



THE
NAVIGATOR
COMPANY

Gender Pay Gap Report

April 2025

Equality, diversity and inclusion at Navigator Tissue UK

About us

Established over 30 years ago, Navigator Tissue UK is a Lancashire-based tissue converter that supplies tissue and wet wipe products to most major UK retailers. We employ over 400 people, with sites based in Blackburn, Leyland, Leicester, Flint, and Bridgwater. In May 2024, we were acquired by The Navigator Group, a leading Portuguese forest-to-paper manufacturer, and a key player in the Western European tissue market.

The manufacturing industry

Although women represent around half the labour force in the UK, they only account for 26% of all workers in the manufacturing sectors*, and this longstanding under-representation has been a challenge for many years...

“Misconceptions and gender stereotypes contribute to the perception of the industry being a male-dominated field. However, we know that both men and women can thrive in manufacturing roles, and we will continue to work towards diversity within the industry. We recognise that by attracting and engaging a diverse workforce, we deliver better outcomes for our business, our people and our communities.”

Kathryn Robinson, HR Director at Navigator Tissue UK



*Women In Manufacturing 2024, <https://www.ciip.group.cam.ac.uk/reports-and-articles/women-in-manufacturing-report-2024>

Understanding our Gender Pay Gap data

What is the Gender Pay Gap?

The gender pay gap measures the difference between average hourly earnings of men and women. The UK Government's Gender Pay Gap legislation requires companies with more than 250 employees in the UK to disclose their gender pay gap on an annual basis.

This report outlines Navigator Tissue UK Ltd's gender pay gap in accordance with our statutory reporting responsibilities.

How is it measured?

A gender pay gap is expressed by percentages. A positive percentage indicates that men are paid more than women and a negative percentage indicates that women are paid more than men.



Mean pay gap

The difference between the average hourly rate of earnings of male and female employees



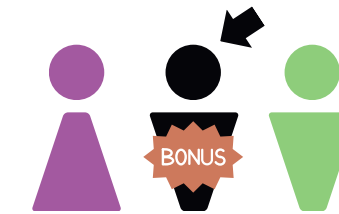
Median pay gap

The difference between the midpoints in the ranges of hourly earnings of male and female employees



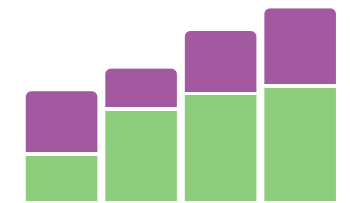
Mean bonus gap

The difference between the average bonus pay of male and female employees



Median bonus gap

The difference between the midpoints in the range of bonus pay of male and female employees

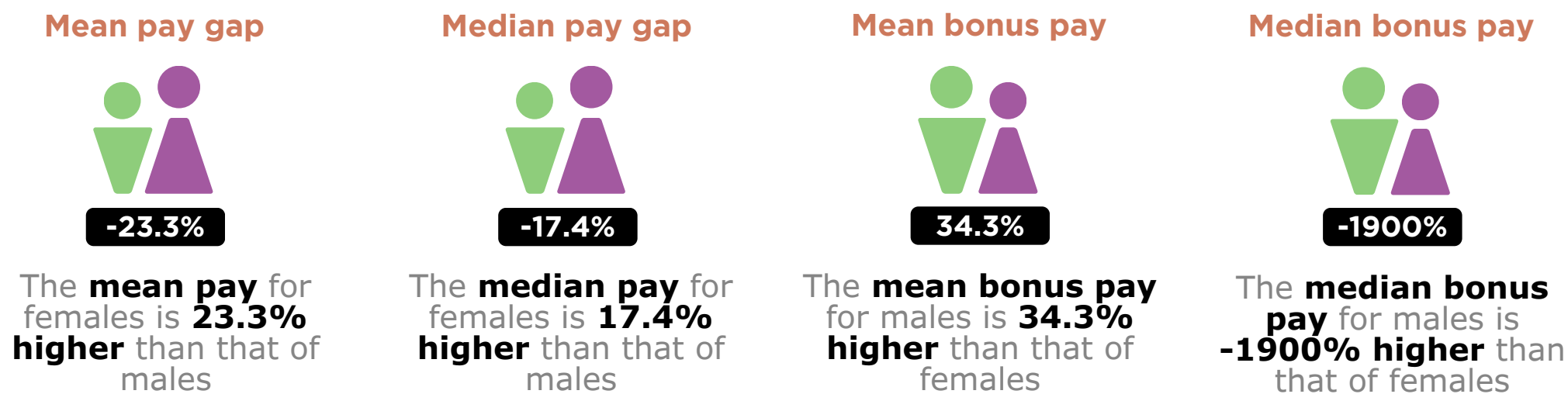


Quartile pay bands

Quartiles represent the proportions of male and female employees in the lowest to the highest pay bands

