

Report
April 2025

Gender pay gap report 2024

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Gender pay data as at 4 April 2024



CEO and COO foreword

As an organisation, we are proud of the strides we've made in creating an inclusive culture where every individual can thrive. A key success we have celebrated in recent years is the increased representation of women across our workforce. However, as highlighted in this year's gender pay gap report, we must confront the reality that despite our efforts, the gender pay gap has widened in favour of men. Both the median pay gap and the bonus gap have increased, and we continue to see disparities, particularly in lower paid roles and in certain centres and teams.

One of the key factors influencing this gap is that we have attracted and retained a higher proportion of women in lower-graded roles, where the pay tends to be lower. Whilst we are proud of this representation, it has had an impact on our gender pay gap. The concentration of women in these roles, combined with challenges in representation in technical specialist roles, has contributed to the widening of the gap.

We recognise that having more women in the organisation has not translated into having the pay equity we aspire to, highlighting that achieving gender balance is just one piece of the puzzle. Addressing the gender pay gap requires more focused, systemic actions to address the underlying factors contributing to these disparities, such as occupational segregation.

At the senior leadership level, we are proud of our achievements, such as achieving a better balance of male to female colleagues in our Senior Leadership Team. This is a positive step towards greater gender diversity at the highest levels of our organisation. However, we know that we must continue to build on this progress.

Through ongoing monitoring of our recruitment and promotion data and more frequent reporting on gender pay, we aim to identify trends and take proactive steps to address the gaps.

We are committed to undertaking further initiatives, including widening our focus to report and take action on other pay gaps, such as disability and ethnicity, to ensure fairness across all areas of our organisation.

This report is not just a reflection of where we stand today; it is a crucial tool to help us understand where we must focus our efforts moving forward. We are committed to using key analytical tools to gain deeper insights into our pay gap data, allowing us to make more informed decisions and track our

progress accurately. By leveraging these insights, we are confident that we will identify more effective targeted actions to close the gender pay gap.

While we celebrate the steps we have taken, we acknowledge that we have much more to do. Our commitment to gender equity is at the heart of our culture and operations. It is not only the right thing to do but essential for our continued success. Closing the gender pay gap is a key part of building a stronger, more innovative organisation, and we will continue working closely with our teams to ensure that everyone, regardless of gender, is recognised and rewarded fairly for their contributions.

Together, we will lead by example, demonstrating that achieving gender equity is not just an ethical imperative, but a business and strategic advantage that will benefit the entire organisation.



Mike Thornton
Chief executive officer



Jenny Jarvis
Chief operating officer

Contents

CEO and COO forewords	2
Data and narrative	
Work force	5
Hourly pay gap	5
Median pay gap year by year comparison	6
Hourly pay quartiles	6
Bonus payments	7
Action plan	
Progress	8
Action plan	9
Actions to impact 2027 pay gap	10

Data and narrative

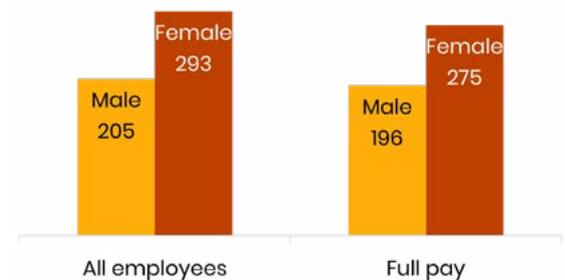
Workforce

As of the snapshot date, **5 April 2024**, there were **498 employees** at Energy Saving Trust. This was made up of 205 men (41.2%) and 293 women (58.8%)

Of these 498 employees, **471 received full pay**.

Hourly pay gap looks at these 471 full pay employees only, whereas bonus gap looks at all employees across the organisation, despite any deductions they may have received to pay during this period.

