



Gender Pay Gap Report 2025





Foreword

As we present GreenSquareAccord's (GSA) Gender Pay Gap Report for 2025, we do so against a backdrop of continued organisational change and a shifting economic landscape. Over the past year, we've experienced transitions within parts of our workforce as several services transferred out of the organisation. These shifts have influenced the overall distribution of roles across GSA and are the primary drivers behind the movement in both our mean and median gender pay gaps this year.

In 2025, our mean gender pay gap stands at 12.12% and our median gender pay gap at 16.50%, reflecting an increase compared to 2024. It's important to emphasise that this change is not the result of a shift in our pay policy or pay and grading framework. Instead, it reflects the structural impact of workforce composition during the reporting period. Throughout this time, we have maintained robust governance and oversight of pay decisions, ensuring fairness, transparency and consistency across the organisation.

The distribution of men and women across pay quartiles continues to illustrate the underlying pattern of occupational segregation within our workforce. Women remain over represented in lower paid roles and under represented in the upper quartile, where men make up 58% of colleagues. These patterns continue to influence our gender pay gap, highlighting the need for sustained work to address broader systemic and societal factors that affect career progression and representation.

Bonus distribution patterns also reflect this occupational structure, with 7.42% of men and 6.64% of women receiving a bonus during the reporting period. While bonus participation is relatively low overall, the gap reinforces the need to improve representation in roles where bonuses are more commonly awarded.

Despite these challenges, 2025 has also been a year of progress. We have continued to strengthen our foundations for fairness and inclusion by embedding our pay and grading framework, improving governance around pay decisions, and maintaining consistent, transparent processes across recruitment and progression.

Our investment in leadership development and succession planning has supported ongoing cultural change, especially important during a period of organisational realignment. We have also deepened our understanding of the workforce through improved data insights, enabling more informed decision making and clearer accountability for equality outcomes.

At the same time, we recognise that structural inequalities cannot be addressed overnight. Progress takes time, particularly when major workforce transitions influence the data from year to year. What remains constant is our commitment to building an organisation where everyone can thrive. By strengthening inclusive leadership, providing greater access to development, and expanding wellbeing and colleague support, we are laying the foundations for long term, sustainable change.

As we look ahead to 2026 and beyond, our focus will sharpen on accelerating the pace of improvement. We will strengthen leadership accountability, build clearer progression pathways, and take targeted action to increase female representation in higher paid and hard to recruit roles. We will also continue reviewing our pay structures, expanding flexible working, improving data insight and assurance, and enhancing the everyday experience of inclusion for all colleagues.

Whilst the 2025 results show where further progress is needed, they also reaffirm our determination. Our People Priorities Plan and our ongoing commitment to transparent reporting are central to driving improvement and ensuring we remain accountable. By aligning our actions with the needs of our colleagues and communities, we continue our journey to build a simpler, stronger and better GSA, one where fairness, opportunity and inclusion are embedded at every level.



Ruth Cooke

Ruth Cooke
Chief Executive

Understanding the gender pay gap

The gender pay gap increased in 2025 from both a mean and median perspective when compared to 2024. This change reflects workforce and organisational changes during the reporting period rather than changes to pay policy or pay framework.

Mean pay gap

The average hourly pay difference between men and women.

Median pay gap

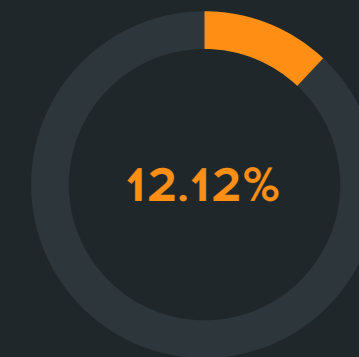
The middle value of hourly pay when all employees are sorted from lowest to highest.

Full-pay relevant employees

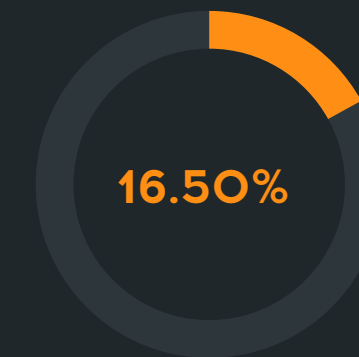
Employees who were paid their usual full pay on the snapshot date (5 April 2025):

- are paid their usual full basic pay (or pay for piecework) during the pay period in which the snapshot date falls (the relevant pay period), or
- are paid less than their normal basic pay during the pay period for reasons other than leave e.g. irregular working hours

