

Championing Equity

Pay gap reports: 2024-25 and 2025-26

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What is gender pay gap reporting?

- **Gender pay gap** is the difference in average pay between men and women in an organisation.
- **Mean gender pay gap** is average difference in hourly pay between men and women.
- **Median pay gap** is difference between the middle earning man and the middle earning woman. Median is more accurate, as not skewed by very high or low earners.
- UK employers with 250+ staff must submit their gender pay gap data to [the government's record](#).

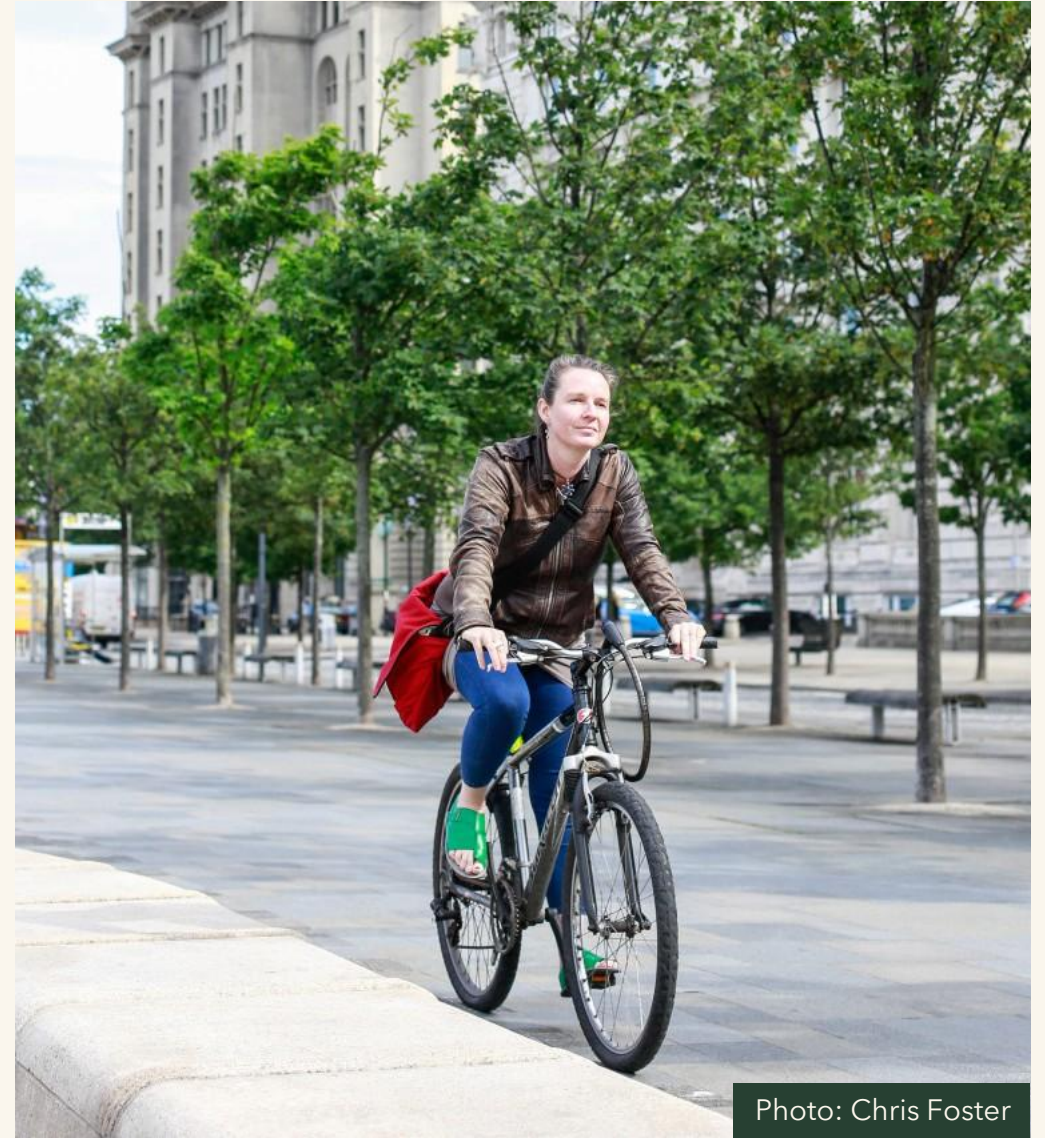


Photo: Chris Foster

What about other pay gaps?

Pay gap reporting can assess inequality between other groups, **not just men and women.**

In 2026, employers are only required to report their gender pay gap, but this is likely to change.

We report on these pay gaps:

- **Gender** (legal requirement)
- **Ethnicity** (optional, likely requirement from 2027)
- **Disability** (optional, likely requirement from 2027)
- **Sexual orientation** (optional, no anticipated legislation).



Photo: Jon Bewley

About our data

- Data is a snapshot from 5 April of the reporting year.
- We do not pay bonuses. Our data is only about salaries.
- Staff can voluntarily share their diversity data in the HR system, including 'prefer not to say' options.
- We have high completion rates: average 99% for gender, ethnicity, disability and sexual orientation, and average 6% 'prefer not to say' responses.



