



UK GENDER PAY GAP REPORT REPORTING PERIOD DATE APRIL 2025

Introduction

This report details the gender pay gap reporting requirements covered under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The regulations require companies with more than 250 employees to publish information on their gender pay gap.

Our Organisation and Business Structure

The AFE Group Ltd is a leader in the design, manufacture and service of professional cooking, baking and refrigeration equipment for the catering, hospitality and retail sectors. Our expertise in retail service support also extends to powered access equipment. We are also uniquely equipped to refurbish, rebuild and recondition foodservice and food retail equipment. We operate from 15 locations worldwide, including eight in the UK, together with operations based in France, UAE, China and Australia.

AFE Group Ltd is organised into five autonomous business units trading under the business and brand names of:-

Brand	Business Activity	Web Site
Williams Refrigeration	Refrigeration Equipment	www.williams-refrigeration.com
Falcon Foodservice Equipment	Commercial cooking and catering equipment	www.falconfoodservice.com
Mono Equipment	Bakery Equipment	www.monoequip.com
Millers Vanguard	Maintenance and service of food retail equipment and foodservice equipment	www.millersvanguard.co.uk
Serviceline	Maintenance and service of foodservice equipment	www.service-line.co.uk



We are committed to promoting an inclusive and diverse workplace culture and ensuring fairness across all employee relations.

This report covers gender pay gap reporting for the UK based entities.

AFE Group Gender Pay Gap Results

AFE Group's gender pay results are calculated for 956 colleagues working for our five business units (April 2024:1034). In 2025 we have seen our mean pay gap for all UK employees reduce from 14.37% to 13.28%. Our median bonus gap is 0.00% in 2025, a change from 2024 which was 26.75%. As part of our ongoing business review and performance management targeting there have been significant changes made to certain targets and bonus scheme arrangements in the year. The new arrangements are included in performance related bonus schemes for both male and female workers.

Key Reporting Data

Employees at snapshot date:		
		Year
Gender Balance		
83%	17%	2025
83%	17%	2024
83%	17%	2023

Base Pay:

	% gap Median	% gap Mean
2025	13.76%	13.28%
2024	8.45%	14.37%
2023	8.57%	9.95%

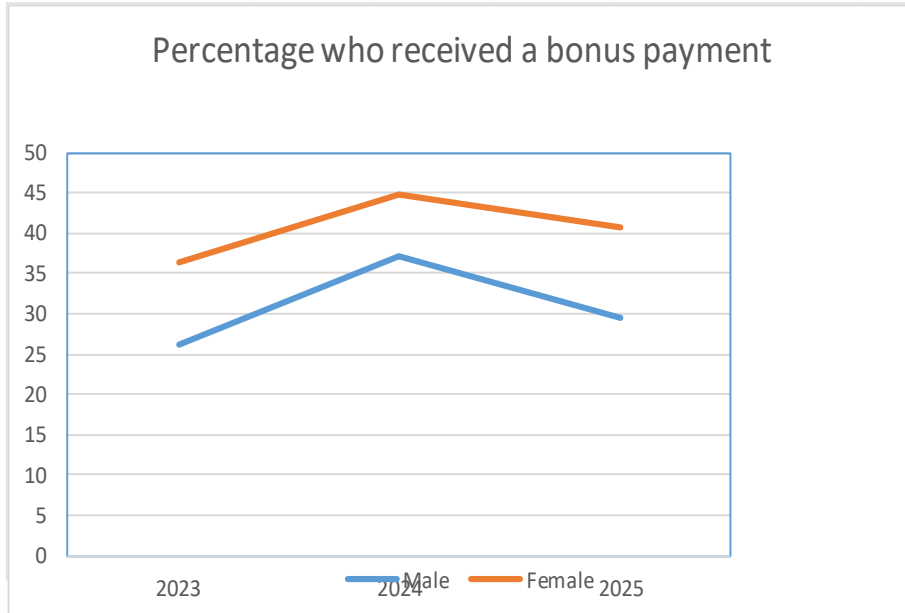
Quartiles 2025	Male	Female
Lower	76.34%	23.66%
Lower Middle	78.57%	21.43%
Upper Middle	88.39%	11.61%
Upper	89.73%	10.27%

Quartiles 2024	Male	Female
Lower	77.87%	22.13%
Lower Middle	78.19%	21.81%
Upper Middle	84.84%	15.16%
Upper	92.59%	7.41%

Quartiles 2023	Male	Female
Lower	80.38%	19.62%
Lower Middle	81.92%	18.08%
Upper Middle	84.23%	15.77%
Upper	88.85%	11.15%

Bonus:

	Mean % gap	Median % gap
2025	51.55%	0.00%
2024	47.15%	26.75%
2023	49.30%	-10.89%



Key Findings

- **Pay**

The overall mean average pay gap for AFE Group is 13.28% and median is 13.76%.

The percentages reflect the gender distribution across the principal occupations within our business.

The manufacturing and field service nature of AFE Group Ltd business is such that we have high numbers of mechanical, engineering, field service and technical roles. Many of these roles are undertaken by males.

- Our analysis shows that:

- Each business unit operates autonomously and in distinct market segments and geographic regions.
- Males make up a significant majority of our workforce
- A higher proportion of males hold mechanical, engineering, field service and technical roles which are typically higher paid
- Females are seen more predominantly in functional support roles which are typically lower paid than the mechanical, engineering, field service and technical roles
- AFE Group Ltd has several director and senior management positions held by females
- The majority of director and senior management roles are however held by males.
- Senior management positions are in general higher paying roles attracting higher levels of participation in bonus and incentive reward plans.

- **Bonus**

The overall mean bonus pay gap is 51.55% and median is 0.00%.

There are a variety of bonus arrangements in place across the business units with conditions typically based on individual attendance, performance and business success. Types of bonus arrangement include management, staff, sales, and attendance. Eligibility to the respective bonus plans is linked to the position held; ensuring the application of bonus is free from gender bias. We regularly review bonus arrangements and their application against the business key performance measures, economic and trading environment.

The impact of gender distribution and the roles held by males and females is shown to have an impact on the bonus gap whereby typically more males occupy senior management roles which attract higher bonus payments than females. As with pay we believe the application of bonus awards are free from gender bias.

Addressing the Gap

We are confident that our pay structures see men and women receive equal pay for equivalent roles. While we do have a pay gap we believe it is a result of the types of roles that men and women undertake in our business. We do not consider there is an inherent inequality in our pay systems.

As an organisation we are committed to diversity, equality and inclusion in areas which we can control as a business, and will continue to strive to address the gaps ensuring policies, practices and processes are fair and free from bias.

This includes ensuring men and women are paid equally for the same job and fair pay is awarded reflective of job evaluation, and talent. We aim to attract, develop and retain the best person for the job.

Although not directly associated to addressing the gender pay gap, we operate several initiatives that seek to develop positive and long term retention of our workforce and offer balanced support to the needs of both male and female colleagues. These include:-

- Promotion of learning and training programmes that are open to all colleagues to support career development.
- Wider engagement and inclusivity in enhancing workplace health, safety and problem solving across the organisation.
- Expanding our employee assistance, health and wellbeing initiatives to create a better workplace environment within AFE Group.
- Regular evaluation and review to assess how our inclusive culture, fairness and mutual trust and respect values are evolving.

Accuracy Statement

I confirm the gender pay gap data contained in this report is accurate and has been produced in accordance with the regulations.

T.S. Smith
Chief Executive Officer
AFE Group Ltd