

People & Culture

# Gender Pay Gap & Diversity **Report 2025**

LIQUIDLINE

# Contents

# A message from the **CEO and Founder**

We are an organisation that puts people first, it's at the heart of everything we do. Delivering an exceptional **WOW** experience begins internally, with our own teams. By keeping our people as our top priority, we ensure we can continue delivering that same **WOW** to our customers.

We are committed to tackling our Gender Pay Gap. This means taking meaningful action to attract, develop, and retain a diverse and inclusive team. Guided by our values: **Innovative, Smartworking, Passionate, Thoughtful, and Responsive**. We are dedicated to creating an environment where everyone can thrive, contribute their best, and be recognised for their impact.

We recognise that making further **progress will take a continued and sustained effort**. This report reflects our commitment to addressing the causes of our gender pay gap.

This report is published in line with the **Equality Act 2010** Gender Pay Gap (GPG) Information Regulations.



**Gavin Pooley**  
CEO and Founder Liquidline Ltd

A handwritten signature in black ink, appearing to read 'G. Pooley', written in a cursive style.

# GPG | April 2024-25 Comparison

	Snapshot Date: 5 April 2024	Snapshot Date: 5 April 2025
 Number of employees	<b>232</b>	<b>295</b>
 Female % of workforce	<b>30.9%</b>	<b>33.2%</b>
 Mean hourly rate GPG	<b>18%</b>	<b>10.8%</b>
 Median hourly rate GPG	<b>12%</b>	<b>9%</b>
 Mean bonus pay GPG	<b>63.3%</b>	<b>44.8%</b>
 Median bonus pay GPG	<b>0%</b>	<b>0%</b>
 % Workforce receiving bonus pay	<b>Female 88.2%   Male 86.8%</b>	<b>Female 78.4%   Male 85.7%</b>

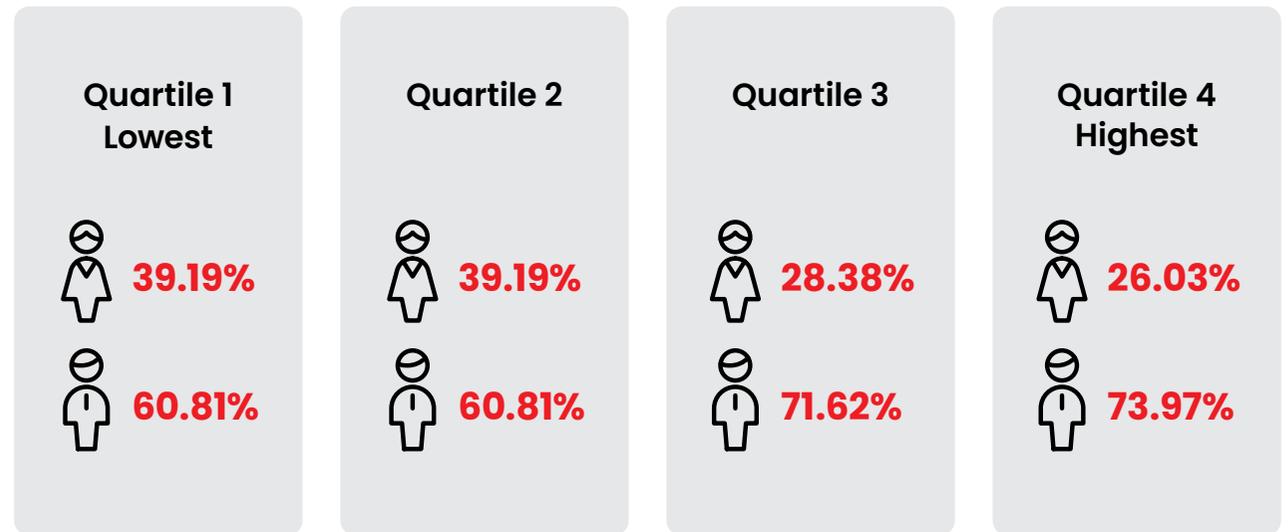
Shareholders are excluded in these calculations

A GPG measures the difference in average earnings between men and women across the organisation. The GPG is not the same as equal pay, which relates to men and women being paid the same for the same or equivalent work. Liquidlines GPG calculations are prepared in line with the [GOV.UK Statutory Guidance](https://www.gov.uk/government/guidance/equal-pay-statutory-guidance).

