

GENDER PAY GAP REPORT

Snapshot Date: 5 April 2025

Our headline figures

- Our **mean gender pay gap** is 2%.
- Our **median gender pay gap** is 6%.
- Our **mean gender bonus gap** is -35%.
- Our **median gender bonus gap** is -17%.
- **2% of men** and **6% of women** received a bonus.

Pay quartiles by gender

This table shows our workforce split into four equal groups (quartiles) based on hourly pay. Band A includes the lowest-paid 25% of employees, and Band D includes the highest-paid 25%.

Band	Males	Females	What this includes
A	46%	54%	Employees in the lower hourly pay quarter.
B	51%	49%	Employees in the lower middle hourly pay quarter
C	70%	30%	Employees in the upper middle hourly pay quarter
D	51%	49%	Employees in the upper hourly pay quarter

A quartile is one of four equally sized groups created by ranking pay from lowest to highest. All figures have been calculated using the standard method set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Why we have a gender pay gap

By law, men and women must receive equal pay for:

- the same or broadly similar work
- work rated as equivalent
- work of equal value

We are committed to equal opportunities and fair treatment for all. We have clear policies to make sure people are paid equally for the same or equivalent work, regardless of gender (or any other protected characteristic).

To support this, we:

- introduced a pay policy in October 2025 to improve consistency and fairness
- review job roles and additional pay twice a year, using a neutral panel

We are confident that our gender pay gap is not due to unequal pay for equal work. Instead, it reflects the different roles that men and women do across our organisation, and the pay levels attached to those roles.

How we compare with others

Across the UK economy:

- The **mean gender pay gap** is 10.1%
- The **median gender pay gap** is 8.3%

At **2% (mean)** and **6% (median)**, our pay gap is lower than the national average. We have also seen a steady narrowing of the gap over recent years.

Our **bonus gaps (-35% mean and -17% median)** appear large in percentage terms. However, in cash terms the differences are small:

- Mean bonus gap: around **£350**
- Median bonus gap: around **£60**

Only a small number of employees received a bonus:

- **6% of women**
- **2% of men**

This is mainly because more women work in income-generating roles. Overall, the number of bonuses awarded has reduced significantly and is expected to decrease further.

What are we doing?

We're pleased that our gap compares favourably with others, but we are not complacent. We want to reduce it further.

We are:

- embedding our new pay policy to improve consistency and transparency
- continuing regular pay and role reviews
- monitoring pay data to identify trends and areas for action

We also recognise that some factors are outside our direct control. For example:

- career choices and qualifications vary across the sector
- the outdoor sector continues to have more qualified men than women
- our low staff turnover (12%) means fewer opportunities for role movement

Despite this, we remain committed to creating a fair and inclusive workplace and to continuing to reduce our gender pay gap over time.