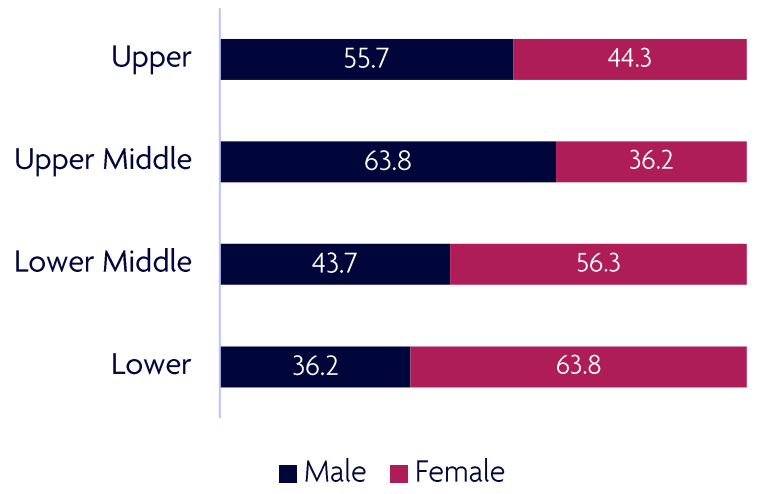


Gender Pay Gaps

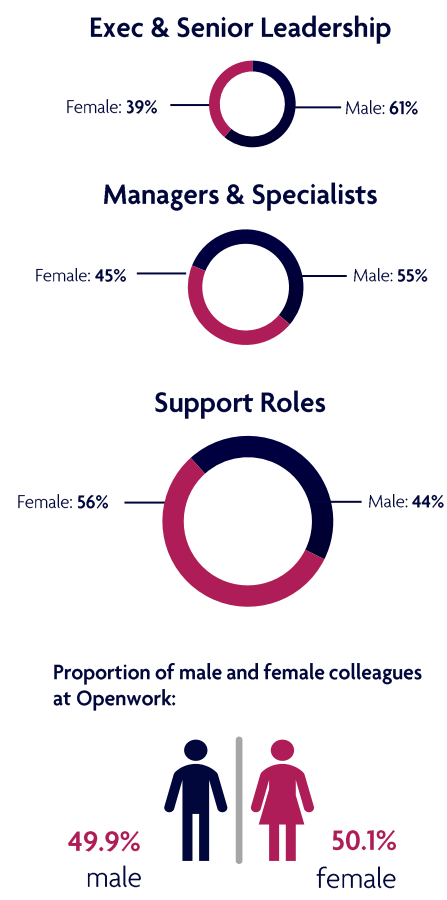
	2024	2025
Mean gender pay gap	23.4%	16.9%
Median gender pay gap	21.4%	19.3%
Mean gender bonus gap	52.9%	56.7%
Median gender bonus gap	31.9%	32.7%
Proportion of male colleagues receiving a bonus	86.6%	94.2%
Proportion of female colleagues receiving a bonus	90.3%	97.1%

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

Proportion of men and women in each quartile



Gender distribution



Understanding our gaps - Gender

- As of 5 April 2025, our mean gender pay gap has shown a big improvement by dropping to **16.9%**, whilst our median gap has shown a more modest decrease of 2.1% to 19.3%.
- We have made further progress throughout 2024-25 with more external Senior Leadership recruits being female, including our Chief Financial Officer, which has helped drive this improvement.
- 94.2% and 97.1% of male and female colleagues respectively received a bonus in 2025. All colleagues continue to be eligible for a bonus and the balance not receiving one is due to either being new hires, leavers or underperformers who were not eligible as per the rules of our scheme.
- Whilst we have recruited a number of senior females in 24-25, they will have either received a pro-rata or no bonus due to eligibility rules and therefore won't have had a meaningful impact on our reported numbers.
- The mean bonus pay gap has increased slightly (+7.1%). This was impacted by our exercise of long-term incentive options and cash equivalent payout for a number of senior individuals, with a higher proportion being male. This impact on the bonus gap will continue to apply over the next couple of years as we see the 2023 and 2024 awards exercised. If we exclude these incentives, the mean gap reduces to 44.8%.
- Across the organisation, our male to female ratio is now 50:50. At an aggregate level, we continue to see incremental improvements and looking at gender by job level, it remains a consistent picture showing more men than women in senior roles.
- The main driver of our gender pay gap continues to be the imbalance of women and men at various levels of the business and how the bonus is constructed (% of salary), meaning senior roles (which consist of a higher percentage of men), receive a proportionately higher bonus award compared to those in less senior roles.
- Encouragingly, female representation has improved across most role categories since 2024, with the most significant increase seen within Senior Leadership, up by six percentage points.