Gender split at snapshot data

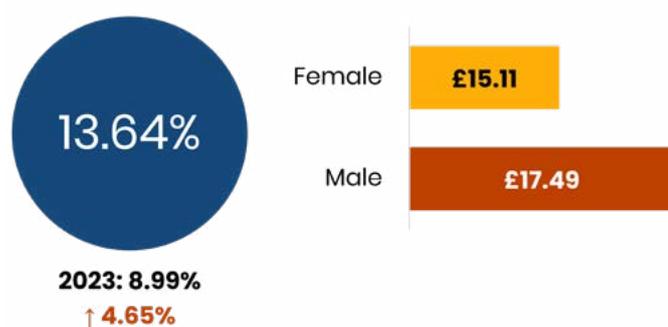


Hourly pay gap 2024

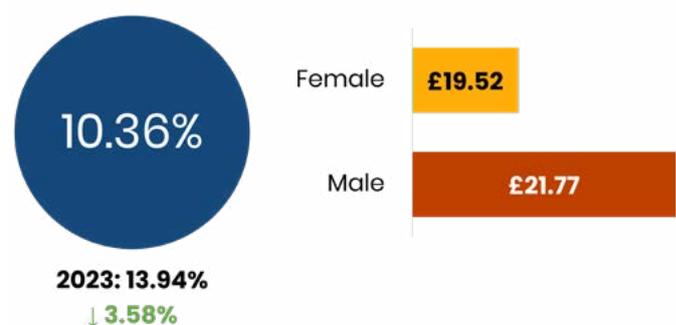
The median hourly pay gap is 13.64%. This means that when comparing middle point pay women at Energy Saving Trust are paid 13.64% less than men. Therefore, for the middle point pay for every £1 a man earns at Energy Saving Trust, a woman earns 86p. In 2023, the median hourly pay gap was 8.99% showing a growth in the gap to this year that favours men.

The mean hourly pay gap is 10.36%. This means that on average, women at Energy Saving Trust are paid 10.36% less than men. Therefore, on average for every £1 a man earns at Energy Saving Trust, a woman earns 90p. In 2023, the mean hourly pay gap was 13.94%, showing a reduction in the gap to this year favouring women.

Median hourly pay gap



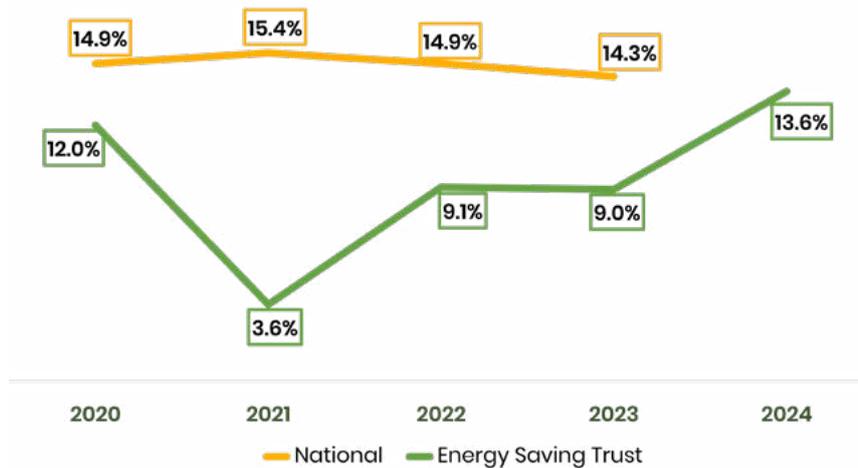
Mean hourly pay gap



Median pay gap - year on year comparison

The graph below illustrates our median pay gap since we started producing a report compared to the national UK median pay gap.

Whilst we've remained below the national average, our gender pay gap has increased, so we must address this.



Breakdown of hourly pay gap by quartile

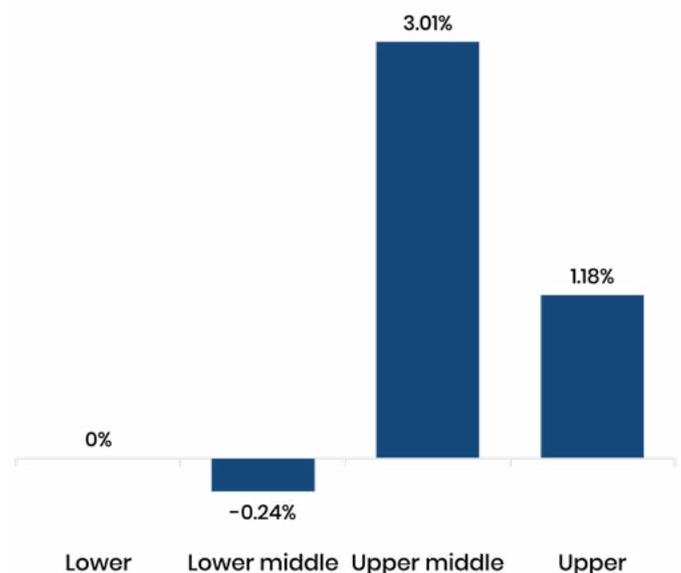
The graph to the right illustrates the median hourly pay gap in each pay quartile.

