

2024/25

Annual Equality, Diversity and Inclusion (EDI) Report

(Including the Fair Pay Report)



L&Q



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Overview

The annual Equality, Diversity and Inclusion (EDI) report offers a comprehensive overview of the diversity within our workforce and outlines the actions we are taking to promote greater representation at all levels of the organisation. To comply with the National Housing Federation (NHF) Code of Governance, this report will be published both internally and externally.

In addition to workforce data, the report also highlights the diversity of residents, their involvement, and our ongoing commitment to inclusive decision-making that reflects a broad range of resident voices.

The data presented covers the period from April 2024 to March 2025 and includes the following characteristics:



Age



Disability



Ethnicity



Religion and belief



Sex



Sexual orientation

The fair pay section includes a snapshot of pay gaps as of 5 April 2025, along with data from the preceding 12 months, in line with statutory gender pay gap reporting requirements.

This report will support our efforts to advance workforce equality across protected characteristics and to address any identified pay disparities.

Our commitment to Equality, Diversity, and Inclusion

We value diversity as a great asset and strength. We recognise there is more to do and, we are committed to our focus for more diverse representation across all levels of the organisation.

We remain committed to recognise the diversity of residents we serve and involve residents in our strategic priorities and decision-making processes. Over the past year we have worked alongside involved residents on a plan to strengthen residents influence on strategy planning and decision making at L&Q, to ‘bridge the gap between strategy and local delivery’.

The G15 is the group of London’s leading housing associations, providing over 850,000 homes across the country and as the largest providers of affordable homes in the capital home one in ten Londoners.

This report includes information about the G15 workforce in comparison to our own.





Part 1

Residents and colleagues

1. Residents

L&Q owns and manages more than 105,000 properties that are home to around 250,000 people. The majority of residents are nominated by local authorities, so the overall demographic of who we home is not within our control, however it is important that we hold and maintain data to give us an insight into residents in these homes and to help us monitor our service delivery and satisfaction across our different resident demographics groups.

Comparisons are based on the population in the areas we serve are set out below. These are taken from the latest UK census (conducted in 2021) and are based on the available data where residents have provided it to us. There is ongoing work through our service equity plans to capture missing data and ensure all held data is still correct.

Age group	L&Q	Population	Difference
16-24	14.73%	13.50%	1.23%
25-34	17.34%	21.90%	-4.56%
35-44	17.68%	19.70%	-2.02%
45-54	15.43%	16.60%	-1.17%
55-64	15.38%	13.20%	2.18%
65+	19.44%	15.10%	4.34%

Gender	L&Q	Population	Difference
Female	54.53%	51.90%	2.63%
Male	44.56%	48.10%	-3.54%
Unknown	0.91%		0.91%

Ethnicity	L&Q	Population	Difference
White	50.6%	60.3%	-9.7%
Black, African, Caribbean or Black British	28.2%	13.6%	14.6%
Asian or Asian British	12.8%	17.6%	-4.8%
Mixed or multiple ethnic groups	5.6%	3.8%	1.8%
Other ethnic group	2.9%	4.7%	-1.8%

Ethnic group	L&Q	Population	Difference
White	50.60%	60.30%	-9.70%
Ethnically diverse groups	49.40%	39.70%	9.70%

Key: Negative difference

L&Q owns and manages more than

105,000
Properties



that are home to around

250,000
Residents



Tenant Satisfaction Measures (TSMs)

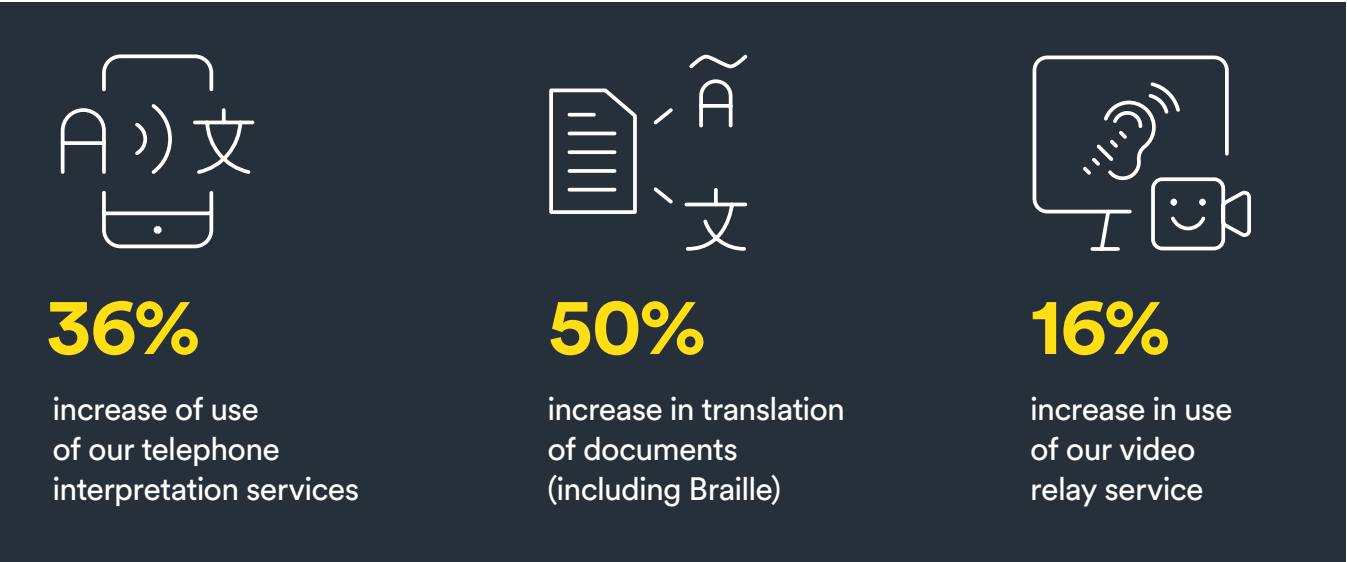
Since April 2024, we've been reporting on how well we are doing at providing quality homes and services in accordance with the Regulator of Social Housing Tenant Satisfaction Measures (TSMs).

 Further information about our TSMs and our plans for improvement can be found here: www.lqgroup.org.uk/-/media/files/corporate/lq-tenant-satisfaction-measures-report-2025.pdf

We have established a Service Equity programme, a cross-functional initiative that aligns closely with our broader service improvement journey. This includes ongoing work to map resident journeys, alongside a comprehensive review of end-to-end processes and procedures, and will form part of our work to develop services that better meet the diverse needs of residents.