# Pay Quartiles—2025 Data

We split our data into **4 pay quartiles**.

This shows the percentage of men and women in each hourly pay quartile.



# Diversity and Inclusion

**97%** Physically **safe place to work**  
(Compared to 95% in 2024 survey)

**98%** When you join the company,  
you are **made to feel welcome**  
(Compared to 92% in 2024 survey)

**75%** Feel they are **paid fairly**  
for the work they do  
(Compared to 71% in 2024 survey)

**93%** Feel Liquidline is a **great place to work**  
compared to 54% at average UK company  
(Compared to 81% in 2024 survey)

Data gathered from the 2025 Liquidline Engagement Survey,  
<https://www.greatplacetowork.co.uk/certified-company/>



# Our Findings

The gap in bonus pay is primarily driven by commission payments within a **male dominated Sales team**.

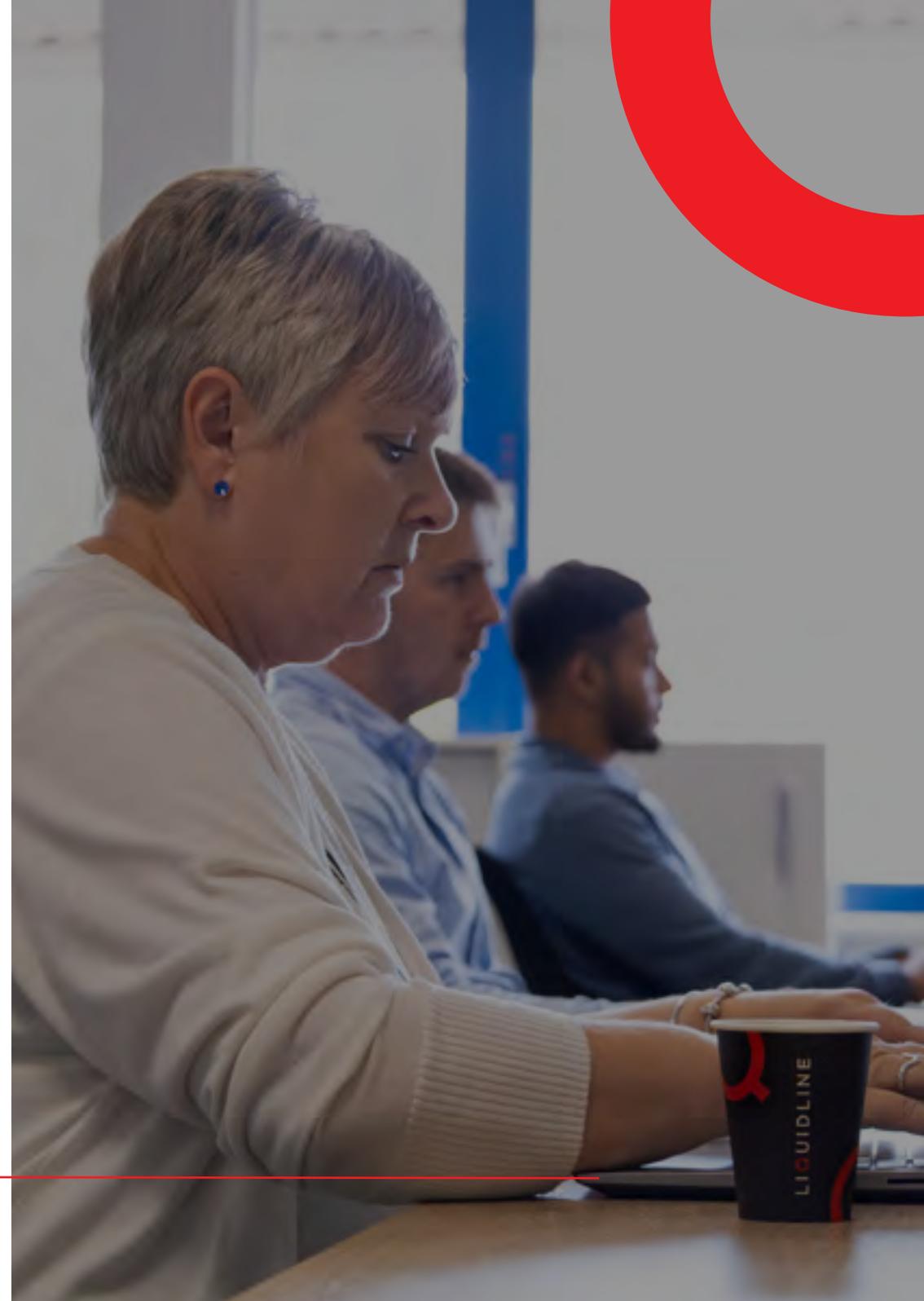
We have made **notable progress in reducing both the mean and median gender pay gaps**, as evidenced by the comparative 2024 and 2025 data. However, further improvement will require a continued focus on increasing the representation of women within the Sales team. Without progress in this area, the overall gap will be difficult to close, irrespective of advances made elsewhere in the organisation.

