



marston
holdings

Gender Pay Gap Reporting 2026

Snapshot Date: 5 April 2025





Foreword

At Marston Holdings Limited (MHL), we are committed to fostering a diverse, inclusive, and equitable workplace where every colleague is valued and rewarded fairly. As part of this commitment, we welcome the opportunity to report annually on the gender pay gap and recognise the importance of improving the gender balance across all levels of our organisation.

This report summarises our ongoing efforts to promote equal opportunities and to support all colleagues in career progression. It is great to see real progress on areas of focus identified in the 2025 report, such as improving the bonus disparity which has reduced by 20% on the median rate in MHL, and we are seeing an increased proportion of women in our upper quartile roles. The improvements in these areas are also mirrored in NSL Ltd (a subsidiary covered in this report) which is a positive reflection of our focused activity.

We continue to drive initiatives such as family friendly policies, flexible working promotion, colleague development, and inclusive recruitment practices to create a workplace and culture, where everyone has the opportunity to thrive.

This years report includes both an Equality Action Plan and a Menopause Action Plan which are ahead of any legislative requirements to publish these items, and this in itself demonstrates that gender pay and the menopause are both topics truly embedded into our People priorities for 2026 and onwards.

We continue to hold ourselves accountable as we continue to grow and we will push for further enhancements on our policies and practices to support gender equality.

**Doing things
right**



**Stronger
together**



**Push for
better**



**People
people**



Martin Fleming
Chief Operating Officer
Marston Holdings Limited



Explanation of the gender pay gap

What is the gender pay gap?

The gender pay gap measures the difference between the average pay for all men and women, expressed as a percentage of the average male earnings. It differs from equal pay, which is about making sure men and women are paid equally for doing the same or comparable work.

Each year, we are required to publish gender pay gap information showing the difference in average earnings (hourly rates and bonus pay) between men and women across the organisation in line with statutory legislation. For this report, the data snapshot period is 5 April 2025 for hourly pay, and May 24 – April 2025 for bonus pay.

Gender pay gaps exist worldwide and can be influenced by long-standing societal factors, such as who takes on more family duties at home, but all organisations play a key part in reducing any disparity by first acknowledging that it exists and then by identifying measures that instigate change.

How do we measure the gender pay gap?

The requirements comprise six different measures of the pay gap as follows;

- Median gender pay gap
- Mean gender pay gap
- Median bonus gap
- Mean bonus gap
- Bonus proportions
- Quartile bands





How do we determine the median and mean rates for bonus and hourly rates of pay?

The median pay gap is the difference between the midpoints in the ranges of earnings of men and women. To calculate, we take the relevant pay in the sample, line it up in order from lowest to highest, and pick the middle point which is the median rate of pay.

The mean pay gap is calculated by deducting the average relevant pay of women from the average relevant pay of men. The difference between the two is expressed as a percentage.

What are quartiles and how do we use them?

As part of the report, we are required to work out the percentage of men and women in four equally sized groups, ranked from highest to lowest hourly rates of pay, only looking at full-pay relevant employees. Once the pay rates are in order of highest to lowest hourly pay, the total number of colleagues is divided into quarters: upper hourly pay quartile, upper middle hourly pay quartile, lower middle hourly pay quartile, and lower hourly pay quartile. Where the number is not divisible by four, the remaining colleagues are distributed as follows:

- If there is one colleague left over, they are added into the lower hourly pay quarter
- If there are two colleagues left over, one is added to the lower hourly pay quarter and one to the upper middle hourly pay quarter
- If there are three colleagues left over, they would be distributed between the lower, lower middle and upper middle pay quartiles.



Our results

Marston Holdings Ltd is made up of a number of employing entities. While we manage our gender pay strategy at a Group level and all policies and action plans apply to all parts of the Group, the UK gender pay gap legislation requires us to report separately for each of our employing entities with over 250 employees. Therefore, this report includes reference to Marston Holdings Ltd. (MHL) and NSL Ltd. (NSL).

In line with statutory legislation, the gender pay gap calculations must only include staff who received full pay during the relevant snapshot period. As a result, colleagues on maternity, paternity or adoption leave, long term absence, or a reduced salary are not included. Therefore, the number of our colleagues included in the pay calculations is lower than the total population of MHL and NSL respectively. However, the bonus gap calculation is based on the total population of colleagues because the bonus data considers a wider 12-month snapshot period.

