Pay Gap Report 2026



1. About HMS and Torus

HMS deliver award-winning development and property services with a focus on creating better places for people, through cost-effective construction, maintenance and repair services.

HMS is a key part of Torus Group which is an ambitious and established housing group with deep roots in Liverpool, St Helens, and Warrington - and a total footprint encompassing 11 Local Authority areas.

One of the North West's largest landlords, Torus manages 40,000 homes and serves 75,000 customers. The Group mission of 'growing stronger communities' drives four entities to work together and deliver homes and services for those who need them most.

The landlord function sits at the heart of Torus and works to provide quality affordable homes and housing services that support people to live securely and independently.

The development company, Torus Developments, has a target to build 1,000 new homes a year - with a strong focus on affordable homes for rent and homeownership.

Torus' charitable arm, Torus Foundation, invests profits generated by Torus Developments and HMS into meaningful community projects that improve wellbeing, skills, and quality of life, to break down barriers and unlock potential.

The true value of the Torus model is unlocked when all four entities work together to make communities and places better.


HMS
torus

2. Pay gap reporting

At Torus Group we are committed to fostering an inclusive and equitable workplace where everyone has the opportunity to thrive. Although there are currently no mandatory reporting requirements for ethnicity and disability pay gaps in the UK, we believe transparency is a vital step toward meaningful change. That's why we have chosen to voluntarily disclose our ethnicity and disability pay gaps.

It is anticipated that mandatory reporting on these pay gaps may be introduced in 2027, although this has not yet been confirmed. Government consultation suggests any future regulations will likely follow the framework currently in place for gender pay gap reporting. However, we await further detail on the specific requirements and methodology.

In preparation for these anticipated changes, we are actively working to improve the quality and completeness of our diversity data. This includes increasing self-disclosure levels to ensure greater representation and accuracy when the regulations come into force.

While this report includes our ethnicity and disability pay gap data, the primary focus remains on gender pay gap reporting, which is currently mandated under the Equality Act (Gender Pay Gap Information) Regulations 2017.



3. Ethnicity pay gap reporting

The ethnicity pay gap is the difference in the average pay and bonuses between employees from different ethnic backgrounds across an organisation.

We acknowledge these figures are based on limited ethnicity data, hence our focus on increasing self-disclosure levels. 19.2% of relevant employees across Torus Group have stated 'Prefer not to say' or not provided their data (Not Known).



HMS

Ethnicity pay gap data

Mean ethnicity pay gap is

5.15%

Difference of £0.90 per hour.

Median ethnicity pay gap is

0.32%

Difference of £0.05 per hour.

Ethnicity bonus gap data

Mean ethnicity bonus gap is

0%

Difference of £0.00 per hour

Median ethnicity bonus gap is

0%

Difference of £0.00 per hour.

- Based on White British being the reference ethnic group and all other ethnic groups as the comparator.
- Pay data is from the April 2026 payroll. Full pay relevant colleagues. Those who are not on reduced pay due to leave i.e. sickness or maternity.
- Bonus data is based on bonus payments for 12 months previous to 5th April 2026. During the reporting period Torus Group, including HMS did not pay any bonuses as defined in the Equality Act 2010 (Gender Pay Information) Regulations 2017.

4. Disability pay gap reporting

The disability pay gap is the difference in the average pay between employees with disabilities or long-term health conditions and those without disabilities or long-term health conditions.

We acknowledge these figures are based on limited disability data, hence our focus on increasing self-disclosure levels. 18.2% of relevant employees across Torus Group have stated 'Prefer not to say' or not provided their data (Not Known).



HMS

Disability pay gap data

Mean disability pay gap is

4.59%

Difference of £0.79 per hour.

Median disability pay gap is

0.41%

Difference of £0.06 per hour

Disability bonus gap data

Mean disability bonus gap is

0%

Difference of £0.00 per hour

Median disability bonus gap is

0%

Difference of £0.00 per hour

- Based on those with 'No Disability/No Long Term Health Condition' being the reference group and those with a Disability / Long Term Health Condition being the comparator.
- Pay data is from the April 2026 payroll. Full pay relevant colleagues. Those who are not on reduced pay due to leave i.e. sickness or maternity.
- Bonus data is based on bonus payments for 12 months previous to 5th April 2026. During the reporting period Torus Group, including HMS did not pay any bonuses as defined in the Equality Act 2010 (Gender Pay Information) Regulations 2017.

