

Gender Pay Gap Narrative

for 2025

(published 2026)

Start



Our progress this year

In the past year, we've continued to strengthen our commitment to fostering a fair and inclusive workplace to ensure everyone feels supported and valued.

We recognise that women often face key life stages that can interrupt or reshape their careers, including childbirth, caring responsibilities, and the impact of menopause. Our focus has been on building long term cultural change, improving representation, and ensuring that women have equal opportunity to thrive at every stage of their career.



UK-Based Data

7% of women leave employment completely within five years of having a child, compared to just 4% of men.

Only **64%** of mothers with pre school children (0–4) are in paid work, compared with 93% of fathers

1.5m UK women are not in paid employment because they are looking after family or home (ONS, 2023), compared with 200,000 men.

There are **550,000** professional women in the UK on extended career breaks for caring reasons, and 420,000 want to return to work but many return to roles below their potential.

Among people aged 25–49, when caring responsibilities peak, **54.1%** of economically inactive women cite looking after home/family as the reason, compared with 11.9% of men.



Our progress this year



Building Supportive Communities

We have made meaningful strides in creating safe spaces for women and colleagues experiencing menopause. Our peer to peer menopause groups are in the process of being rolled out, offering shared learning and support. Alongside this, our Women's Network has become an established and valued community, providing a platform for connection, advocacy, and professional development across the organisation.



Developing Knowledge and Confidence

We delivered menopause workshops for both managers and employees. These sessions have increased understanding, reduced stigma, and equipped leaders with the confidence to support colleagues more effectively.



Strengthening Our Employee Voice

We introduced qualitative exit interviews, ensuring we capture richer and more meaningful insights from those leaving the organisation. These learnings will help us pinpoint where change is needed and shape our ongoing inclusion strategy.



Ensuring Fair and Inclusive Recruitment

We have continued to refine our recruitment practices to attract a broader and more diverse pool of talent. This has included:

- Adding part time options to job adverts to open opportunities for those seeking flexible work
- Ensuring hiring panels are diverse and representative
- Reviewing job advert language to make it more inclusive and welcoming to women

Additionally, since welcoming our Social Value Lead, we have been proactively exploring a STEM Returners Programme. We will be launching a pilot this year, with the intention of establishing an ongoing partnership.



Supporting Career Growth and Family Life

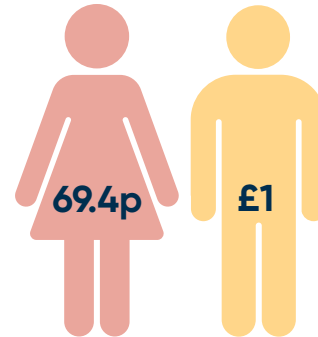
We are actively pursuing ways to improve our family friendly benefits and policies to ensure we enhance our offering further in providing practical and supportive options for working parents and carers. Alongside this, our research into a mentoring programme continues, with work underway to create a structured, supportive pathway for career development and progression.

Our gender pay gap this year



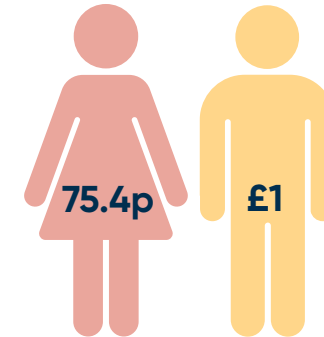
While our work is ongoing, we are encouraged to see positive movement in our gender pay gap figures.

Median



Median hourly pay gap has remained steady, with women earning 69.4p for every £1 earned by men.

Mean



Mean hourly pay gap reduced, with women earning 75.4p for every £1 earned by men, an improvement from the previous year.