One element of this programme has been the redesign of our Vulnerability policy and process with a new Supporting Residents With Additional Needs policy. This was created using feedback from the L&Q and You! Community based on their experience with us when reporting a vulnerability. Alongside this we sought further recommendations from involved residents about how we communicate with residents with additional needs and how we can provide better support.

We also worked with our language services provider to improve the support offer for residents needing help when communicating with us. In the past year we saw an 36% increase of use of our telephone interpretation services, 50% increase in translation of documents (including Braille) and 16% increase in use of our video relay service.



The L&Q Foundation supports residents in maintaining their tenancies and over the last year have focussed on increasing awareness of support available including supporting around 5,000 residents to access benefit and debt advice. During 2024/25, 46.5% of the foundations services was accessed by residents of Black heritage.

 Learn more about the L&Q Foundation: www.lqgroup.org.uk/landq-foundation



2. Resident involvement

Our Resident Involvement team collaborates with stakeholders across L&Q to identify and create meaningful opportunities for resident participation. Guided by a Theory of Change approach, the team’s work is focused on strengthening residents’ relationships and experiences with L&Q, driving operational excellence, and supporting colleague well-being and motivation.

Residents are engaged through a range of involvement opportunities, including:

- Residents Service Board
- Regional Resident Committees
- Service improvement and change projects – with 24 opportunities to get involved during the year
- Recruitment activities
- Learning and development workshops
- The annual Residents’ conference
- Plus, over 3,500 residents who engage with us online

We listened to resident feedback that we need to ‘bridge the gap between strategy and how it lands locally’. Resident assemblies are now taking place three times a year, with the first held in June 2025, to strengthen residents’ influence on strategy, planning and decision making at L&Q.



About involved residents

L&Q’s resident volunteer base increased last year with 353 residents coming forward for the first time to express their interest in getting more involved, of which 298 residents participated in volunteer opportunities over the last year. Residents can choose which projects to get involved in and all do so voluntarily, and we saw 38% of those who chose to be involved participate in multiple volunteer opportunities.

- 66% of involved residents are women which is higher than the overall resident base for lead tenants
- Resident volunteers were from a broad spread of ages, particularly clustering around the 45–64 age group but with representation from younger and older age groups
- Over the past year we targeted recruitment for more resident volunteers from under-represented communities. We successfully recruited 25 residents from Asian and Black demographics to get more involved in 2024/25
- There is a good representation among our volunteer base of those who have a vulnerability logged on our system ensuring inclusive input for resident involvement projects
- The resident volunteer base is broadly representative of L&Q’s wider resident base by tenure, helping us ensure we are including insight reflective of our diverse communities.

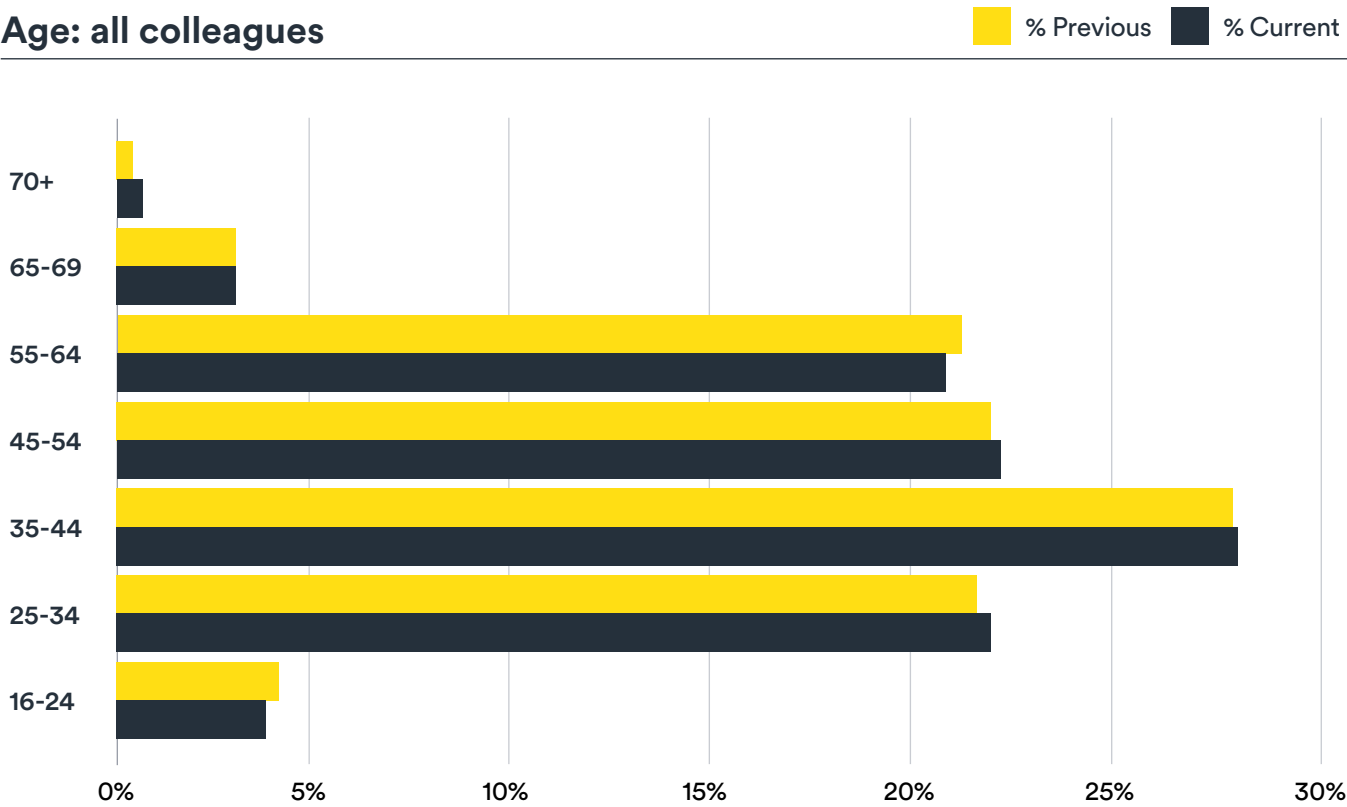
We received feedback last year that some residents were concerned that volunteering with L&Q could impact on their job seekers allowance. We shared advice from NCVO and DWP on volunteering while in receipt of benefits so that residents can get involved with confidence.

