ARE NEEDED TO ENSURE THAT MEN AND WOMEN ARE COMPENSATED EQUALLY FOR THE SAME WORK AND THAT GENDER DOES NOT AFFECT CAREER PROGRESSION OR REMUNERATION.

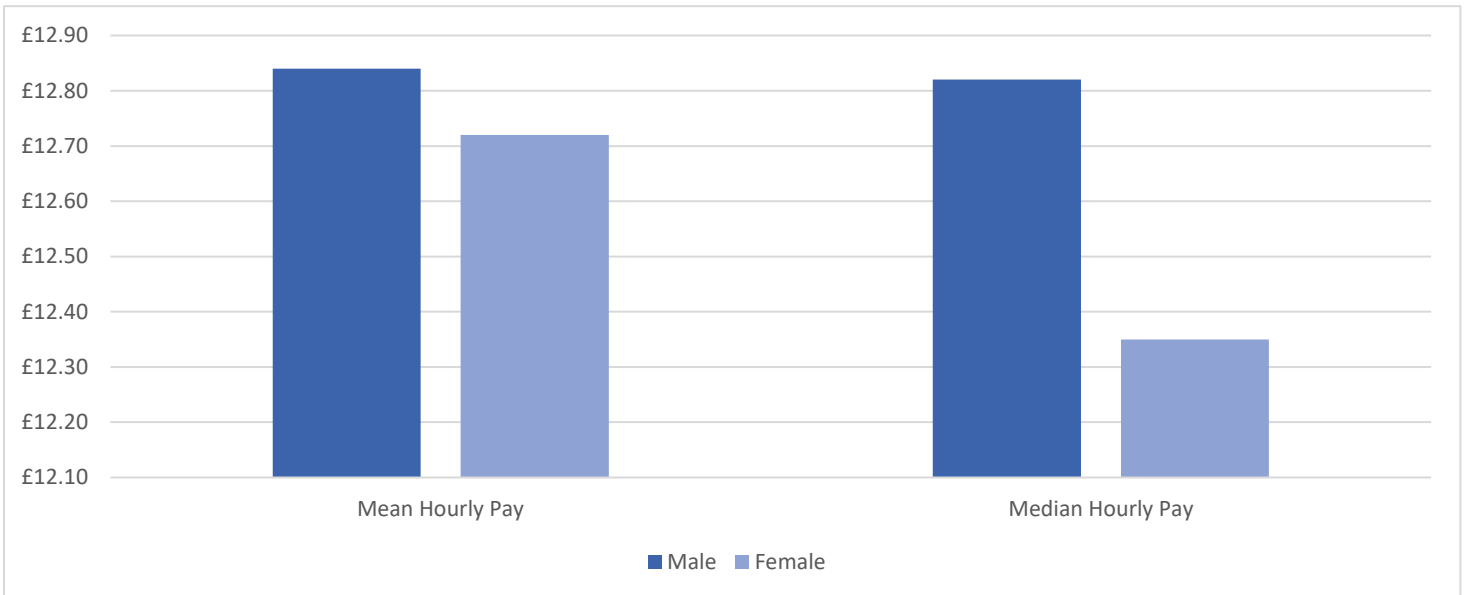
AT PHOENIX FMS SERVICES LTD, WE PRIDE OURSELVES ON PROVIDING THE BEST SERVICE POSSIBLE, THIS INCLUDES THE SERVICE WE PROVIDE TO OUR EMPLOYEES. WE ARE COMMITTED TO DIVERSITY AND EQUAL OPPORTUNITIES AND WE DO OUR BEST TO ENSURE OUR EMPLOYEES ARE TREATED FAIRLY REGARDLESS OF THEIR GENDER. GENDER EQUALITY IS A SIGNIFICANT PART OF OUR COMMITMENT TO DIVERSITY WHICH IS WHY WE WELCOME AND CONTINUE TO SUPPORT THE IMPLEMENTATION OF THE GENDER PAY GAP AND ACTIVELY TAKE STEPS TO REGULARLY READDRESS AND PROMOTE EQUALITY IN ORDER TO BUILD A CULTURE WITHIN OUR ORGANISATION THAT UNDERPINS OUR BELIEFS AND VALUES.