The upper quartile represents the top 25% highest paid employees in the organisation, and the lower quartile represents the 25% lowest paid employees.

The upper middle quartile is where we see the largest hourly pay gap (in both mean and median hourly figures), in favour of male employees.

Apart from a minute gap of less than 1% in the lower middle quartile this graph also highlights equal pay in the two lower quartiles.

Median hourly pay gap by quartile



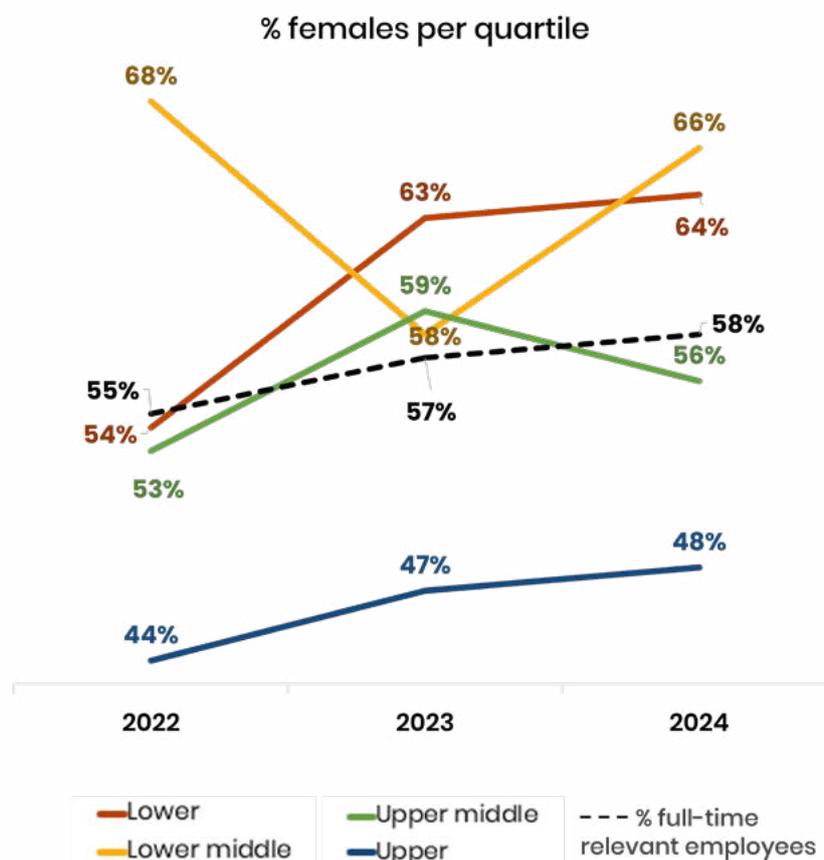
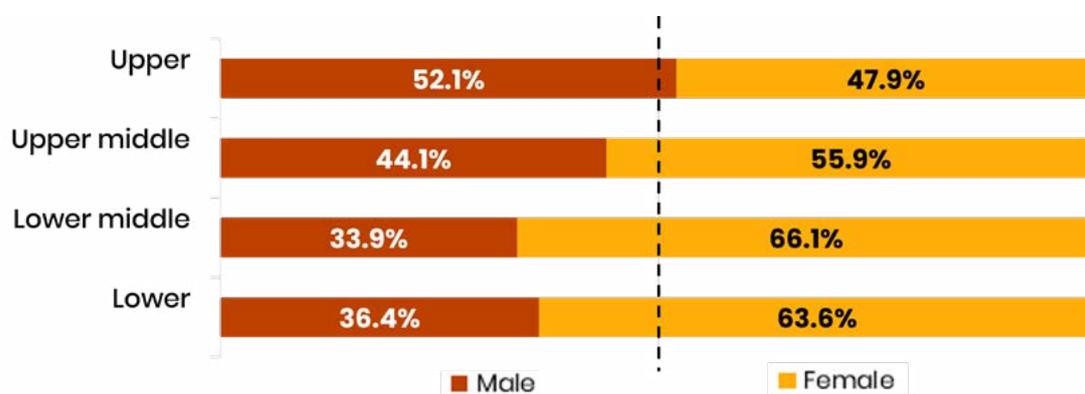
Note: a negative figure represents a pay gap in favour of woman, and a positive figure represents a pay gap in favour of men.

