Collinson Group

The Collinson Group Limited 2025 Report

Gender Pay Gap

Financial year ending 30th April 2026

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Introduction

Understanding Our Gender Pay Gap

The binary gender pay gap measures the difference between the average earnings of employees who identify as men and women, expressed relative to men's earnings. In the UK, organisations with 250 or more employees are required to report this information annually under government regulation.

While we comply with the statutory reporting framework, we recognise that this methodology only measures pay differences between employees who identify as men or women. As a result, it does not capture the full diversity of our workforce or reflect the experiences of colleagues whose gender identity falls outside the binary categories defined by the regulation.

Beyond these reporting requirements, we remain committed to understanding and improving the experience of our entire workforce. While many of our initiatives are focused on addressing gender imbalances and attracting more women into our organisation, they are designed to be inclusive and to support colleagues of all gender identities, including those outside the binary categories.

The data outlined below represents all relevant colleagues employed by Collinson in the UK on 5 April 2025, which is the required snapshot date for this report.

Our reported results are as follows:

- Mean hourly pay gap: 24.2%
- Median hourly pay gap: 22.1%
- Mean bonus pay gap: 58.4%
- Median bonus pay gap: 0.0%

In addition to these measures, we also report the proportion of women in each pay quartile and the proportion of employees receiving a bonus during the reporting period. These figures provide additional insight into how men and women are distributed across our organisation and how reward outcomes are experienced across different levels.

At Collinson Group, we believe transparency is the first step towards achieving equity. Our Gender Pay Gap report is therefore not simply a set of statistics; it reflects where we are today and the progress we are working to make as we build a more inclusive and balanced workplace.



Gender Pay Gap vs Equal Pay

It is important to distinguish between the gender pay gap and equal pay, as the two concepts are often confused.

Equal pay refers to men and women receiving the same pay for performing equal or equivalent work. At Collinson Group, pay is determined by the responsibilities and requirements of the role, not by the identity of the individual performing it. We regularly review our compensation frameworks and processes to ensure fairness and consistency across roles.

The gender pay gap, however, looks at the difference in average earnings across the entire workforce, regardless of role. A gender pay gap can therefore exist even when men and women are paid equally for doing the same work. In most organisations, including ours, the gap is primarily driven by the distribution of men and women across different roles and levels of seniority.

What the Data Tells Us

Our results show that the most significant driver of our gender pay gap is the distribution of men and women across our organisational structure.

Across our UK workforce, women represent 47.8% of employees, which is broadly balanced overall. However, women remain underrepresented in senior leadership roles and in certain technical disciplines, which tend to be higher-paid positions.

Within leadership roles in the UK, 27.1% are currently held by women, representing an improvement of +6.3 percentage points since our previous report. While this progress is encouraging, the imbalance at senior levels continues to influence the overall gender pay gap.

This pattern is reflected in the pay quartile data. Women are more highly represented in the lower and middle pay quartiles, while men are more likely to occupy positions in the upper quartile, which includes many of our senior leadership and specialist roles.

The bonus gap is influenced by a similar dynamic. Bonus values are often linked to seniority and leadership roles, meaning that where men occupy a higher proportion of these positions, the average bonus paid to men will appear higher. The median bonus gap of 0.0% indicates that the typical bonus outcome between men and women is broadly aligned, but the mean bonus gap of 58.4% reflects the impact of higher-value bonuses paid to a smaller number of senior roles, where male representation remains higher.

Insights

Why Change Takes Time

Addressing a gender pay gap driven by representation requires sustained organisational change rather than short-term adjustments. Progress depends on attracting, developing and promoting diverse talent across multiple levels of the organisation.

Leadership roles typically represent a relatively small proportion of the workforce and changes in representation often occur gradually as new roles open, people progress through career pathways, or hiring takes place. As a result, improvements in representation may take several reporting cycles to be fully reflected in the gender pay gap figures.

This is why our focus is not only on the data itself, but also on building long-term structural change within our talent pipelines and leadership development processes.



Action

Actions We Are Taking

Increasing the representation of women in leadership positions across our global organisation remains a strategic priority within our Environmental, Social and Governance (ESG) and Equity, Diversity and Inclusion (EDI) strategies.

To support this ambition, we continue to take steps to improve representation, opportunity and progression across our workforce. These include:

01

Strengthening and increasing leadership representation

02

Embedding diversity considerations within succession planning and leadership development programmes

03

Building stronger talent pipelines

04

Updating and improving policies that support women in the workplace including flexible working and core hours

05

Supporting career development opportunities that enable more women to progress into senior roles

06

Investing in leadership development, mentoring and sponsorship initiatives

07

Improving inclusive hiring practices

08

Reviewing recruitment processes to encourage diverse candidate pools

09

Increasing awareness of inclusive hiring practices across hiring managers

10

Maintaining fair and transparent reward practices

11

Regularly reviewing our compensation frameworks and pay practices to ensure consistency and fairness

12

Monitoring pay outcomes to ensure equitable reward for equivalent roles

Commitment

Our Ongoing Commitment

We recognise that closing the gender pay gap is not achieved through a single initiative. It requires continued attention to how we attract, retain, develop and promote talent across our organisation.

Our focus remains on creating an environment where everyone has equal opportunity to succeed and where leadership reflects the diversity of the communities and customers we serve.

While our latest report shows progress in increasing the number of women in leadership roles, we know there is more to do. By continuing to prioritise representation, inclusion and equitable opportunity, we aim to make meaningful and lasting progress over the coming years.



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