ON OUR SNAPSHOT DATE OF 05<sup>TH</sup> APRIL 2024, PHOENIX FM SERVICE LTD EMPLOYED 172 RELEVANT EMPLOYEES. OUR PAY AND BONUS GAPS ARE REPORTED ON THIS POPULATION. OF THE 172 EMPLOYEES 35 WERE FEMALE STAFF MEMBERS AND 137 WERE MALE STAFF MEMBERS. OUR COMPANY INCLUDES THE FOLLOWING SECTORS

- CLEANING
- MANNED GUARDING
- CCTV MONITORING
- KEY HOLDING
- CCTV INSTALLATION
- EVENT STEWARDING



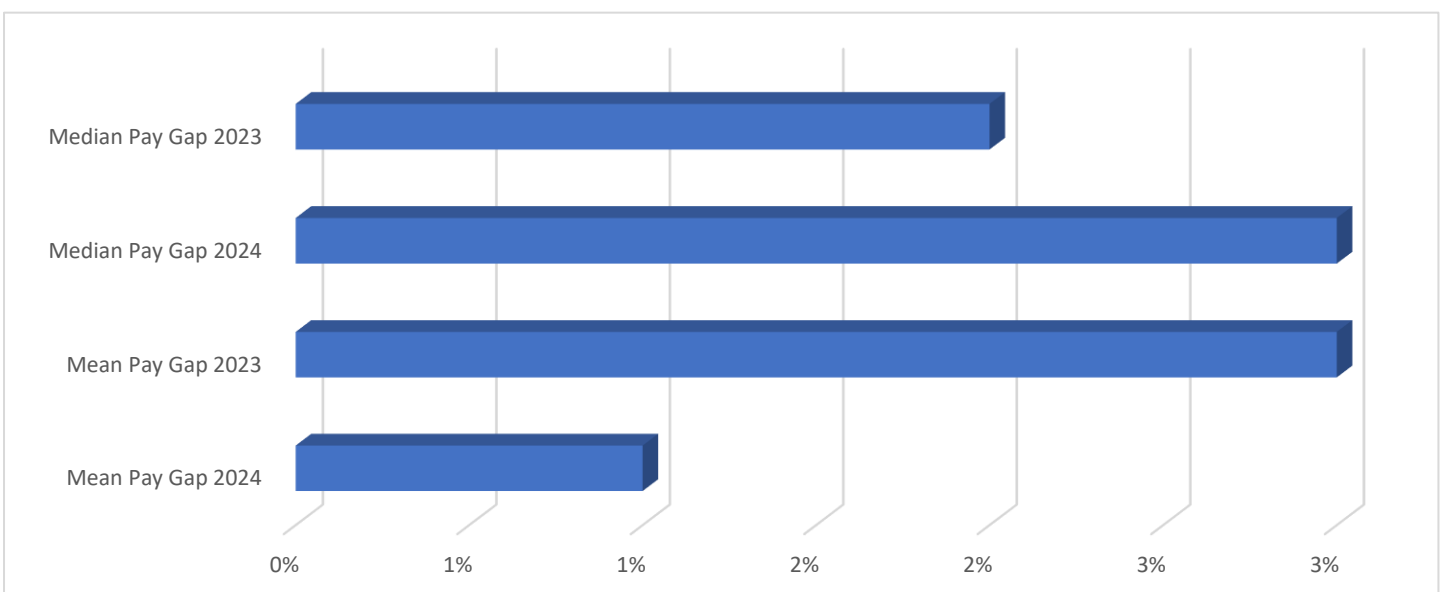
## OUR GENDER PAY RESULTS

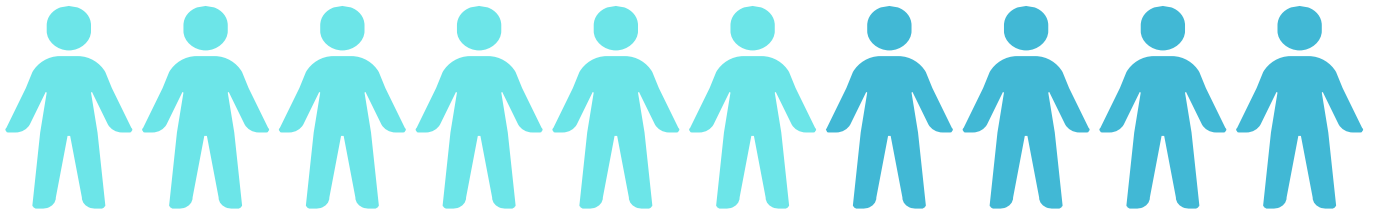


### HOW IS THE GENDER PAY GAP CALCULATED?

**MEAN GENDER PAY GAP: COMPARES THE AVERAGE MALE SALARY FROM ACROSS ALL SECTORS AND THE AVERAGE FEMALE SALARY FROM ACROSS ALL SECTORS**

