

Gender Pay Gap Report 2025

At Inspired Thinking Group (ITG), we are committed to fostering a culture of kindness, inclusivity, and fairness where every employee can thrive. We believe that creating an environment built on respect and opportunity, regardless of gender, ethnicity, background, or belief, not only strengthens our business but also empowers our people. By removing barriers and championing equity, we continue to drive meaningful progress toward a truly inclusive workplace.

What is the Gender Pay Gap?

Gender pay gap reporting shows the difference in average hourly pay between men and women across the organisation, regardless of role or level. It is not the same as equal pay for equal work, which we continue to ensure through fair and transparent pay structures.

This data is based on our workforce snapshot taken on 5 April 2025, in accordance with UK government gender pay gap reporting requirements for organisations with over 250 employees.

How did we do – Our 2025 Gender Pay Gap Results

Measure	2024 Snapshot	2025 Snapshot
Mean Pay Gap	7%	11.34%
Median Pay Gap	6%	5.39%
Mean Bonus Gap	-34%	67.94%
Median Bonus Gap	0%	0%

Our latest gender pay gap results present a mixed picture, with positive movement in some areas and clear opportunities for further focus in others.

The mean gender pay gap has increased from 7% to 11.34%, while the median pay gap has continued to narrow, reducing from 6% to 5.39% indicating that typical earnings between men and women across the organisation are becoming more closely aligned.

Bonus outcomes show a more varied pattern. The median bonus gap remains at 0%, demonstrating that the most commonly awarded bonus amounts for men and women continue to be equal. The mean bonus gap, however, has shifted from -34% to 67.94%.

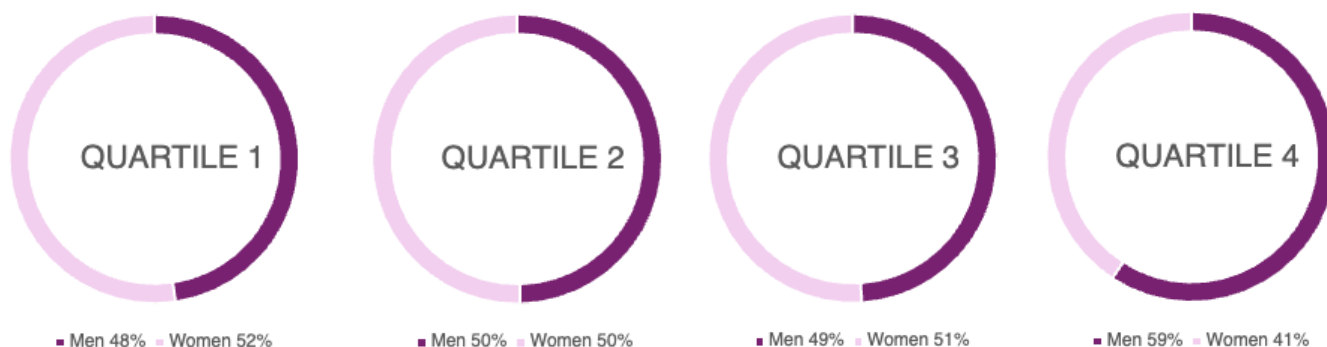
This change does not reflect a structural shift in how bonuses are awarded. Instead, it is largely driven by a small number of non-standard, one-off payments made during the reporting period, all relating to individual circumstances involving senior male employees. These exceptional payments were not part of our typical bonus processes, but because they were included in the statutory definition of “bonus pay,” they have disproportionately influenced the mean bonus calculation for 2025.



By contrast, the stability in the median bonus gap shows that for the vast majority of colleagues, bonus opportunities and outcomes remain consistent and equitable.

Together, these results highlight the difference between average and typical experiences and give us valuable insight into where to continue focusing our efforts to create a balanced and fair reward environment across ITG.

