

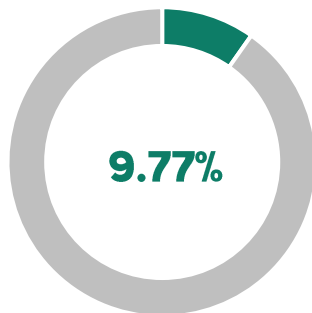


# Gender Pay Gap 2024

The gender pay gap is a measure of the difference between the average pay of men and women across a whole organisation. Since 2017, organisations with 250+ employees must publish annual gender pay gap reports to highlight disparities and drive action towards gender equality.

This is different from equal pay which describes paying men and women the same amount for doing the same work, similar work, or work of equal value. Equal pay and the gender pay gap are two different issues in workplace pay fairness.

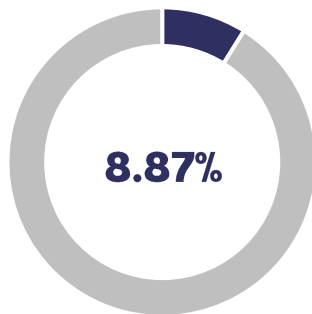
## Our mean gender pay gap for 2024 was 9.77%



The mean is calculated by adding together all the salaries for men and all the salaries for women, then dividing each total by the number of people in each group. The gap is the difference between the mean salary for men and the mean salary for women.

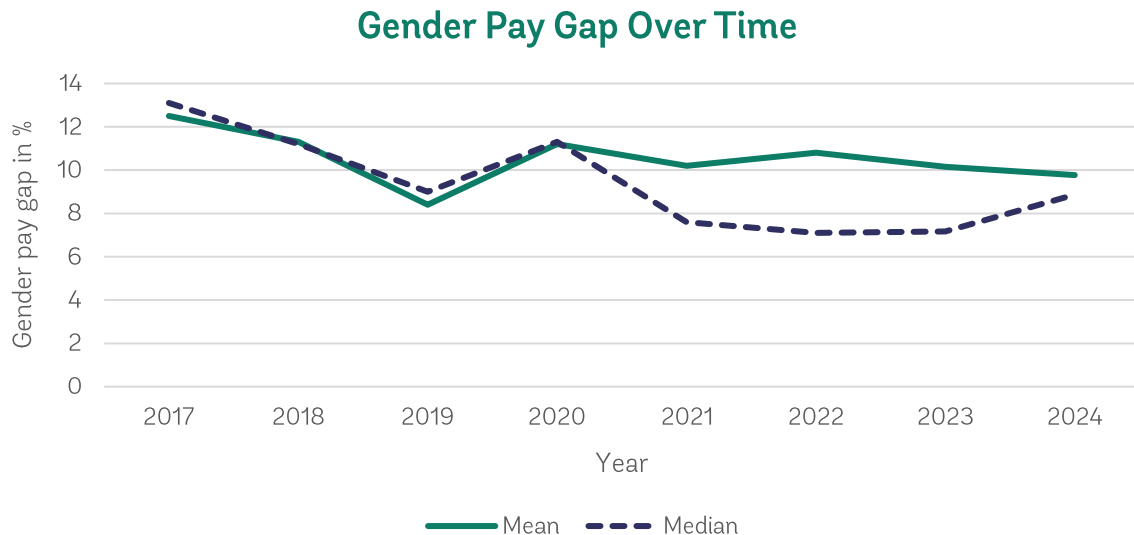
There has been a slight -0.38% improvement from our 2023 gender pay gap which was 10.15%.

## Our median gender pay gap for 2024 was 8.87%



The median is calculated by sorting all salaries from lowest to highest and finding the salary at the middle point. The gap is the difference between the median salary for men and the median salary for women.

There has been a slight change of +1.7% in our median gender pay gap since 2023 which was 7.17%.



Like many organisations, our pay gap calculation in 2021 was affected by how we were asked to calculate Covid-19 furlough payments.

We know that our gender pay gap is due to the composition of our workforce. Some of the reasons for gender disparity in the composition of our workforce include:

- The different types of roles men and women have:

Although we have more women than men overall that work for us, we have slightly more men in the highest paid roles, which is the main reason for our current gap.

