

# Gender Pay Gap Report

Newable Partnership Limited

5th April 2025



**Newable**

# Background

This is the eighth year that we are voluntarily reporting on our Gender Pay Gap.

Newable Partnership Ltd ('NPL') does not, as an individual company, meet the 250-headcount threshold; however, we are committed to taking a proactive approach and we see this as an opportunity to build stronger relationships with our people and stakeholders through openness and transparency as well as demonstrating our commitment to do better as part of our on-going commitment to the principles of diversity, inclusion, and equality.

All the gender pay information in this report relates to NPL only and does not include other companies within the Group.

The report that follows shows the difference between the average earnings of men and women, expressed relative to men's earnings. There are six different measures to report on, based on a snapshot of pay data on a set date (5 April) as set out by the Government Equalities office:

- **Median gender pay gap** – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- **Mean gender pay gap** – the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- **Median bonus gap** – the difference between the median bonus paid to male employees and that paid to female relevant employees
- **Mean bonus gap** – the difference between the mean bonus paid to male employees and that paid to female relevant employees
- **Bonus proportions** – the proportions of male and female relevant employees who were paid bonus pay during the relevant period
- **Quartile pay bands** – the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle, and upper quartile pay bands.

Calculating the mean: We add together all the hourly pay rates that women received. We divide the total by the number of women at NPL and then compare that with the same calculation for men. The difference between these figures is the mean gender pay gap.

Calculating the median: We first rank all our people by their hourly pay. We find what the person in the middle of the pay range for women received. Then we compare it with what the person in the middle of the pay range for men received. The difference between these figures is the median gender pay gap.

Headlines about the Gender Pay Gap tend to focus on the median figure as it dampens the impact of extremes and therefore is thought to be the most representative measure for gender pay gap reporting; however, it is important to report all of these measures as each one tells something different about the underlying causes of the gender pay gap. For example, if there is a significant difference between the mean and median pay gap, this shows the dataset is skewed by a group of very high earners (making the mean bigger than the median) or vice versa. Taking a snapshot of this data on a set date gives a level playing field for all organisations; although this can also hide the fluidity of gender pay gaps which can fluctuate from month to month and across pay quartiles depending on changes to our headcount.

All figures calculated in this report are on the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

# The report

## Gender pay gap by hourly rate

	Men	Women	Difference	April 2025 versus April 2024
Mean	£39.80	£28.84	27.52%	2.25% points higher
Median	£31.50	£25.96	17.59%	4.07% points higher

This table shows the mean gender pay gap figure has increased to 27.52% (2.25% points higher than FY24), and the median gender pay gap figure has also increased to 17.59% (4.07% points higher than FY24).

## Gender bonus gap

	Men	Women	Difference	April 2025 versus April 2024
Mean	£7,387.68	£3,132.05	57.60%	9.66% points lower
Median	£2,747.00	£1,955.50	28.81%	3.06% points lower

This table shows the mean gender bonus gap for NPL has decreased to 57.6% (9.66% points lower than FY24) compared to the median gender bonus gap of 28.81% (3.06% points lower than FY24).

