



people's
partnership

Gender Pay Gap Report 2025

We want this company to be a place where everyone is welcomed, supported, and encouraged to grow and contribute.

That's why fairness, equality and transparency are so important to us.

At People's Partnership we pay women a median salary of 43% less than men. This gap has been the about the same for the past three years, despite all the efforts we've made to reduce it. We won't be deterred, though: we're pressing on with our evolving action plan to reduce the gap.

We pay the same salaries to men and women doing similar jobs at the same level.

"Our Gender Pay Gap figures have been calculated in line with the regulations set out in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. I confirm that the figures are accurate." Patrick Heath-Lay, CEO



Gender Pay Gap

Our gender pay gap data* shows an overall snapshot taken on 5th April 2025. The median pay gap of 43% is primarily a statistical issue attributable to the relative pay levels of our large female representation in Customer Operations compared with our large male representation in IT, two of our biggest teams.

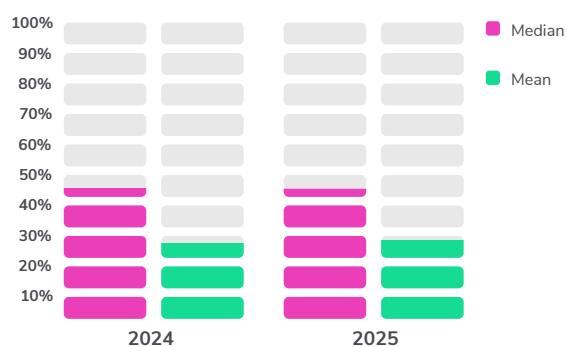
Our mean pay gap of 29% is also similar to last year.

90% of our part-time colleagues are women, which is reflected in the gender bonus gap as we pay part-timers' bonuses pro rata their hours worked.

75% of new hires into our senior leadership roles – the highest paid people in the company – have been women. The proportion of women in the highest paying quartile of the company has increased to 30%. 3 out of 8 of our Executive team are women.

Women's pay and bonuses compared to men's

Women's pay compared to men's (% lower)



Women's bonuses compared to men's (% lower)



Taking action to close the gap

We're 100% committed to making improvements in areas we think differences can occur.

Women in senior roles

The proportion of women in senior leadership roles is a key performance target in our 5-year Strategic Plan. We aimed to increase the ratio of women to men to 40% by April 2025, and we are proud to have achieved that. Our next target is 42% by the end of this financial year.

This target is included in our pledge via the government's Women in Finance Charter, which we signed in 2019.

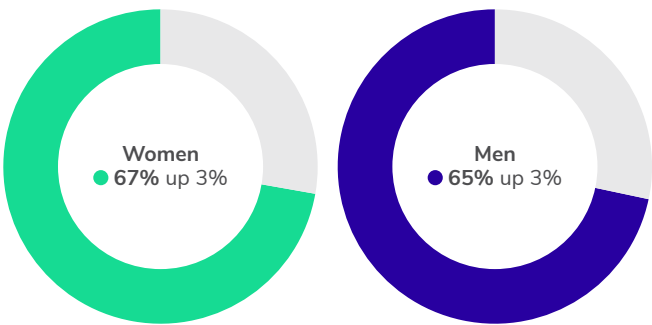
We continue to use psychometric assessments to select senior hires as a key enabler to reduce bias in this process, and we work with carefully selected recruitment partners to source diverse short lists for senior roles.

Hiring

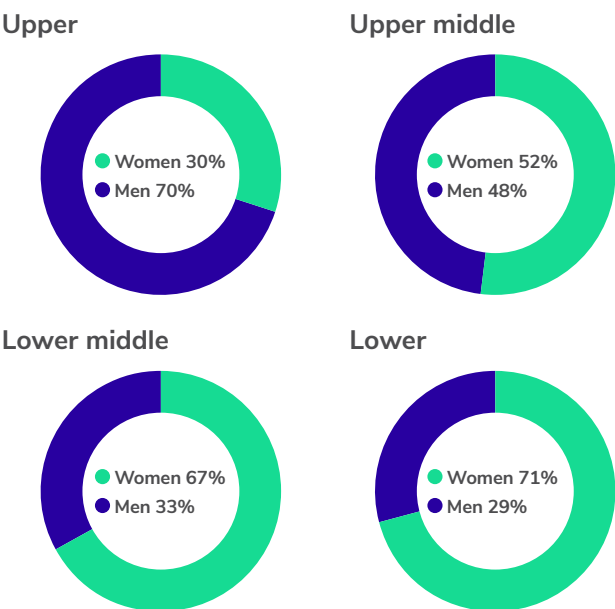
This year we're introducing an assessment tool for hiring that can be used for different levels of seniority and specialisms across the business.

We're in the second year of our structured graduate programme, with a focus on diverse hiring. Our September 2025 intake was 86% female (7 graduates in total).

Percentage awarded a bonus



Gender Ratio by Pay Quartile





Diversity and inclusion

We're working even harder on embedding inclusive language and imagery across our internal communications and recruitment materials.

We have a dedicated Gender Diversity Colleague Network, who's aim is to ensure equality for all our people and champion diversity; we also actively promote our diversity project and pathway programme to support development of female talent in our Investment team..

We are collaborating with the Good Things Foundation to advance digital inclusion across our workplace, local community, and wider UK society.

Pay and benefits

- We've introduced a market-leading maternity, paternity and carers' leave programme, to give women more opportunity to retain their career progression through key life changes.
- We've maintained our commitment to flexible working, with clear expectations that support both individual needs and team consistency
- We rigorously test our bonus decisions to make sure we're not unconsciously rewarding men better for the same performance as women
- Everyone can see their own salary range, and everyone else's, on our intranet
- We now publish salary ranges for every job we advertise.

Distinguishing between the gender pay gap and equal pay

People's Partnership is committed to equal pay for similar roles at the same level and we are confident that we have a fair and consistent approach to paying individual employees.

"By law, men and women must get equal pay for doing 'equal work'. This is work that equal pay law classes as the same, similar, equivalent or of equal value. Equal pay and gender pay gap reporting are not the same thing. The 'gender pay gap' is the difference in average earnings between women and men."

ACAS

UK Gender Pay Gap reporting requirements

Since April 2017, all UK organisations which employ over 250 people are required to report annually on their gender pay gap. This involves carrying out several calculations which show the difference between the average earnings of men and women who were employed by the company on 5th April 2025, which is known as the 'snapshot date'.

We are required to publish the results on our own website and the UK government website within a year of the snapshot date.

Most companies publish their data in the final month before the deadline. We don't believe in hiding in the crowd, so we publish much earlier.



For more information:

Email us: info@peoplespartnership.co.uk

Call us: [0300 2000 555](tel:03002000555)

Visit us: www.peoplespartnership.co.uk

People's Partnership Limited

Manor Royal, Crawley, West Sussex, RH10 9QP. Tel 0300 2000 555. www.peoplespartnership.co.uk

Registered in England and Wales No.10267951. To help us improve our service, we may record your call.