

gender pay REPORT

2025

kober

MEASURING THE PAY GAP

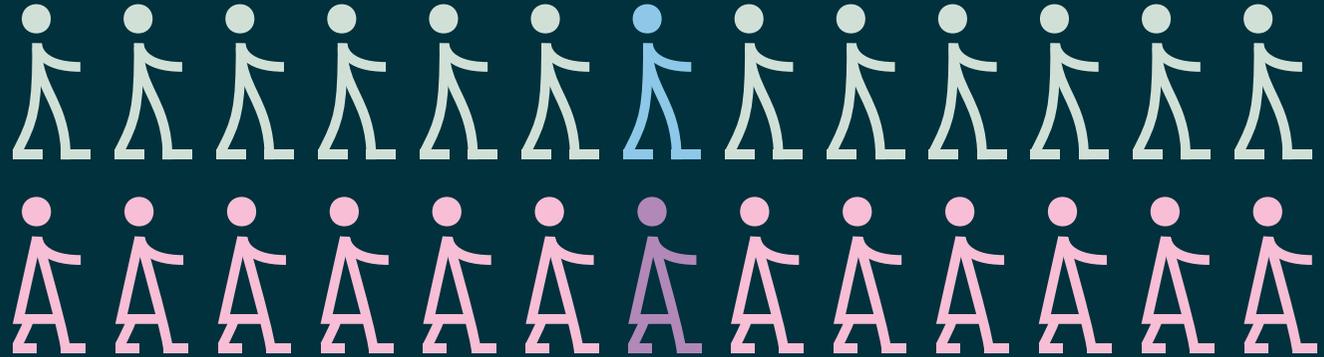
Under the UK Government's Gender Pay Gap Regulations, employers in Great Britain with more than 250 employees need to report their gender pay gap.

WHAT IS THE GENDER PAY GAP?

The gender pay gap shows the difference in the average hourly earnings of men and women across an organisation, regardless of their roles or industry sectors. The statistics can be affected by a range of factors, including the different number of men and women across all roles right across the workforce. The gender pay gap is different from equal pay. 'Equal pay' is about men and women receiving equal pay for the same jobs, similar jobs or work of equal value.

Under the regulations there are two ways to measure the pay gap

1. MEDIAN PAY GAP



The median represents the middle point of a population. If you lined up all of the women at a company and all of the men, the median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man.

2. MEAN PAY GAP

The mean gender pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men, within a company.

MEDIAN PAY GAP



MEAN PAY GAP



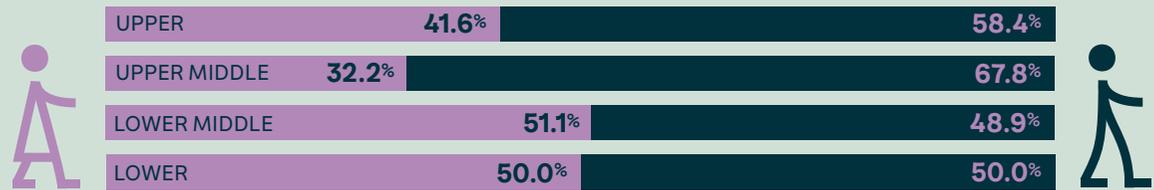
MEDIAN BONUS GAP



MEAN BONUS GAP



GENDER POPULATION BY PAY QUARTILE



PROPORTION OF EMPLOYEES RECEIVING BONUS PAY



I confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

JAMES GOODMAN
Chief People Officer