Gender Distribution Across Pay Quartiles



	Female	Male
Q1	52%	48%
Q2	50%	50%
Q3	51%	49%
Q4	41%	59%

Our middle quartiles remain near gender parity, with balanced representation in mid-level roles. While the upper quartile remains male dominated, we’ve seen improved female representation in the Lower and Lower Middle Quartiles, reflecting our broader workforce trends and entry level hiring efforts.

Year on Year Analysis: Gender Representation Across Pay Quartiles

Comparing gender representation across pay quartiles from 2024 to 2025 helps us better understand where progress has been made and where we still need to focus our efforts.

Quartile	2024 Female	2025 Female	Change
Upper Quartile	37%	41%	↑ 4%
Upper Middle	49%	51%	↑ 2%
Lower Middle	48%	50%	↑ 2%
Lower Quartile	53%	52%	↓ 1%

What This Tells Us

- The **Upper Quartile** shows meaningful improvement with a 4% increase in female representation. This suggests progress in addressing gender balance at the most senior levels, though continued to focus on progression and Senior level development will still be important to maintain this upward trend.
- The **Middle Quartiles** show steady progress with both bands increasing female representation by 2%. Together they indicate a consistent move towards gender balance across mid-level roles.
- The **Lower Quartiles** show a slight decrease of 1% of representation remains broadly stable, this small shift reflects natural movement in entry level roles. It will be worth monitoring to ensure that inclusivity remains strong at the point of hire.

Progress and Initiatives

Over the last year, we've continued investing in policies and programs that aim to attract, retain and develop diverse talent:

- **Awareness Campaigns:** we have continued to run Group wide campaigns that build understand gender equity, inclusive behaviours and fair decision making. These campaigns help imbed a more inclusive culture and help support fairer outcomes in progression and pay.
 - **International Women's Day:** 524 employee's attended an International Women's Day workshop delivered by an external organisational psychologist.
 - **Menopause Awareness Campaign:** Targeted campaign to build understanding and support for colleagues experiencing menopause in the workplace.
- **Development Opportunities:** we continue to invest in development initiatives that supports long term gender balance and strengthens the pathways that influence pay outcomes across ITG. By equipping women with the skills and needed to progress in higher paid roles, we are helping to build a more balanced talent pipeline.
 - **Conscious Leadership:** The majority of our Senior Female Leaders have completed our Conscious Leadership Programme. This growing participation is helping to embed inclusive leadership behaviours and strengthen leadership capability across ITG.
 - **Mentoring and Mentee Programme:** Engagement in our Mentoring and Mentee Programme continues to grow among female leaders, with participation now at:
 - Female Mentors: 53 out of 97
 - Female Mentees: 84 out of 122

This increasing involvement is helping to strengthen career development, expand professional networks, and open up broader pathways into senior leadership roles.

- **External Leadership Training:** Female leaders accounted for 30 out of 56 participants that have taken part in external leadership development programmes, expanding their technical and strategic capability and enriching the overall leadership bench strength across ITG.
- **Inclusive Hiring:** Our Talent Team continues to support managers and hiring teams to ensure a fair, consistent, and inclusive recruitment process. Interview toolkits and tailored guidance help reduce bias, and we're standardising practices across the business. We're also expanding access to early careers and returner talent, with outreach focused on under-represented groups and parents returning to work, helping to build a more diverse talent pipeline.

Looking Ahead

In the year ahead, we will focus on reducing our mean pay and bonus gaps, strengthening senior leader gender balance and expanding initiatives such as leaderships development, inclusive hiring and women's health awareness. By continuing to invest in progression pathways, support programmes and an inclusive work environment, we will build on this year's progress and drive meaningful improvements in our gender pay gap.

We view this work as fundamental to ITG's mission, not just because it's the right thing to do, but because we believe diverse, balanced teams drive better outcomes for our people, our clients, and the long-term success of our business.



Lisa Elrod

Inspired Thinking Group – Chief People Officer

