Our organisation is committed to fairness, equality and transparency in all aspects of pay and reward. Reporting on our gender pay gap allows us to understand the composition of our workforce, identify any areas of imbalance and take meaningful action to support gender equality. The gender pay gap is not the same as equal pay; equal pay refers to men and women being paid the same for the same or similar work, which we fully support. The gender pay gap instead reflects differences in the representation of men and women across roles, seniority levels and working patterns. This statement outlines our current position, the reasons underlying our results and the measures we are taking to address any imbalances.

Overview of Our Gender Pay Gap Results

Our results show that overall, there is no significant gender pay gap across the organisation. The **mean hourly pay gap for all employees is –2.39%**, meaning that on average, women earn slightly more per hour than men. The **median hourly remuneration pay gap for all employees is 0%**, indicating that the midpoint hourly rate is the same for both genders.

When broken down by employment type:

- For **part-time employees**, the **mean pay gap is –2.19%**, and the **median pay gap is –25.22%**, meaning part-time women earn more than part-time men both on average and at the midpoint.
- For **temporary employees**, both the **mean and median pay gaps are 0%**, showing equal hourly pay between men and women in temporary roles.

In terms of bonuses, both the **mean and median bonus remuneration pay gaps are 0%**. This reflects consistent and equitable bonus practices across the organisation.

Understanding the Pay Quartiles

Pay quartiles offer insight into the distribution of men and women across the organisation's pay structure.

- **Upper quartile:** 50% male, 50% female
- **Upper middle quartile:** 26.67% male, 73.33% female
- **Lower middle quartile:** 35.71% male, 64.29% female
- **Lower quartile:** 46.67% male, 53.33% female

This data shows that women are well represented across all pay levels and are particularly concentrated in the upper middle and lower middle quartiles. Representation in the top quartile is evenly balanced, which is a positive indicator of equality at senior levels.

Reasons for the Gender Pay Gap

While our overall gender pay gap is minimal, several factors help explain the patterns within the data:

1. Workforce Composition and Role Distribution

Women make up a larger proportion of roles in the **upper middle** and **lower middle quartiles**, which contain many mid-level and skilled positions. This strong representation in middle and higher-paying categories contributes to the small negative mean pay gap favouring women.

Meanwhile, gender representation in both the upper and lower quartiles is broadly balanced. This suggests that men and women have similar access to both the highest-paid and lowest-paid roles.

2. Part-Time Working Patterns

A significant proportion of part-time roles are held by women, including a number of higher-paid part-time positions. Conversely, a smaller number of part-time male employees tend to be concentrated in lower-paid or entry-level posts. This mix creates a **negative median pay gap of –25.22%** for part-time employees.

This figure does not indicate unequal pay for similar work but reflects the differing types of roles held by men and women within the part-time workforce.

3. Temporary Employment Patterns

The absence of a gender pay gap among temporary employees reflects the standardised nature of temporary pay rates and consistent hiring practices.

4. Bonus Equality

The fact that we have **0% bonus gaps** at both the mean and median demonstrates that our bonus policies are applied equitably and do not contribute to gender-based differences in pay.

Actions Being Taken to Reduce or Eliminate the Gap

Although our overall gender pay gap is minimal and in some areas favours women, we remain committed to ensuring continuous improvement and promoting equality throughout the organisation. Our actions include:

1. Supporting Inclusive Recruitment and Promotion

We are reviewing recruitment processes to ensure job advertisements, shortlisting procedures and interview practices encourage applicants of all genders. We aim to maintain balanced gender representation in senior and specialist roles.

2. Enhancing Career Development Opportunities

Training, upskilling and progression programmes are available to all employees. We actively encourage participation across genders to support advancement into higher-paying roles and ensure equality of opportunity at all levels.

3. Promoting Flexible Working

Flexible and part-time roles are available to all employees regardless of gender. This helps ensure that caring responsibilities or alternative working preferences do not restrict access to senior positions or career development.

4. Ongoing Monitoring and Review

We regularly analyse pay structures, role distribution and progression outcomes to ensure fairness and identify potential issues early. Continuous monitoring allows us to take targeted action where imbalances appear.