Gender split by quartile

Below we see our employees split, by gender, into quartiles based on hourly pay.

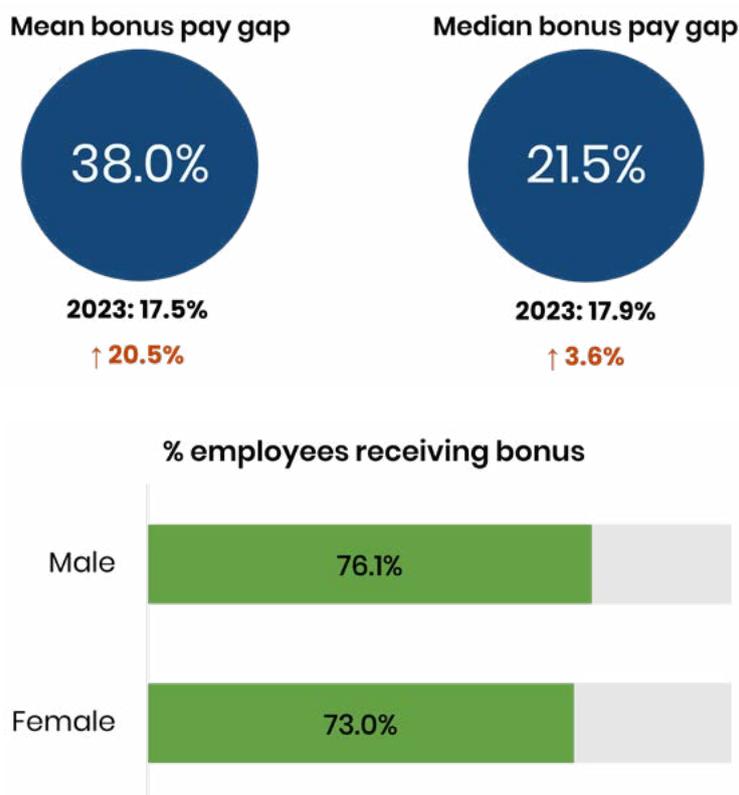
Earlier in the report, we highlighted our M:F ratio as 41.2% male and 58.8% female. The following data illustrates how this compares across different pay quartiles.

While we've observed a positive shift in the M:F balance at the senior level, the disparity at other levels is contributing to the widening gap.



Bonus gap summary

Bonus pay includes the organisation-wide annual performance-based bonus award, and quarterly commission earned by our business development team.



The top four employees earning the highest bonus/commission are men. As no bonus was paid out in 2024, there will be no bonus gap in our 2025 data. but we will come back to this data when we next pay a bonus to understand any patterns or trends.

The analysis of 2024 moderation data revealed no significant difference between legal sex and performance ratings, indicating that there is no evidence of gender bias in our moderation and performance management process.

The reason for less women receiving a bonus than men is due to the volume of in year starters that were women who wouldn't have qualified for a bonus for the previous performance year.

As the bonus award is pro-rated based on annual salary, and with the lower two quartiles being predominantly female, a significant bonus pay gap is evident, especially when examining the mean figure. This gap is likely to widen further if the percentage of women in our lower quartile increases.

Progress: what we have done to date to change our gender pay gap

Actions taken to address our gender pay gap.