This year we made a total of 93 reasonable adjustments to support our volunteers to participate in volunteer opportunities. This includes providing solutions to travel barriers (29 adjustments), visual impairments (20 adjustments), physical / mobility support (six adjustments) and availability barriers (36 adjustments).

 You can learn more about our resident involvement offer and resident conference here: www.lqgroup.org.uk/landq-community/resident-involvement
L&Q’s annual Resident conference | L&Q Group

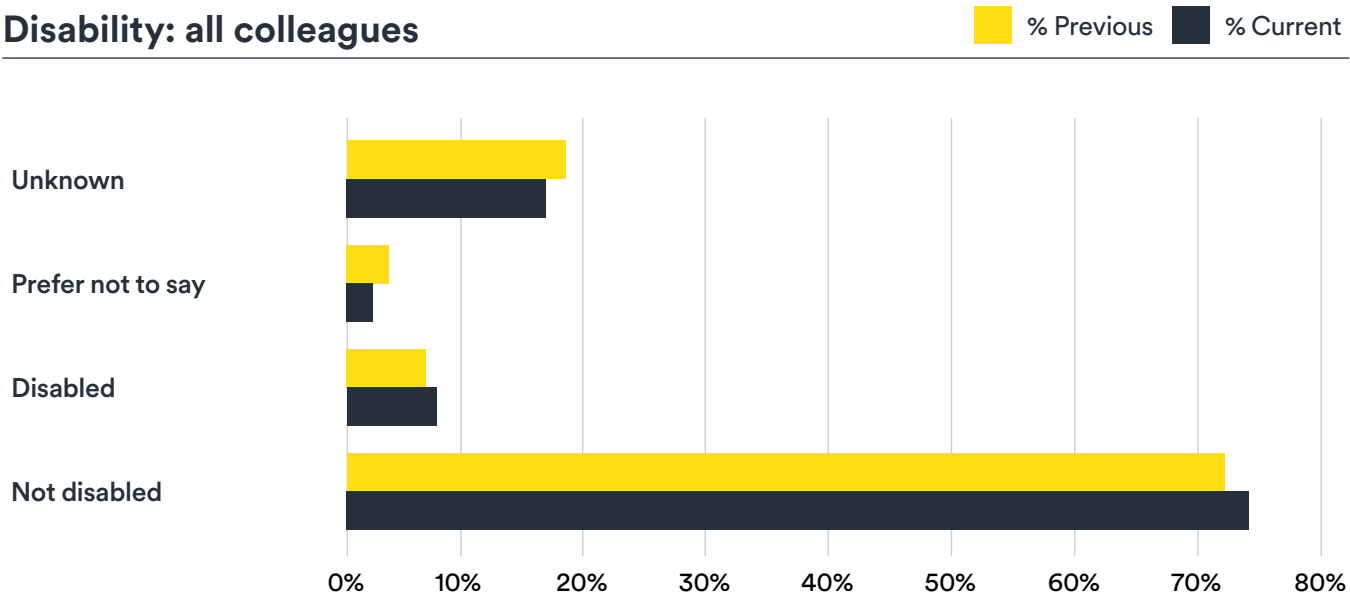
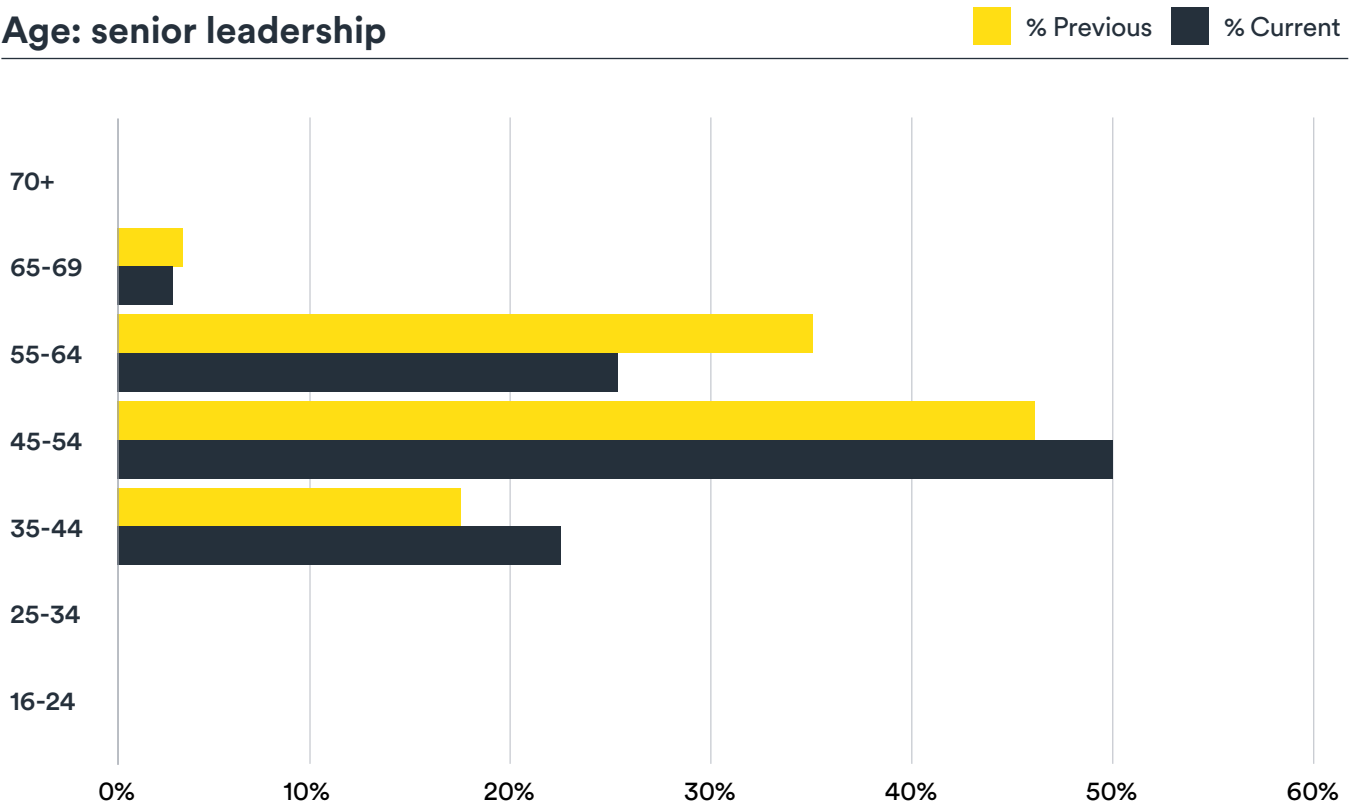
3. Our colleagues

L&Q had 3,741 employees at the beginning of April 2025. This is 4% lower than the previous year and is summarised in the following graphs:



There has been minimal change across all age brackets. 35 - 44 year olds are the largest group making up 28% of the workforce. (This group is 25.9% across the G15).

