

Gender Pay Gap Report April 2026

Fish Brothers (Swindon) Ltd



Gender Pay Gap Report as at April 2026

Fish Brothers (Swindon) Limited is a multi-franchise car dealer group based in Swindon, with more than 70 years of experience supporting the motoring needs of our local community. We pride ourselves on delivering high-quality service and building long-standing relationships with our customers, and we recognise that our people are central to that success.

We are committed to ensuring fairness and equality across our workforce and are confident that men and women are paid equally for performing the same roles within our organisation. However, we recognise that a gender pay gap exists within our reported figures.

The primary driver of this gap is the underrepresentation of women in senior and higher-paid roles. This is reflected in our pay quartile data, where the proportion of male employees increases at higher levels of pay. As with much of the automotive industry, our workforce remains predominantly male, particularly in technical and leadership positions.

We are committed to addressing this imbalance over time through a continued focus on how we attract, retain and develop talent across the business. While we recognise that change in this area will take time, we remain focused on taking practical and sustainable steps to improve gender representation at all levels. Our gender pay gap is driven primarily by the distribution of men and women across different levels of seniority, rather than unequal pay for equal work.

Statutory Gender Pay Gap Reporting

As an employer of more than 250 members of staff we are required to report on six areas relating to gender pay. These are:

1. The mean (average) gender pay gap
2. The median gender pay gap
3. The mean (average) bonus gender pay gap
4. The median bonus gender pay gap
5. The number of men and women who receive a bonus
6. The number of men and women in each quartile of our salary range

Gender/Bonus Gender Pay Gap

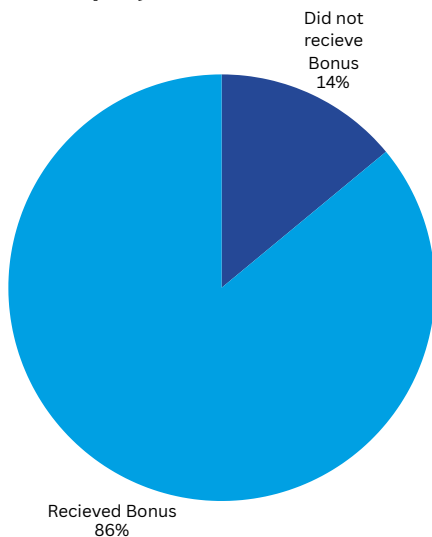
The gender pay gap is the difference between the mean or median hourly rates of pay that male and female staff receive. The bonus gender pay gap is the difference between the bonuses that male and female staff receive.

	Mean	Median
Gender Pay Gap	28.7%	12.3%
Bonus Pay Gap	48.3%	35%

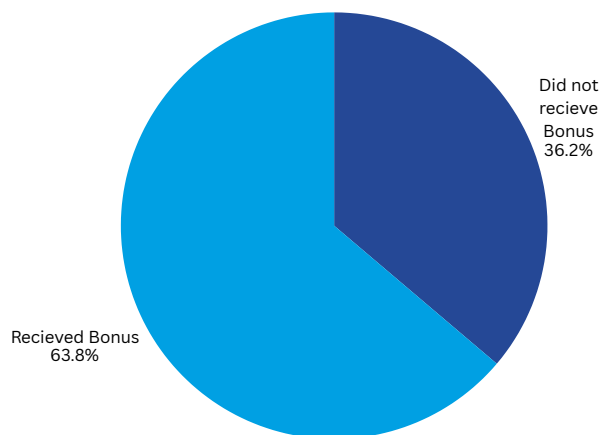
Bonus Pay

Many of our staff receives bonuses / commission as part of their salary packages. However, there are a number of head office departments that do not participate in any bonus scheme and they are predominantly staffed by female employees. This goes some way to explain the differences in the number of bonuses received by male and female staff.

Males Employees that recieved bonus



Females Employees that recieved bonus



Pay Quartiles

The following visuals show the gender split in each of the 4 quartiles of our pay range. To identify who is placed in each quartile we use the hourly rate of each member of staff and then arrange them from low to high. The amount of staff are then divided equally in to 4 quarters.

