

Gender Pay Gaps

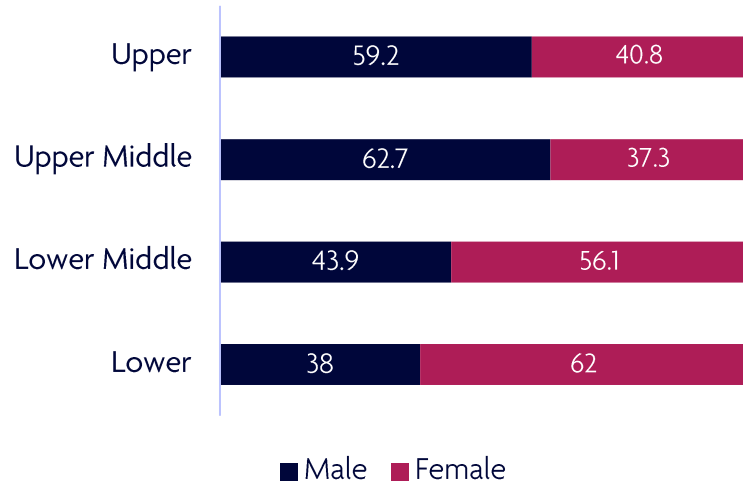
	2024
Mean gender pay gap	23.4%
Median gender pay gap	21.4%
Mean gender bonus gap	52.9%
Median gender bonus gap	31.9%
Proportion of male colleagues receiving a bonus	86.6%
Proportion of female colleagues receiving a bonus	90.3%

Ethnicity Pay Gaps

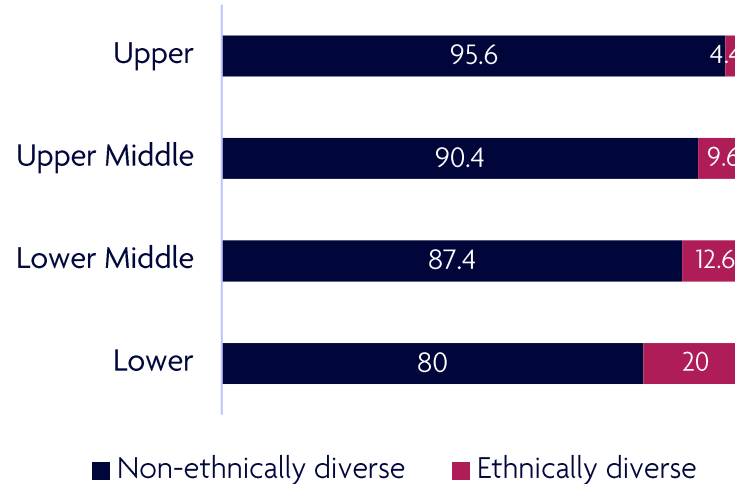
	2024
Mean ethnicity pay gap	27.3%
Median ethnicity pay gap	27.8%
Mean ethnicity bonus gap	73.2%
Median ethnicity bonus gap	45.6%
Proportion of non-ethnically diverse colleagues receiving bonus	86.8%
Proportion of ethnically diverse colleagues receiving bonus	81.0%

All roles are divided based on pay, into four equally sized quartiles to illustrate the proportions of gender and ethnicity in each pay quartile. The lowest quartile is the lowest paid roles, and the upper quartile is the highest paid.

Proportion of men and women in each quartile



Proportion of ethnically and non-ethnically diverse colleagues in each quartile*



Colleagues with undeclared ethnicity have not been included in pay and bonus gap calculations or distribution.

Understanding our gaps

- As at April 2024, our Gender Pay Gap is **23.4%** which has remained flat compared to 2023; whilst our median gap has shown a nominal increase of 0.8% to 21.4% (20.6% in 2023).
- 86.6% and 90.3% of men and women respectively received a bonus in 2024, the balance being new hires, leavers or underperformers who were not eligible as per the rules of our scheme.
- We have seen an 18.5% increase in the mean bonus pay gap at 52.9% compared to 34.4% last year. This has been impacted by the receipt of some long-term incentives for two male Executive Directors, which is the point where the value of the options is realised and included in the pay gap calculations. Without these, the mean gap would have increased to 39.2% instead.
- Whilst a mean pay gap exists across all groups, it's much lower than the all-company figures outside of the Executive team.
- At an aggregate level, there is broadly an even number of men and women employed by the organisation. This has improved further since 2023, with a +2% increase in the number of females.
- This is the second year we have voluntarily reported on our Ethnicity Pay Gap using data declared through onboarding and our voluntary Diversity & Inclusion declaration form. More than two thirds of employees have declared their ethnicity, representing a good sample of the total workforce. Colleagues with undeclared ethnicity have not been included in the pay and bonus gap calculations.

