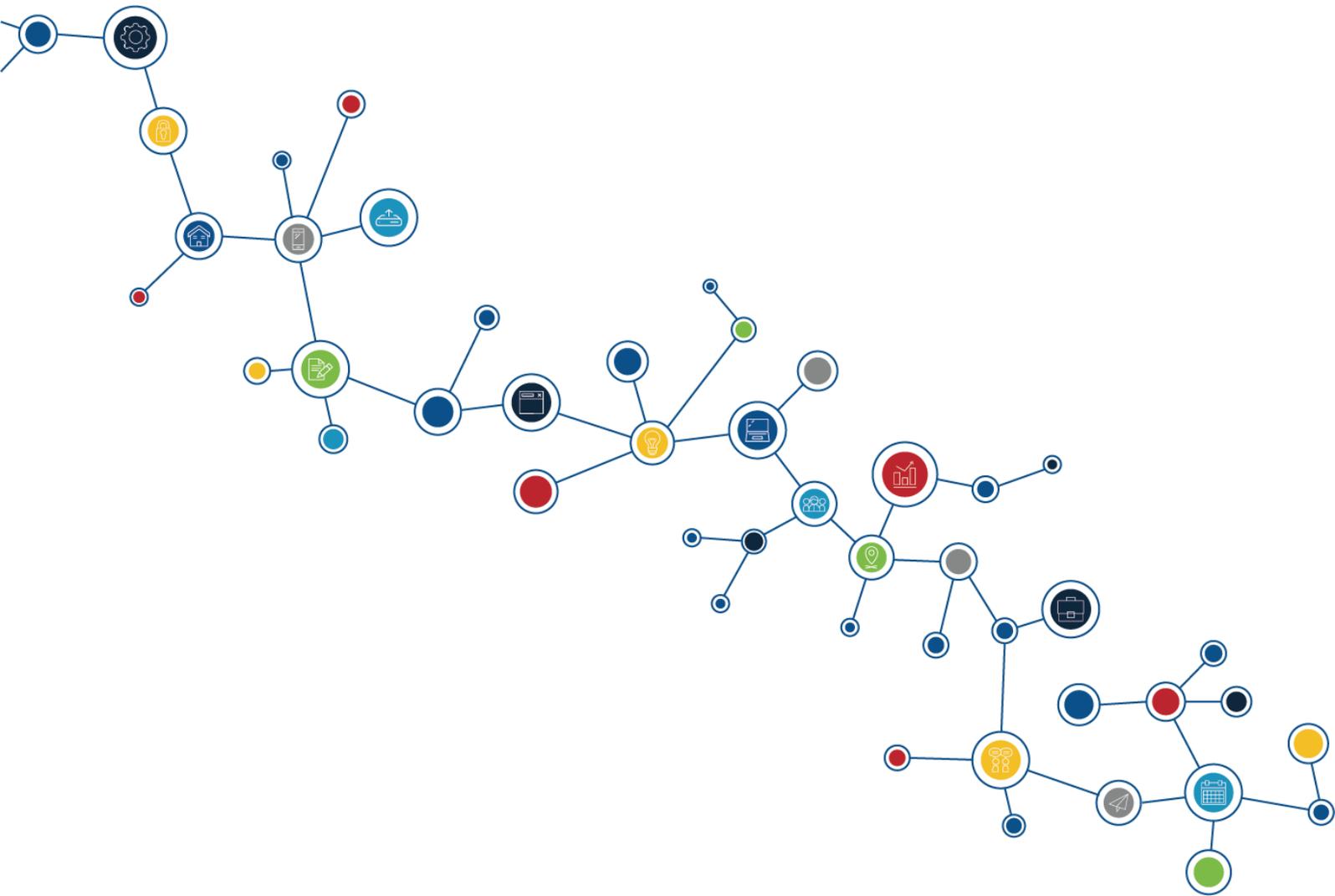


# Gender Pay Gap Report 2025



# Introduction

At Acturis, we recognise that diverse perspectives and experiences strengthen our organisation and contribute to our long-term success. We are committed to maintaining a working environment in which all colleagues have fair and equal opportunities to develop, progress, and be rewarded for their contribution.

We are confident that men and women performing equivalent roles are paid equally at Acturis. Pay and bonus outcomes are determined by role responsibilities, performance, and experience, and are supported by structured pay frameworks, benchmarking and regular review processes designed to promote transparency and consistency across the organisation.

## Key Points

This year's gender pay gap results continue to compare favourably with the wider industry<sup>1</sup> and reflect the progress made in maintaining transparent and consistent pay practices across the organisation. Both the mean and median pay gaps remain significantly below the UK industry average.

### Industry comparison

Measure	Industry Average	Acturis 2025
Mean Gender Pay Gap	9.4%	2.2%
Median Gender Pay Gap	10.8%	-6.0%

The **mean gender pay gap** of 2.2% indicates a relatively small difference in average hourly pay between men and women within the organisation and represents a continued improvement year-on-year.

The **median pay gap** of -6.0% is a particularly positive outcome. Results where the median pay gap is negative are relatively uncommon in gender pay gap reporting and suggest strong pay balance across the core of the workforce.

