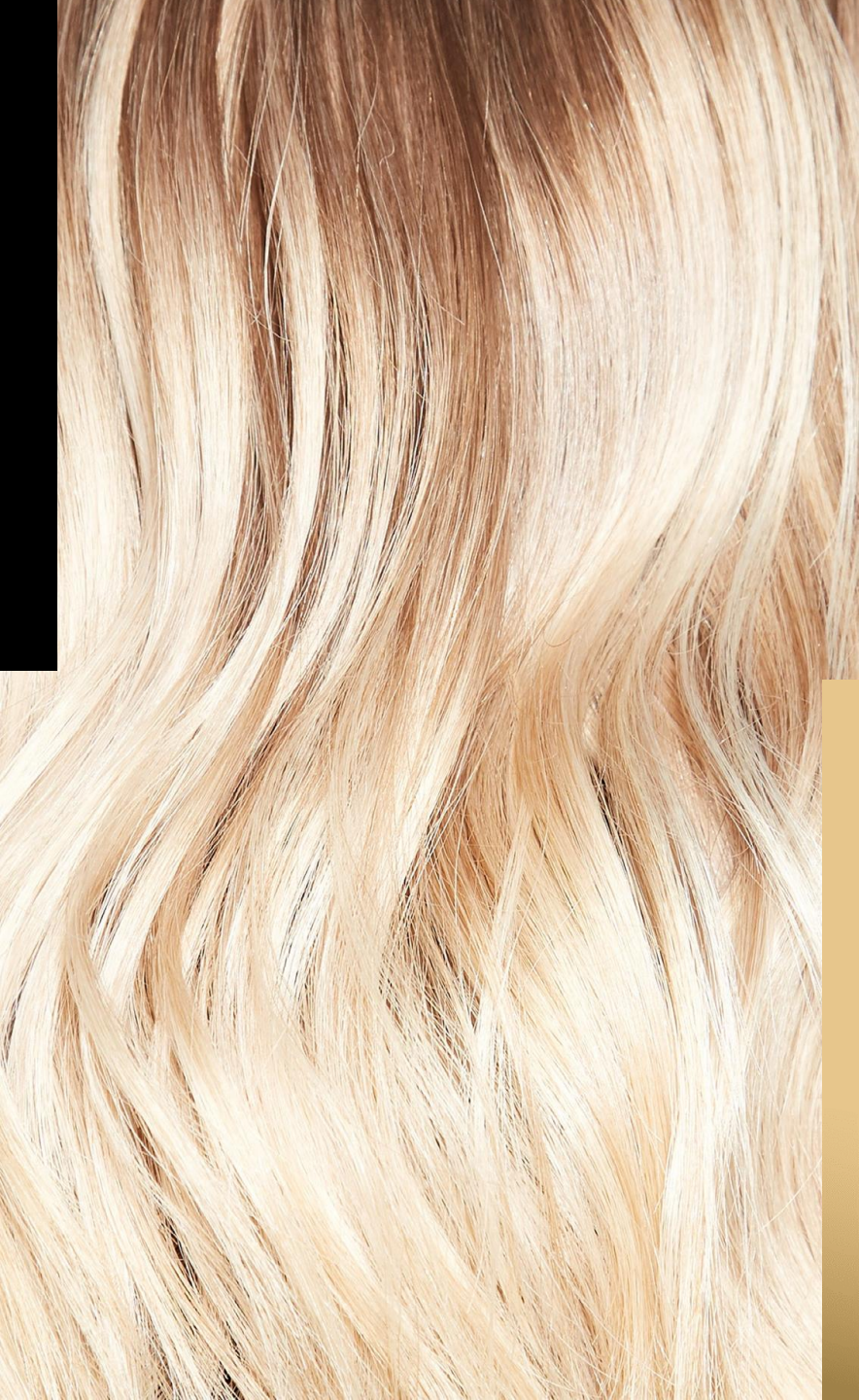




# **GENDER PAY GAP 2025**



## INTRODUCTION

Under the UK's Gender Pay Gap Regulations, all UK companies with more than 250 employees need to share details of their gender balance and pay, the percentage of men and women receiving bonuses and the proportion of men and women in each pay quartile of the workforce. This pay gap report covers the period 6<sup>th</sup> April 2023 to 5<sup>th</sup> April 2025.