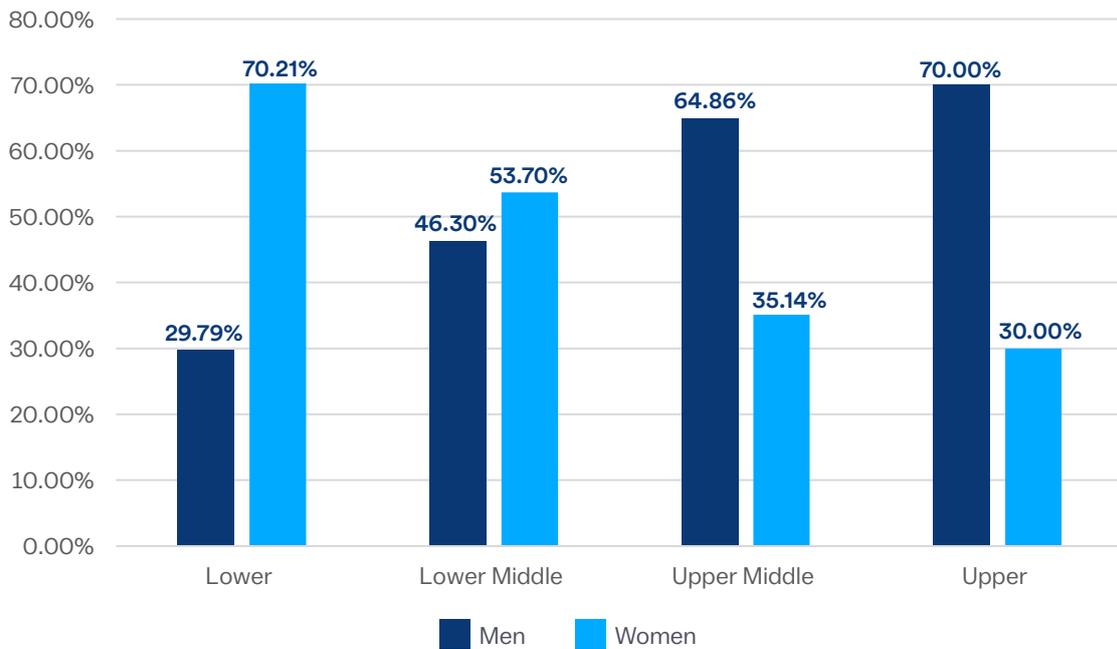
## Bonus Proportions

	Men	Women
Number receiving bonus	83 out of 91	80 out of 87
Proportion receiving bonus	91.21%	91.95%

This table shows the proportion of men at NPL who received a bonus for the FY25 was 91.21% while for women, this was 91.95%. It should be noted that these figures are influenced by people joining and leaving the business during the reporting period as everyone working for NPL is eligible to receive a bonus payment if the business can afford to do so. The only exception to payment is if an individual is in receipt of a disciplinary warning.

## Proportion of men and women per pay quartile

		Lower		Lower Middle		Upper Middle		Upper		Headcount
Men	14	29.79%	25	46.30%	24	64.86%	28	70.00%	91	51.12%
Women	33	70.21%	29	53.70%	13	35.14%	12	30.00%	87	48.88%



This shows the gender pay quartiles for people at NPL based on hourly pay rates, with lowest-paid 25% (the lower quartile) to the highest-paid 25% (the upper quartile). For there to be no gender pay gap, there would need to be an equal ratio of men to women in each quartile.

## Why do we have a gender pay gap?

Legally, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

NPL is committed to the principle of equal opportunities and equal treatment for everyone regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment, or disability. It has a clear policy of paying individuals equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, we:

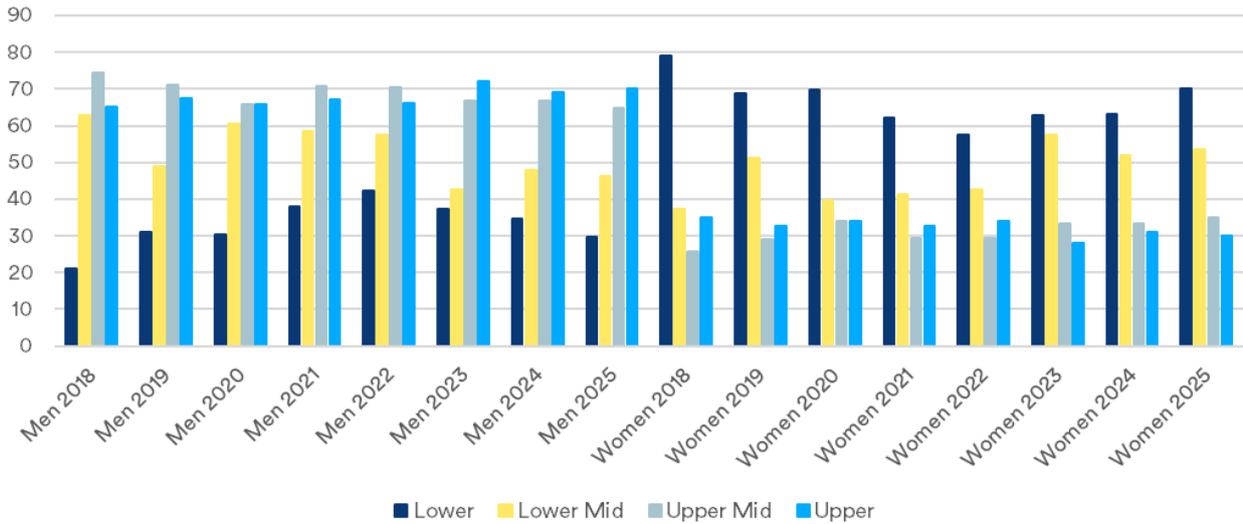
- conduct regular pay and benefit reviews.
- review job roles and pay grades as necessary to ensure a fair structure.

