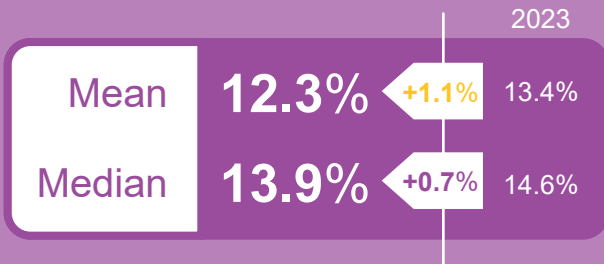
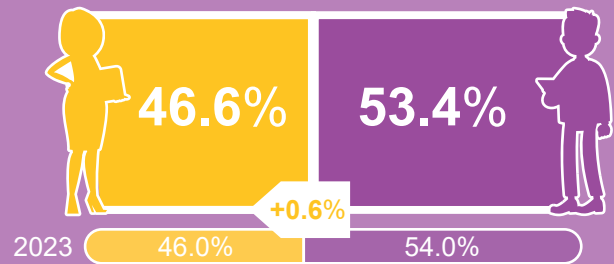


Gender Pay Gap 2024

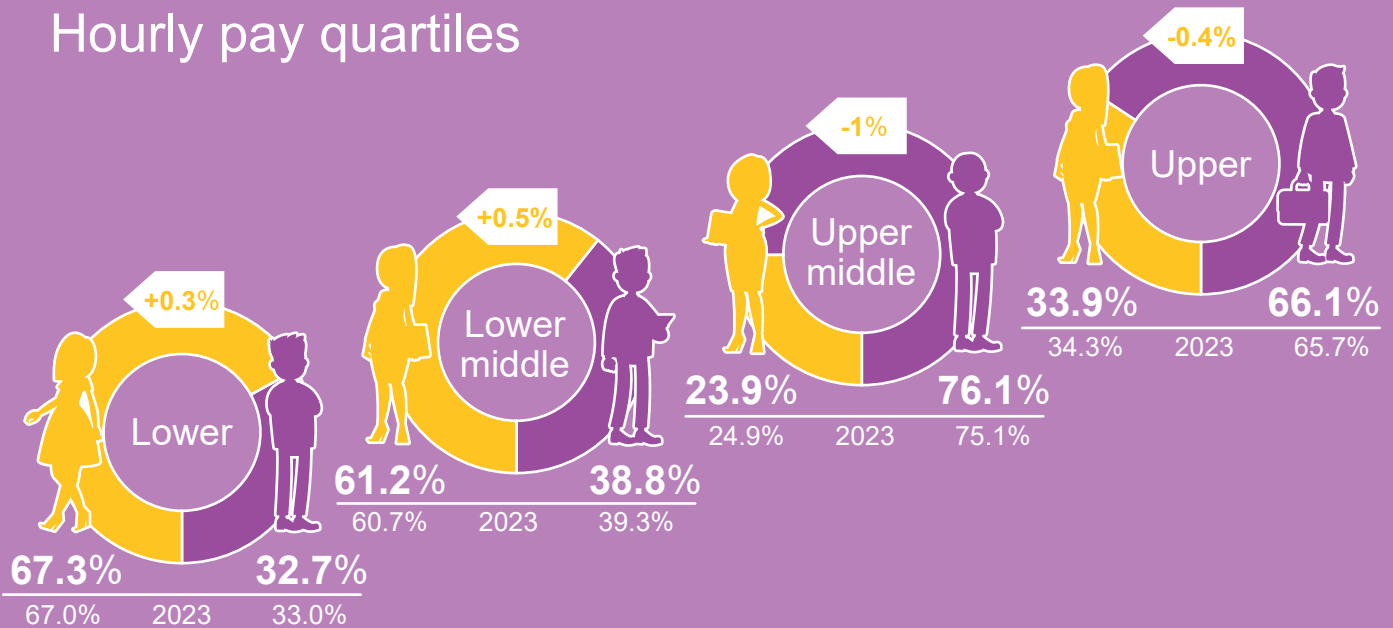
Gender pay gap



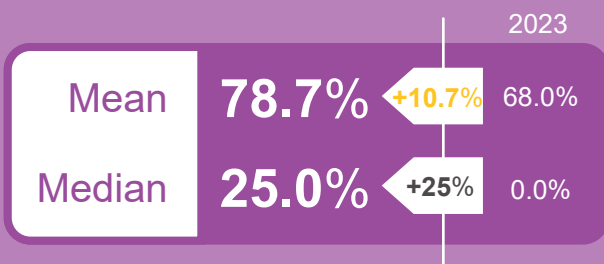
Workforce profile



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 2024

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 eighth year of reporting our gender pay gap and whilst we are pleased to see that our mean and median Gender pay gap have reduced slightly, we recognise there is still some work to do. Our mean gender pay gap has decreased from 13.4% to 12.3%, and our median pay gap has reduced from 14.6% to 13.9%. 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.

Taking a data-driven approach has given us a deeper insight into some of the factors which contribute to our gap. We use this as the foundations for developing our annual Gender Pay Gap Action Plan which is monitored by our Gender Pay Gap working group.

The Gender Pay Gap action plan, which contains specific, measurable actions to drive forward as an organisation, we believe will help us continue to reduce our gap in future years and ensure equal representation at all levels of our organisation.

The 2024 action plan focused on three key areas.

- **Increase representation of Males in Grades 1-7**
Male representation in this group has fallen from 27% to 25% of this workforce, between 2022 and 2024
- **Increase representation of Females in Grades 8-11**
Female representation in this group has increased from 39% to 40% of the workforce between 2022 and 2024
- **Increase Gender Balance in roles at Grades WDH3 and above**
Female representation in this group has increased from 34% to 36% of the workforce between 2022 and 2024.

Building on the 2024 actions, the 2025 action plan focuses on

- **Improving Gender Balance at roles at Grades 1-7**
- **Improving Gender Balance in roles at Grades 8-11**
- **Improving Gender Balance in roles at Grades WDH3 and above**

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.



Martyn Shaw
Chief Executive



Tracy Tallant
Strategic Director of People and Culture