Our senior leaders (Executive Group Directors and the leaders reporting to them) was made up of 36 colleagues, all aged between 35–69 years. We have seen an increase in senior leaders aged 35-44 years rising from 17.6% to 22.2%, and an increase in the 45-54-year group (47.1% now 50%) and like the previous year, we have seen a decrease in senior leadership members aged 55+ years (32.4% now 25%). This has occurred through natural turnover and succession within this group of leaders.

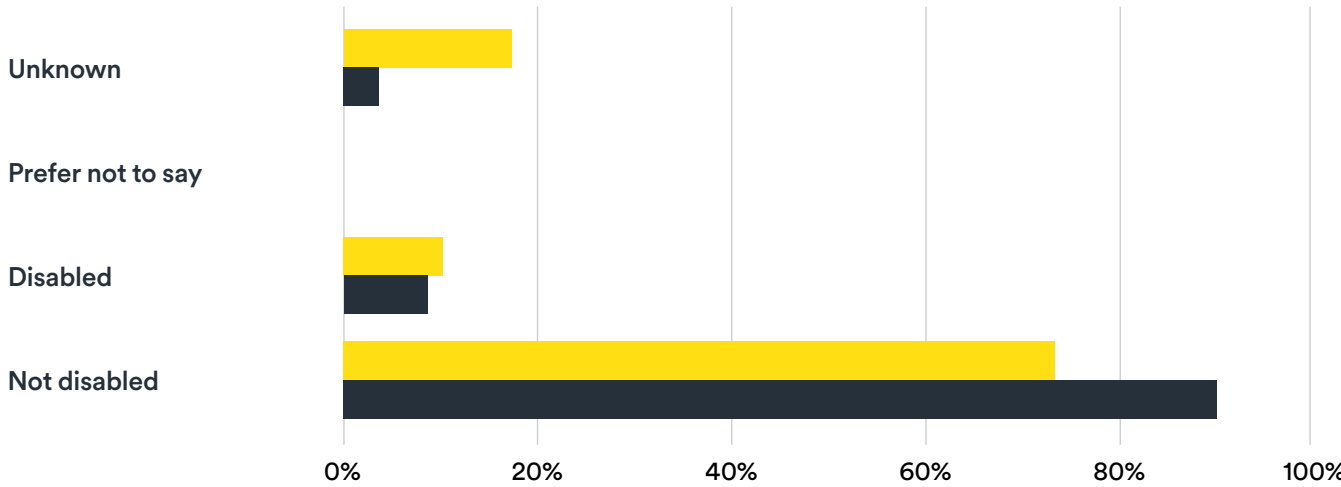


Over the past year we have continued to encourage colleagues to share their data with us and have seen a reduction of ‘unknown’ from 19.1% to 18% and ‘prefer not to say’ from 3.1% to 1.5%. The number of colleagues declaring a disability has increased year on year from 142 in 2023, to 189 in 2024 and now 230 in 2025.

Disability: senior leadership

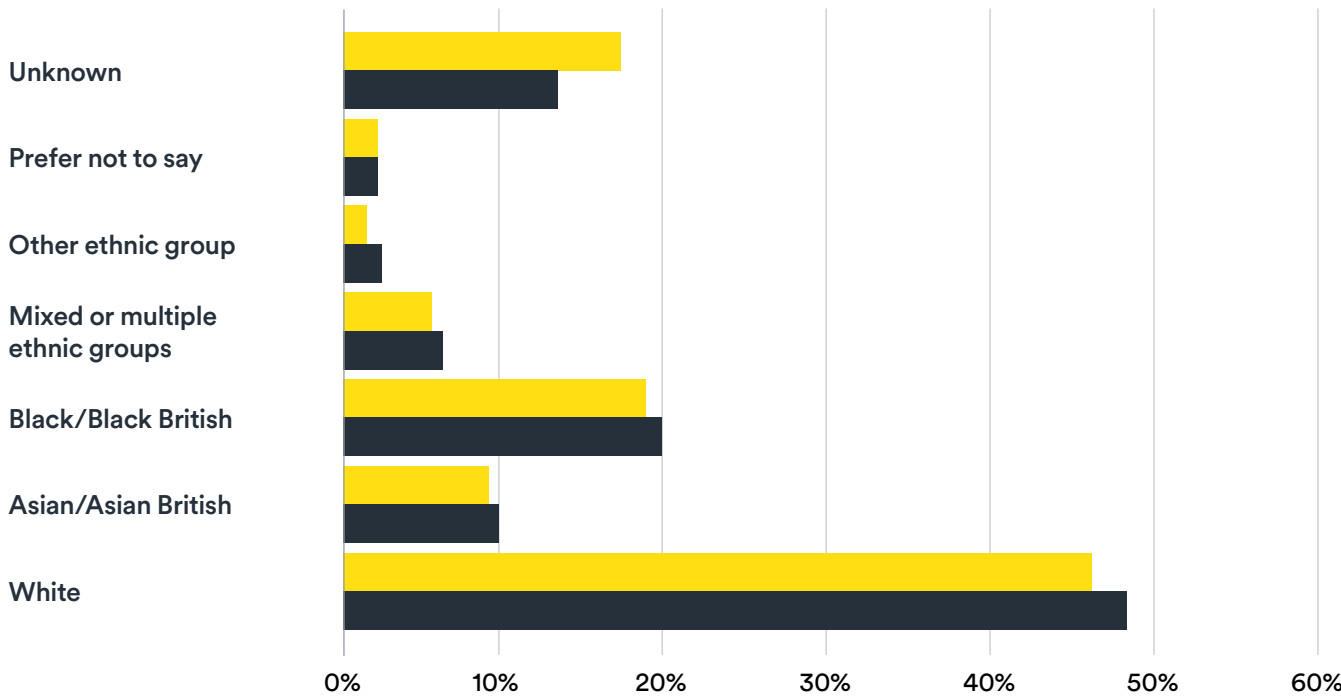
% Previous % Current

The proportion of senior leaders who have declared a disability remains the same. The numbers ‘unknowns’ has decreased, and the number declaring they do not have a disability has increased, due to more colleagues updating this information:



Ethnicity: all colleagues

% Previous % Current



More colleagues have shared their ethnicity data with us, with a reduction for ‘unknown & prefer not to say’ down from 19.8% to 15.1% (this is in line with the G15 which overall where 15.2% ethnicity is unknown/ prefer not to say) and we will continue to drive greater provision of this data throughout 2025/26.