We are therefore confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work; rather, our gender pay gap is the result of the types of roles in which men and women work and the salaries that these roles attract.

Statistics show that across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of organisations. Men are also more likely to be in technical and IT-related roles, which tend to attract higher rates of pay than other roles at similar levels of seniority. Women are also more likely to have had career breaks to care for family members, which may have affected their career progression. In addition, women are more likely to work part-time, and many of the available part-time jobs across the UK are low paid.

A similar pattern exists in the make-up of NPL's people as women mainly hold administrative roles while men hold the majority of line manager and senior manager positions.

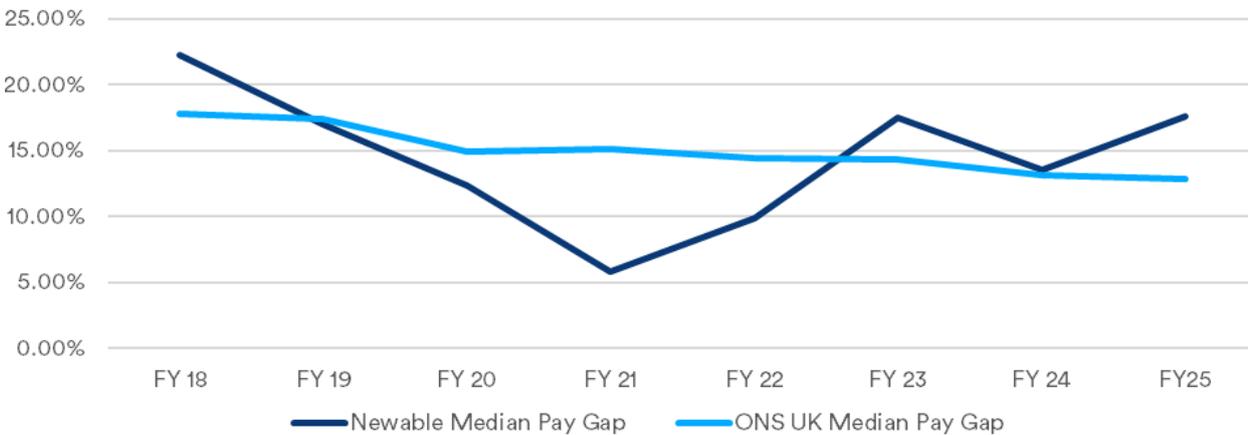
## Gender pay gap quartiles comparison for the last eight years



This graph shows NPL's gender pay gap quartiles comparison for the last eight years; you will see the percentage of men in the lowest paid quartile has increased year on year from 20.9% in 2018 to 42.3% in 2022 and then falls back to 37.2% in 2023 through to 29.8% in 2025. The upper-middle and upper quartiles have seen little movement in proportion rates between men and women over this same period.

## How do we compare to other organisations?

Most companies in the UK continue to report a gender pay gap. The Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures report the Gender Pay Gap Figures for the UK. The graph below shows the UK median Gender Pay Gap is slowly declining year on year. For FY25, NPL's median Gender Pay Gap has increased above the UK benchmark.



## What is NPL doing to address its gender pay gap?

NPL is committed to doing everything that it can to reduce its gender pay gap and it is to note that this report is at a particular snapshot in time; on 5 April 2025.

