

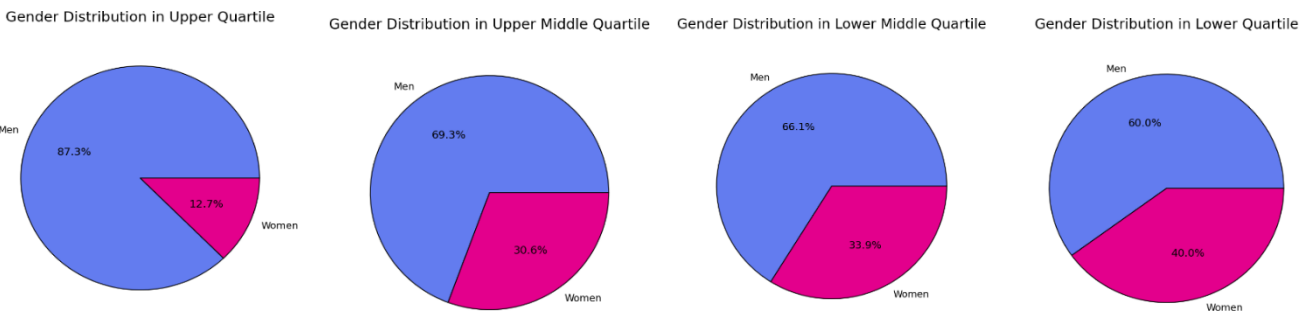
Gender Pay Gap Narrative April 2025

The Gender Pay Gap analysis provides a picture of pay distribution, average earnings and bonus outcomes across our workforce for the snapshot date of 5th April 2025. The findings highlight both positives and areas requiring attention to ensure fair and equitable pay for all employees.

1. Overview of Gender Representation

Across the organisation, 70.6% of employees are men and 29.4% are women. This imbalance in overall representation is also reflected in the distribution of roles by pay quartile.

Pay Quartile Representation



The upper quartile is particularly male-dominated, indicating that higher paid roles are disproportionately held by men. Women are better represented in the middle quartiles.

2. Gender Pay Gap Results

Mean Pay Gap

- Mean hourly rate (men): £15.92
- Mean hourly rate (women): £14.21
- Mean gender pay gap: 10.74%

This means that on average, women earn 10.74% less per hour than men. The gap is being driven primarily by structure i.e. fewer women in the highest paid roles. This is however an improvement from 2024 that saw a mean pay gap of 15.20%.

Median Pay Gap

- Median hourly rate (men): £12.94
- Median hourly rate (women): £12.81
- Median gender pay gap: 1%

The median gap is small, suggesting that when comparing “middle earners”, men and women are paid very similarly. The gap is explained by workforce composition rather than unequal pay for equal work. This is an improvement from 2024 that saw a median pay gap of 3.65%. This has been reduced through the proactive consolidation of numerous pay rates at the core of the pay structure.

3. Bonus Pay Gap

Bonus Participation

- 0.4% of men received a bonus
- 0.79% of women received a bonus

There were fewer women earning bonus than men.

- Mean bonus pay gap: 0%
- Median bonus pay gap: 0%

Men are not paid any more bonus than women.

4. What the Data Tells Us

1. The primary driver of the pay gap is representation, not unequal pay. The relatively small median pay gap (1%) indicates men and women at similar levels are paid similarly. The larger mean gap (10.74%) comes from men being overrepresented in senior, higher-paid roles.
2. Bonus structures do not disadvantage women in terms of value

Conclusion

The organisation’s gender pay gap is driven predominantly by representation rather than pay inequality. While women and men are paid similarly for similar roles, the workforce composition—especially at senior levels—means men occupy the majority of the highest paid positions.

Future Areas of Focus

- Women are under represented in the upper quartile. The organisation continues to explore ways to support female progression into senior and specialist roles.
- Data indicates women are not advancing into the highest paid roles at the same rate as men. Ongoing attention is given to understanding progression and opportunities for equitable advancement.
- The organisation monitors bonus distribution to maintain fairness.

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- Flexible and inclusive working practices can support retention and progression. The organisation remains attentive to opportunities to foster an inclusive environment for all employees for instance, looking at flexible work where practicable.

CEO Statement

We are committed to transparency in reporting our gender pay gap and ensuring the accuracy of the data presented.

Our figures show a low median gender pay gap, indicating that men and women are paid similarly across comparable roles. The mean gap reflects the distribution of roles within the organisation, including representation at more senior levels.

We will continue to monitor these trends and maintain a focus on fair and equitable pay practices across the business.

I confirm that the information and data reported are accurate as of the snapshot date.

Nick Evans

CEO