



Likewise
plc

GENDER PAY GAP REPORT

APRIL 2025

GENDER PAY GAP REPORT 2025 Summary

Likewise Group plc are pleased to publish its Gender Pay Gap Report for the twelve-month reporting period to 5th April 2025. At this time, the data accounts for 399 employees.

Our report sets out the data for Likewise Floors Limited in accordance with disclosure regulations as well as a more holistic view across both our trading entities (Likewise Floors Ltd and Valley Wholesale Carpets Ltd).

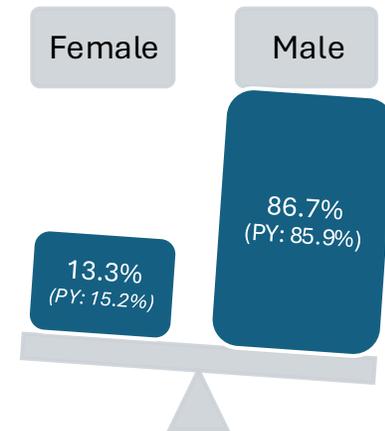
As a wholesale flooring business, similar to the wider construction supply chain, we operate in a sector that has historically been male-dominated. This is particularly evident in operational roles such as within our warehouse and transport teams, as well as field-based positions, where female representation across the wider industry remains low. While we are committed to improving diversity in these areas, recruitment outcomes are influenced by the availability of applicants with the required skills and experience.

Whilst the Group welcomes Gender Pay Gap reporting, we acknowledge the challenge of fairly illustrating the pay gap position when this is primarily driven by workforce composition rather than unequal pay for equal work.

The mean gender pay gap has remained broadly consistent with that reported in 2024 at 11.02%.

While change within the sector will take time, we continue to be committed to equal pay for equal roles.

	Likewise Floors Ltd 2025	Likewise Floors Ltd 2024	Combined trading entities 2025	Combined trading entities 2024
Mean Pay Gap	11.02%	13.14%	12.34%	14.22%
Median Pay Gap	15.24%	13.71%	14.50%	13.19%



Gender balance in Likewise Floors Ltd and Valley Wholesale Carpets Ltd

Pay Gap

Whilst the industry and job function is male dominated, the Group is committed to continually monitoring gender balance and regardless, always ensuring equal pay for equal roles.

Our reported Gender Pay Gap currently stands at 11.02% ** and compares to a national gender pay gap of 6.9% (ONS data as at Nov-25). Our pay gap is largely a result of a high proportion of certain roles being predominantly male occupied, such as warehouse operatives and driver roles, which constitute 61% of our workforce, and of this group only 2% are female. Whilst seemingly low, it is broadly consistent with the gender profile typically observed in these roles across the sector and is not unrepresentative of the available labour market.

Similarly, another contributory factor is female representation at 61% in our sales and admin roles (excl. sales representatives and management).

Whilst the mean pay gap has remained broadly consistent, the median has increased to 15.24% reflective of the sensitivity of this metric of any changes in workforce composition – particularly in account of the greater female representation in administrative type roles clustering around the middle to lower pay quartiles.

Gender Pay Gap and Equal Pay

<p>Gender Pay Gap: The difference between the overall pay for men and women in an organisation across all levels of seniority and roles.</p>	<p>Mean calculation: The average pay value (including all pay and bonus values divided by number of employees).</p>
<p>Equal Pay: As set out in the Equality Act 2010, men and women performing equal work receive equal pay.</p>	<p>Median calculation: The middle pay value if you lined up pay/bonus values from low to high (or vice versa).</p>

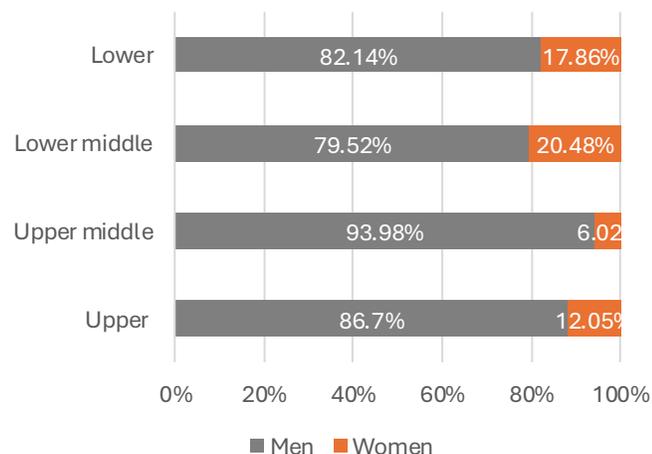
Our Gender Pay Gap for Likewise Floors Limited is 11.02% (PY: 10.64%)

	**Likewise Floors Ltd 2025	Likewise Floors Ltd and Valley Wholesale Carpets Ltd 2025
Mean Pay Gap	11.02%	12.34%
Median Pay Gap	15.24%	14.50%

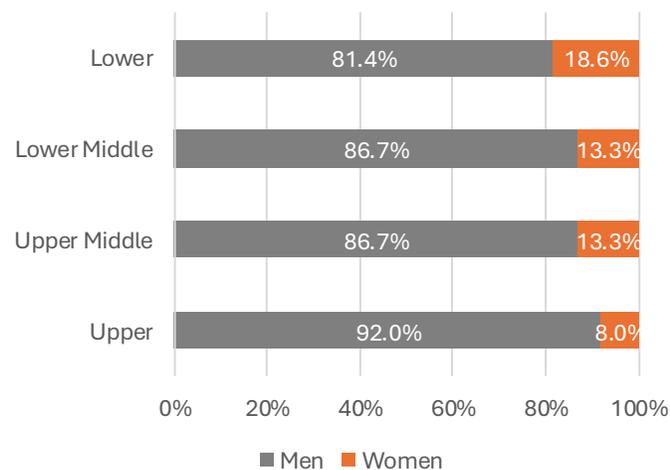
Likewise Floors Limited – hourly pay quarter