**MEDIAN GENDER PAY GAP: THE MEDIAN PAY GAP IS CALCULATED BY LOOKING AT ALL THE MALE SALARIES AND ALL THE FEMALE SALARIES IDENTIFYING THE MIDDLE SALARY FOR BOTH AND THEN CALCULATING THE DIFFERENCE BETWEEN THESE TWO FIGURES**





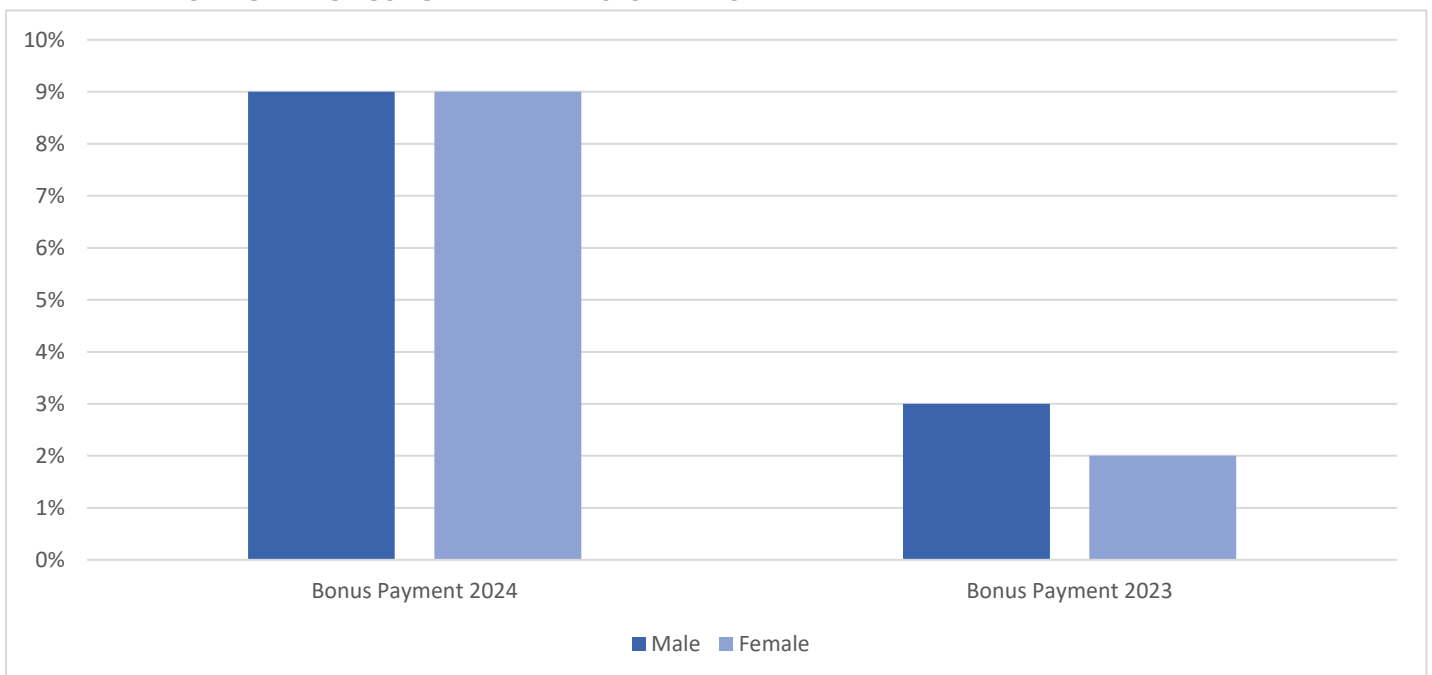
OUR MEAN PERCENTAGE HAS DECREASED SLIGHTLY SINCE LAST YEAR AND CONTINUES TO BE SIGNIFICANTLY UNDER THE NATIONAL AVERAGE. THE COMPANY PERSISTS DUE TO THE IMBALANCE OF MALE WORKERS VERSUS FEMALE. HOWEVER, OF OUR 35 FEMALE STAFF MEMBERS INCLUDED IN THIS REPORT, 3 OF THEM ARE IN SENIOR POSITIONS: AS WE HAVE SUCCESSFULLY PROMOTED WOMEN INTO HIGHER-PAYING OR LEADERSHIP ROLES, IT HAS NATURALLY NARROWED THE PAY GAP.