Photo: Alan McAteer

Detail on our data

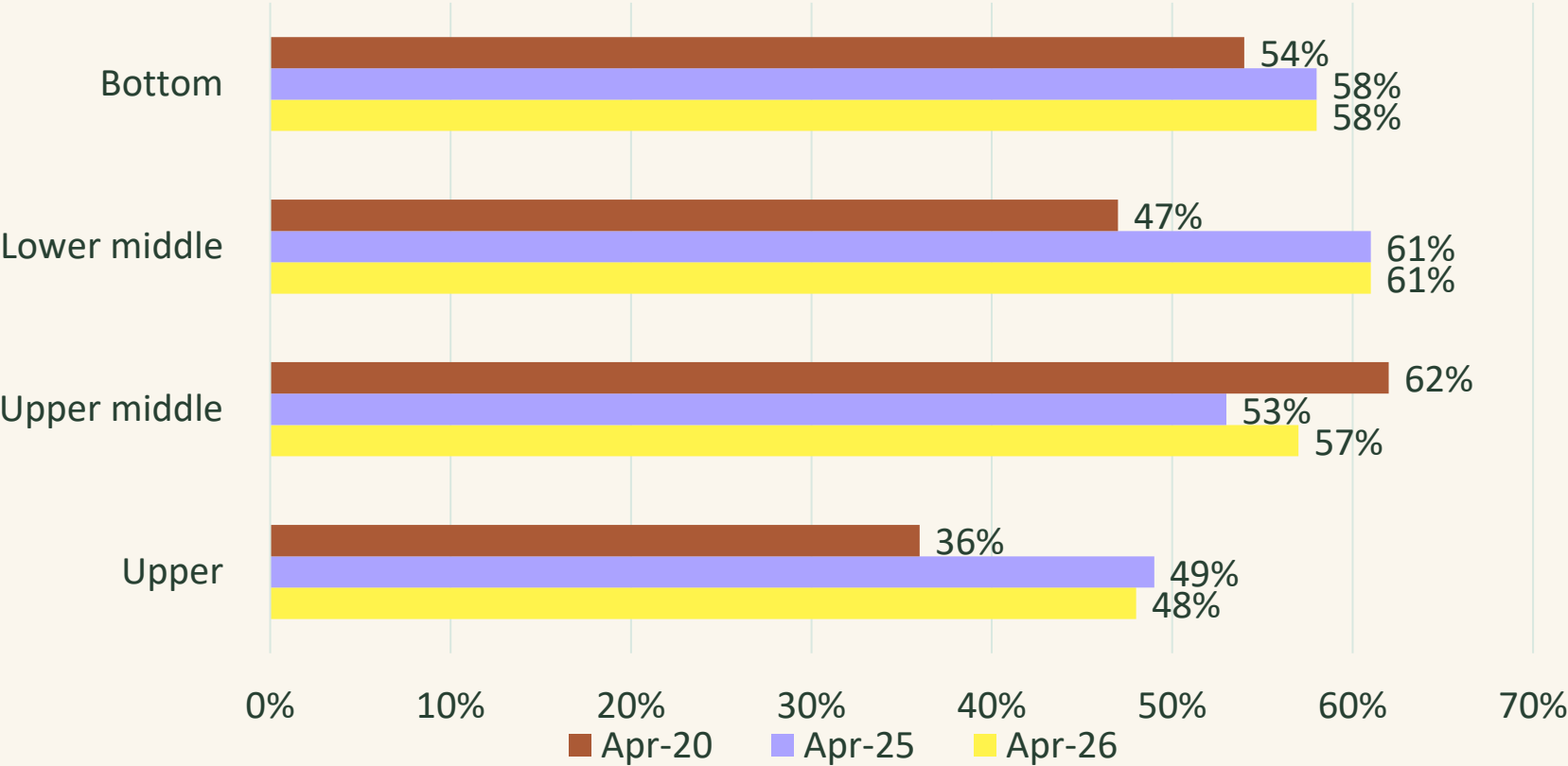
- When calculating our gender pay gap, we use HMRC payroll data. This is a binary male / female sex category.
- Our ethnicity data describes the gap between all white ethnicity staff, and all non-white ethnic minority staff.
- Our disability data describes the gap between all non-disabled staff, and all disabled staff.
- Our sexual orientation (LGBQ) data describes the gap between heterosexual staff, and staff who are gay, lesbian, bisexual or use another term to describe their sexual orientation.