Our Engineering workforce also remains predominantly male. During 2025, we have **taken steps to address this imbalance through targeted recruitment initiatives**, including the appointment of two female engineers. These actions form part of our broader commitment to building a more **diverse and inclusive workforce**.



# Our Critical Pillars for Improvement

1. Creating **awareness through training and education** ensure pay is based on role, skills and experience.
2. Transparent **pay Structures**
3. Review of **recruitment practices** to ensure we are attracting diverse talents at all levels
4. **Career Conversations** (including)
  - Apprenticeships
  - Management and Team Leader Positions
  - Senior Leadership Positions (SMT)
  - Director Positions



# Creating Awareness

We are committed to increasing the **representation of women within our Sales and Engineering teams** by ensuring equitable access to opportunities across the Liquidline.

To support this, we will aim to implement the following actions:

1. Mandate **unconscious bias training** for all employees involved in recruitment, selection, and management processes
2. **Tailor recruitment strategies** to focus on areas where female representation is currently underrepresented
3. Gather and review recruitment data through our ATS system to better understand the diversity of the talent we are attracting and **identify areas for improvement**
4. Educate our workforce by reinforcing our commitment to equality, diversity, and inclusion through regularly **updated policies, procedures, and training programmes.**

These initiatives aim to **embed inclusivity into our culture**, ensuring fairness, transparency, and equal opportunity for all.

# Transparent Pay Structures

We are **committed to ensuring transparency and fairness** in how we reward and recognise our employees.

## To support this, we will:

1. Create **clear salary bands and defined criteria for progression**, ensuring we maintain consistency and equity across comparable roles
2. Standardise promotion and bonus policies to prevent subjective bias and ensure that decisions are **based on objective performance measures**
3. Make pay policies accessible to all employees to **promote openness, trust, and accountability** across the organisation.

These actions will **help reinforce fairness and transparency in our pay practices**, supporting our broader goal of reducing the gender pay gap and fostering an inclusive culture.

# Review of Recruitment Practices

We are committed to **reviewing and enhancing our recruitment practices** to ensure that we attract and select diverse talent at all levels of the organisation.

## To achieve this, we will:

1. Conduct gender bias language **reviews of all job advertisements** to ensure they are inclusive and appealing to a broad range of candidates
2. Ensure **recruitment panels are diverse in terms of gender**, where possible, to support balanced and fair decision making
3. Implement structured interviews and evaluation criteria to **minimise bias and promote consistency** in candidate assessment
4. Introduce **competency based testing** across all roles to ensure that hiring decisions are based on objective, measurable skills and capabilities.

These actions will help **create a more inclusive recruitment process**, ensuring fairness, transparency, and equal opportunity for all applicants.

# Career Conversations

We are committed to **supporting the growth, development, and retention** of our employees, with a focus on creating equitable opportunities for all.

## Key initiatives include:

- 1. Career conversations, mentoring, and professional development programs**, alongside Employee Resource Groups, to support ongoing growth and engagement
- Introduction of a **“Mothers Returning to Work”** action plan to improve retention and support mothers in remaining employed two years after returning from maternity leave
- Utilisation of apprenticeships and educational schemes to strengthen the talent pipeline, with positive action measures to **encourage women into Engineering roles**
- Review of promotion rates by gender, including the proportion of **women in Senior Management Teams (SMT)** and Board positions, to identify and address any disparities.

These measures are designed to **create a more inclusive environment** that enables all employees to realise their potential, advance their careers, and contribute fully to the organisation.

