

# Gender Pay Gap Report

Published January 2026





## A message from Robert Hughes, Chairman

At Hughes TV and Audio Limited, we are committed to fair pay and to creating an inclusive workplace where everyone has the opportunity to thrive. We believe that how we reward, value and support our people is fundamental to the long-term success of our business.

This Gender Pay Gap Report is an important part of our commitment to transparency and continuous improvement. It provides a clear snapshot of our current position and helps us identify where we must continue to focus our efforts, ensuring equal opportunity, developing talent at all levels, and removing barriers to progression.

We are committed to taking practical, meaningful action to support fairness, inclusion and long-term positive change across Hughes.

**Robert Hughes**  
Chairman

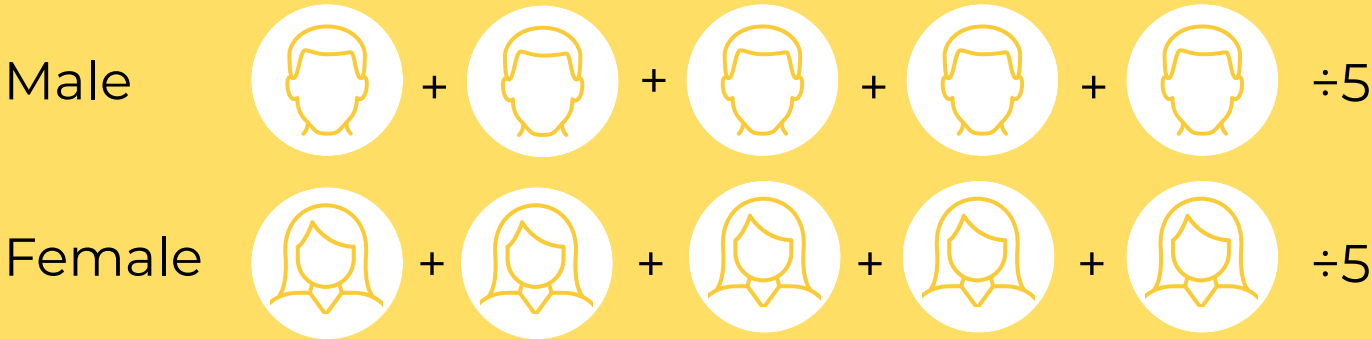


# How our results are calculated

The gender pay gap shows the difference between the average earnings of all male and female employees across our business. It does not measure equal pay for the same role.

## Mean gender pay gap

The mean compares the average pay of men and women across the organisation.



## Median gender pay gap

The median shows the difference at the midpoint of all earnings.



Men and women at Hughes are paid equally for doing the same role. Any gender pay gap reflects the distribution of roles and seniority across the business.



# The gender pay gap

Our 2025 results show:

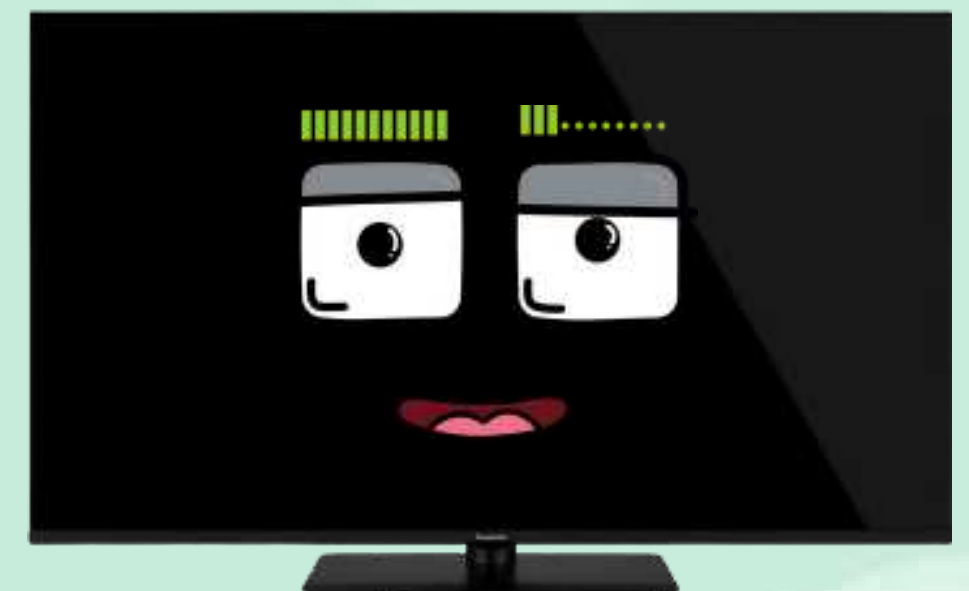
## Mean gender pay gap

On average, male employees earn 3.2% more than female employees.

## Median gender pay gap

At the midpoint of our pay range, male employees earn 4.7% more than female employees.

These figures are influenced by the types of roles held across the business and the proportion of men and women in senior or specialist positions.



## The gender bonus pay gap

The gender bonus pay gap reflects differences in average bonus payments received by men and women.