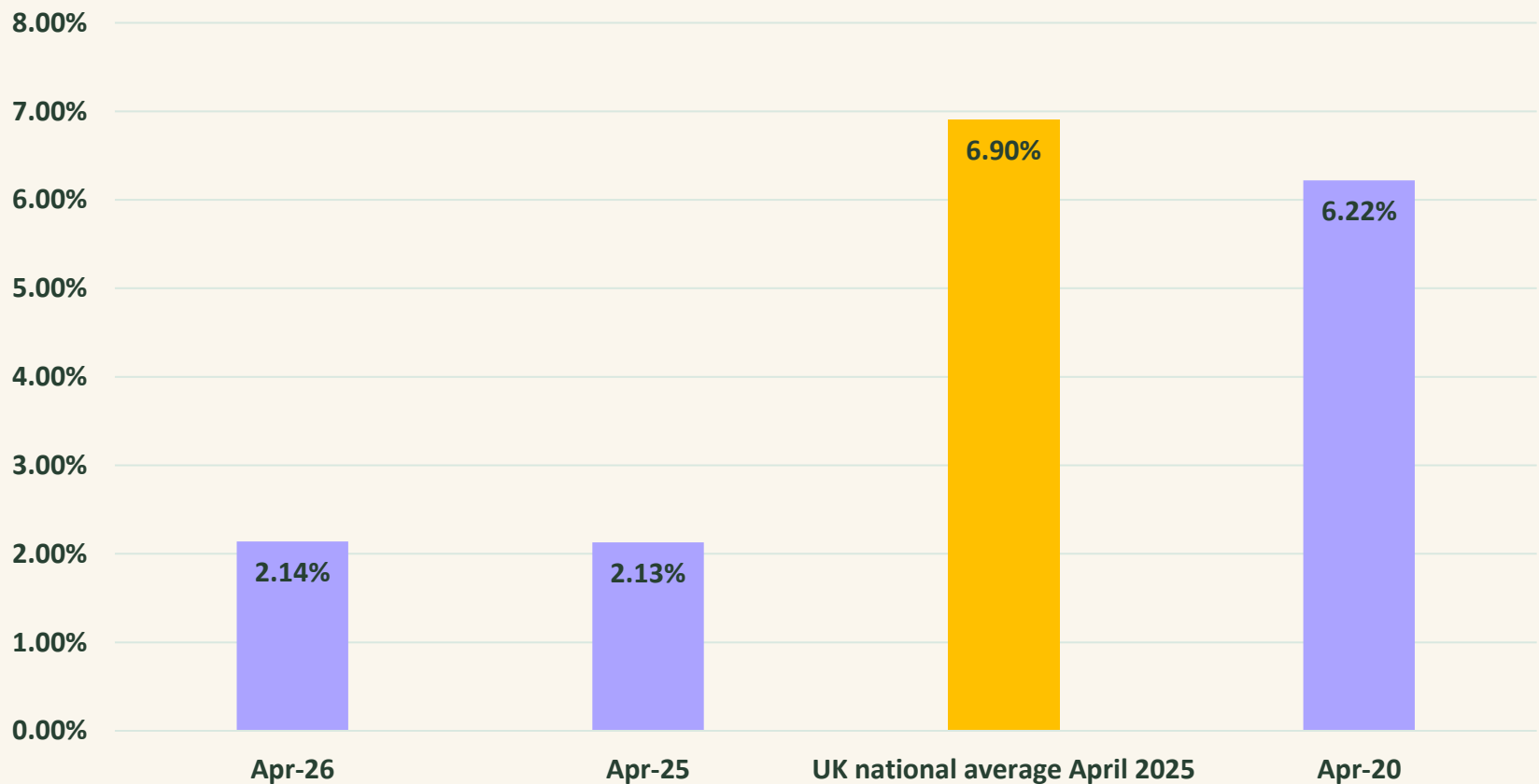
Gender pay gaps April 2025 April 2026



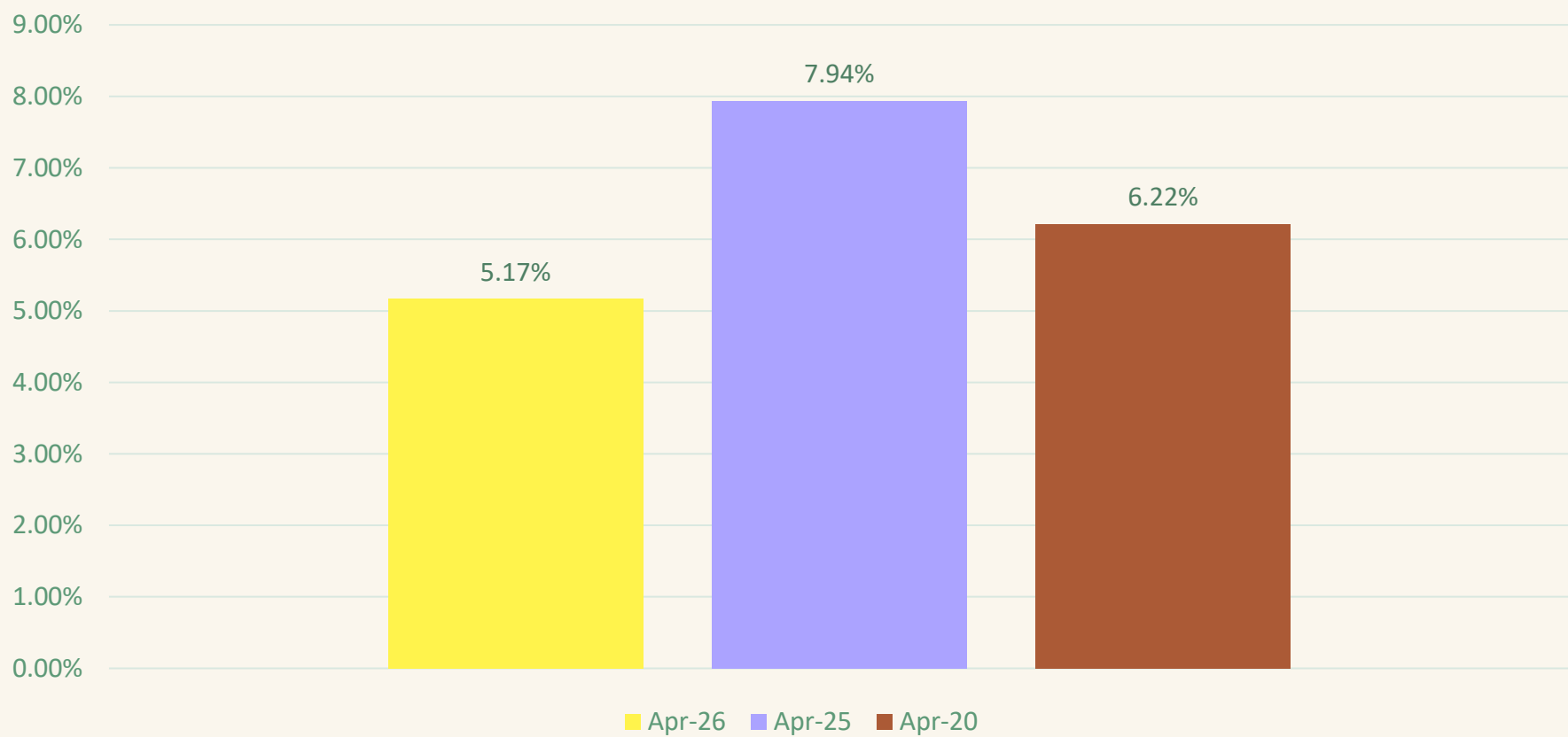
% of women in our salary quartiles



Our median gender pay gap



Our mean gender pay gap



What does our gender pay gap data tell us?

- We have a majority female workforce (55% in 2026).
- Good progress on women in leadership since 2020: now close to 50/50 in top pay quartile.
- Our gender pay gaps has reduced and is lower than the UK national average.
- We announced Sarah Roberts, our first female Chief Executive, in June 2026.
- Our workforce is majority female, and 40% of staff are aged 45+. Menopause support is therefore a focus area for us.



Our gender and menopause actions 2026

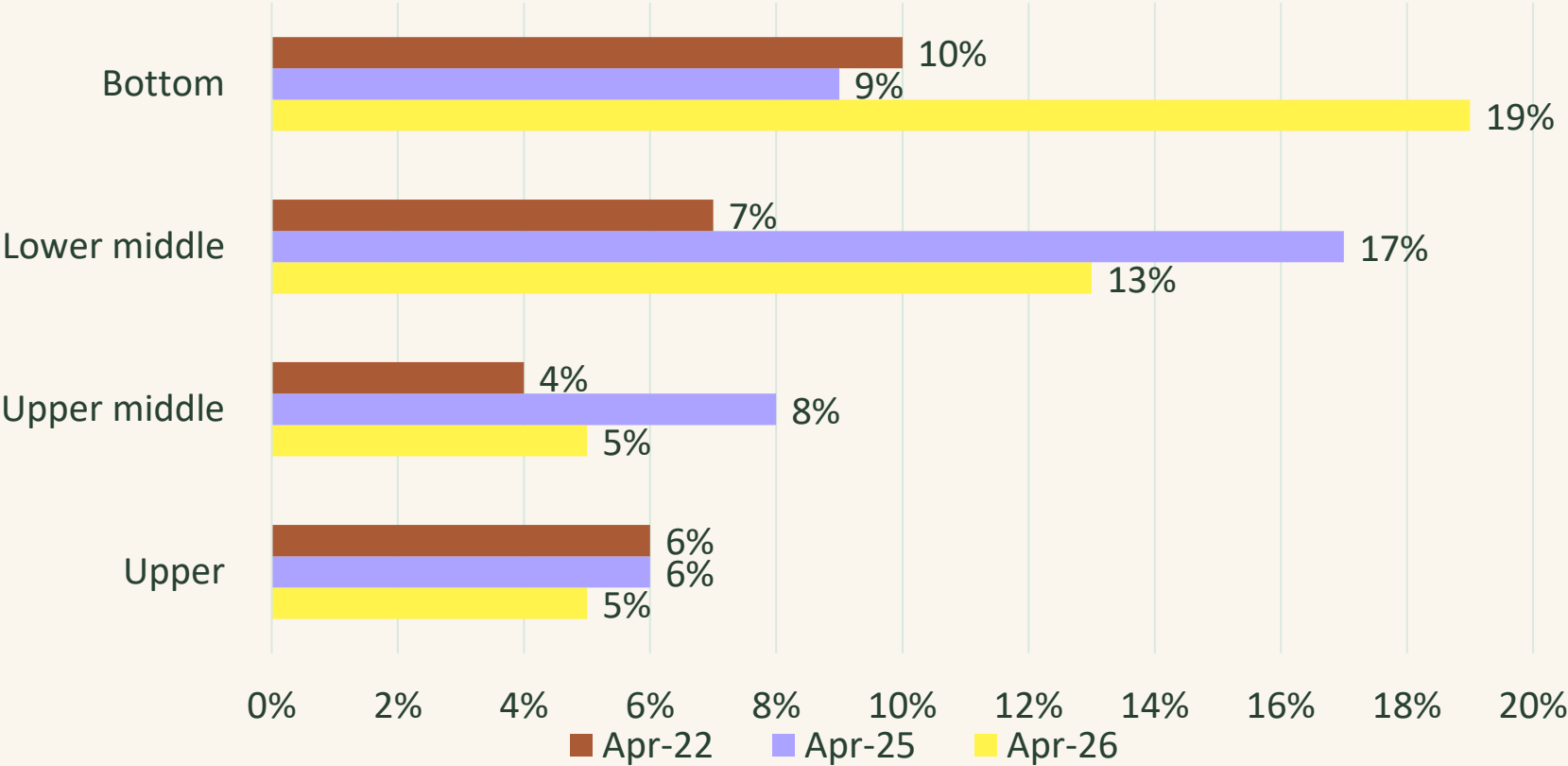
- We will run listening sessions for people experiencing menopause in Autumn 2026.
- We will then identify further actions.