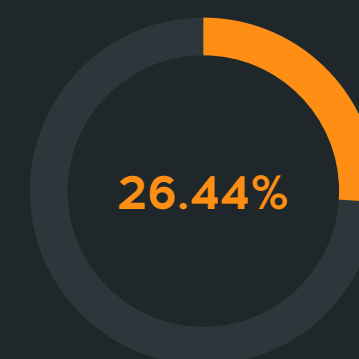
2025 Pay Gap overview



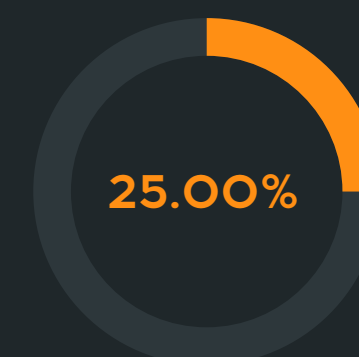
Mean Gender Pay Gap



Median Gender Pay Gap

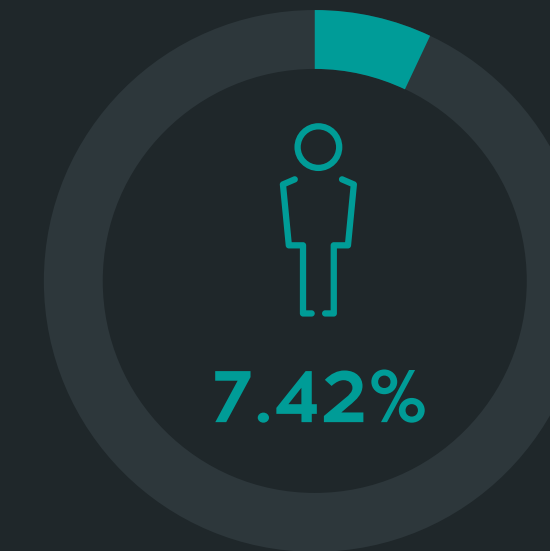


Bonus Pay Gap (Mean)

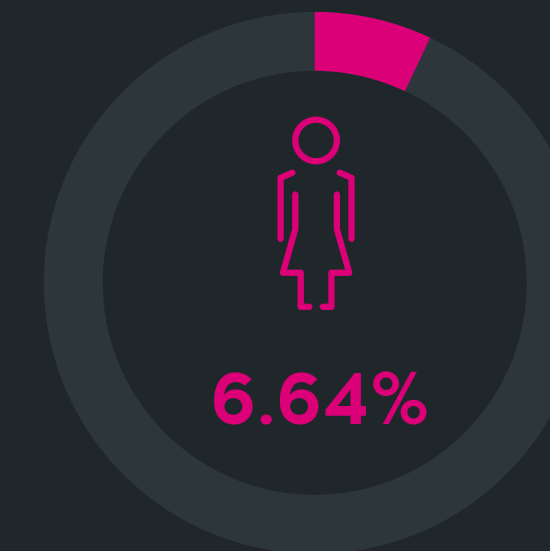


Bonus Pay Gap (Median)

Colleagues receiving bonuses

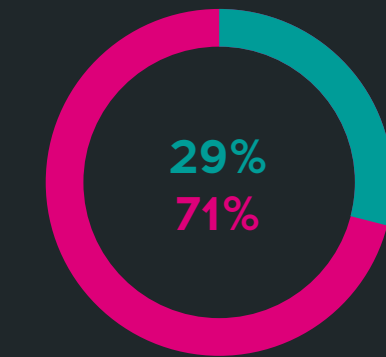


52 out of 701

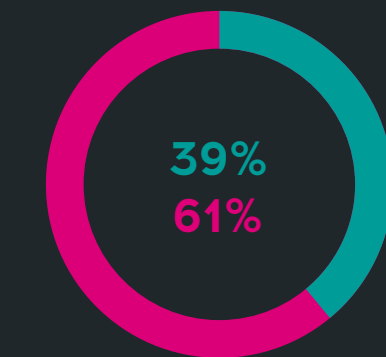


62 out of 934

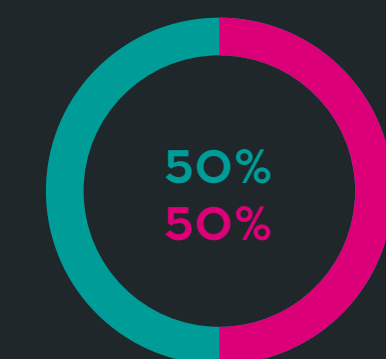
Proportion of men and women in pay quartiles*



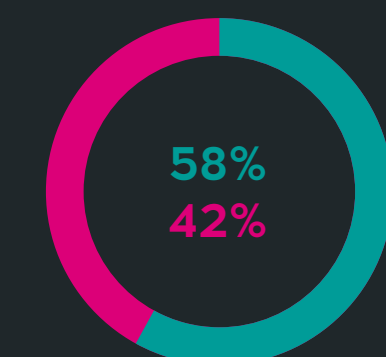
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

*Percentages within quartiles have been rounded to nearest whole number

Progress and key insights

Workforce change and governance

During 2024/25, organisational changes, including the transfer of some services, shaped the overall makeup of our workforce. These shifts contributed to year on year movement in both our mean and median gender pay gaps. Throughout this period, we maintained a consistent approach to our pay and grading framework, with strong governance and oversight of pay decisions. This has helped ensure fairness, transparency and accountability.