Area	Action
Real living wage employer	All lower quartile employees earn above the national living wage, eliminating the pay gap at this level.
Internal promotions	Increased female representation in promotions: 30% target achieved for 2024-25, up from 18% in 2019-2020, fostering greater development opportunities for women.
Senior level recruitment	Active recruitment for gender balance: Senior leadership team now 66% women, supporting diverse leadership.
HR policy improvements	Enhanced sick pay for all employees, ensuring financial support during illness. This supports reducing the gap as enhanced sick pay could reduce the likelihood of women not taking time off when sick due to the financial strain of reduced pay. It could prevent burnout and help reduce situations where women's career development is held back due to poor health. Increased maternity and adoption pay to six months at full pay, reducing any maternity penalty.
Training investment	Major investment in employee development: Over 300 training places in 2024/25, with a focus on leadership, inclusivity, and personal growth. Delivery of the first cohort of our mentoring programme to further support female employees, growing our female internal talent and providing key skills development for them in their roles and beyond.
Flexible working	Increased flexible working from 13% to 18% in two years, promoting work-life balance across all roles and seniorities. Positively contributing to reducing our gap as it is commonly women who tend to favour the ability to work more flexibly to support caring responsibilities.

Action plan: what more we will do to address our gender pay gap

Actions in progress to address our gender pay gap.

Continue	Educate	Raise	Lead
<p>Reviewing and updating our HR policies, such as recent work on increasing paid paternity leave. This work is part of supporting the right infrastructure to address our pay gaps.</p> <p>Following a great feedback session with our senior managers last year, we will continue to collaborate with key stakeholders, ensuring our people are involved in creating and owning solutions.</p>	<p>Our COO, Jenny has already run two sessions on female leadership supporting women on how to have confidence in progressing their career.</p>	<p>HRBPs and recruitment officer raising awareness of how gender bias might be impacting recruitment/ promotion decisions for managers / leaders – guidance to be created.</p>	<p>Our CEO, Mike is setting up and leading a working group to discuss the role that men can play in tackling our gender pay gap and take action to create change.</p> <p>This group will make specific commitments on how they will deliver effective support measures which mitigate the gender pay gap and improve gender equity.</p>

Actions to impact 2027 gender pay gap

We are purposing the following actions that we aim to see impact our 2027 reporting cycle for gender pay gap . Due to the lag in reporting they will not hit our pay gap figures for 2026 (which is all about data as of 5 April 2025).

Action	Purpose	Impact
Increased reporting: We will review and assess our gender pay gap every six months.	This will help us track progress, evaluate impact of our actions, and make updates as necessary.	This will ensure we are continuously monitoring and improving our gender pay gap at more regular intervals over the year.
Quarterly SLT reporting: We will report quarterly to the SLT on gender distribution within specific salary brackets and internal promotion trends.	This will help us track gender representation across different pay levels and ensure promotions are equitable.	SLT will have up to date information to make informed decisions on pay, promotion and diversity strategies.
Recruitment: We will start closely monitoring recruitment data and analysing gender representation across financial years.	This will allow us to identify patterns and ensure gender diversity is represented at all levels of the hiring process.	We will implement interventions where necessary to address any gender imbalance in recruitment.
Attraction: We will enhance our careers page to include case studies for colleagues who are underrepresented in their areas.	This will help attract a more diverse pool of candidates by showcasing the success and experiences of diverse employees within our organisation.	More diverse talent will be encouraged to apply, helping us build a more inclusive workplace.

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Employee feedback: we will implement an employee engagement tool that allows for gender segmentation in its reporting.	Having feedback and engagement information split by gender will give us insight into employee experience and highlight areas where more support may be needed.	We will use this feedback to inform our policies and provide targeted support where it's needed most.
Pay bias: We will implement systems to monitor pay changes across the organisation to identify any potential bias in pay decisions.	This will help ensure that pay decisions are fair, equitable, and not influenced by gender.	Any identified discrepancies will be addressed to ensure fair compensation for all employees.
Pay and reward review (2026/27): as part of our three-year people strategy, review our pay and reward policies.	The review will ensure our compensation practices are competitive, equitable and in line with best practices for reducing pay gaps.	A fairer, more transparent pay system that aligns with gender equality.
Gender gaps in roles: We will look to understand and create opportunities for colleagues to develop skills and advance into management or technical roles, with a focus on encouraging a diverse talent pool.	To address and reduce the gender disparity across pay quartiles and job families and teams.	We aim to empower underrepresented groups, especially women to purpose senior technical and management positions.

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