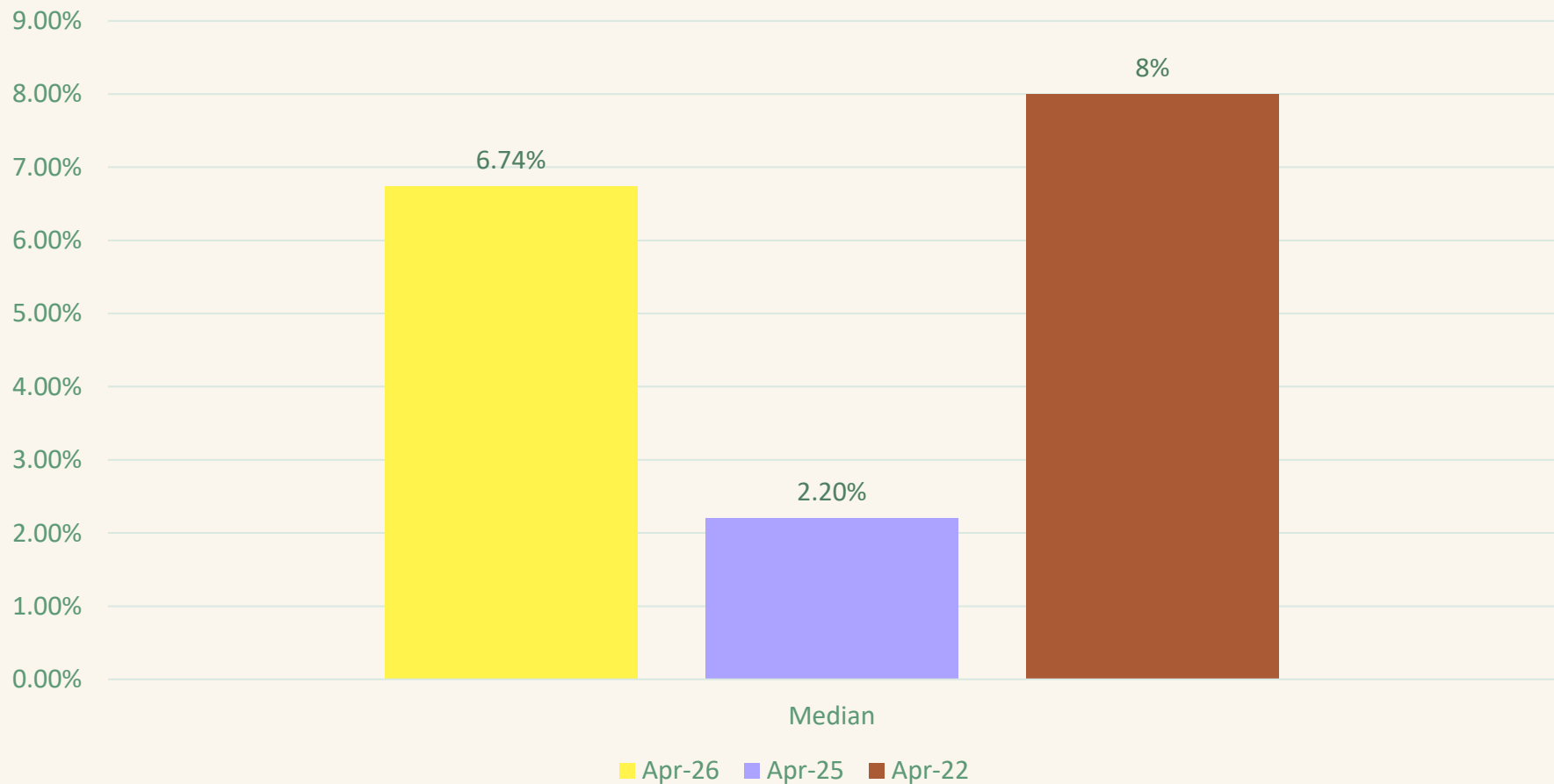
Ethnicity pay gaps April 2025 April 2026



