



UK Gender Pay Report 2025

Introduction

This is the sixth year that we have reported on our gender pay gap in line with UK legislation. We continue to analyse the data to understand the differences between the pay of women and men in our company.

The analysis for the current reporting period (May 2024–April 2025) shows that, overall, we paid men more than we paid women because we employed proportionally more men than women in our most senior roles during that reporting period. During this period, the company also underwent an internal restructure across some teams. This resulted in the departure of several employees and a reduction in the number of women in senior-level roles, which contributed to a widening of the gender pay gap compared with the previous reporting period.

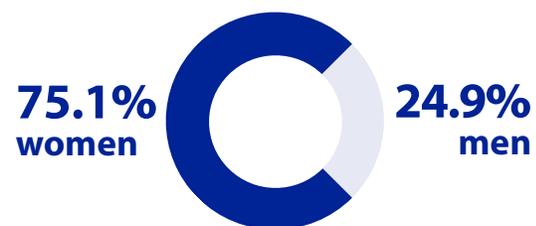
In this report, we would like to share more detail on those findings and also provide an update on the actions we are taking as part of our ongoing long-term commitment to close this gender pay gap.

We previously identified key areas to focus on to ensure that there are no differences in pay between women and men in the future. These include providing colleagues with peer-to-peer support networks; improving the promotion and facilitation of internal company career moves; and raising the profile of senior women. Of particular note, we continued to run our Growth mentoring programme and 1:1 mentoring programme in 2025, both of which were open to colleagues across all levels, to help to remove barriers to development and to support progression. More details on all of these areas can be found on the pages that follow.

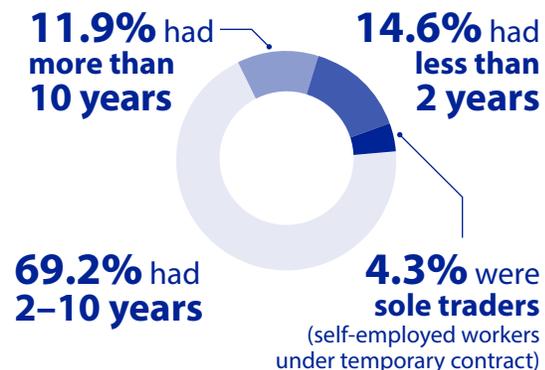
Catherine Hill
Executive Director

On 5 April 2025, we had
445 employees globally,
including 370 people based in the UK

Our UK workforce comprised



Our UK-based employees had a range of tenures with the company:



Statutory reporting requirements

Since 2017, UK legislation has required all companies with 250 employees or more to report their gender pay gap data every year.

These data compare the average pay for women and men across all roles, and must include:

- average differences in hourly rates of pay
- the proportion of women and men in each quartile, based on hourly rates of pay
- the proportion of women and men receiving bonus pay
- average differences in bonus pay.

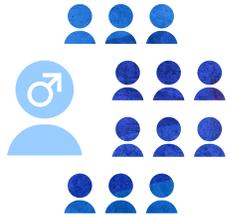
All data are accurate as of the snapshot date of 5 April 2025, in line with the UK government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

What we have learnt

We have previously analysed pay across our UK offices to try to understand any differences between the salaries of women and men. The previous UK gender pay reports can be accessed here: [2022](#), [2023](#), [2024](#).



Our analysis indicates that women and men have equal opportunities for promotion and in-role progression during reporting periods. In the 2024–25 reporting period, 78.3% of those who were promoted in the UK were female and 21.7% were male. These are similar to the proportions of women and men in the company as a whole. The data also show that there are no barriers to the recruitment of women into roles. In the 2024–25 reporting period, all people recruited into our internally banded mid-level roles were female, and 83.0% of people recruited into entry-level roles were female. No recruitment into senior-level roles occurred during this period. However, of our employees who were promoted to senior-level positions during this period, 76.5% were female, and 76.0% of those promoted to mid-level roles were female.



Despite this, we continue to see a substantial gender pay gap. This does not reflect unequal pay for equal work but is driven by the distribution of roles across the company, with men historically more likely to occupy senior, higher-paid positions relative to our overall workforce gender balance.

What is the gender pay gap?

The gender pay gap is the difference in the calculated hourly rate of pay between women and men across all roles. The value is given as a percentage of the average male earnings. A positive value indicates that the hourly rate of pay is higher for men than for women, whereas a negative value indicates that the rate is higher for women.

What is equal pay?

Equal pay directly compares whether women and men doing the same or equivalent work are paid equally. This is, therefore, not the same as the gender pay gap.

What is the bonus pay gap?

The bonus pay gap considers the total value of any bonuses that each person received during the 12-month reporting period. Unlike the hourly rates of pay used to calculate the gender pay gap, the bonus pay gap does not consider differences in contracted working hours.

Pay for women and men

The findings of our 2025 analysis highlight a slight increase in both mean and median overall gender pay gap compared with 2024. We continue to have a gender pay gap that is driven by the fact that we have a higher proportion of male employees in our more highly paid roles (Table 1).

Based on the snapshot of data on 5 April 2025, our overall mean gender pay gap was 23.9% (compared with 22.3% in 2024) and our overall median gender pay gap was 23.4% (22.8% in 2024). When we exclude the most senior-level positions in our company (those on the Board), the mean gender pay gap across all remaining roles is 16.5% and the median gender pay gap is 23.0%. During this reporting period, we saw an increase in the number of sole traders we contracted in comparison with the previous reporting period (16 on 5 April 2025 compared with 7 on 5 April 2024). These individuals typically charge a greater hourly rate than company employees; therefore, when we remove sole traders and the Board from the analysis, the mean gender pay gap is 13.2% and the median gender pay gap is 21.3%.