We are proud to see an increase of ethnically diverse colleagues up from 33.9% to 36.1%, which means we continue to be more representative of the communities we serve.

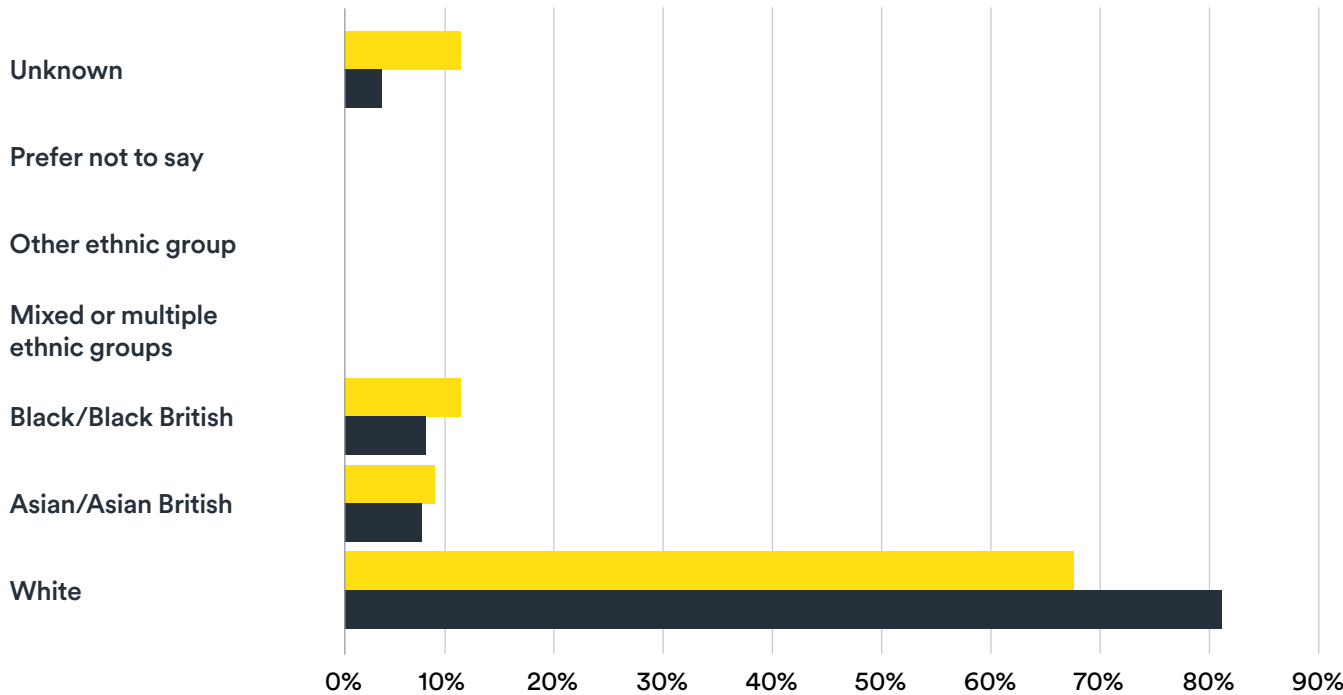
How our ethnic diversity compares to the G15

Category	L&Q	G15
White	48.8%	56.4%
Ethnically diverse colleagues	36.1%	28.4%
Black Caribbean/Black African/Black British	19.9%	16.2%
Asian/Asian British	10.1%	7.2%