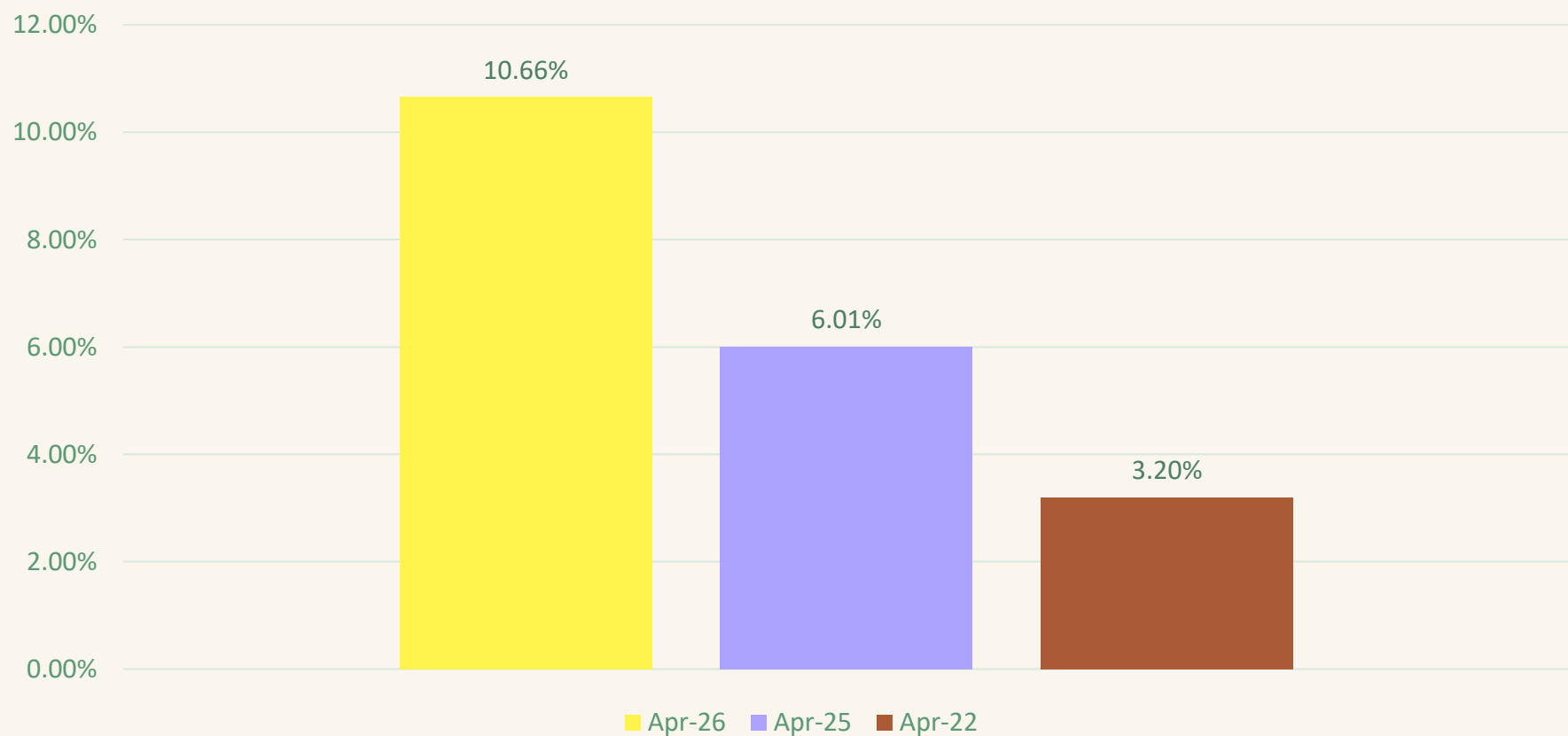
% of ethnic minority staff in our salary quartiles



Our median ethnic minority pay gap



Our mean ethnicity pay gap



What does our ethnicity data tell us?

- The percentage of non-white ethnic minority staff in our workforce increased from 6% in 2022 to 11% in 2026. This is positive.
- There are more ethnic minority staff in lower pay bands. This drives the pay gap.
- Our workforce shrunk by 23% during our 2025 restructure. Turnover data showed that ethnic minority staff left at higher rates than white staff.



Photo: Koïs Miah

Our race equity actions 2026

- In September 2026 we will submit our ethnicity data to [the RACE report](#) (Racial Action for the Climate Emergency).
- We will strengthen support for REACH, our internal staff network.
- We offer guaranteed interview for ethnic minority candidates who meet essential criteria.
- We will run listening sessions for ethnic minority colleagues in Autumn 2026.
- We will pilot reciprocal mentoring in 2027.