Pay gap: Percentage difference in the average hourly pay across all employees from a particular group and all employees from another group (e.g. men or women) working at The Openwork Partnership as at 5 April 2024.

Bonus gap: Percentage difference in average bonus paid to employees from a particular group and all employees from another group (e.g. men and women) in the 12 months to 5 April 2024.

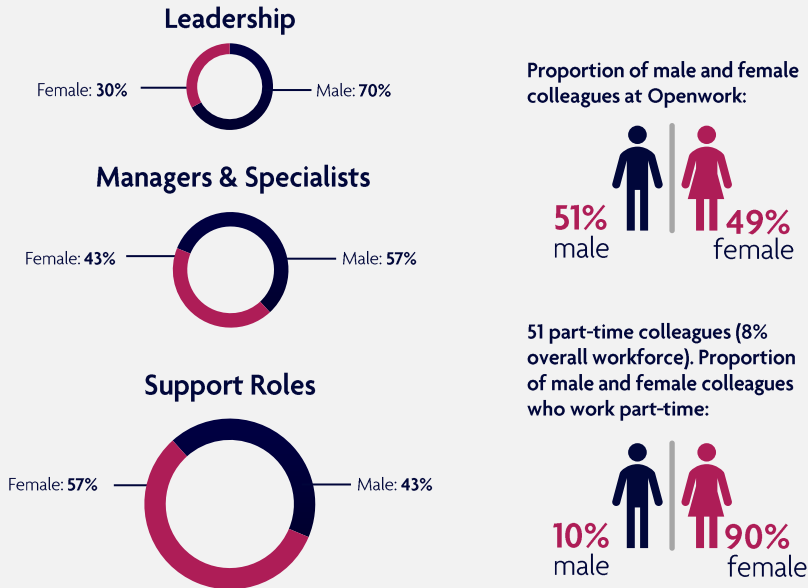
The mean: The average, when all pay or bonuses for a particular group are added together and divided by the number of people in that group.

The median: The middle value, when pay or bonus for a particular group are listed in numerical order.

Pay quartiles: If all colleagues were ordered by their hourly rate of pay, then split into four equal groups. The quartile figures show the proportion of men and women/ethnically diverse and non-ethnically diverse in each group.

At The Openwork Partnership, we support everyone to bring their best self to work and our culture provides choice and opportunity for all our colleagues to thrive. This is the second year of our refreshed Diversity, Wellbeing & Inclusion plan to ensure we continue to create a place where we attract and collaborate with brilliant people that think and contribute to our business, and where everyone feels they belong. We have a range of initiatives in place as well as colleague networks which provide colleagues with a safe space and voice to share their insights across various demographics to inform our overall Diversity & Inclusion ambitions and measures. Alongside these measures, we publish our gender pay and ethnicity gaps.

Gender distribution



Ethnicity distribution*



*Colleagues with undeclared ethnicity have not been included in pay and bonus gap calculations or distribution.

What we're doing

- Since 2023, our overall D&I strategy hasn't changed – we've reviewed and amended our aspirations for 2024 and beyond, placing more emphasis on increasing diverse ethnicity at senior levels, social diversity, and attraction of talent pools from all backgrounds and education levels.
- In 2024, we achieved one of our aspirations of having 40% or more women in leadership and middle management roles by 2025.
- We continue to build on our diverse talent pipeline, by creating diverse shortlists for vacancies and using enhanced hiring tool functionality to support inclusive and accessible language in our adverts.
- We've put more focus on improving our internal mobility; year-to-date, 38% of our vacancies were filled internally as we look to develop colleague careers within the organisation before looking to hire externally.
- We've also continued our focus on understanding the demographics of our organisation by building out our colleague networks (women in finance, LGBTQ+) to create safe and empowering spaces for our colleagues and in 2025, we'll be looking to establish this further with a focus on disability, neurodiversity and race networks.
- Alongside our inclusion of additional D&I questions within our people engagement tool, we improved our D&I form to gain more insight on social mobility, disability and working carers and ran a spotlight survey with our colleagues to help us understand their perception on D&I to help us tailor our education and awareness focuses going forward.
- Finally, we've shifted our perspective to focus more on generational needs rather than age.

How do we know our colleagues are paid fairly?

The Gender Pay Gap is not the same as Equal Pay which is a measure of whether a man and woman receive 'equal pay' for the same, similar or equivalent work for an employer. At Openwork, pay is determined based on the market rate for the role and the experience an individual brings, regardless of gender or ethnicity.

Providing equal opportunity and fair pay are key principles in the way we operate at Openwork, and this is supported by transparent reward policies and frameworks already in place. Building on this, we will ensure equitable pay through regular pay equity audits to ensure all employees of equal experience and in similar roles are paid the same – no matter their gender or ethnicity. We will also support leaders to build knowledge and confidence in making and communicating reward decisions and, explore target driven actions.