5. Gender pay gap reporting

The gender pay gap is the difference in the average pay and bonuses of men and women across an organisation. It is an indicator of gender equality.

It is different to equal pay which is the right for men and women to be paid the same for work of equal value.

A legal requirement, we must report on our gender pay gaps for all legal entities within the Torus Group who employ more than 250 people.

The focus of this report is HMS (Housing Maintenance Solutions Ltd). Overall Group figures are in the Torus Group Report.



HMS

Gender pay gap data

Mean gender pay gap is

7.9%

Difference of £1.37 per hour.

Median gender pay gap is

13.21%

Difference of £2.05 per hour

Gender bonus gap data

Mean gender bonus gap is

0%

Difference of £0.00 per hour

Median gender bonus gap is

0%

Difference of £0.00 per hour.

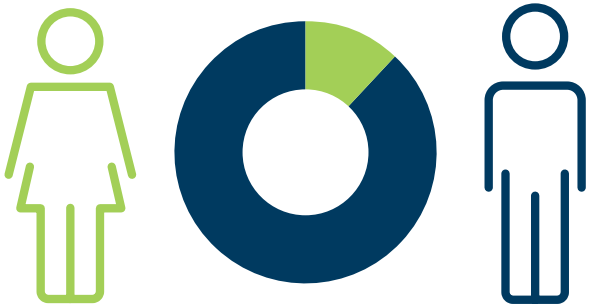
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6. HMS figures

6.1 People profile

As at the snapshot date of 5th April 2026, HMS had 775 colleagues.

- **13.8% of HMS colleagues are female**
- **86.2% of HMS colleagues are male**



6.2 Gender pay gap data

Snapshot Date	Mean (average)	Median (middle)
5th April 2026	7.90%	13.21%
5th April 2025	6.9%	16.5%
5th April 2024	7.46%	15.84%
5th April 2023	9.95%	12.49%
5th April 2022	8.9%	12.5%

• Pay data is from the April 2026 payroll. Full pay relevant colleagues. Those who are not on reduced pay due to leave i.e., sickness or maternity.

6.3 Gender bonus gap data

Snapshot Date	Mean (average)	Median (middle)
5th April 2026	0%	0%
5th April 2025	0%	0%
5th April 2024	0%	0%
5th April 2023*	13.1%	0%
5th April 2022	0%	0%



During the reporting period, HMS did not pay any bonuses as defined in the Equality Act 2010 (Gender Pay Information) Regulations 2017.

• Bonus data is based on bonus payments for 12 months previous to 5th April 2026.

* Bonuses were paid to all those colleagues employed by Torus on 1st December 2022, to support them with the rising cost of living. Bonuses for part-time colleagues were on a pro-rata basis, which has led to the Mean Bonus Pay Gap.

6.4 Quartiles data

Below is the summary split of where males and females sit in terms of the quartile bands. They have been split into four equal bands to provide the quartiles A,B,C and D.

Band	Male	Female	Description
A	75.68%	24.32%	Includes all employees whose hourly rate places them in the lower quartile.
B	87.50%	12.50%	Includes all employees whose hourly rate places them in the lower middle quartile.
C	95.65%	4.35%	Includes all employees whose hourly rate places them in the upper middle quartile.
D*	88.59%	11.41%	Includes all employees whose hourly rate places them in the upper quartile.

The above table shows there is a higher proportion of females in Bands A and B than there are in Bands C and D combined. Overall, there is a higher proportion of males than females in all Bands.



7. Understanding our figures

At 13.21%, the median gender pay gap is higher than the national average of 12.8% (ONS (Office for National Statistics), 2025); however is a decrease from last year's median figure of 16.45%. The mean gender pay gap has increased though to 7.90% from 6.91% last year. We recognise tackling the gap is a long-term goal and are continuing to take direct action to drive it down - please see Section 8 of this report.

7.1 Proportionality

As outlined in Section 6.1 'People profile', most of the HMS workforce are male.

This split is typical of the construction industry with an average workforce comprising of 84.8% men and 15.2% women (ONS 2024).

A low ratio of females to males at HMS has meant they are underrepresented at all levels, with most females employed in the lower quartiles. This is driving the gender pay gap wider.

11.4%
Females in the upper quartile pay band

88.6%
Males in the upper quartile pay band

We are continually striving to attract more females into the construction industry (see Section 8: 'Our commitment to closing the pay gap'). Promoting construction as a viable and fulfilling career path for females remains a key priority at HMS. Comparing last year's figures to this year's, there has been a higher percentage increase in females.