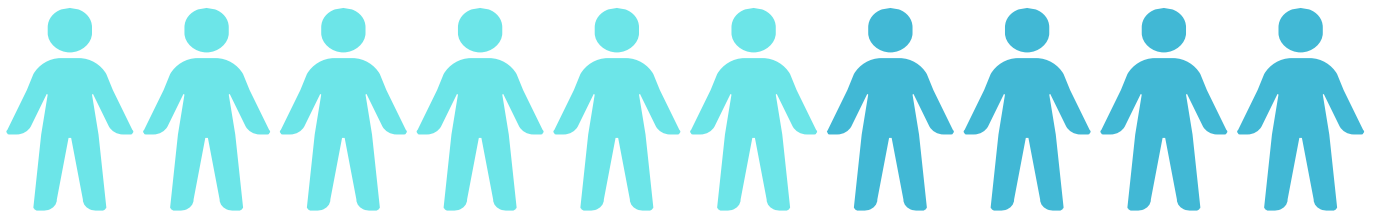
OUR MEDIAN PERCENTAGE HAS ALSO SEEN A 2% DECREASE THIS DECREASE SUGGESTS THAT THE PAY DISTRIBUTION BETWEEN MEN AND WOMEN HAS BECOME MORE BALANCED, ESPECIALLY IN THE MIDDLE OF THE PAY SCALE

