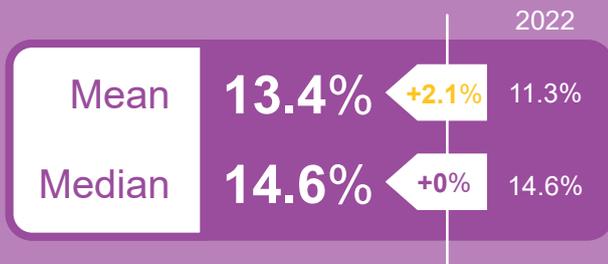
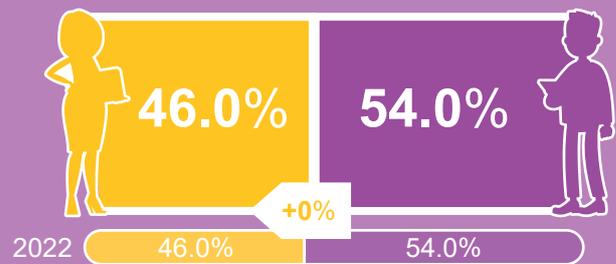


Gender Pay Gap 2023

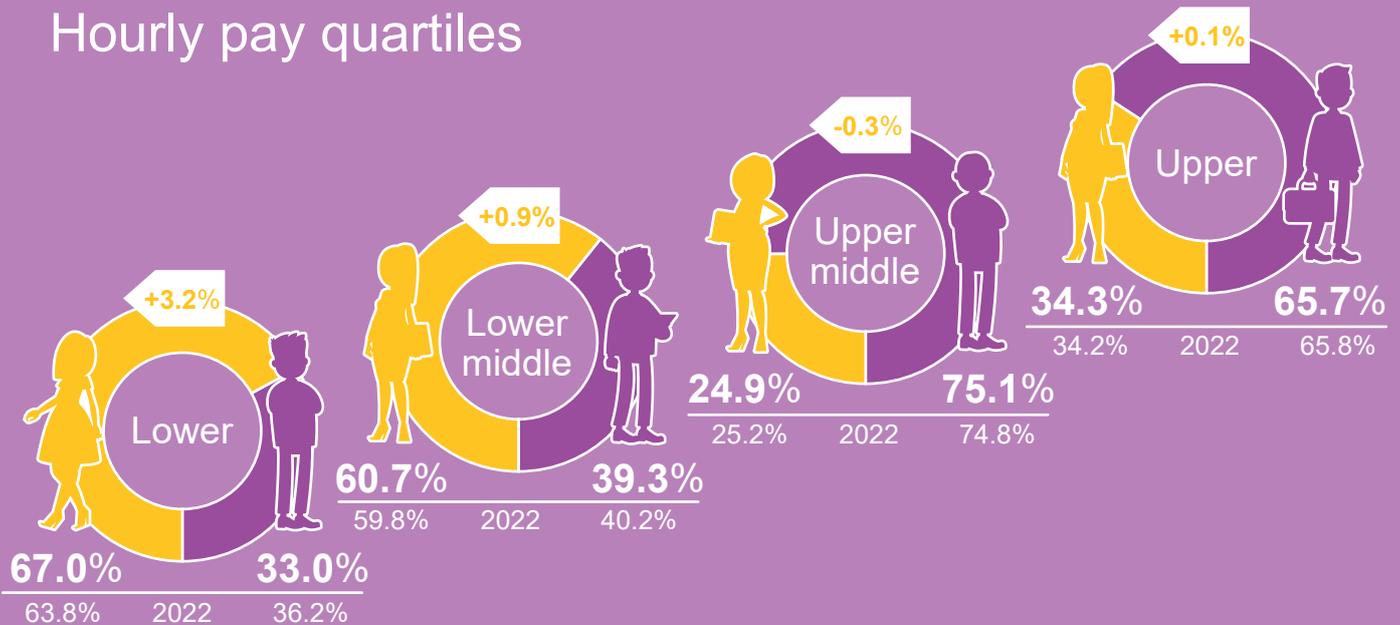
Gender pay gap



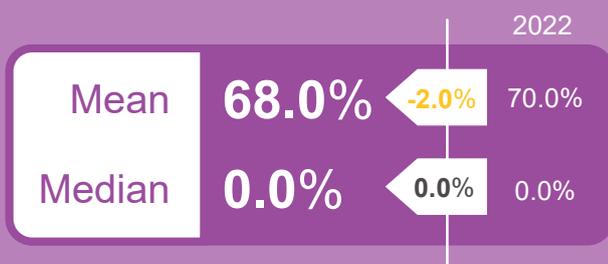
Workforce profile



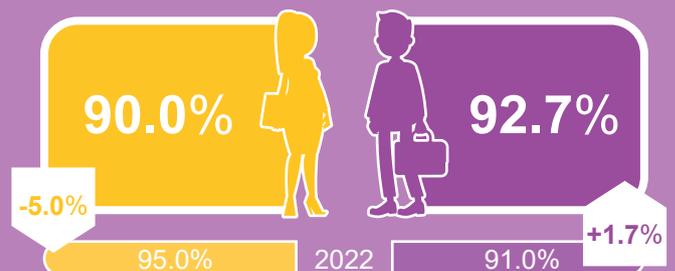
Hourly pay quartiles



Bonus pay gap



Colleagues in receipt of bonus



Definition: Gender pay gap

Gender pay gap is defined as the difference in average pay between all men and women in an organisation using six different measures, regardless of their role.

Regulations introduced in 2017 require public, private and voluntary sector organisations, with 250 or more employees on a specified 'snapshot date' relevant to their sector, to report annually on their gender pay gap.

Gender Pay Gap 2023

We are committed to equality and diversity in all areas of our organisation, and we have a robust and equitable pay and grading structure to ensure fairness.

This is the seventh year of reporting our gender pay gap and we are disappointed to see that our Mean Gender pay gap has widened slightly. Our mean Gender pay gap has increased from 11.3% to 13.4%, and our median pay gap remains at 14.6%. Whilst we know that change takes time, we also understand that the gender pay gap is a complex and multifaceted problem faced by organisations across the UK.

During 2022, we established our Gender Pay Gap working group, and through using a data-driven approach, this has given us a deeper insight into some of the factors which contribute to our gap. This culminated in the creation of our Gender Pay Gap action plan, which contains specific, measurable actions to drive forward as an organisation, which we believe will help us continue to reduce our gap in future years and ensure equal representation at all levels of our organisation.

The 2022 action plan focuses on three key areas:

- Increasing gender balance in senior roles at WDH3 and above.
- Increasing female representation in our roles in Grades 8 - 11.
- Increasing male representation in our roles in Grades 1 - 7.

Following analysis of our 2023 results, we have identified three additional areas of focus:

- **Increase full time opportunities in Grades 1-6.**
- **Increase part time opportunities in Grade 7 and above.**
- **Address the gender imbalance at Grade 4.**

We are pleased to publish our gender pay gap report and action plan - and we can confirm that the data reported is accurate in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read 'Andy Wallhead', with a stylized flourish at the end.

Andy Wallhead
Chief Executive

A handwritten signature in black ink, appearing to read 'Tracy Tallant', with a stylized flourish at the end.

Tracy Tallant
Director of Organisational Development