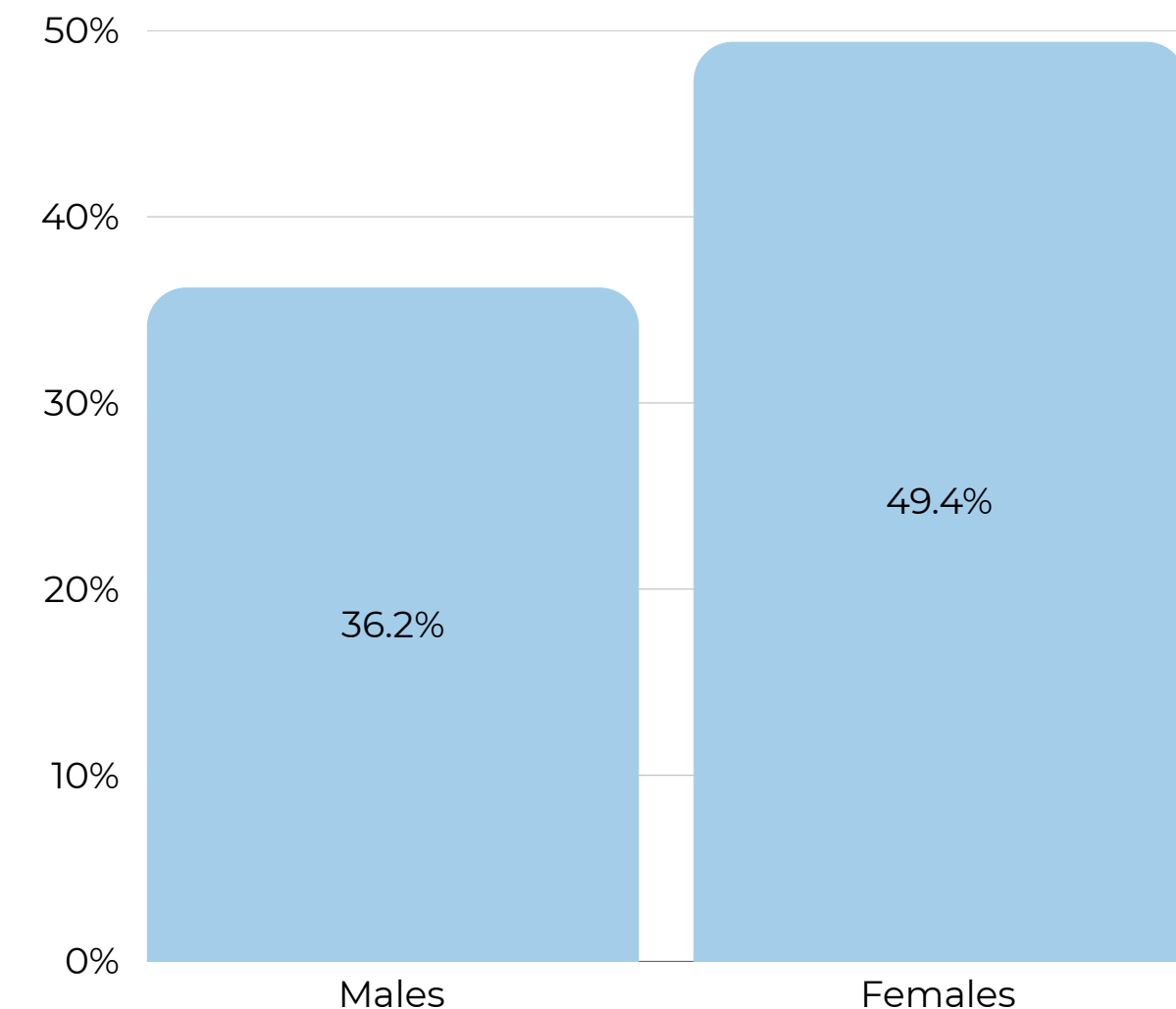
### Mean gender bonus pay gap

On average, male employees receive 26.5% more in bonus pay than female employees. This represents an improvement compared to 2024.

### Median gender bonus pay gap

At the midpoint of bonus payments, female employees receive 8.8% less than male employees.

This figure has increased since 2024, and we are reviewing the contributing factors to identify actions to reduce the gap going forward.