WE CONTINUE TO MAKE A CONSCIOUS EFFORT TO ENSURE TRAINING AND PROMOTION IS OFFERED FAIRLY BETWEEN BOTH SEXES

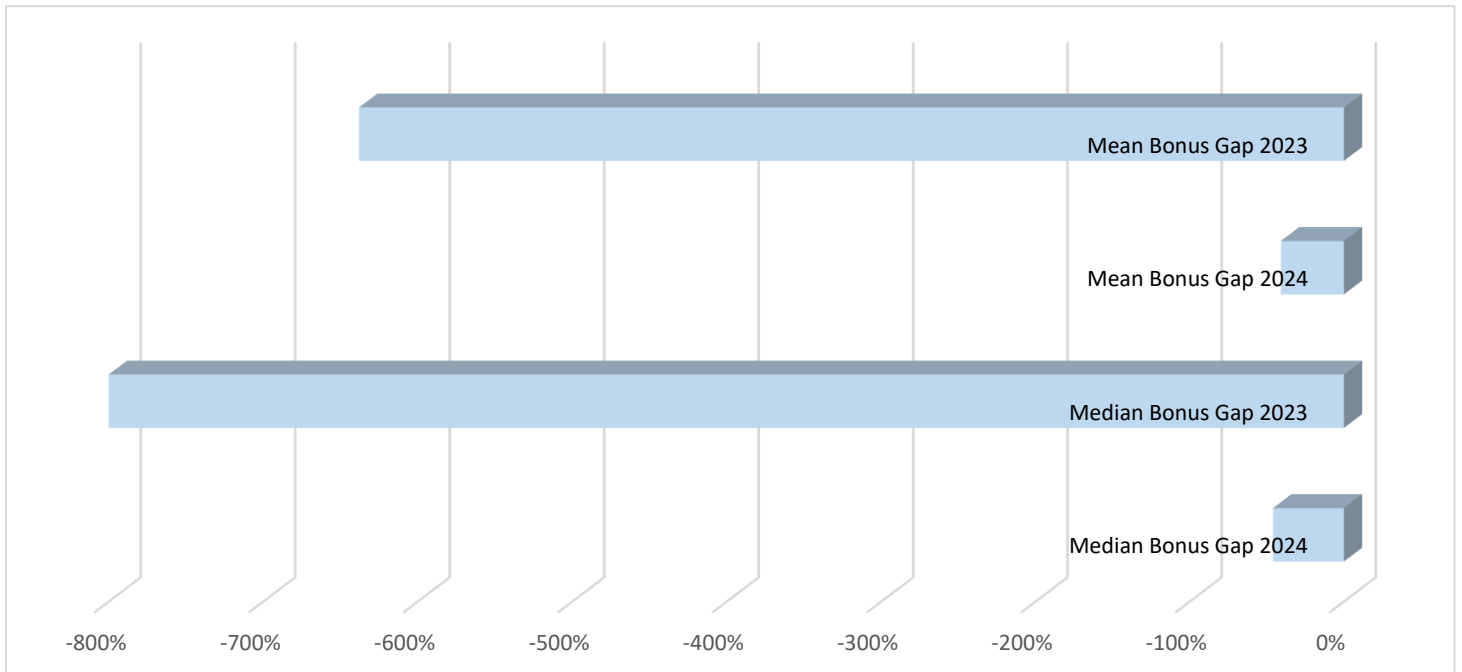
### BONUS PAY

AT PHOENIX FM SERVICES LTD, WE DO NOT OFFER INCENTIVE OR PERFORMANCE-BASED BONUS PAYMENTS. ANY BONUS PAYMENTS THAT ARE MADE ARE ENTIRELY DISCRETIONARY AND DETERMINED BASED ON INDIVIDUAL AND COMPANY-WIDE CONSIDERATIONS, RATHER THAN BEING LINKED TO SPECIFIC PERFORMANCE TARGETS OR GOALS. BELOW ARE THE PERCENTAGES OF STAFF IN RECEIPT OF A BONUS FOR THE YEAR 2023 AND 2024





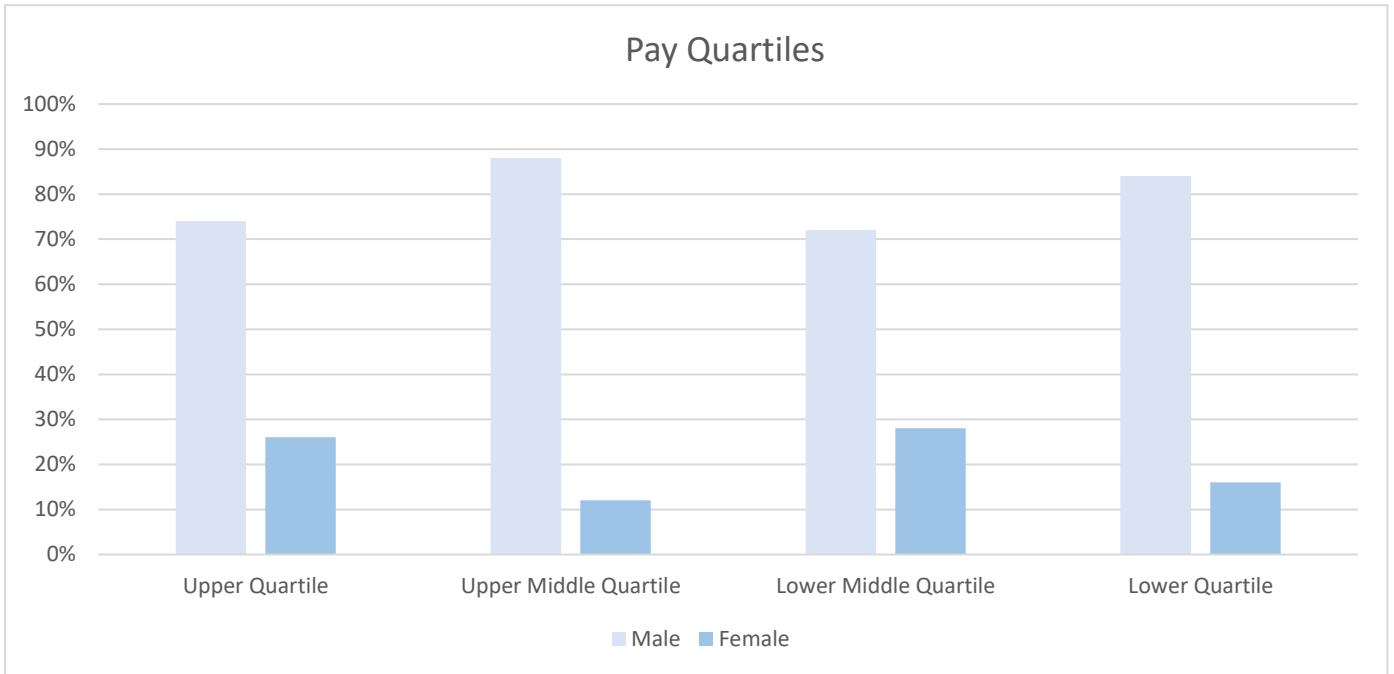
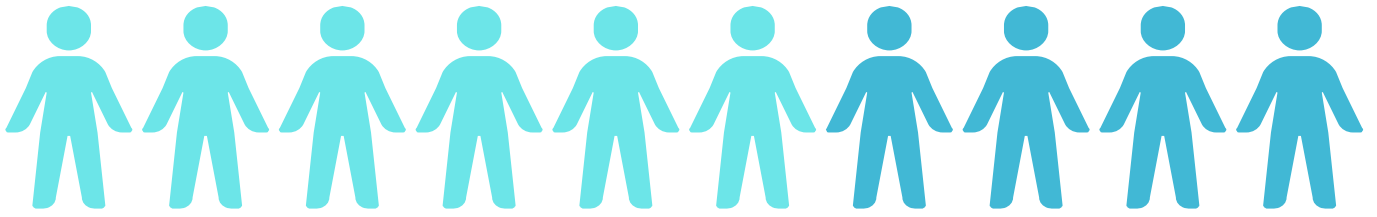
OUR BONUS GAP IS CALCULATED BY TAKING THE BONUS' OF EMPLOYEES AND DIVIDING IT BY THE NUMBER OF RELEVANT EMPLOYEES WITHIN THAT PARTICULAR GENDER. PHOENIX FM SERVICES LTD IMPLEMENT A DISCRETIONARY ONLY BONUS SCHEME