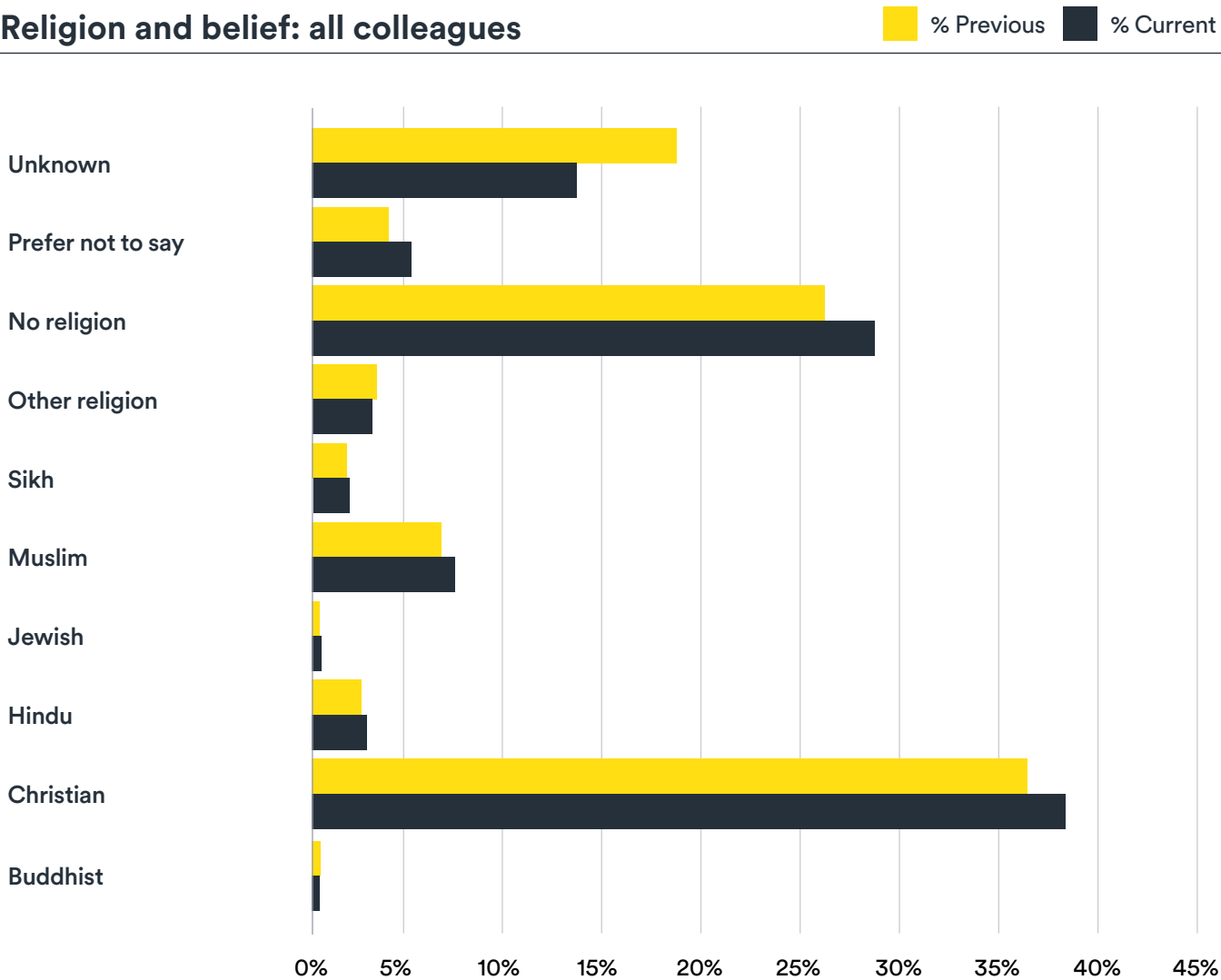
Ethnicity: senior leadership

% Previous % Current

There has been a 4% decline of ethnically diverse representation amongst the senior leadership, with one colleague from this group leaving, the representation of this group is now 16.66%.

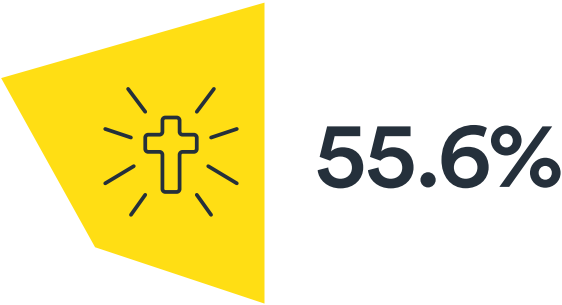


Religion and belief: all colleagues



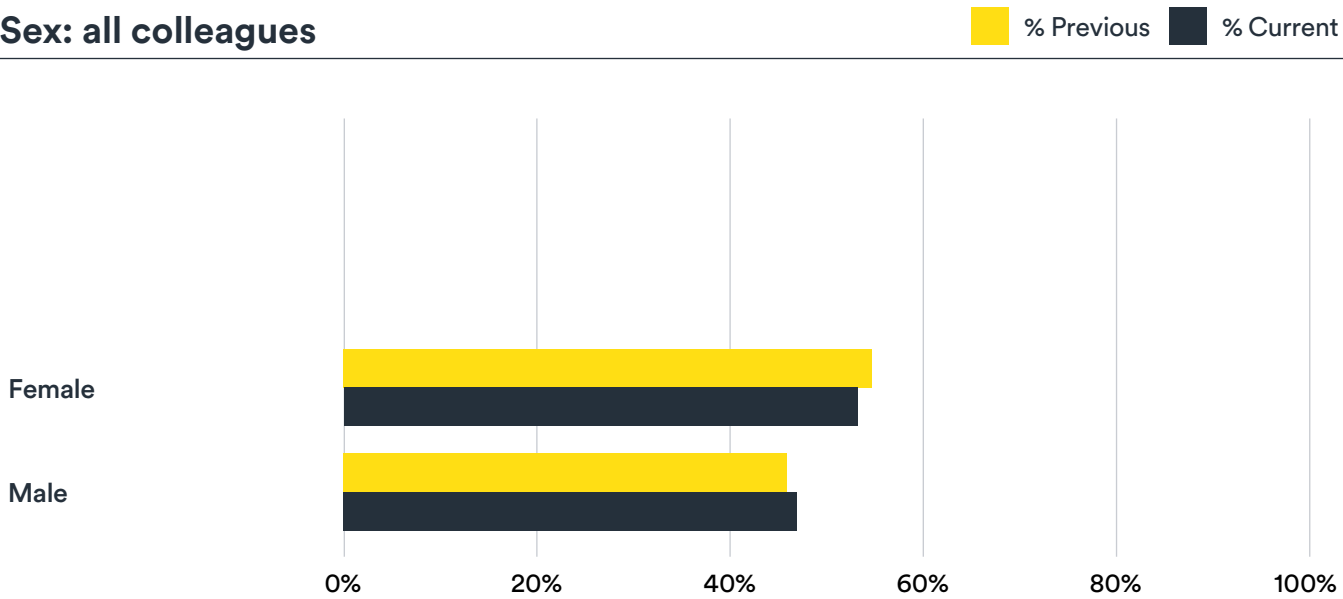
More colleagues have shared their religion/belief data with us with the data gap falling from 19.3% to 14% as part of our ongoing drive to obtain more diversity information from colleagues. We have religion and belief diversity among our colleagues, with Christianity the largest faith group at 38.5% of the workforce (G15: 36.3%), followed by 28.9% of colleagues with no faith (last year 26.5%). There has been an increase in the Muslim faith group which is now 7.4% of the workforce (G15: 5.1%)

Christianity is also the largest faith group for our senior leaders although it is significantly higher at 55.6% and there has been an increase of senior leaders with no faith rising from 20.6% to 30.6%.