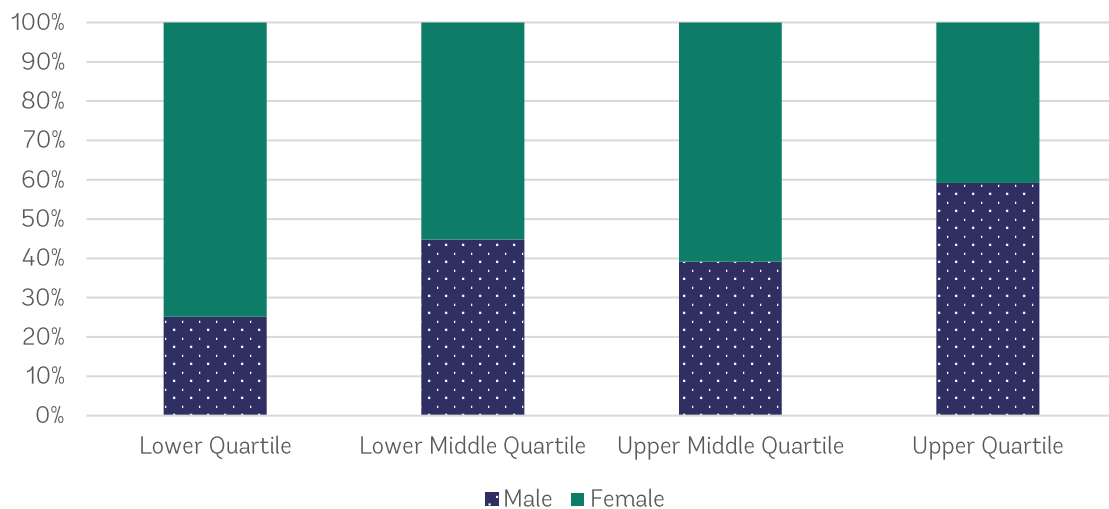
We also have many administrative roles that are predominantly filled by women. These are lower paid than some of our forestry/outdoor roles which are more often, but not exclusively, held by men.

- Working patterns:

Around 20% of our staff work part-time. Although this includes people of all genders, the majority are currently women, many of whom have parental or caring responsibilities. Their reduced working hours bring down their total pay and therefore the average female pay figure.

To calculate our gender pay gap, we split employees into four pay quartiles of equal size. The 'Lower Quartile' includes our lowest-paid employees, and our 'Upper Quartile' includes our highest-paid employees.

## Gender Representation in Pay Quartiles



## What are we doing to reduce our gender pay gap?

- We continue to use an anonymised recruitment process, where all personal details to identify a candidate, including gender, are redacted from applications.
- We continue to offer a range of training for all employees to understand the potential impact of bias, including gender bias, on recruitment and development decisions. This includes e-learning modules on unconscious bias and recruitment, all of which specifically highlight practical ways to manage bias, including gender bias.
- To align with International Women's Day each year, we run events and create content around gender equality. This year, an external consultant delivered a webinar on gender equality, and female members of our Executive Leadership Team gathered to film a video for all staff, discussing how gender has impacted on their careers.
- Based on the results of our latest People Survey, we created an anonymous poll asking staff to help us understand harassment and bullying concerns. Insights from the poll have helped us develop an expanded version of Our Organisational Nature that includes a range of unwelcome behaviours and ways of working that are not acceptable.
- We have strengthened our employee networks including our Menopause Café, Working Families, Wellbeing Champions, and Inclusion Allies which enable individuals to seek support, guidance, and community. We are certified by Radius as investors in our employee networks.

- Gender pay gap review is a factor in our annual salary review process.

We understand we still have work to do to improve our gender pay gap. We have designed a diversity and inclusion action plan which outlines the steps we will take to improve under-representation in areas of our organisation.

We are also preparing our systems and processes to be able to accurately report on our ethnicity and disability pay gaps in the future.

Just as it takes time and effort to create, restore, and protect woods, it takes time to grow an inclusive culture in which diversity can thrive. We are firmly committed to real systemic change.

Signed



Dr Darren Moorcroft  
Chief Executive Officer



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