While movements in the gender pay gap figures may be influenced by workforce composition, recruitment patterns, and employee movement across roles, we remain committed to maintaining consistent and performance-linked pay practices.

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<sup>1</sup> As per Office for National Statistics (ONS), statistical bulletin released 23 October 2025, [Gender pay gap in the UK: 2025](#)

The **bonus gap** also continued to improve in the reporting year. The mean bonus gap recorded at 41.7% and the median bonus gap at 17.4%, reflecting a notable improvement on the previous year.

Bonus gap figures do not differentiate between bonuses received by full-time employees and pro-rated bonuses for employees who did not work the entire period or part-time workers, a large majority of whom are women. While these factors help explain the figures, we continue to recognise the importance of monitoring bonus outcomes as part of our broader commitment to fairness and reward transparency.

## At a Glance

### Gender and bonus gap figures

Statutory Data	Mean	Median
Pay Gap	2.2%	-6.0%
Bonus Gap	41.7%	17.4%

### Proportion of employees receiving a bonus

Statutory Data	Male	Female
% of employees receiving a bonus	43.8%	50.4%

### Proportion of male and female employees by pay quarter

% of Employees	Male	Female
Upper quarter	73.4%	26.6%
Upper middle quarter	77.0%	23.0%
Lower middle quarter	77.7%	22.3%
Lower quarter	80.7%	19.3%

The distribution of employees across roles and seniority levels may influence the overall gender pay gap. In particular, representation within senior or specialised technical roles can have a noticeable impact on average pay comparisons.

# Our Focus for the Year Ahead

Acturis remains committed to supporting colleagues in developing their careers and ensuring our employment practices remain transparent and consistent across the organisation.

While the gender pay gap figures remain favourable, we recognise that continued progress requires sustained focus on pay governance and workforce representation. Over the coming year our priority will be to maintain strong oversight of pay outcomes, while strengthening the development and progression pipeline across the organisation.

## Pay governance

Our structured pay framework and promotion criteria will continue to be reviewed to ensure clarity and transparency around career progression across job levels. Regular internal analysis of pay and bonus outcomes will support ongoing oversight of reward practices, helping to identify emerging trends or unexplained differences, and enabling appropriate action where required.

## Recruitment and Workforce Representation

Recruitment practices will continue to be reviewed to support a broad and diverse pipeline of candidates across the organisation. Structured and consistent recruitment processes help ensure candidates are assessed fairly based on their skills, experience, and potential. Maintaining a strong and diverse talent pipeline is an important contributor to sustaining balanced pay outcomes over time.

## Career development and skills progression

Supporting employees to build the skills and experience needed for career progression remains a key focus. We will continue to expand the range of internal training resources available to employees, bringing together technical training, professional development opportunities, cross-department learning and guidance on external training.

By increasing visibility and access to development pathways, we aim to support progression across the organisation and strengthen representation at more senior levels.

## Mentoring and professional networks

We will continue to support opportunities for colleagues to connect, share experiences, and learn from one another. Alongside existing employee networks, such as parenting and social groups, we are also supporting mentoring and professional networking programmes.

We provide opportunities for colleagues to engage directly with members of the senior leadership team through periodic sessions, enabling employees to share ideas, contribute perspectives, and gain exposure to broader strategic discussions.

These initiatives are designed to support professional development, increase access to role models, and create additional pathways for progression across the organisation.

## Flexible working and retention

Flexible working arrangements remain an important part of our approach to supporting inclusion and retention. We recognise that flexible and part-time working patterns can influence reported bonus outcomes, and we remain committed to supporting flexible working practices, while ensuring that reward frameworks remain fair, transparent, and consistently applied.

# Useful Information

## Reporting Requirements

Gender pay gap reporting provides a snapshot of the difference between the average earnings of men and women across the organisation. The gender pay gap is distinct from equal pay, which relates to men and women receiving the same pay for performing the same or equivalent roles.

UK-based employers who have 250 employees or more must calculate and publish their pay gap data annually. The data must be based on figures taken at the yearly snapshot date of 5 April.

The information that must be published includes:

- Mean and median pay gap using hourly pay.
- Mean and median bonus pay gap.
- Proportion of men and women receiving a bonus payment.
- Proportion of men and women in each of the four hourly pay quarters.

This report covers the 5 April 2025 snapshot date and has been drafted in accordance with the gender pay gap reporting legislation.

## Mean vs Median

The mean pay gap is the difference between the average hourly rate of pay of relevant male employees and that of relevant female employees.

The median pay gap gives an indication of the middle point of the rate of pay. If all male or female employees' pay was sorted in order of their hourly rate, the median pay gap is the difference between the hourly rate for the middle man compared to that of the middle woman.

## Pay Quarters

The pay quarters are equally sized groups of full-pay employees, ranked from highest to lowest hourly pay.

The quarters are:

- upper hourly pay quarter.
- upper middle hourly pay quarter.

- lower middle hourly pay quarter.
- lower hourly pay quarter.

### **Bonus Gap**

The bonus gap is calculated based on bonuses paid to employees in the 12 months ending on the 5 April snapshot date. The employees included in the calculation must still be employed at the snapshot date.

I confirm the gender pay gap data in this report is accurate.

*Anthony Goddard*

Tony Goddard  
CEO

27 March 2026