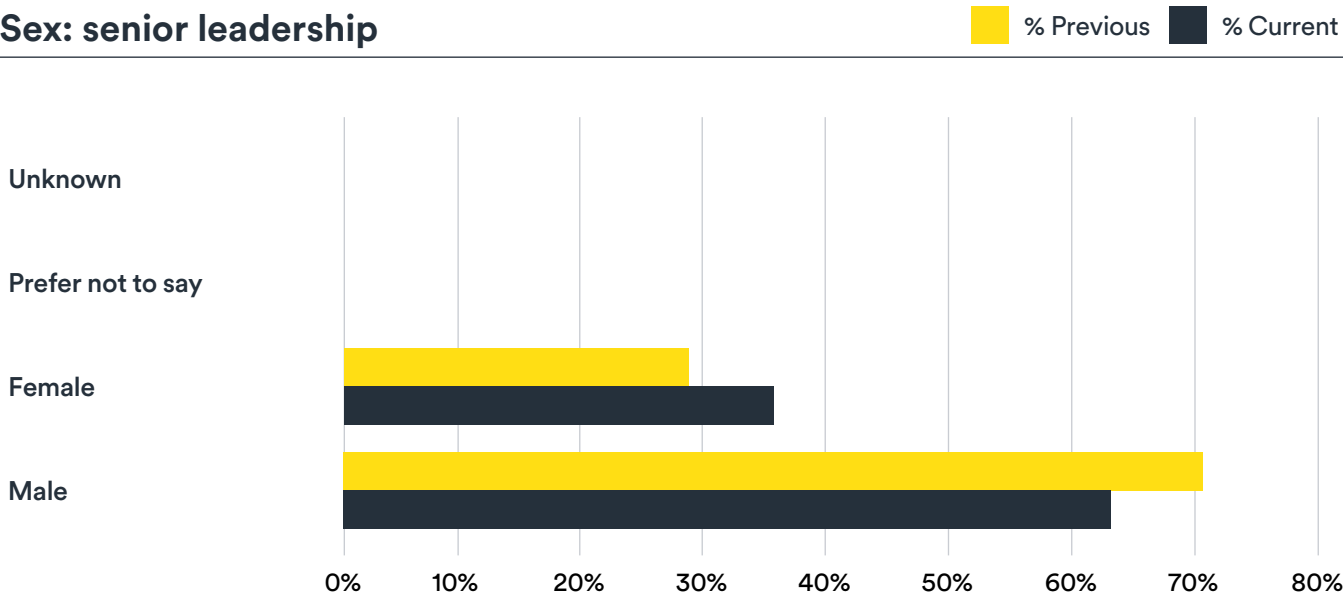


Christianity is the largest faith group for our senior leaders. It is also the largest faith group of our overall workforce at 38.5%

Sex: all colleagues



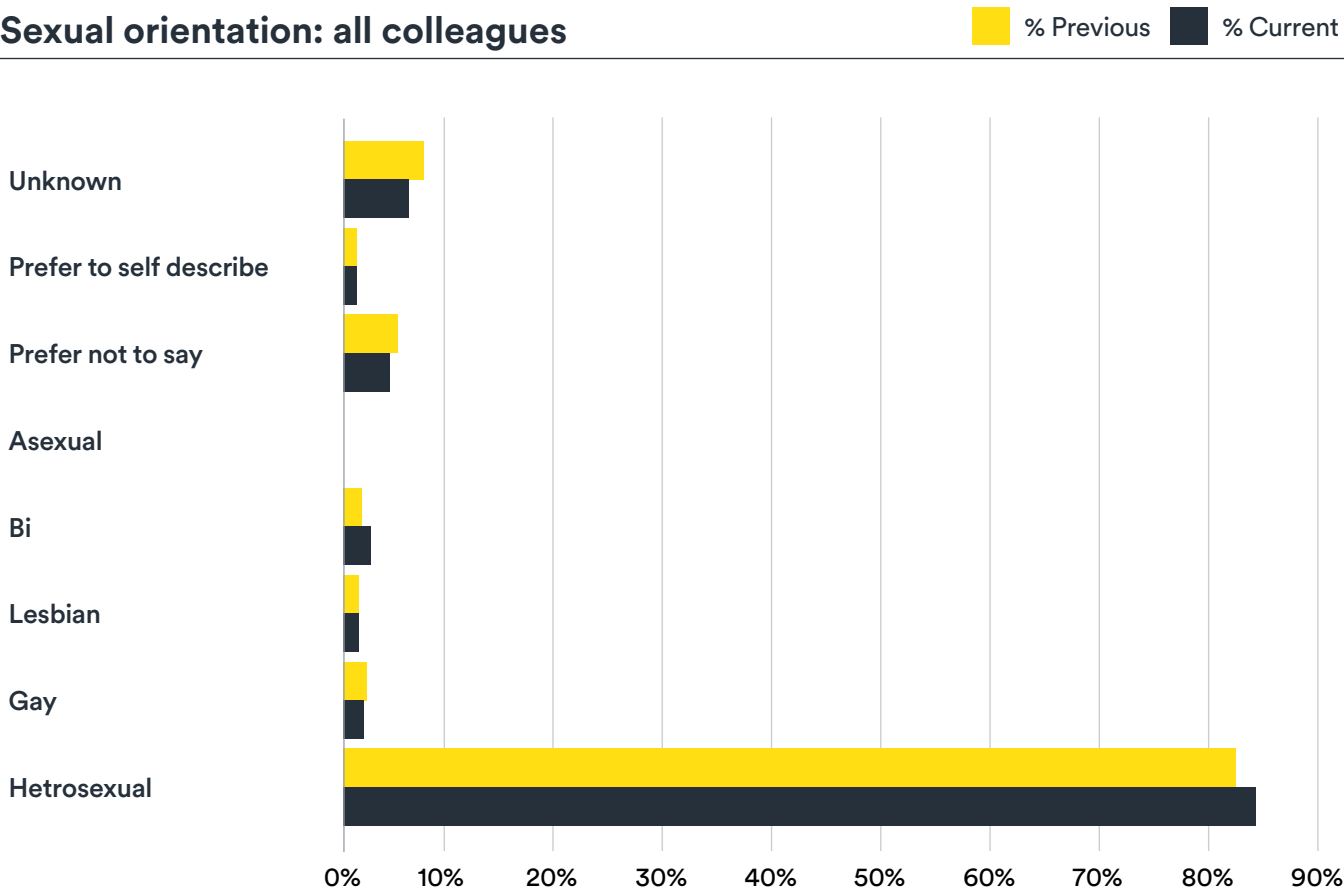
Sex: senior leadership



53.1% of the workforce are women (same as the G15) and in senior leadership roles this is 36.1%

Women make up 53.1% of the workforce (same as the G15), and we are pleased to see representation of women in senior leadership roles increase from 29.4% to 36.1%. We are continually working to improve this further with a long-term target of 50% of our senior leadership roles held by women.

Sexual orientation: all colleagues



The percentage of unknown/prefer not to say has improved with more colleagues sharing information with us, and the information we hold shows we have a diversity of sexual orientation among our workforce. 84% of colleagues have stated their sexual orientation as heterosexual.