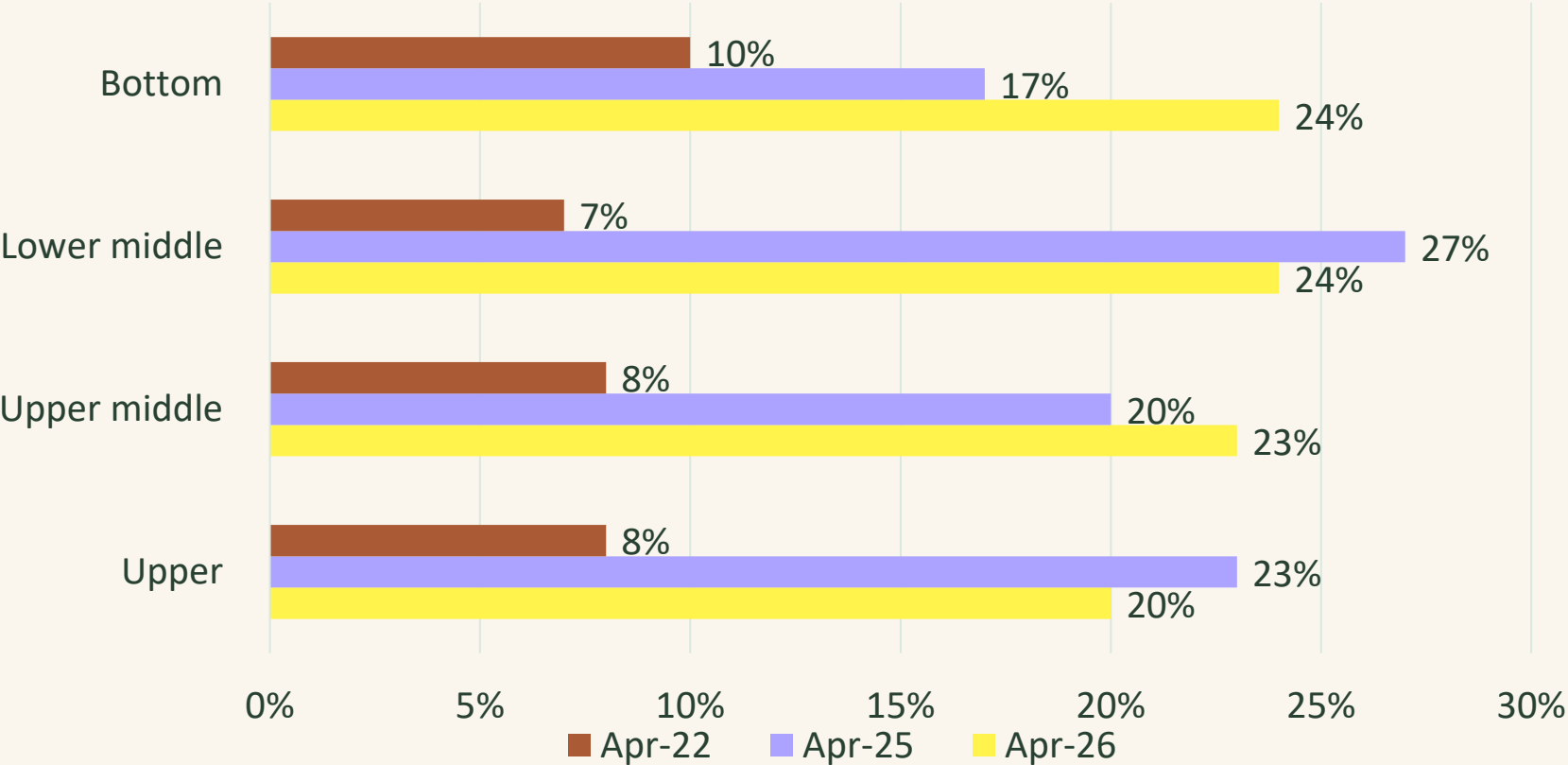


Photo: Mark Savage

Disability pay gaps April 2025 April 2026



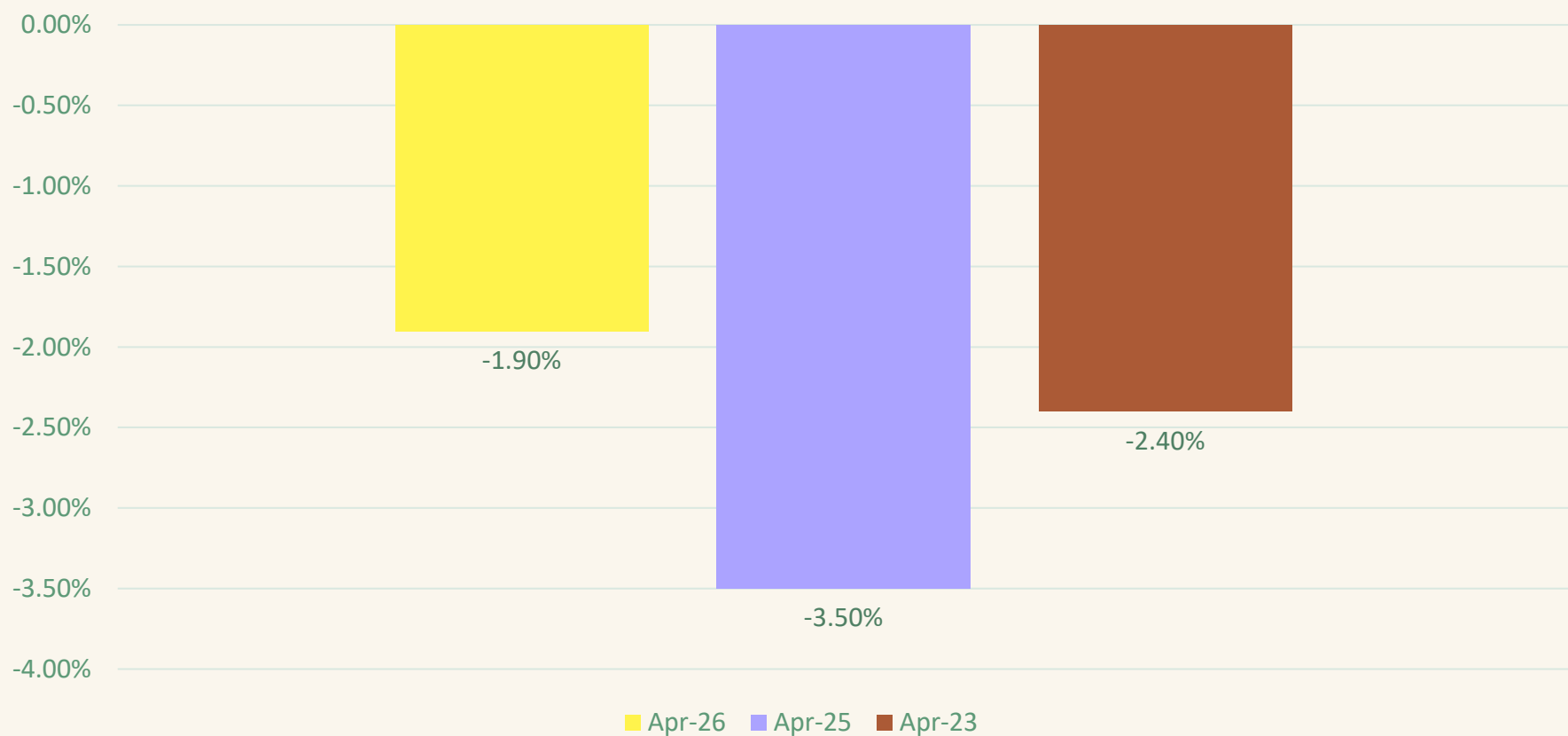
% of disabled staff in our salary quartiles



Our median disability pay gap

Our data shows a 0% median pay gap in the past five years.

Our mean disability pay gap



What does our disability data tell us?

- We have a zero median, and a negative mean pay gap for disability.
- Disabled people have increased at all pay levels in our workforce.
- This is positive. However, we need to further investigate disability sub-categories, as different disabilities have different impacts on career access and progression.



Our disability equity actions 2026

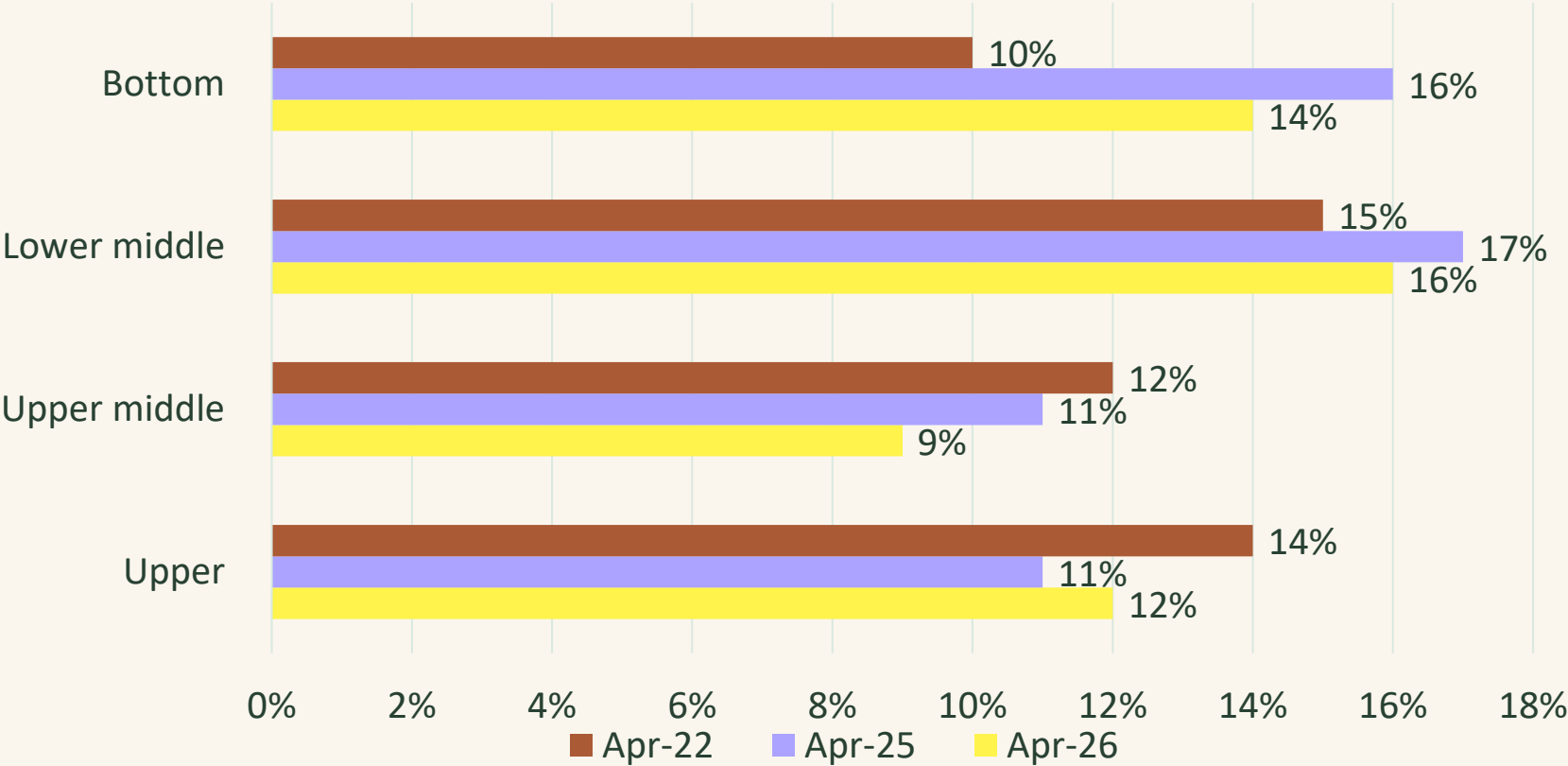
- We will continue our [Disability Confident Employer](#) accreditation.
- We will run listening sessions for neurodivergent and disabled colleagues in Autumn 2026.
- We will pilot reciprocal mentoring in 2027.
- We will launch refreshed policies and guidance on reasonable adjustments and sickness absence management in 2027.
- We will strengthen support for our internal Disability and Neurodiversity staff network.