This report includes employees on a ghd (Jemella Ltd) contract including both part and fulltime, temporary and permanent.

We welcome the opportunity to use this data to measure our progress and hold ourselves accountable to improve our gender pay gap.

# GENDER PAY DEFINITIONS

**Gender Pay Gap** shows the difference in earnings (hourly pay) between all men when compared with all women, at ghd. This does not assess equal pay for equal work which considers the pay and benefits awarded to men and women in the same or similar jobs.

**Hourly pay** calculations are calculated as at 5th April 2025 and include basic pay, car allowance, and any bonus pay (per below), that may have been paid in that payroll period.

**Bonus pay calculations** are cumulative and are calculated for the period from 6th April 2024 to 5th April 2025 and elements include annual performance bonus, completion bonus, sales and education incentives, sign on bonus and long service awards.

## **Who is included in the analysis**

All employees on a ghd (Jemella Ltd) contract and paid by ghd on 5th April 2025 who were receiving their full ordinary basic pay. Therefore, employees on statutory pay, such as statutory maternity pay were excluded.



# GENDER PAY GAP ANALYSIS

## MEDIAN PAY GAP

This represents the middle point of population. From lowest to highest paid, if you lined up all fully paid female employees and all of the fully paid male employees, the median pay gap is the difference between the hourly rate of pay for the middle woman, compared to the hourly rate of pay for the middle man.

**23.2%**

## MEAN PAY GAP

If we add together all the hourly rates of fully paid male employees and calculate the average, and do the same for fully paid female employees, the mean pay gap (as percentage) is the difference in pay between the average male and female hourly rate.

**16.4%**

## MEDIAN BONUS PAY GAP

The median bonus pay gap is calculated by ranging the bonus payments from high to low and the one that is in the middle is the median. The difference is calculated between the bonus payment of the middle woman and the middle man.

**0.6%**

## MEAN BONUS PAY GAP

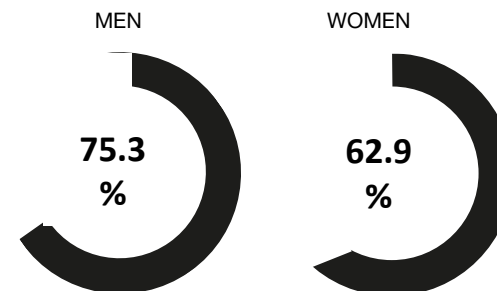
The mean bonus pay gap is calculated by adding together the bonus payment made in each gender group and then dividing that by the number of relevant employees in that group.

**-43.9%**

## OUR PAY QUANTILES

2025		
MEN		WOMEN
34.7%	Upper	65.3%
29.5%	Upper Middle	70.5%
25.3%	Lower Middle	74.7%
6.3%	Lower	93.7%

## PERCENTAGE OF EMPLOYEES RECEIVING A BONUS IN 2023



# OUR FINDINGS

Our latest reporting shows encouraging progress. Over the past year, we have seen a meaningful reduction in both our mean and median hourly pay gaps, reflecting positive movement toward greater balance in how our people are rewarded across the organisation. We have also made substantial improvements in our bonus pay gap, supported by ongoing efforts to ensure clarity and transparency around bonus structures and eligibility.

We are especially pleased to see increased female representation across all pay quartiles, including at the most senior levels. This upward trend demonstrates the impact of our continued focus on supporting career development, progression pathways and inclusive talent practices.

While some fluctuations are expected year-on-year due to natural workforce changes, we remain committed to understanding the underlying factors influencing our data and to taking measurable action where further progress is needed.

Our people are at the heart of GHD. We are proud of the collaborative and supportive culture we continue to build, and we recognise that delivering sustained improvement requires continuous effort. With this in mind, we are developing a refreshed action plan to further strengthen gender balance, enhance support for women at all stages of their careers, and ensure that everyone at GHD can grow, succeed and contribute to a diverse and equitable future.

# DECLARATIONS

I can confirm that the information contained in this report is accurate.

I can confirm that I am an appropriate person to sign this report per the government guidelines [Overview - GOV.UK \(www.gov.uk\)](#)



**Melisa Hadenham**  
Global People Director

