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Gender Pay Gap Report

April 2025



First Locate

Understanding the gender pay gap

What is the gender pay gap?

The gender pay gap is the difference between the average pay of men and women in an organisation.

Any employer with 250 or more employees on a specific date each year must report their gender pay gap data.

It shows the difference in the average hourly earnings of men and women across an organisation, regardless of role or industry sectors. These statistics can be affected by a number of factors including the ratio of men to women across all roles.

The gender pay gap is different from 'Equal Pay', which is about men and women receiving equal pay for same or similar jobs, or work of equal value.

How is the gap measured?

The gap is measured in two ways:

Median pay gap

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

Mean pay gap

This is the difference between the average hourly rate for women compared to the same for men.

Our results

Workforce composition

Percentage of men and women in each hourly pay quartile

Pay quartile	Men	Women
Upper	67.9%	32.1%
Upper middle	43.4%	56.6%
Lower middle	45.3%	54.7%
Lower	39.6%	60.4%

Overall workforce

Men	Women
49.1%	50.9%

Hourly pay gap

Measure	Gap	Women earn per £1 men earn
Mean (average)	29.13%	71p
Median	3.00%	97p

Bonus pay gap

Measure	Gap	Women earn per £1 men earn
Mean (average)	41.57%	58p
Median	15.00%	85p

Employees receiving bonus payments

Men	Women
90.4%	85.2%

Understanding our pay gap

Our gender pay gap results reflect the structure of our organisation and the distribution of roles across different pay levels. While we are committed to fairness and equality in all aspects of employment, several structural factors currently contribute to our reported gap.

Key contributing factors

- A higher proportion of men hold senior-level and higher-paid roles within the organisation.
- In the upper pay quartile, 67.9% of roles are held by men and 32.1% by women.
- In contrast, the lower quartile consists of 39.6% men and 60.4% women.
- Our Board of Directors comprises five men and one woman, which influences overall averages due to the inclusion of director-level pay in statutory reporting.
- We currently employ two apprentices, both of whom are women and are paid the standard first-year apprentice wage.

These factors mean that, although equal pay for equal work is in place across the organisation, the overall gender pay gap is shaped by the distribution of roles rather than by differences in pay for comparable work.

What we are doing to close the gap

We are committed to long-term action that supports fairness, equal opportunity, and progression for everyone in our organisation. Our ongoing initiatives include:

Real Living Wage Employer: We ensure all colleagues receive at least the Real Living Wage.

Equal Pay Commitment: We provide equal pay for employees performing the same or comparable roles, regardless of gender or working pattern. Our transparent pay banding supports fairness and consistency.

Stronger Succession Planning: We are actively strengthening our internal talent development and progression pathways to support equal opportunities for advancement into higher-paid roles.

Flexible Working Practices: Our flexible working policies - including parental leave support, remote working options, and term-time only working - help ensure our organisation is inclusive and supports a healthy work-life balance.