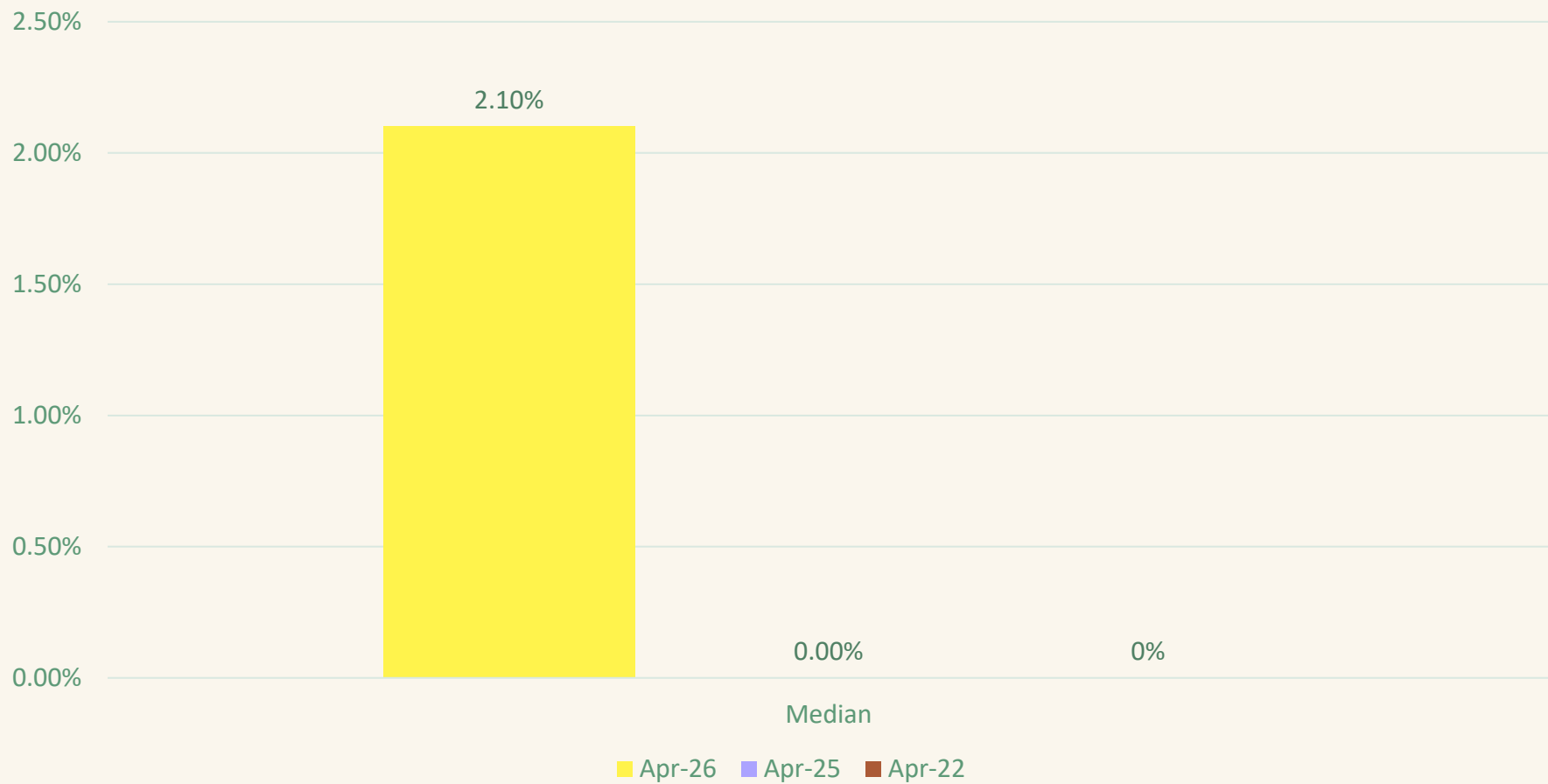
Sexual orientation pay gaps April 2025 April 2026