Quartile Split - MHL and NSL

The total number of MHL colleagues included in the report is 803, with a gender split of 56% male and 44% female. The total number of NSL colleagues included in the report is 723 with a gender split of 81% male and 19% female.

In the relevant snapshot period, within both MHL and NSL we saw an increase in the number of women in the upper quartile (highest paid roles). Within MHL, we saw a positive movement from 28% to 40% of women in the upper quartile, representing a progressive shift towards improved representation of women in senior roles. Within NSL, 21% of the upper quartile are women, which sees a small improvement from 17% the previous year.

In addition, over the past 2 years we have seen an encouraging increase in female representation across all quartiles in NSL, and across all quartiles in MHL (except the upper middle). These changes reflect the progress being made as we continue to improve the gender balance across the organisation, and this is particularly good news because both debt enforcement and parking enforcement have historically been male dominated industries.

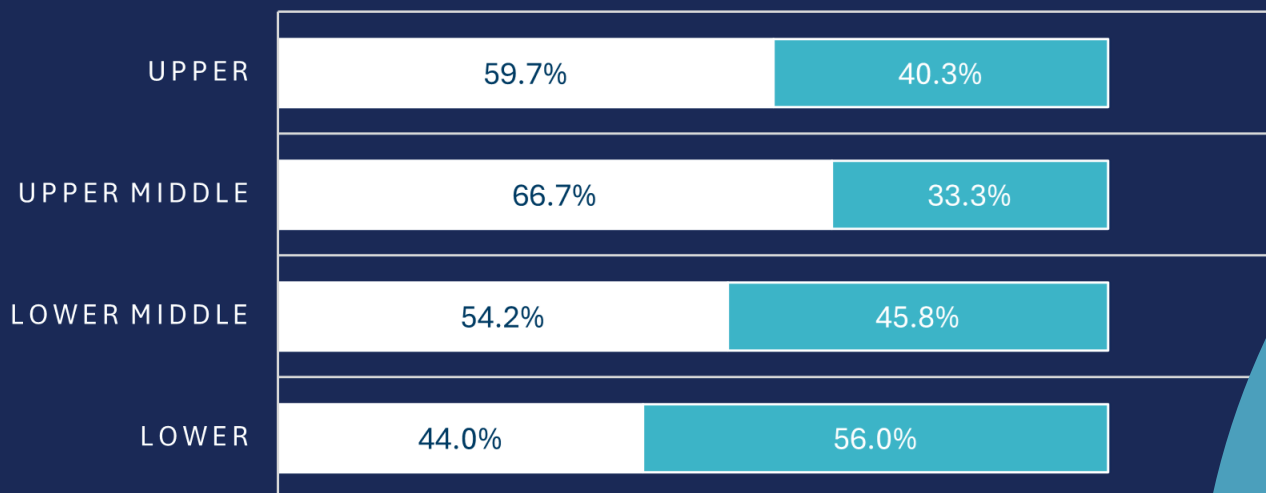
We remain committed to reducing the gender pay gap through a strategy of actively attracting more women into the business where they are currently underrepresented and support their progression into senior roles. This remains integral to ensuring fair pay, equal opportunity, and meaningful career progression for all colleagues.

To aid this strategy, in the past 12 months we have strengthened our family friendly policies through the introduction of a holiday buy scheme, which gives our colleagues the opportunity to achieve more flexibility which in turn leads to a positive work-life balance.