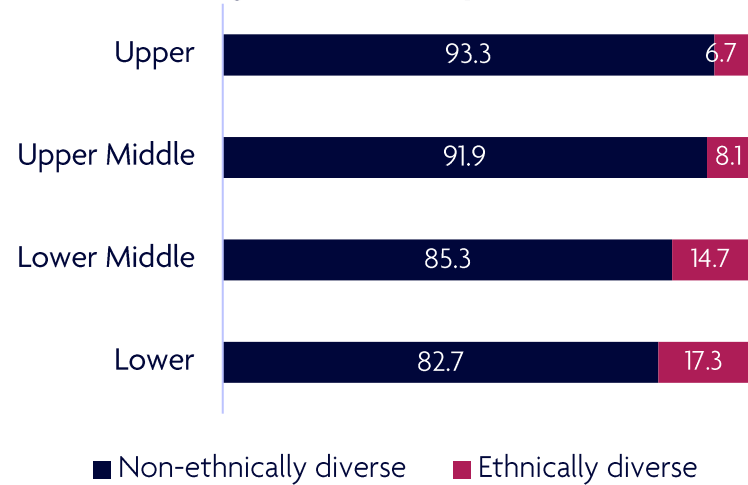
Pay gap: Percentage difference in the average hourly pay across all colleagues from a particular group and all colleagues from another group (e.g. men or women) working at The Openwork Partnership as at 5 April 2025.
Bonus gap: Percentage difference in average bonus paid to colleagues from a particular group compared to colleagues from another group (e.g. men and women) over a 12-month period.
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.

The Openwork Partnership (Openwork Services Ltd, which excludes some 2plan colleagues) is required by law to publish its annual gender pay gap report. We confirm that the gender and ethnicity pay calculations are accurate and meet the requirements of the legislation. The figures set out on this report have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, which describes the categories of reporting to which we must adhere.

Ethnicity Pay Gaps

	2024	2025
Mean ethnicity pay gap	27.3%	19.6%
Median ethnicity pay gap	27.8%	19.0%
Mean ethnicity bonus gap	73.2%	66.4%
Median ethnicity bonus gap	45.6%	35.3%
Proportion of non-ethnically diverse colleagues receiving bonus	86.8%	94.3%
Proportion of ethnically diverse colleagues receiving bonus	81.0%	94.7%

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



Understanding our gaps - Ethnicity

- This is the second year we have voluntarily reported our Ethnicity Pay Gap, using data collected through onboarding and our voluntary Diversity & Inclusion declaration process. Colleagues who have not declared their ethnicity have been excluded from the pay and bonus gap calculations.
- We have seen a further increase in colleagues sharing their ethnicity, with 86% of colleagues included within the Gender Pay reporting population doing so. This increase is reflected across all job levels of the business.
- Of all colleagues reporting their ethnicity, 528 (88.3%) are non-ethnically diverse and 70 (11.7%) are ethnically diverse.
- We have seen improvements across all measures for 2025 compared to 2024 and the size of gaps for ethnicity broadly follow those seen with gender, with the bonus measures being the largest. This is largely due to the significantly higher number of senior colleagues that are non-ethnically diverse and also due to long-term incentive related payments being made to a number of those individuals.

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

What we're doing

- Our Diversity, Wellbeing & Inclusion plan remains unchanged and continues to focus on creating an environment where we attract, retain and collaborate with talented people who contribute meaningfully to our business.
- In 2025, we have maintained our aspiration of having 40% or more women in senior leadership and middle management roles and we continue to see more females sign up as mentors across the Partnership to support colleagues through internal talent mobility initiatives such as Future Leader talent programmes, mentoring and leadership development.
- By identifying potential barriers that women encounter when advancing to senior positions and offering targeted support, we aim to further narrow the gaps present within our senior leadership population.
- We have also strengthened our Employee Value Proposition (EVP), attracting more female candidates through ensuring we have diverse shortlists (across all diversities) and more inclusive propositions including our family-friendly policies.
- Last year, we continued to enhance our family-friendly policies and launched a Domestic Abuse policy, as well as support for colleagues whose children may require neo-natal care, whilst continuing to offer free mental health and wellbeing support through our benefits.
- We have also embedded our LGBTQ+ colleague network and launched OpenMinds, our disability and neurodiversity network. These networks play an important role in raising awareness, providing education, hosting webinars and supporting our local communities through our Foundation. We have complemented this with guidance and frameworks to help colleagues establish networks on issues that matter to them, supported by a dedicated intranet space to encourage engagement and visibility.
- Looking ahead, we are more focused on what our generational data tells us, helping us understand what motivates our females in the workplace through differing generational needs. We also have an opportunity to look at how we understand our demographics and what we can do to gain more insight on social mobility, ethnicity, disability and working carers across the Partnership.

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 colleagues 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.