Table 1. Proportions of female and male employees who fall into each quartile (on 5 April 2025).

Quartile based on hourly rate of pay	Proportion of female employees, %	Proportion of male employees, %
Upper	20.1	39.2
Upper-middle	23.4	30.4
Lower-middle	28.4	14.1
Lower	28.1	16.3
Total	100	100

Who is included in the analysis?

The gender pay analysis includes all UK-based employees and sole traders contracted during the reporting period.

How was gender reported?

This report is based on legal gender categories. We acknowledge that some of our people may self-identify differently.

What is the reporting period?

The gender pay gap values are based on a snapshot of data on 5 April 2025. The bonus data are based on the period from May 2024 to April 2025.

How are pay quartiles determined?

Pay quartiles are calculated by arranging each employee from lowest to highest based on their hourly rate of pay and then splitting that list into four groups of equal size.

Pay for women and men (continued)

The differences in average hourly rates of pay by gender in each pay quartile are consistent with previous years, being much lower than the overall values. There continues to be a high mean difference in the highest pay quartile (Table 2), but in the lowest pay quartile both the mean and median pay gaps continue to favour women.

During the 12 months before 5 April 2025, 75.4% of women and 73.7% of men received a bonus. The mean bonus pay gap was 61.0% and the median bonus gap was 34.4% (2024 values were 58.4% and 23.3%, respectively).

Bonuses take into consideration the amount of time worked during the year; therefore, these values are influenced by the fact that 100% of employees who took parental leave during the 12 months before 5 April 2025 were women, as were 85.1% of employees who worked less than full time. It is important to highlight that, because of the timing of the bonus year, employees who started with the company between October 2024 and April 2025 were not eligible for an annual bonus during the 2024–25 reporting period. Within this time frame, 22 women and four men were hired and, as a result, were excluded from receiving the annual bonus.

Table 2. Proportions of women and men by quartile, and average difference^a in pay by quartile (on 5 April 2025).

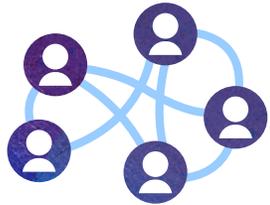
Quartile based on hourly rate of pay	Proportion of employees, %		Mean difference in pay, %	Median difference in pay, %
	Women	Men		
Upper	60.9	39.1	13.2	6.7
Upper-middle	69.9	30.1	3.2	4.6
Lower-middle	85.9	14.1	1.6	0.2
Lower	83.9	16.1	-3.9	-9.2

^aA positive difference indicates that the hourly rate of pay is higher for men than for women, whereas a negative difference indicates that the rate is higher for women.

What we are doing to tackle our gender pay gap

We remain committed to bringing about change, and we recognize that this will require consistent long-term effort and a variety of activities.

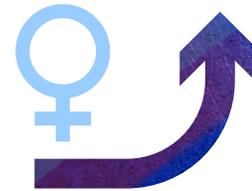
Based on the highlighted drivers of our gender pay gap, we believe that we should continue to focus on the following three key areas previously identified for positively affecting women in our workplace and their pay.



Providing colleagues with peer-to-peer support networks



Improving the promotion and facilitation of internal company career moves



Raising the profile of senior women

In addition to our continued focus on these key areas, we are **increasing the flexibility of working hours** for our employees, which we believe will also have a positive impact on women in our company.

What we are going to do to tackle our gender pay gap

KEY AREAS FOR ACTION

Providing colleagues with peer-to-peer support networks

We will continue to promote peer-to-peer networking, with a particular focus on supporting colleagues returning from family-related and other long-term leave through our induction programmes.

We will continue to use our Growth mentoring programme and 1:1 mentoring to help to remove potential barriers to development and progression.

Raising the profile of senior women

As part of our Growth mentoring programme, we maintain a strong focus on increasing the number of female mentors, raising the visibility of women's development within the company and supporting colleagues who are seeking to progress their careers.

Our 2025 two-day Leaders' Summit brings colleagues together from across the company to focus on business development and company strategy. The event also provides an opportunity to showcase women in leadership, with sessions led by some of our senior-level women.

Improving the promotion and facilitation of internal company career moves

During this reporting period, there were 15 internal team moves (10 women and 5 men) and 60 promotions (78.3% for women and 21.7% for men). This is closely aligned to the proportions of women and men in the company as a whole, suggesting fair developmental opportunities for women. We will aim to continue this success this year and into the future.

Increasing the flexibility of working hours

We are expanding our working hours to give employees more flexibility, making it easier to balance work with personal commitments such as childcare and reducing the need to decrease work hours owing to caring responsibilities.

Our commitment

We are pleased to be able to share this update on our gender pay gap reporting with you. As noted, the results are similar to last year's, which emphasizes the challenge of addressing the gender pay gap. However, our recruitment and promotion data show that we have continued recruiting and promoting more women than men into our internally banded mid-level and senior-level positions, which is a positive sign.

Oxford PharmaGenesis remains committed to supporting women within our company through ongoing initiatives designed to facilitate professional development and career advancement. Our objective is to deliver meaningful outcomes for the women we employ, with an emphasis on creating genuine opportunities rather than solely improving metrics. We are dedicated to ensuring that there are no barriers to progression in the company, and we will continue to work to make sure that is the case. If you have any suggestions or ideas to support our gender pay gap initiatives, we would love to hear from you.

I confirm that the gender pay gap calculations are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



A handwritten signature in black ink, appearing to read 'Catherine Hill'.

Catherine Hill
Executive Director

