

A golden retriever dog is running towards the camera, its mouth open and tongue out. The background is filled with falling autumn leaves in shades of orange, yellow, and red. The dog's fur is a warm golden color, and its eyes are dark and focused.

Gender Pay Gap Report 2025

Data Snapshot: 5 April 2025
Report Published March 2026

Summary



As an organisation who employs over 250 employees, we are legally required to publish a Gender Pay Gap Report annually

Bruce's Doggy Day Care is committed to the fair treatment and reward of all colleagues, addressing inequality and ensuring equality of opportunity for all colleagues.

In 2025 we found that our mean gender pay gap decreased from 11.86% to 7.11%, while our median pay gap remained the same at 0%.

The purpose of publishing this report is to continue to focus on reducing any gap that exists. However, it is important to firstly understand how the representation of gender differs within the animal care sector to that of the working population of England. The UK workforce is made up of almost a 50/50 male to female split. This picture is not reflected in the doggy day care sector. Bruce's currently has 10 day care centres, and we have a workforce gender split of 71% female and 29% male.

Notes

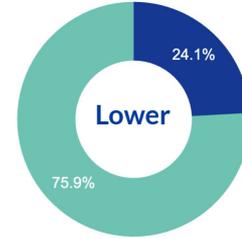
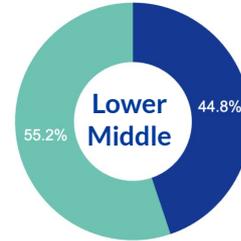
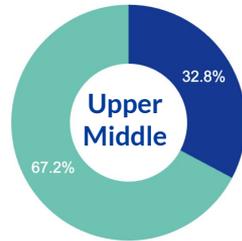
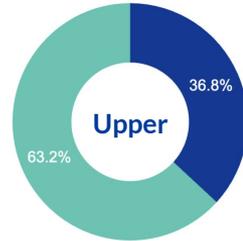
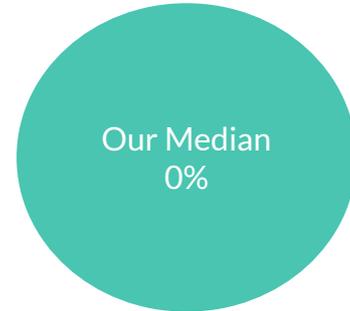
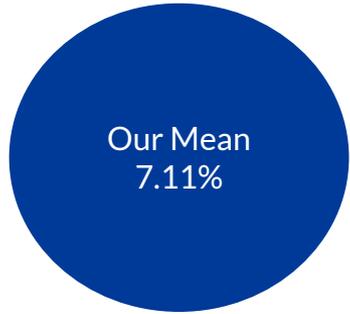
All data in this report is reflective of our workforce on the reporting date of 5th April 2025.

This report is based on legal gender categories, but we acknowledge that our people may identify differently.

The gender pay gap shows the difference in the average pay between all men and women in a workforce, regardless of role.

Gender Pay Gap Report 2025

Proportion of female and males in each quartile and hourly pay

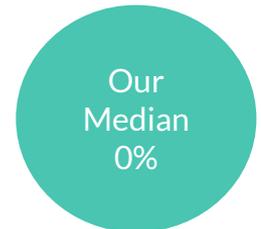


● Male
● Female

A minus hourly pay gap indicates that the pay gap is in favour of females, a plus figure means the pay gap is in favour of males.

Bonus Data

In terms of Gender Pay Reporting, Bonus pay is defined as any remuneration over and above base salary that is in the form of money including vouchers, productivity and performance recognition. Overtime pay is not counted as bonus pay.



% of female and male receiving a bonus



Our Action Plans and next steps to reduce Gender Pay gap



Action Plan

Recruitment and Promotion: Reviewing job application processes to ensure they do not disadvantage women.

Flexible Working: Promoting flexible arrangements to support retention and progression.

Pay Structure Analysis: Evaluating whether pay systems, such as "spot rates," are creating bias.

Targeting Causes: Addressing specific reasons for gaps, such as a lack of women in senior roles or high-paying technical positions.

Next Steps

- **Evidence-led action:** We are using detailed workforce data to identify the key drivers of our gender pay gap and prioritising targeted interventions in hiring, pay-setting, progression and bonus outcomes.
- **Clear, measurable targets:** We have set time-bound goals to reduce our mean pay gap and improve senior representation, supported by quarterly monitoring of hiring, promotion, pay and attrition data, with senior executive accountability for delivery.
- **Menopause support:** We are strengthening workplace support through a formal menopause policy, manager guidance and reasonable adjustments to help retain experienced colleagues and support progression.

We are committed to taking meaningful, measurable action in line with evolving Gender Pay Gap and Equality Action Plan requirements.

59% of Bruce's drivers are women

63% of Bruce's management team are women

60% of Bruce's senior leadership team are women