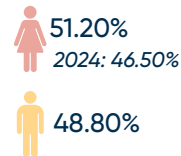
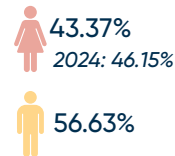
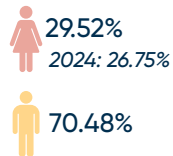
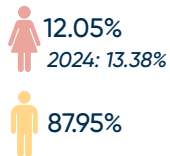
	2025	2024
Mean	24.60%	26.50%
Median	30.60%	30.40%

Our gender pay gap this year

Pay Quartiles 2025

We have seen encouraging increases in female representation across some quartiles, demonstrating gradual movement toward a more balanced workforce. Notably:

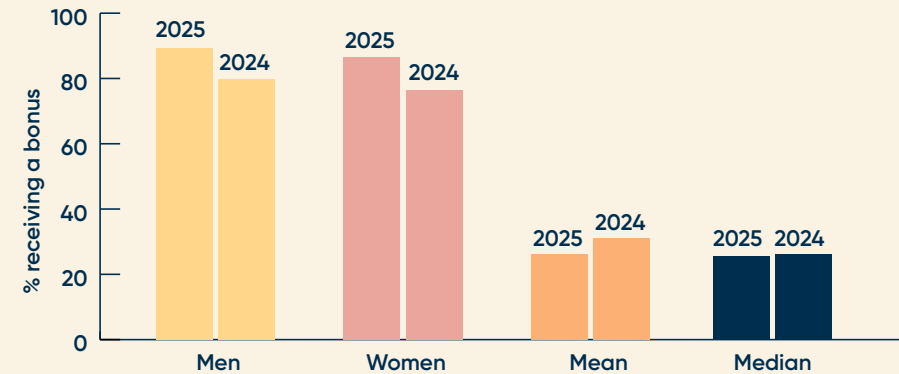
- Women in Quartile 3 increased from 26.75% to 29.52%
- Women in the lowest quartile increased from 46.50% to 51.20%, reflecting greater representation at entry and operational levels
- Representation in the top quartile remains a key focus area, and our long term talent and leadership initiatives aim to address this.



Bonus Pay

Bonus eligibility continues to improve for both men and women:

- 86.40% of women received a bonus, up from 76.50% last year
- The mean and median bonus gaps have both reduced, demonstrating progress in how reward is distributed



% receiving a bonus	2025	2024
Men	89.40%	79.70%
Women	86.40%	76.50%
Mean	26.20%	31.10%
Median	25.60%	26.00%

Looking ahead

We recognise that lasting change takes time, and we remain committed to creating a workplace where women can develop, progress, and succeed at every level. Many of the initiatives introduced this year will continue to mature, and upcoming programmes, such as mentoring, STEM returners pathways, and enhanced family friendly policies, will help drive further improvements.

"Over the past year, we have continued to reinforce our commitment to building a fair, inclusive, and supportive workplace for everyone. As a leadership team, it is our role to ensure that the experiences women may encounter throughout their careers are fully understood and supported, so that no one's opportunities are limited at any stage of life or work.

I am encouraged by the commitment we have made towards reducing our gender pay gap, but I also recognise that meaningful change requires continued focus and long-term action. The steps we have outlined for the year ahead reflect our determination to build on this momentum and ensure that women can excel at every stage of their careers. Closing the gender pay gap is not only the right thing to do, but also central to the long-term strength, resilience, and innovation of our organisation. By championing a culture rooted in fairness, inclusion, and equal opportunity, we are investing in our people and securing a stronger future for our business."

– Jon Robinson, UK Managing Director



"Our people remain the driving force behind everything we do, and creating an environment where everyone feels included, supported, and able to reach their full potential continues to be a priority for us. Over the past year, we have focused on strengthening our culture in ways that recognise the experiences women face throughout their careers, from starting a family to taking on caring responsibilities to navigating menopause. These life stages can reshape career journeys and acknowledging them is essential to ensuring fairness and opportunity for all.

Addressing the gender pay gap reflects our determination to build a workplace rooted in respect, equity, and long-term support. While we are encouraged by the progress we have made, we know there is more to do. We remain dedicated to improving representation and ensuring that women have equal opportunity to continue to grow, contribute and succeed at every stage of their career."

– Marie-Cecile Rossen, Corporate Human Resources Director