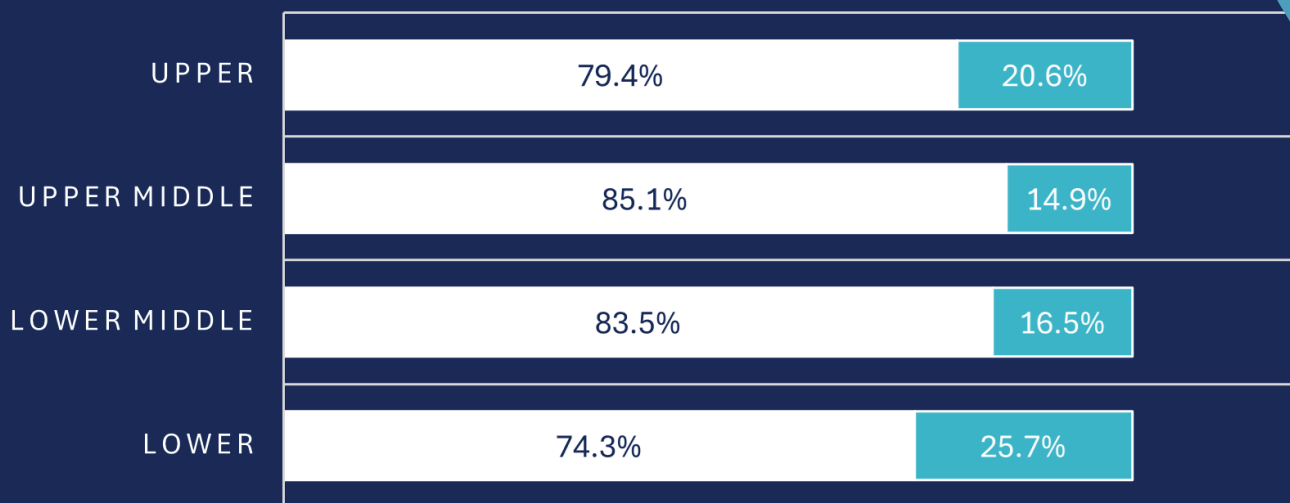
EMPLOYEES PER QUARTILE - MHL

■ Male ■ Female



EMPLOYEES PER QUARTILE - NSL

■ Male ■ Female



Hourly pay - mean and median



	MHL	NSL
Mean	13%	0%
Median	11%	2.1%

MHL

Our median gender pay gap is 11% and our mean gender pay gap is 13%

When comparing the mean hourly pay, female colleagues earn £0.87 for every £1.00 that a male earns. For median hourly pay, female colleagues earn £0.89 for every £1.00 that a male colleague earns.

We continue to educate managers and colleagues, and raise awareness on gender related topics such as the impact of the menopause, which is a normal stage in life for many colleagues, but we recognise some will struggle with symptoms which are challenging in day to day life.

As such, we have taken the step to introduce a menopause advocate network which is a voluntary group of male and female colleagues in management positions who have attended training and are tasked with taking an active role in sign-posting staff in need and helping to shape our future approach to the menopause.

We have also invested heavily in our Enforcement Academy, which provides structured career pathways and supports progression into skilled enforcement roles. This investment has seen significant achievements, including a number of female colleagues in enforcement winning awards at the Women & Diversity in Credit Awards, where they carried home the *Woman of the Year* and *Inclusive Workplace Initiative* awards. It is success like this that sets the tone for MHL being a truly inclusive employer.

In addition, we launched our new company values; *Doing Things Right, People People, Pushing for Better, and Stronger Together* and have seen clear evidence that colleagues are embracing these values in their day-to-day through capturing results in our annual appraisal framework. These cultural foundations are helping us build a more inclusive, collaborative, and high-performing organisation.

Looking ahead, we are committed to delivering our Gender Equality Action Plan and separate Menopause Action Plan in 2026 to continue driving meaningful change.





Hourly pay - mean and median

NSL

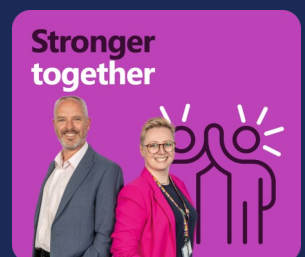
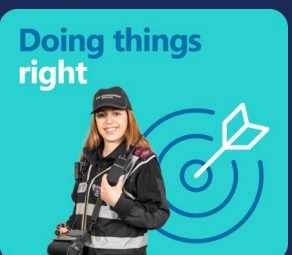
In 2025, our mean gender pay gap stands at 0%, and our median gender pay gap is 2%. When comparing hourly pay, this means our female colleagues earn £1.00 for every £1.00 that male colleagues earn on a mean basis, and £0.98 for every £1.00 on a median basis.

