



2025/2026 UK Gender Pay Gap Report

This is our sixth annual gender pay gap report. We continue to be committed to understanding the reasons why we believe we have a pay gap and making a commitment to close it, across all levels within the business.

Like many others in the manufacturing & printing industry, we often face challenges recruiting female employees, especially those with STEM qualifications and experience, due to the lesser numbers of females studying these subjects in the UK. Manufacturing has predominantly been a male focused career choice in the past but we are pleased to see this is changing.

Over the last few years we have made steps in the right direction, creating a culture which values diversity and inclusivity. This has resulted in some encouraging year on year progress since our last report.

We strive to be the world’s most customer focused personalised and on demand printer and our people strategy is key. We are committed to developing and attracting female talent into the business through our apprenticeship and graduate programmes.

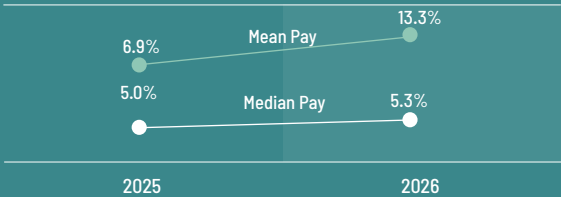
Over the last few years, we launched our ‘Unlocking Potential’ Leadership Programme, developing managers and aspiring leaders across the business. This has been a huge success and we will be continuing to attract and develop aspiring talents in the future.

We are the UK’s leading digital printer and photo gift fulfiller.

Our Data for 2025/26

Gender Pay Gap

Difference in mean and median gender pay gap



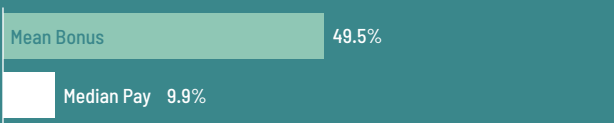
The mean gender pay gap is the difference in average hourly rates of male and female employees received, shown as a percentage of male employees’ earnings.

The Median Average gap (the mid-point) has increased to 5.3% compared to 2.8% in 2024. There is an increase in the proportion of females in the bottom quartile which has increased the gap.

In the UK we have one site, located in Newton Abbot. The figures are for Harrier LLC.

Gender Bonus Gap

Difference in mean and median gender bonus gap



The % of employee receiving a bonus has reduced slightly for males. This is due to there being more male new starters – the only individuals who wouldn’t have received the Christmas Mo vouchers in the 12-month period are individuals who started in January – April 2025.

The Bonus Median Gender Pay Gap has remained comparable. A higher bonus was paid in 2025 (for 2024).

Bonus Payments

Proportion of males and females receiving a bonus

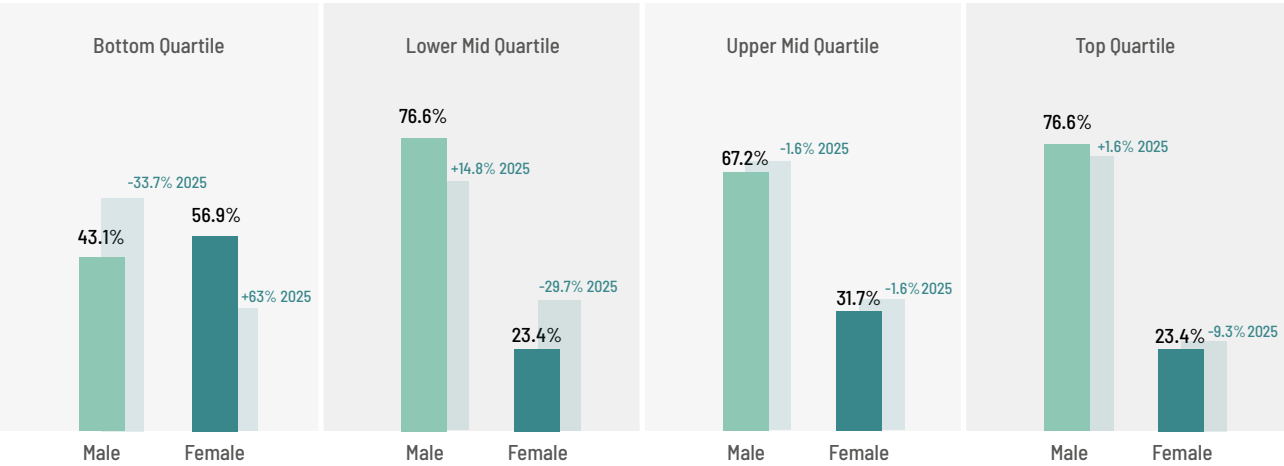


This is the percentage of men and women who received a bonus in the 12 months up to 5th April 2025.

The Bonus Mean Gender Pay Gap has remained comparable and is high due to the CEO/Board gender split. A higher bonus was paid in 2025 (for 2024).

Proportion of males and females by pay quartile

This is the percentage of male and female employees in four quartile pay bands (dividing the workforce in 4 equal parts).



What is the Gender Pay Gap?

The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce. It is not the same as equal pay. Having a gender pay gap does not mean that men and women are not receiving equal pay at Harrier.

From 2017, employers who have a headcount of 250 or more on a ‘snapshot date’ must comply with regulations on Gender Pay Gap Reporting. Gender pay gap calculations are based on employer payroll data drawn from a specific date each year. This specific date is called the ‘snapshot date’.

13.3%

Gender Pay Gap

An increase in the overall gap (13.3% vs 6.9%). This is a result of the Global Chief Operating Officer role and a significant increase in female 4 weekly employees.

2.8%

Pay Quartile

The Top Quartile and Upper Mid Quartile split is comparable to the prior year.

An increase in the proportion of females in the Bottom Quartile, partially offset by a decrease in the Lower Mid Quartile. Nearly all the increase in employee numbers were female 4 weekly employees who tend to be paid lower than salaried employees. This has increased the number of women in the lower of the two quartiles.

How are we going to close the gap?

Like many businesses in the industry we have a gap, particularly across our senior management positions. However, we are seeing more women being promoted and recruited into senior positions within the business, ensuring we have diversity at the forefront of our recruitment.

We want to be an agile, people-centred business, where everyone is empowered to develop their talents to their full potential.

We strive to be the world’s most customer focused personalised and on demand printer and our people strategy is key.

In summary, we are confident that through our long-term focus on developing and attracting talent across the business, that in time, we will close the gap. We are committed to doing everything we can to increase the number of female entrants into our business by ensuring that Harrier is a place where women want to work.

Declaration

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Information) regulations 2017.

Chris Hughes

Chris Hughes
President & Chief Executive Officer



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