

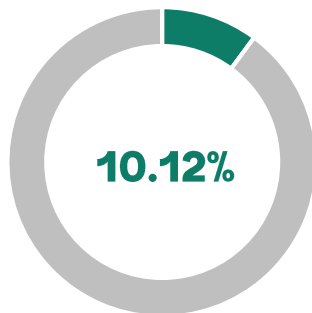


Gender Pay Gap 2025

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.

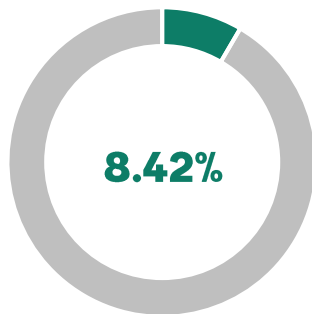
Our mean gender pay gap for 2025 was 10.12%



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 +0.35% increase in our gender pay gap which was 9.77% in 2024.

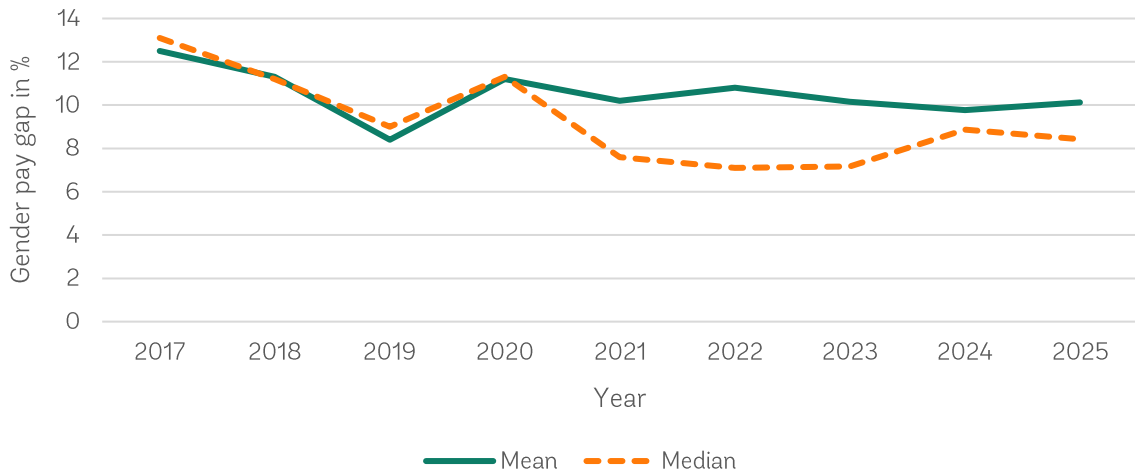
Our median gender pay gap for 2025 was 8.42%



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 decrease of -0.45% in our median gender pay gap which was 8.87% in 2024.

Gender Pay Gap Over Time



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:

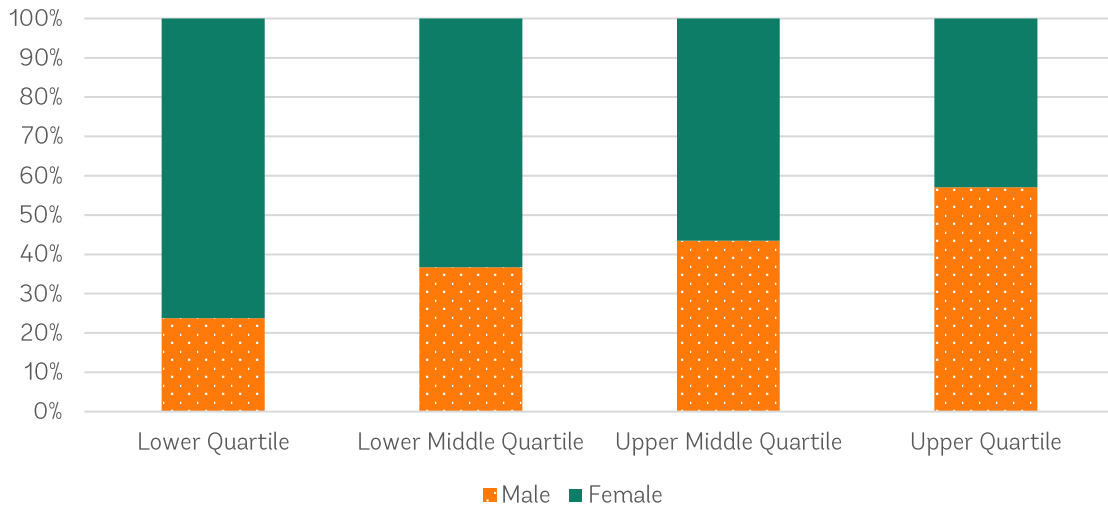
Although we have more women than men overall that work for us, we have more men in the highest paid roles (57.1%). Although 71% of our Executive Leadership Team are female, we also have many administrative roles that are predominantly filled by women. These are lower paid than some of our forestry/outdoor roles which are more often, but not exclusively, held by men. 76.2% of roles in our lowest pay quartile are filled by women. This is the main reason for our gender pay gap.

- 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 2025



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.
- Our People Survey helps us identify any cultural, progression or flexibility barriers that disproportionately affect women, such as limited career advancement and inclusion challenges.
- We have a thriving Menopause Café, Working Families Network, Wellbeing Champions Network, and Inclusion Allies Group which enable individuals to seek peer 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 are delivering our diversity and inclusion action plan which provides steps for us to take to improve under-representation in areas of our organisation. We are actively looking at our career pipelines through the organisation and identifying barriers to progression.

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

A handwritten signature in black ink, appearing to read 'D Moorcroft', written over a light grey circular watermark.

Dr Darren Moorcroft
Chief Executive Officer



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