Progression and leadership development

Creating more opportunities to progress into higher paid technical and leadership roles remains a priority. We continue to invest in leadership development, and inclusive recruitment practices. These efforts are designed to support long term, sustainable change and help close the pay gap by improving representation at senior levels.

Embedding inclusion across the organisation

We're strengthening inclusion by embedding fairness and equity into everyday leadership practice and decision making. Improved workforce data insights and clearer accountability for equality outcomes are helping us build a more inclusive culture.



Actions taken in 2025

Strengthening the foundations for fairness and inclusion

We continued to embed fairness, inclusion and opportunity across GSA by consistently applying our pay and grading framework. This ensures transparent, market-aligned pay for comparable roles.

Ensuring consistent and fair pay decisions

Ongoing oversight of pay decisions has supported fairness across recruitment, progression and reward, helping to maintain consistency in how pay is managed.

Inclusive recruitment and progression practices

Our focus on inclusive talent acquisition remained strong, with fair salary setting and objective role evaluation helping to reduce the risk of bias, both at the point of hire and during progression.

Improved monitoring of workforce data

We further strengthened how we monitor recruitment and workforce information. This has enhanced our understanding of representation across grades, functions and job families, supporting more informed decision-making.

Investment in leadership capability

Leadership development continued throughout 2025, helping to build inclusive leadership behaviours, and support internal progression, particularly important during a period of organisational change.

Expanding wellbeing support

We continued to develop our Wellbeing Champion network. Work is underway to increase coverage across the organisation and improve colleague access to wellbeing support, activities and resources.

Sustained focus on equality, diversity and inclusion

EDI activity has been delivered across the organisation, reinforced by active leadership involvement. Leaders play a key role in championing EDI and engaging with organisational forums.

Improving workforce data quality

Ongoing work to enhance the quality of workforce data is giving us a clearer picture of equality impacts. This insight is helping to shape future actions aimed at addressing the structural factors that contribute to pay gaps.



Future actions for 2026 and beyond

Strengthen leadership accountability

- Embed gender representation and pay gap metrics into directorate scorecards
- Require each Executive to produce a gender representation
- Report progress quarterly to our People and Culture Committee and bi annually to Board
- Embed EDI expectations into leadership development and performance frameworks.

Build clear, transparent progression pathways

- Map career pathways for front-line, technical, and professional roles
- Pilot career pathways in priority teams before wider rollout
- Introduce transparent criteria for progression and promotion
- Train managers to hold effective career conversations as part of the new Manager Essentials programme
- Develop a talent management framework to identify and support high potential colleagues.

Review pay structures, allowances, and market supplements

- Conduct a pay equity audit to identify structural disparities
- Review allowances and legacy pay arrangements that disproportionately benefit certain job families
- Ensure starting salaries are consistently benchmarked and monitored
- Apply an EDI lens to all pay and reward decisions.

Strengthen flexible working and return to work support

- Expand flexible working options across operational roles where feasible
- Review flexible working practices to ensure they do not limit progression
- Introduce enhanced return to work support after maternity or long term leave

Improve data insight, reporting, and EDI assurance

- Track gender representation by grade, job family, turnover, and progression
- Analyse inter-sectional data (ethnicity, disability, age) to identify compounded barriers
- Conduct internal audits of colleague lifecycle practices through an EDI lens
- Publish an annual action plan with measurable KPIs and progress updates

Strengthen culture, inclusion, and everyday experience

- Launch tiered leadership development programmes to build inclusive capability
- Promote internal role models and success stories to reinforce aspiration and visibility
- Expand colleague resource groups and the Wellbeing Champion Network to strengthen belonging and colleague voice
- Enable and encourage functions to use pulse surveys, topic surveys and feedback tools to capture colleague experience and respond visibly to themes



Conclusion

At GSA, we're committed to creating an inclusive workplace where every colleague has the opportunity to develop, progress and succeed.

Our 2025 gender pay gap results reflect the impact of ongoing organisational change and some natural year on year variation. Importantly, they also shine a light on where we need to continue focusing our efforts. We recognise that sustained improvement depends on long term action, strengthening progression pathways, improving representation in leadership roles, ensuring fair and transparent reward practices, and nurturing an inclusive culture where everyone can thrive.

Through transparent reporting and introduction of our People Priorities Plan, we remain committed to reducing our gender pay gap and building a more equitable organisation that reflects the communities we serve.



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