



Gender and ethnicity pay gap report

Data as of 5th April 2025





Summary from Nicola Pease, Chair of the People and Governance Committee

As Chair of whg's People and Governance Committee, I am pleased to introduce our Gender and Ethnicity Pay Gap Report for 2025.

It is a privilege to reinforce our ongoing commitment to creating an inclusive and equitable workplace and this remains central to our culture and strategic priorities. We firmly believe that building an inclusive environment, where every colleague feels valued and empowered, is crucial in effectively serving our diverse customers and communities.

We recognise that several factors contribute to the existence of our gender and ethnicity pay gaps and we remain committed to

improving representation across our workforce. Our actions to date demonstrate our commitment to helping colleagues from all backgrounds thrive, including:

- A strategic commitment to improving the quality and quantity of our colleague diversity data
- Commissioned an external review of our recruitment and selection practices, to further enhance our approach and have introduced anonymised recruitment processes, diverse interview panels and varied assessment approaches
- Reaffirmed our status as a Disability Confident Leader and Real Living Wage Employer



- Continued our commitment to enhanced family and parental leave, ensuring family and caring responsibilities do not limit career progression opportunities
- Delivered an accredited leadership development programme to all people managers, creating further opportunity for progression and enhanced impact
- Deployed a broad and accessible programme of diversity and inclusion learning for all colleagues
- Launched a specific diversity and inclusion group within our Colleague Voice programme to act as a meaningful consultative body
- Reported regularly on people performance indicators for culture and opportunity, including internal promotions, representation in leadership and colleagues' perceptions of belonging

As in previous years, we have sought additional assurance from an external pay gap specialist to give us greater confidence in our pay gap data and enable deeper analysis. Our latest colleague engagement survey also further reassures us that our organisational culture continues to offer positive experiences for colleagues from minority groups.

We acknowledge that our pay gaps are influenced heavily by gender-segregated roles and that the solutions to this will take many decades to achieve. Our long-term commitment is reaffirmed through our People strategies (including Diversity and Inclusion, Colleague Development and Wellbeing) and the progress of these ambitions is monitored regularly by our Executive Team and Board. Our aim remains clear, to fully reflect the diversity of our communities and create an inclusive environment where all colleagues can thrive.

Our plans



We have committed to several actions over the next 12 months to further support improved representation of colleagues throughout the organisation:

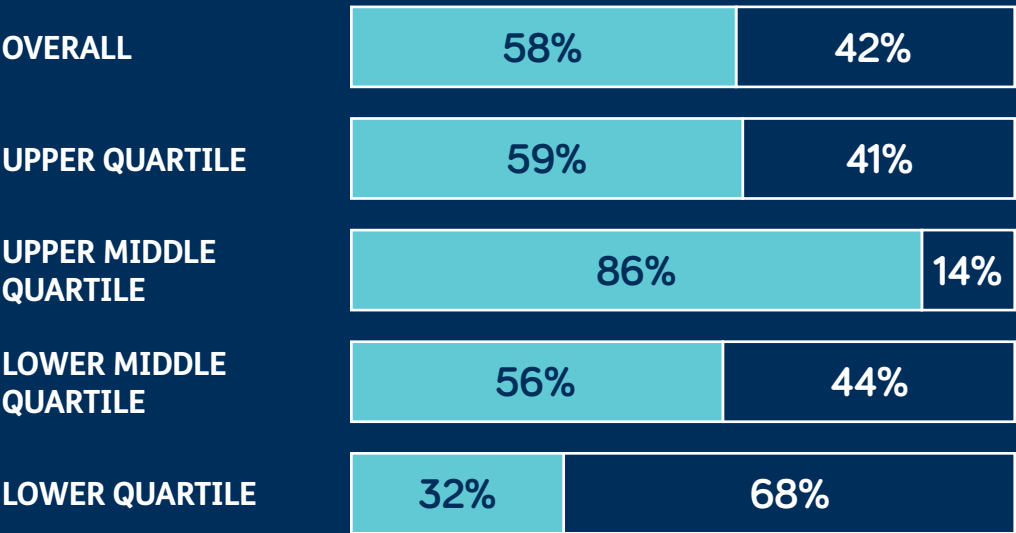
- Launch an internal mentoring programme to create development opportunities for colleagues from underrepresented groups
- Continue to roll out our management development offer to aspiring managers from underrepresented groups
- Ramp up our colleague diversity data collection campaigns to achieve the targets in our Diversity and Inclusion Strategy
- Deliver further commitments made following the external inclusive hiring review, including enhanced reporting on outcomes for different demographics, developing a talent pool for near-miss applicants and rolling out structured feedback to unsuccessful candidates
- Having trialled an approach in 2025/26, formally deploy our talent management approach across the organisation, further creating opportunities to identify talent and colleague development.

Our data



Gender distribution

Male Female



Gender pay gap

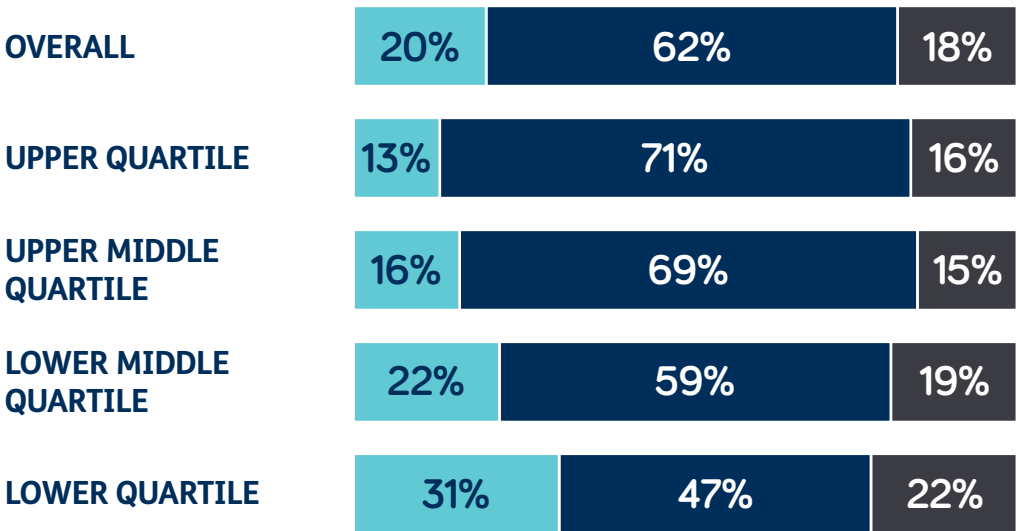
We have a mean gender pay gap of 6.1%.
We have a median gender pay gap of 14.7%.

Our data



Ethnicity distribution

■ Global ethnic majority (GEM) ■ White ■ Unknown



Ethnicity pay gap

With incomplete ethnicity data for our colleagues, we recognise that calculating an accurate ethnicity pay gap is not possible. Our immediate priority is to improve the disclosure of colleague ethnicity data so that a reliable pay gap can be calculated, and an action plan to do this is already being implemented.

Based on the ethnicity data disclosed, there is a mean ethnicity pay gap of 14.4% and a median ethnicity pay gap of 10.5%.

This statement confirms the accuracy of the published pay gap data and reinforces whg's commitment to equity, diversity, and inclusion.

Nicola Pease

Board Member and Chair of People and Governance Committee





If you have any questions about anything in this guide, please get in touch

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