Although we are achieving positive results in this area of the business, our efforts continue to remain high and were proud to announce our support for the British Parking Association's Women in Parking Community, an inspiring network of over 500 members driving change across the industry. As the UK's largest employer of women in parking, NSL is committed to building a sector where women thrive. From mentorship and networking to leadership development, we're breaking barriers and creating opportunities at every level.

We continue to strengthen our position through initiatives such as flexible working promotion, enhanced mental health support, and equal opportunity in training and development, all designed to help all our colleagues grow, lead, and feel empowered every day.

Building on our commitment from last year to address disparities in bonus pay, we are pleased to report evidence of no gap in bonus pay. However, as always, we have our eye on the next step and for 2026, we see the importance of attracting more women into our NSL business, which has and continues to be male dominated in a male dominated industry.

Through, tackling stigma around women's health and breaking down barriers to more family-friendly and flexible working, there is plenty of opportunity to make a positive impact on a greater representation of women in our businesses.





Bonus Pay

Within MHL, bonus pay continues to be an area needing attention across the Group to reduce the gender pay gap, despite our progress made.

We have and will continue to address any potential risk of inequal bonus outcomes and ensure fair, and transparent reward systems. This is all about analysing performance ratings and scrutinising manager discretion to achieve fair access to roles which offer bonus.

We are pleased to say that peer calibration was introduced in 2025 and is already playing a part in promoting transparency, accountability, and collective oversight into our processes which contribute to pay. This additional step in the annual review process of our most senior leaders, helps to mitigate unintended bias when applying managerial judgement to ensure equitable reward practices.

	MHL	NSL
Mean	78%	8%
Median	58%	-19%
Proportion receiving a bonus	Men 24% Women 28%	Men 12% Women 13%



Our continued approach

On our path to ensure a fair, inclusive and supportive workplace for everyone, we are pleased to confirm our ongoing commitments within an Equality Action Plan and Menopause Action Plan.



Each action plan is separate and has a different focus, with the menopause actions aimed at reducing stigma and improving support to retain experienced staff and ensure menopause does not hinder career progression. By contrast, our equality actions have a broader focus to create an inclusive and equitable workplace where opportunities and outcomes are not influenced by gender.

Together, these action plans show both a targeted and Group wide approach to promoting long-term equality. We will continually assess feedback, data and outcomes to evolve and update these actions each year.

Menopause Action Plan

As part of our ongoing activity, we will:

- Embed a trained Menopause Advocate Network of managers to provide peer support, raise awareness, sign-post resources and promote an open, supportive workplace culture.
- Develop and maintain a dedicated section of the Wellbeing hub for menopause resources, including guidance, self-help tools, access to support services, all of which are targeted at colleagues, and we will develop practical tools for managers to build confidence in taking steps to support those suffering with menopausal symptoms.
- Promotion of wellbeing services, including EAP, Occupational Health, mental health resources and encouraging wellbeing activities such as physical exercise, mindfulness sessions, and stress management workshops.
- Offer flexible, practical workplace adjustments to support the management of symptoms, and promotion of managers playing a key role in identifying adjustments. To support the adoption of practical adjustments, colleagues are provided with confidential and independent HR support for anyone seeking advice on potential adjustments.
- Run annual initiatives, such as training, awareness raising campaigns, focus groups to better understand our colleague experiences and drive future improvements.

Equality Action Plan

As part of our ongoing activity, we will:

- Track and report on gender pay progress and diversity metrics annually at executive level to ensure accountability, inform decision making, and raise awareness on how our business is performing on colleague representation across the business, and to drive opportunities for change.
- Promote and enhance family-friendly policies, including flexible working and family leave to support colleagues in balancing work and caring responsibilities, helping to reduce career interruptions and progression barriers that contribute to the gender pay gap.
- Create a safe cultural environment through the provision of training on equality, diversity and inclusive leadership, unconscious bias, and promotion of our Dignity At Work practices which prohibit bullying, harassment, discrimination, and provide safe and confidential mechanisms for addressing such matters.
- Provide fair and transparent recruitment practices, internal career moves, career development, pay and reward structures, and benefits.



**Together, let's create a future where
every community can thrive.**



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