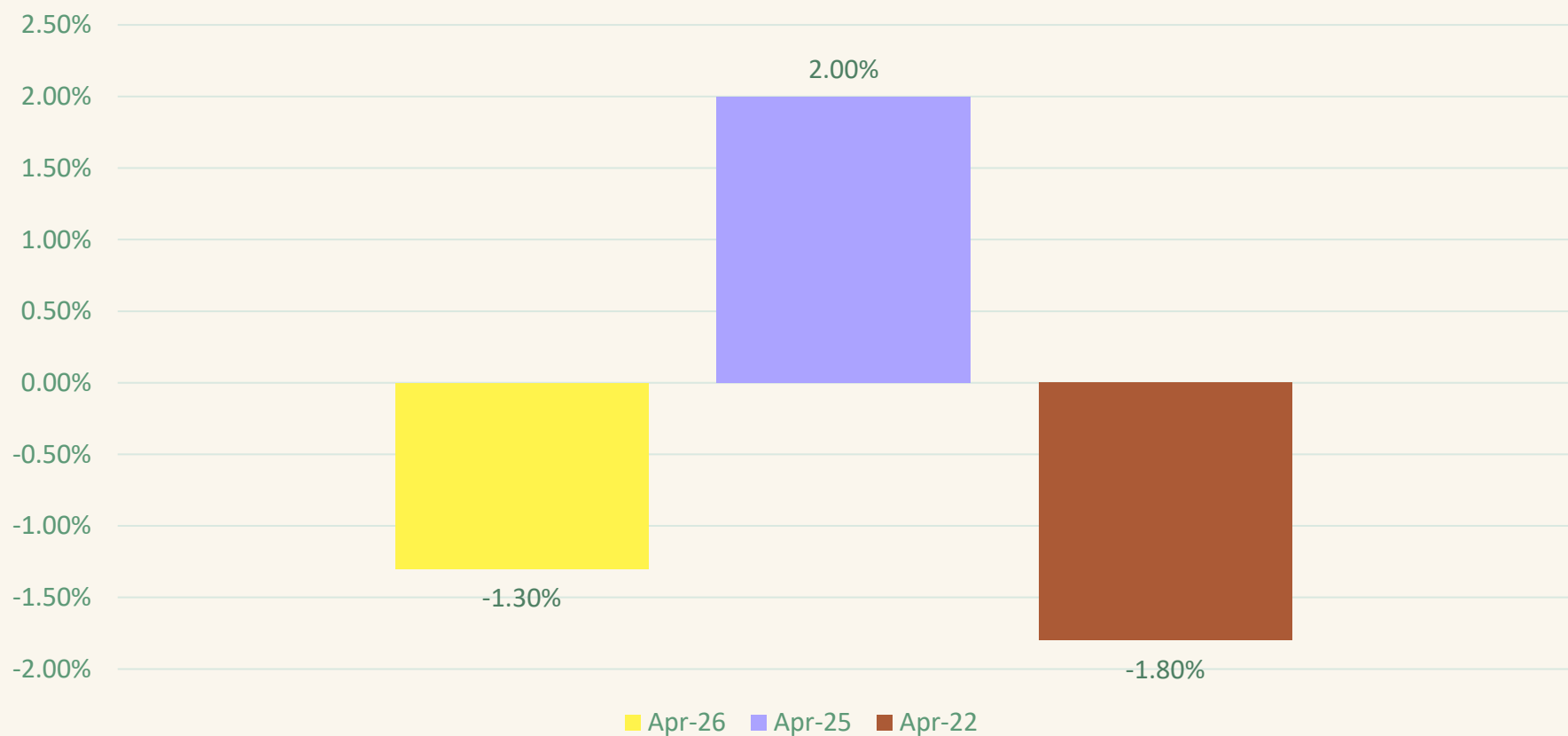
% of LGBO staff in our salary quartiles



Our median LGBO pay gap

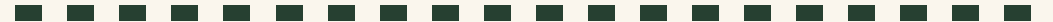


Our mean LGBO pay gap



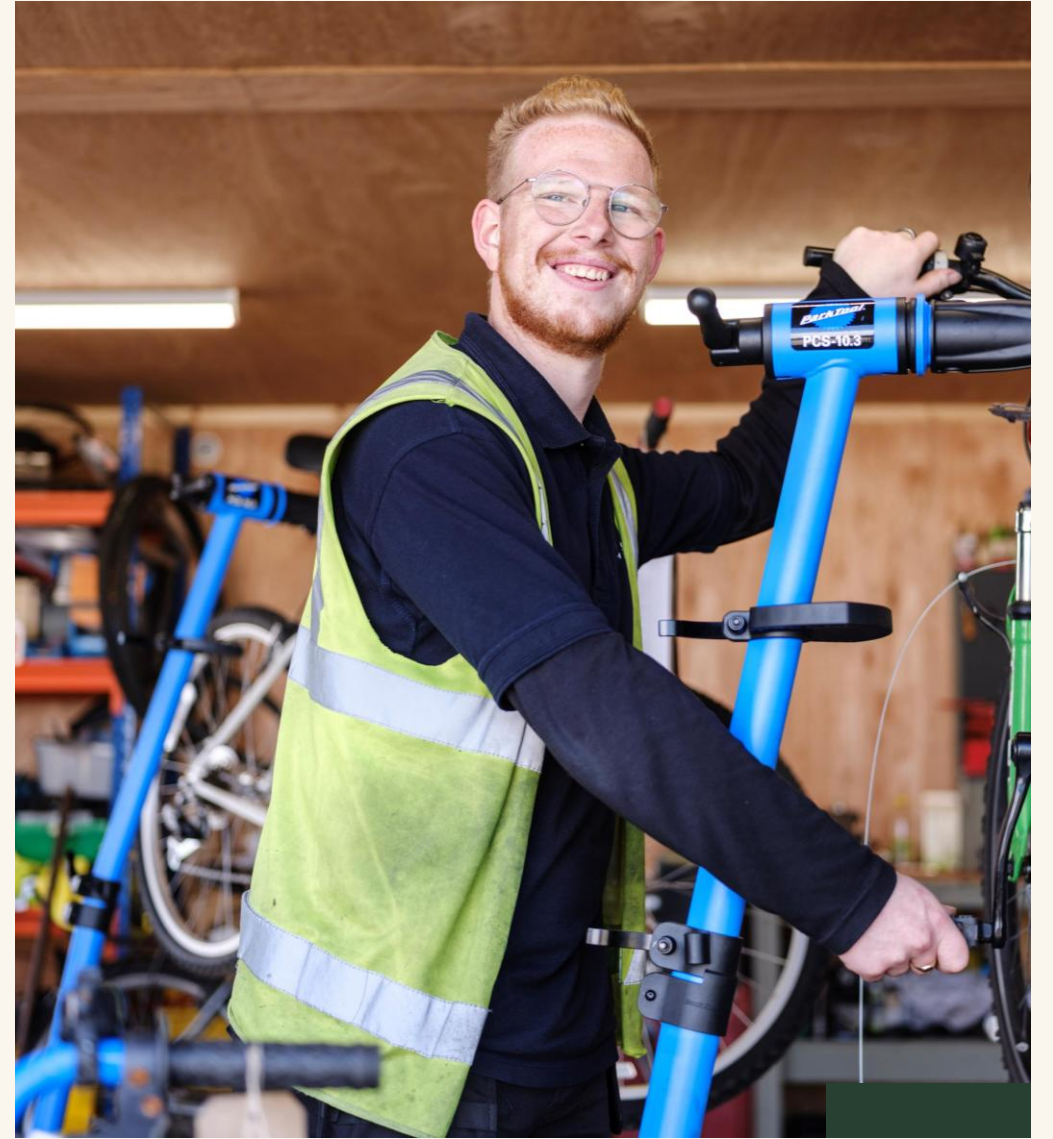
What does our LGBO data tell us?

- We have high LGBO representation at all salary levels.
- The pay gap is small.
- LGBO staff and above average positive scores in our March 2026 wellbeing survey.



Our LGBQ equity actions 2026

- We will pilot reciprocal mentoring in 2027.
- We will strengthen support for Progress Pride, our internal staff network.





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