



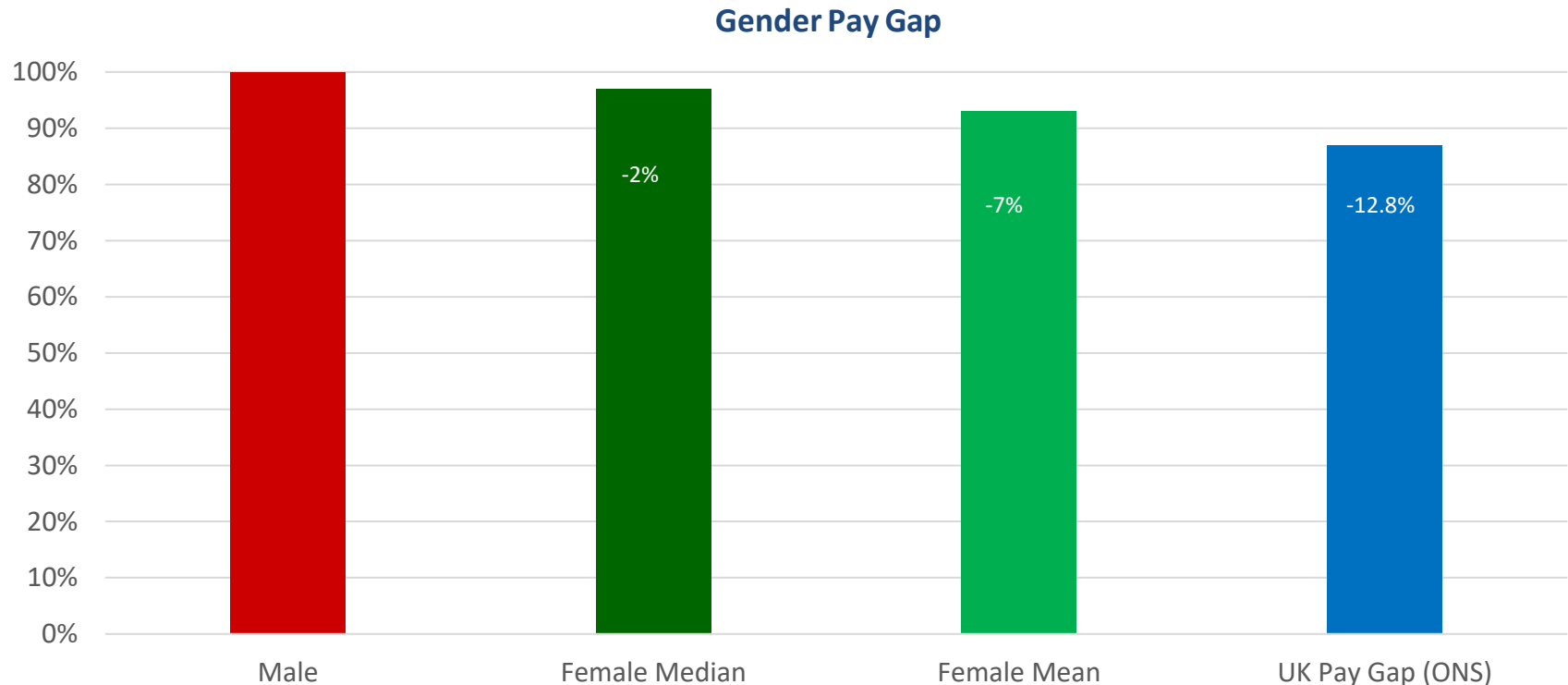
Gender Pay Gap Report 2025

2025 Gender Pay Gap Report

The gender pay gap measures the difference between men's and women's average earnings and is expressed as a percentage of men's pay. According to the Office of National Statistics the overall UK gender pay gap is currently 12.8%.