Upper Hourly Rate Quartile



13.5% FEMALE | 86.5% MALE

Upper Middle Hourly Rate Quartile



21.6% FEMALE | 78.4% MALE

Lower Middle Hourly Rate Quartile



32.4% FEMALE | 67.9% MALE

Lower Hourly Rate Quartile



25.3% FEMALE | 74.7% MALE

Statutory Gender Pay Gap Reporting

Since the publication of last year's Gender Pay Gap report, we have taken a number of steps aimed at improving gender balance across the business and strengthening our approach to attraction, retention and development.

A key focus has been on better understanding the experiences of our employees. We introduced our first company-wide staff engagement survey to gather meaningful feedback, which will help shape our recruitment and retention strategies and inform the

ongoing development of our employee value proposition.

We have continued to invest in raising awareness of career opportunities within the automotive sector, particularly for women and girls. This has included the creation of a targeted recruitment video featuring a number of our high-performing female employees, which has been shared across our social media channels, recruitment platforms and at schools and careers events.

Our schools and early careers outreach programme has also been further expanded. Over the past year, we have attended careers fairs, delivered careers talks and supported mock interview sessions. We have strengthened our relationship with our local FE college, engaging with apprentices through events and careers guidance, and supporting the opening of their EV training centre.

In support of retention and employee wellbeing, we have introduced both a Menopause Policy and a Fertility Policy, recognising the importance of supporting employees at different stages of their working lives. We have also ensured that all relevant legislative updates, including those arising from the Employment Rights Act, have been incorporated into our policies in a timely manner.

Alongside these initiatives, we have continued to apply fair and transparent recruitment processes and we are beginning to see positive movement in the number of women working within both management positions and technician roles across the business.

While we recognise that these actions will take time to translate into measurable change within our gender pay gap, they represent important steps in building a more balanced and inclusive workforce.

We are encouraged by the progress made to date and remain committed to maintaining this momentum in the years ahead.

Action plan for next year

Over the next year, our focus will be on improving female representation across the business, particularly within higher-paid and senior roles, as this remains the primary driver of our gender pay gap. We recognise that meaningful change in this area will take time and sustained effort, and we are committed to taking practical steps to support this.

We will continue to strengthen our recruitment approach to ensure we are attracting a more diverse range of candidates. This will include reviewing how we present our opportunities, building on our existing outreach work with schools and early careers programmes, and encouraging greater interest in the automotive sector from female candidates.

Alongside this, we will place greater emphasis on internal progression. We will work to identify and support high-potential employees, ensuring that development opportunities, training and career progression pathways are accessible and transparent to all. This includes exploring opportunities for mentoring, coaching and increased exposure to leadership responsibilities.

We will also review our internal recruitment and promotion practices to ensure that opportunities are communicated clearly and consistently across the business, supporting a fair and inclusive approach to career development.

Supporting retention remains a key priority. Over the coming year, we will continue to enhance our employee offering and review our other family policies in line with requirements. We will also continue to review our approach to flexible working to ensure it is practical and accessible across a range of roles within the business.

In addition, we will explore membership of the Automotive 30% Club to support our longer-term ambition of increasing female representation in senior roles and to align with wider industry initiatives.

Finally, we will continue to monitor our gender pay gap data and use this to inform our ongoing approach, ensuring that our actions remain focused, relevant and effective.

Conclusions

While the gender pay gap at Fish Brothers (Swindon) Limited remains significant, it reflects the current structure of our workforce, particularly the underrepresentation of women in senior and higher-paid roles.

We are confident that men and women are paid equally for performing the same roles within our organisation. Our focus therefore remains clear – improving female representation across all levels of the business, with particular emphasis on attraction, development and progression.

Over the past year, we have taken positive steps to strengthen our approach in these areas and are committed to building on this through targeted and sustained action. We recognise that reducing the gender pay gap will require long-term change, and this remains an important priority for the business.

We will continue to monitor our data, track progress and evolve our approach to ensure our actions remain relevant and effective, as we work towards a more balanced and inclusive workforce.

Fish Brothers (Swindon) Ltd

**Registered Office:
Ashworth Road
Swindon
SN5 7UZ**

Company Number: 2583215

www.fish-bros.co.uk