THE GENDER BONUS GAP HAS SIGNIFICANTLY DECREASED COMPARED TO LAST YEAR, PRIMARILY DUE TO THE SMALLER NUMBER OF RELEVANT FEMALE STAFF MEMBERS. IN 2024, ONLY 35 FEMALE EMPLOYEES WERE ELIGIBLE, WITH 9% OF THEM RECEIVING A BONUS. IN CONTRAST, THERE WERE 137 MALE EMPLOYEES, WITH THE SAME 9% RECEIVING A BONUS. THIS CHANGE IS REFLECTIVE OF THE DIFFERENCE IN THE TOTAL NUMBER OF STAFF AND NOT A GENDER-SPECIFIC DISPARITY IN BONUS ALLOCATION.

### PAY QUARTILES

THE PAY BANDS ARE SET INTO QUARTERS FROM HIGHEST PAID EMPLOYEES TO LOWEST PAID EMPLOYEES. PAY QUARTILES ARE A WAY TO DIVIDE THE WORKFORCE INTO FOUR EQUAL GROUPS TO GIVE A CLEARER PICTURE OF HOW PAY IS DISTRIBUTED ACROSS DIFFERENT LEVELS WITHIN A COMPANY. THE BELOW TABLE SHOWS THE PERCENTAGE OF MALES AND FEMALES IN EACH



## SUMMARY

**WE HAVE ESTABLISHED A SOLID FOUNDATION AND CONTINUE TO MAKE A DELIBERATE EFFORT TO FOSTER A MORE GENDER-BALANCED WORKFORCE ACROSS THE ORGANIZATION. HISTORICALLY, OUR SECTOR HAS BEEN MALE-DOMINATED; HOWEVER, WITH THE LAUNCH OF OUR CLEANING DIVISION, WE HAVE OBSERVED A NOTICEABLE INCREASE IN FEMALE STAFF MEMBERS. WE ARE CONFIDENT THAT ALL EMPLOYEES, REGARDLESS OF THEIR ROLE, ARE COMPENSATED FAIRLY BASED ON THEIR PERFORMANCE, WITH NO OTHER FACTORS INFLUENCING THEIR REMUNERATION.**

**AT PHOENIX FM SERVICES LTD, WE RECOGNISE THE IMPORTANCE OF ATTRACTING A GENDER-BALANCED WORKFORCE. TO FURTHER NARROW THE GAP, WE PRIMARILY RECRUIT EXTERNALLY UNLESS IT IS UNREASONABLE OR IMPRACTICAL TO DO SO, AND WE CONTINUE TO ADOPT AN INCLUSIVE APPROACH TO JOB ROLES WITH THE AIM OF ATTRACTING MORE FEMALE CANDIDATES. WE ARE FOCUSED ON INCREASING FEMALE REPRESENTATION IN SENIOR LEADERSHIP AND MANAGEMENT POSITIONS TO HELP CLOSE THE GENDER PAY GAP AND ELIMINATE DISPARITIES IN PAY. HOWEVER, WE ACKNOWLEDGE THAT THE BURDEN OF CHILDCARE OFTEN FALLS ON WOMEN IN THE HOME, AND WITH MANY OF OUR ROLES REQUIRING NIGHT SHIFTS, IT CAN BE MORE CHALLENGING TO ATTRACT FEMALE CANDIDATES FOR THESE POSITIONS.**