The gender pay gap results for this financial year have increased slightly compared to last year, however we believe the general trend is heading in the right direction as we continue to take the following steps to promote gender diversity at NPL:

- **Flexible working policy:** this allows people in all areas and levels of NPL to put forward a business case for flexible working regardless of their role and level of seniority, and that flexible working need not be limited to part-time working.
- **Family friendly policy:** enhanced family friendly policy to promote equality and inclusiveness to all parents.
- **Diversity and inclusion recruitment policy:** which has been in place since 2014 to cut unconscious bias in the selection of candidates by ensuring personal details are removed from the application process.
- **Track potential:** at all levels of the organisation to see how women progress in their career versus men. For example, tracking succession planning to promote leadership development
- **Track candidate success rates:** regularly reporting on the success rate of women versus men who apply for positions at NPL both externally and internally.
- **'The Rooney Rule':** to ensure there is at least one woman who is invited to interview for any external job vacancies
- **Internal mentoring programme:** an inclusive programme for everyone to support career development.

NPL continues to create an evidence base to find any barriers to gender equality and to inform future priorities for action. We can report on the following:

- **the proportion of people applying for jobs and being recruited:**

Year	Number of men who applied	Number of women who applied	Number of men recruited	Number of women recruited
2018	51.5%	46.8%	53.4%	46.6%
2019	70.6%	29.4%	55.6%	44.4%
2020	52.6%	47.4%	63.9%	36.1%
2021	46.9%	52.4%	65.5%	34.5%
2022	55.3%	44.2%	45.2%	54.8%
2023	52%	46.8%	29.2%	70.8%
2024	58.4%	41.0%	51.9%	48.1%

- **the proportion of people applying for and obtaining promotions:**

Year	Number of men who are promoted	Number of women who are promoted
2018	44%	56%
2019	75%	25%
2020	55%	45%
2021	29%	71%
2022	67%	33%
2023	44%	56%
2024	33%	67%

– the proportion of people leaving NPL:

Year	Number of men who have left	Number of women who have left
2018	56%	44%
2019	54%	46%
2020	56%	44%
2021	63%	37%
2022	57%	43%
2023	54%	46%
2024	58%	42%

– the take-up of flexible working arrangements by gender and level within NPL:

Year	Total number of flexible working arrangements	Number of men	Number of women	Level of seniority
2019	7	4	3	29% managerial, 71% admin
2020	4	3	1	50% managerial, 50% admin
2021	8	0	8	25% managerial, 75% admin
2022	7	2	5	29% managerial, 71% admin
2023	7	1	6	29% managerial, 71% admin
2024	8	2	6	38% managerial, 62% admin

– the proportion of women who return to their original job after a period of maternity leave:

- 2018 – 66% of women who went on maternity leave during 2018 returned to NPL and returned to the same role.
- 2019 - 100% of women who went on maternity leave during 2019 returned to NPL; 66% of those returned to the same role and 33% returned to a new role.
- 2020 - 100% of women who went on maternity leave during 2020 returned to NPL and returned to the same role.
- 2021 - 100% of women who went on maternity leave during 2021 returned to NPL and returned to the same role.
- 2022 - 50% of women who went on maternity leave during 2022 returned to NPL; 100% of those returned to the same role.
- 2023 – 100% of women who went on maternity leave during 2023 returned to NPL and returned to the same role.
- 2024 – 100% of women who went on maternity leave during 2024 returned to NPL and returned to the same role.

– the proportion of women still employed a year on from a return to work after a period of maternity:

- 50% of the women who went on maternity in 2018 are still employed one year on.
- 100% of the women who went on maternity in 2019 are still employed one year on.
- 67% of the women who went on maternity in 2020 are still employed one year on.
- 80% of the women who went on maternity in 2021 are still employed one year on.
- 50% of the women who went on maternity in 2022 are still employed one year on.
- 100% of the women who went on maternity in 2023 are still employed one year on.

None of the above initiatives will, of itself, remove the gender pay gap – and it may be several years before some have any impact at all. In the meantime, NPL is committed to reporting on an annual basis on what it is doing to reduce the gender pay and bonus gaps and the progress that it is making.

NPL also recognises, that for all employees, working habits and conditions have changed post the pandemic. As we continue to be open and transparent to new challenges, we will need to continue to always bear in mind the goal of further reducing the gender pay gap.

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An employee-owned company