Combined trading entities – hourly pay quarter

Likewise Floors Limited



Combined Trading Entities



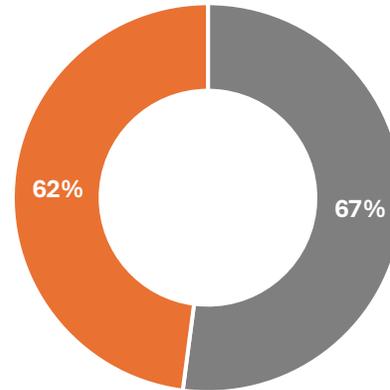
Bonus Gap

The Mean Average Bonus Gap for Likewise Floors Limited stands at 20.74% (PY: 30.87%) and 16.94% (PY: 22.64%) across both trading entities.

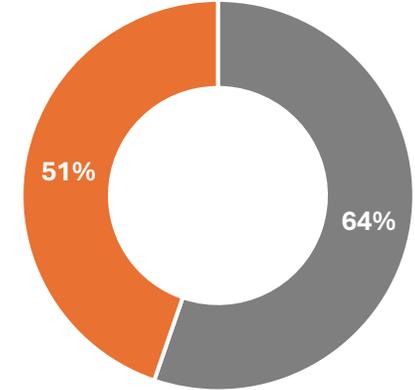


Percentage of Women and Men receiving Bonus Pay

Likewise Floors Ltd

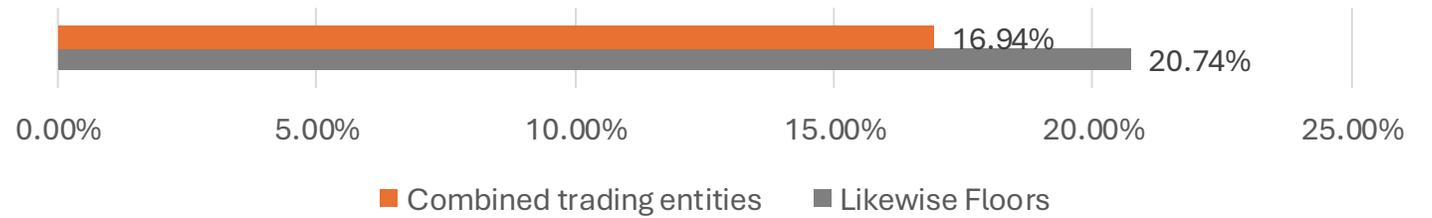


Combined Trading Entities

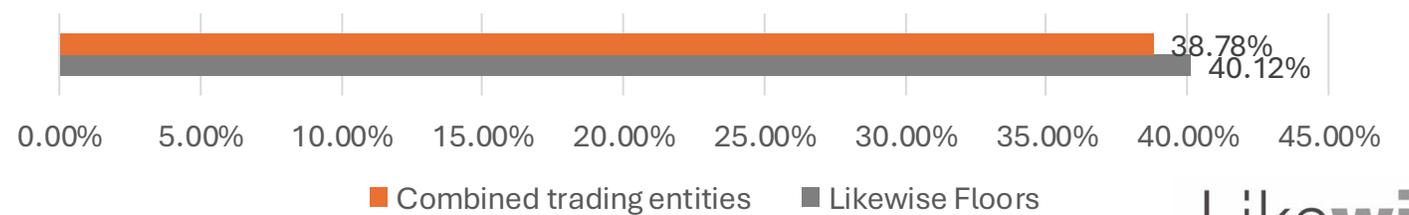


Men
Women

Mean Average Bonus Gap



Median Bonus Gap



Our Future Plan

As a young and fast-growing AIM-listed company, Likewise Group plc, has navigated an exciting and transformative journey as it approaches its fifth anniversary, driven by the commitment and expertise of our dedicated people. We look forward to building on our success to date as we near accomplishment of our first important milestone on our strategic roadmap with our team ... the backbone of our success and future progression. We ensure that our reward packages are competitive and equitable for all our people and aligned to the long-term success of the Group.

The Board and Executive recognise the importance of closing the Gender Pay Gap and acknowledge that the gap will persist unless there is equal or proportionate gender representation at every level and job role across the Group. We have committed to maintaining our existing principles of equal pay for equal roles. Our Diversity & Inclusion Plans are:

- Reviewing D&I for our management team including review KPIs and targets
- Harvesting HR data from the Company's new reporting platform
- Continuing to build D&I capabilities of our office managers and warehouse managers
- Embedding our employment policies and practices to ensure they are current and inclusive

Company Secretary Statement:

"This report covers employees of the Group's member entities for Likewise Floors Ltd and Valley Wholesale Carpets Ltd. The report covers employees at all levels across its two trading entities, excluding Executive Directors.

As the Company Secretary of Likewise Group plc, I, Ben Baker-Ashforth, can confirm that the information contained herein is accurate."

BEN BAKER-ASHFORTH
Company Secretary

April 2025