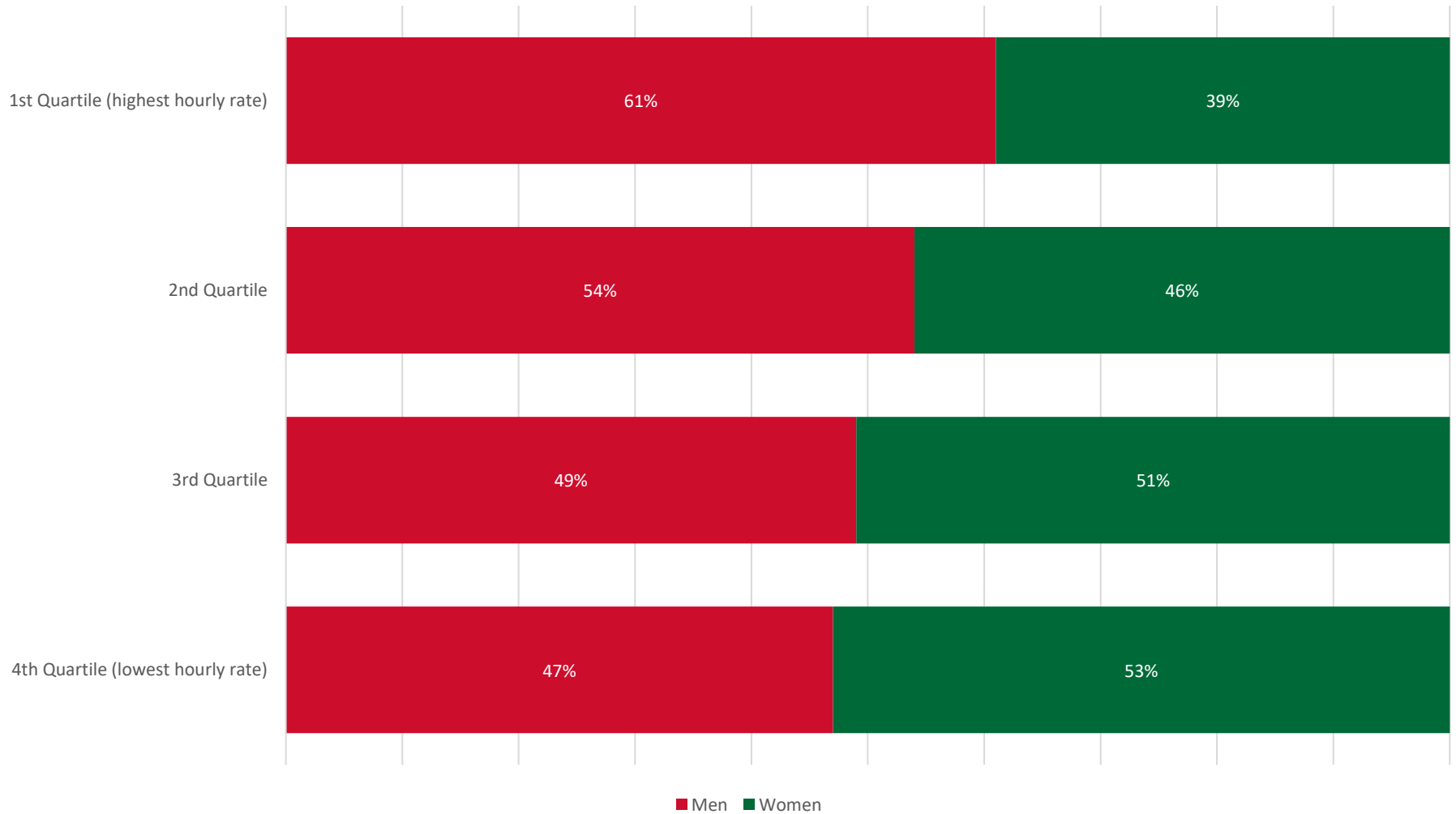
Our Pay Gap Results

The **mean pay gap** is the difference between average hourly earnings of men and women. The **median pay gap** is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all the hourly rates and lines them up in order from lowest to highest and picks the middle most salary.



The figures provided are based on hourly rate of pay as at 5th April 2024.

Proportion of male and female employees in each pay quartile



No bonuses were paid in the relevant period

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Commentary

Our mean gender pay gap remains below the national average by 5.8 ppt and our median gender pay gap is at -2%. The majority of our mean pay gap can be attributed to a higher proportion of women relative to men in the lower pay levels.

We continue to have a good balance of women in senior roles with 40% of positions reporting directly to the CEO being held by women.

We continue to focus our recruitment strategy of actively seeking candidates from the widest talent pools, both externally and within the organisation and ensure that women and men are paid equally for doing the same job.