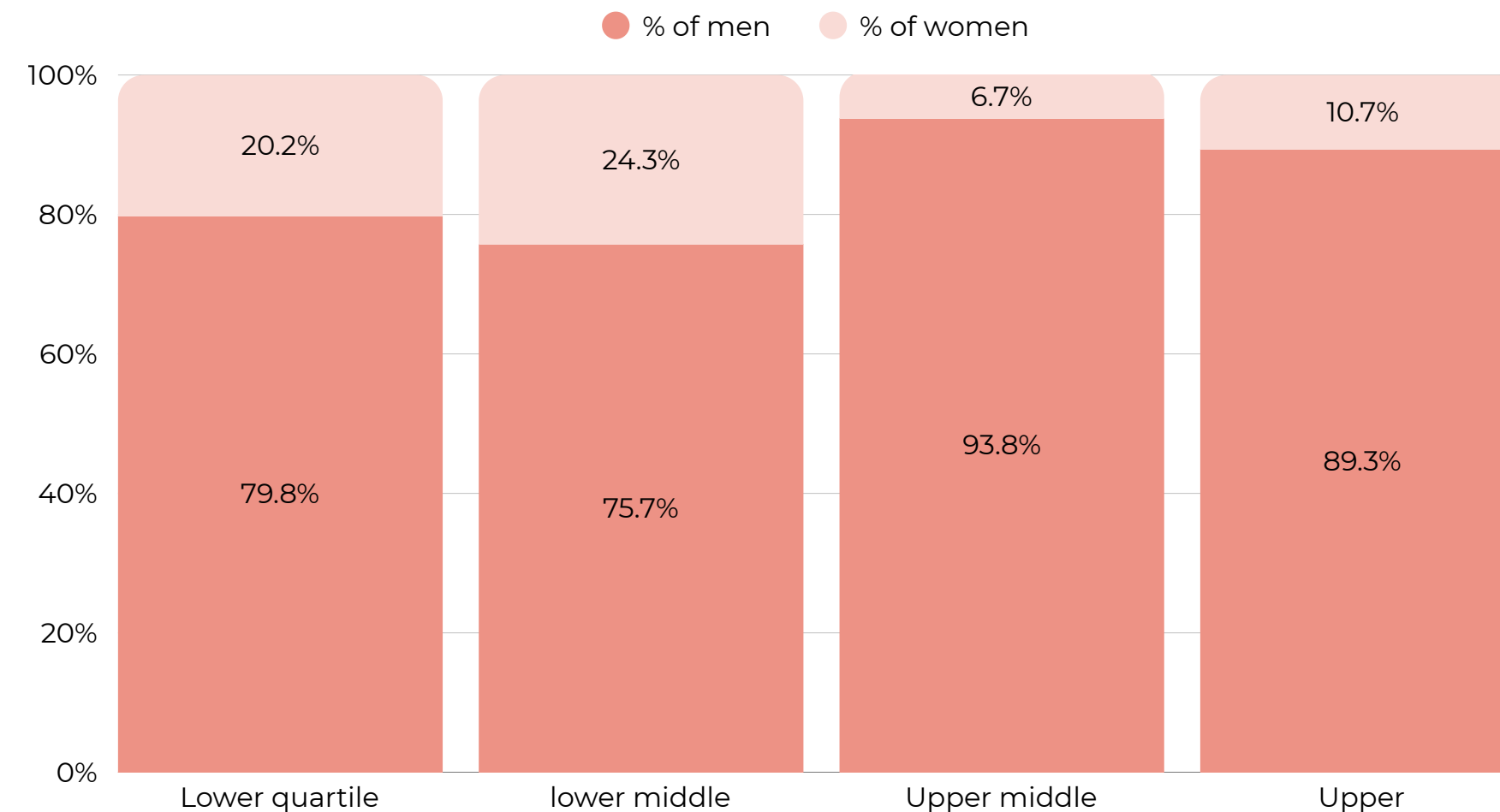


### Proportion of employees receiving a bonus

A higher proportion of female employees received a bonus compared to male employees in 2025.

This reflects the structure of bonus schemes across different roles rather than unequal access to bonuses.

All bonus schemes at Hughes are gender-neutral by design.



## Distribution of male and female employees

We have included a breakdown showing how male and female employees are distributed across different pay quartiles.

This helps provide a clearer understanding of how gender representation varies across different pay levels and highlights where further progress is needed to support greater balance in senior and higher-paid roles.



## Causes and actions

Understanding the root causes of the gender pay gap is essential to making meaningful progress. While this report reflects our current position, we recognise that closing the gap is an ongoing journey.



### Inclusive recruitment

We are committed to fair, diverse and inclusive recruitment practices to support a balanced gender mix across the organisation. We regularly review job adverts and selection processes to remove bias and encourage applications from a wider range of candidates.

### Fair and transparent pay

We carry out regular equal pay audits to ensure men and women are paid equally for the same role. Any differences in pay reflect skills, experience or competency, never gender.

### **Career development**

We support career development and training to ensure equal progression opportunities for all employees. Regular reviews and appraisals give everyone the chance to discuss development, career goals and progression.

### **Business context**

Some higher-paid roles require additional qualifications and currently attract more male applicants. We use consistent pay scales to ensure fairness and are exploring initiatives to encourage more women to apply for these roles over time.

### **What this means for our customers**

We believe that a diverse and inclusive workplace helps us better understand and serve the communities we operate in. Creating fair opportunities for our people supports long-term sustainability, service quality and trust in the Hughes brand.





## Conclusion

At Hughes TV and Audio Limited, we are committed to creating a fair and inclusive workplace for everyone. Our 2025 Gender Pay Gap Report highlights areas where progress has been made, as well as where further action is needed.

We will continue to track our progress, take meaningful action, and report transparently year on year, working to ensure that fairness and equality are a lasting part of our organisation.

Signed  (Nicola Heffer)  
Position – Director of HR  
Date 20th November 2025.

Find and compare all of our gender pay gap data [here](#)



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