Navigator Tissue UK Gender Pay Gap results

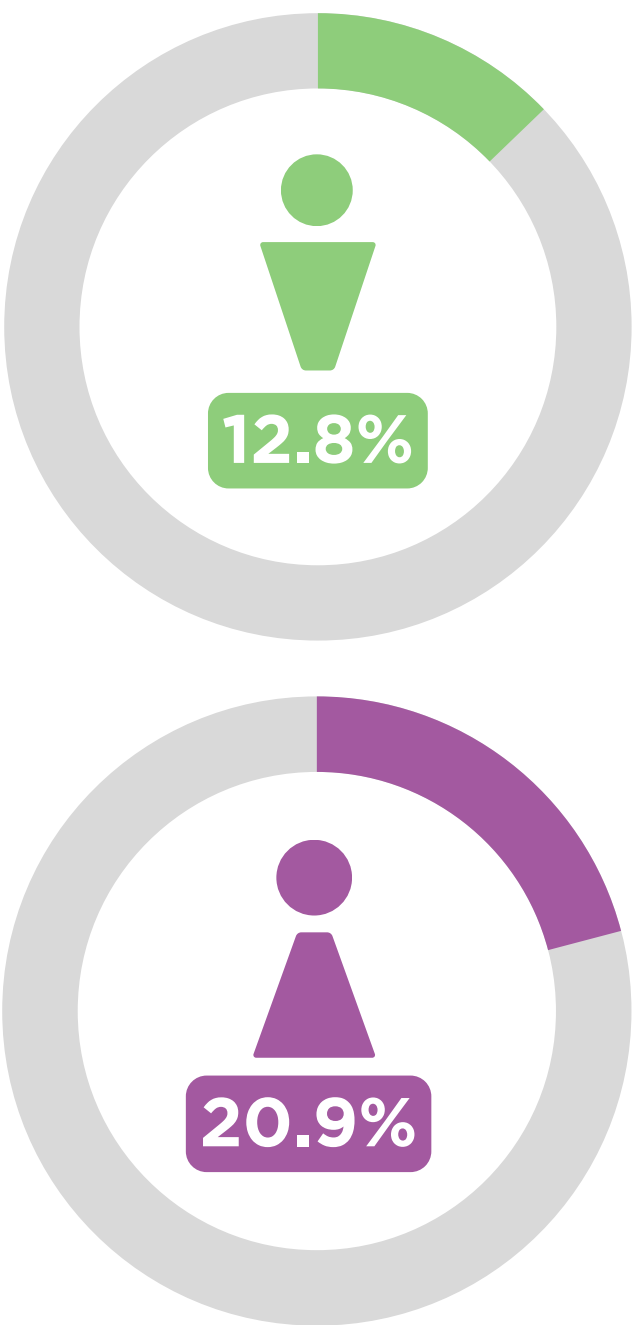
Pay and Bonus Pay



Population by pay quartiles



Proportion of men and women paid bonus pay



Understanding our Gender Pay Gap results

Understanding our results

We remain well ahead of national figures with the UK's median gender pay gap being a positive 13.1%*. This means that, on average, women earn 13% less than men per hour. Navigator Tissue UK's negative 17.4% means that women earn 17% more than men per hour.

Our gender pay gap arises from an unequal distribution of men and women throughout the organisation, with only 26% of those employed in manufacturing being female.* Therefore, female under-representation is a challenge faced across the manufacturing industry and we remain committed to growing female representation at all levels by actively identifying and tackling the misconceptions that manufacturing receives.

At Navigator Tissue UK, women are more likely to occupy senior, upper quartile roles compared to lower quartile roles. However, it's important to note that we have a skills-based pay-grading system in place to ensure men and women receive equal pay for the same or similar jobs.



*ONS 2025, <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2024#the-gender-pay-gap>

*Cambridge Industrial Innovation Policy 2024, <https://www.ciip.group.cam.ac.uk/reports-and-articles/women-in-manufacturing-report-2024>

Our progress and aims for the future

🎯 Our progress and aims

At Navigator Tissue UK, we're committed to improving diversity and fostering a more inclusive workplace. We actively accelerate action through recruiting, retaining, and developing diverse talent to strength our workforce.

Our continued investment in state-of-the-art facilities, including robotics, helps to reduce manual handling, creating a safer and more productive environment for everyone. We are increasing female representation in leadership through targeted training, recruitment initiatives, and internal promotion pathways, aiming to establish strong role models and encourage more women to pursue careers in manufacturing.

In addition, we provide access to tailored training and development programmes that support women at all stages of their careers. We regularly review our pay structures and conduct gender pay assessments to ensure fair pay and equal opportunities across the organisation. Our inclusive culture is underpinned by diversity training, open dialogue, and a strong respect for different perspectives.

We'll continue to increase diversity across the business by employing a wonderfully diverse workforce that's representative of each of the communities in which we operate.





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This statement is accurate in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.