Proportions:

Females
7.0%
increase from 2025 to 2026

Males
3.1%
increase from 2025 to 2026

7.2 Management

14.0%
of females were managers in 2025

13.1%
of females were managers in 2026

8.8%
of males were managers in 2025

9.1%
of males were managers in 2026

The figures demonstrate that despite the lower numbers of females within HMS, they represent a higher proportion of those who have either been promoted to or recruited into manager positions. Additionally there has been 0.9% increase in female managers since last year. This is positive and will, in time, support narrowing the gender pay gap.



8. Our commitment to closing the pay gap

The data in this report shows that whilst we have made some progress, we still have work to do. We are committed to eliminating gender, ethnicity and disability pay gaps and the details shown below highlight some of the actions we are taking to close those gaps.

Inclusive Leadership and Culture

Ensure leaders are accountable for diversity and inclusion progress.

- **Demonstrate visible leadership** in line with the HMS Way by creating a respectful, safe and inclusive workplace where everyone feels valued and able to contribute. Leaders will role model HMS standards, challenge inappropriate behaviours, and be accountable for creating high-performing teams where everyone can belong and succeed.
- **Launch a new Inclusion Strategy** in 2026 to reflect the HMS Way, ensuring inclusion, respect and fairness are embedded in how we lead, collaborate, recruit, develop and recognise colleagues across all HMS business operations.
- **Embed Equality Impact Assessments** into the development and review of policies, procedures, and operational processes, ensuring that EDI implications are considered at the outset for both operational and corporate activity.
- **Provide training and development** for Board members, leaders, and colleagues to support a culture of respect, inclusion, and constructive challenge, strengthening our ability to collaborate effectively and deliver high performing teams across all operations.
- **Celebrate and promote diverse role models, success stories and career journeys** across HMS, that reflects the breadth of roles across construction, commercial services, and support functions.

Workforce Diversity

Attract, recruit and retain a diverse workforce achieving our gender and inclusion ambitions.

- **Accelerate the development and progression of talent** across our workforce by ensuring our leadership, technical, and trade development programmes proactively identify, support, and elevate colleagues from underrepresented groups, including site based teams, apprentices, and emerging leaders.
- **Embed inclusive recruitment practices** across both trade and professional roles through a consistent, evidence based approach to attraction, selection, and assessment. Ensure all candidates, from operatives to technical and commercial professionals, experience a fair, transparent, and high quality recruitment process.
- **Create clear, transparent career pathways** that show colleagues how they can grow and progress within HMS, whether through trade specialisms, supervisory and management roles, or professional/technical routes.
- **Ensure pathways are visible, accessible, and supported** through meaningful development opportunities.
- **Continue to build on our successful Apprenticeship programme** by broadening the diversity of our construction pipeline, and providing structured support and development. Ensure apprentices from all backgrounds can build sustainable careers and progress into skilled roles within HMS.



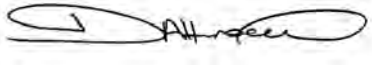
Data Transparency and Accountability

Deliver our diversity and inclusion ambitions goals and commitments through data driven insights.

- **Increase colleague confidence in sharing sensitive personal data** by clearly explaining how this information helps us make HMS a fairer and more supportive place to work. Encourage all colleagues to complete their employee records so we can accurately understand our workforce and design targeted interventions that address real needs.
- **Equip leaders and operational managers with clear, practical insight** into workforce diversity across our business areas, using data to monitor representation in gender, ethnicity, and disability to inform targeted action and improve diversity within our skilled and technical roles**.**
- **Ensure site managers, supervisors, and functional teams understand** how this information helps identify inequalities, shape practical EDI improvements, and drive long term cultural change across all operational environments.
- **Use diversity and inclusion data to proactively identify barriers** facing women in construction roles, whether in trade, technical, supervisory, or leadership pathways. Analyse trends, understand challenges such as retention or progression, and translate these insights into targeted actions that deliver measurable improvement in female representation and development.
- **Maintain full transparency by continuing to publish all pay gap reports** and clearly communicating what the data means. Report progress annually to leaders and colleagues against agreed commitments, ensuring accountability and continuous improvement.

This report has been published in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and I can confirm that the information and data provided in this report is accurate and in line with mandatory requirements.

I confirm that the data reported is accurate.



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HMS

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