Colleagues who have stated their sexual orientation as either lesbian, gay or bi make up 3.1% of the workforce; however, this figure is much higher amongst our senior leaders at 8.3%.



84%

of colleagues have stated their sexual orientation as heterosexual

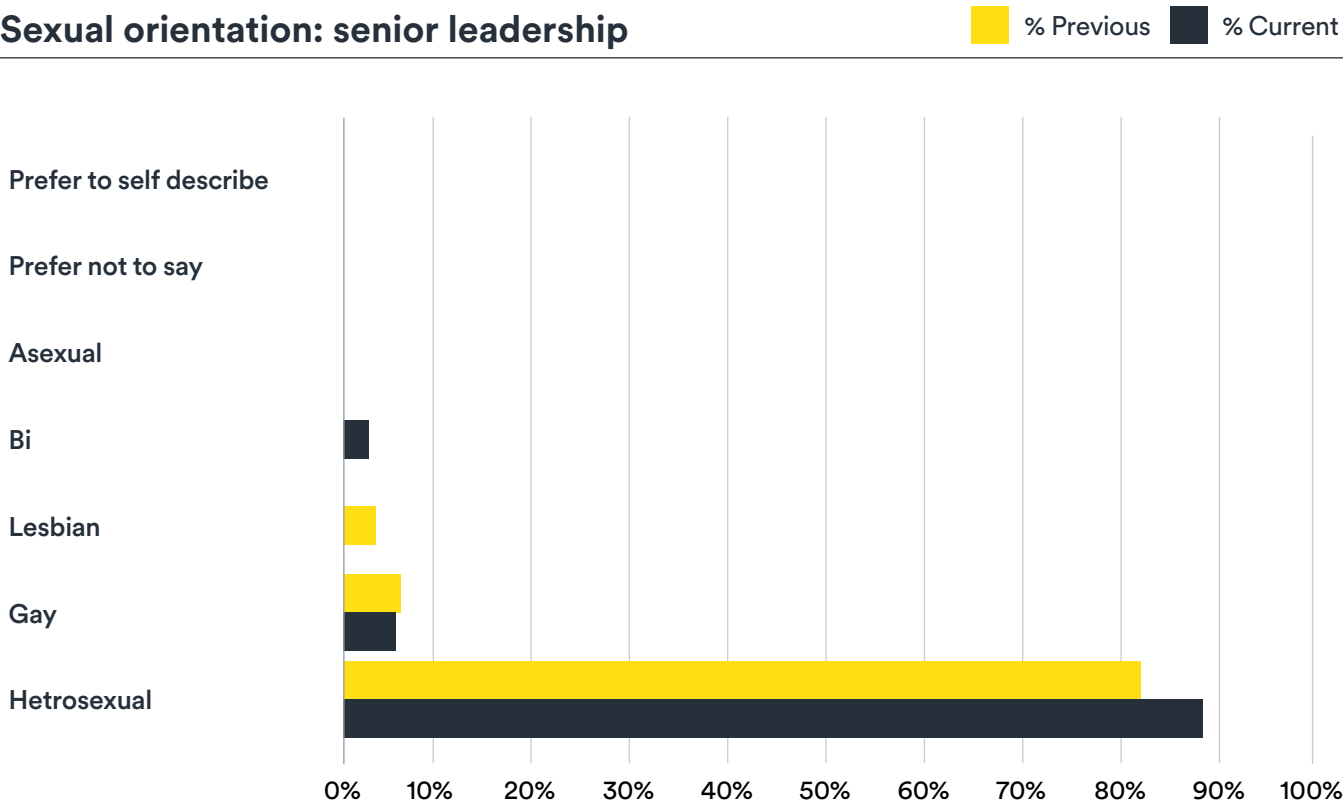


8.3%

of senior leaders have stated their sexual orientation as either lesbian, gay or bi

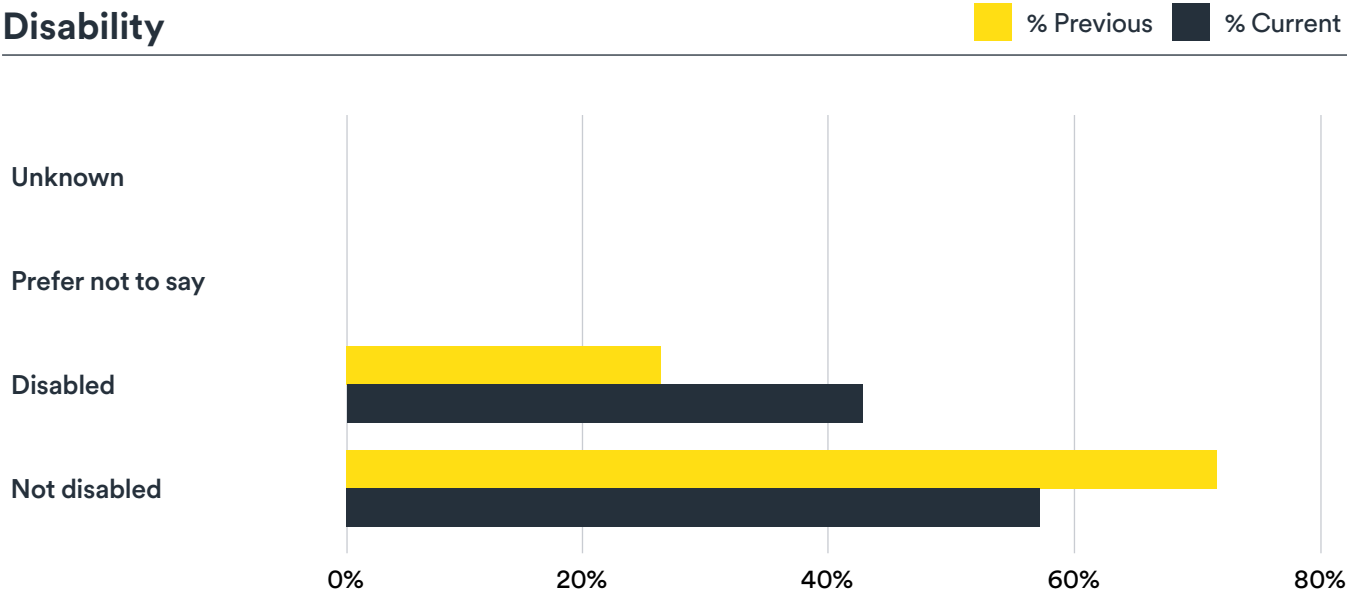
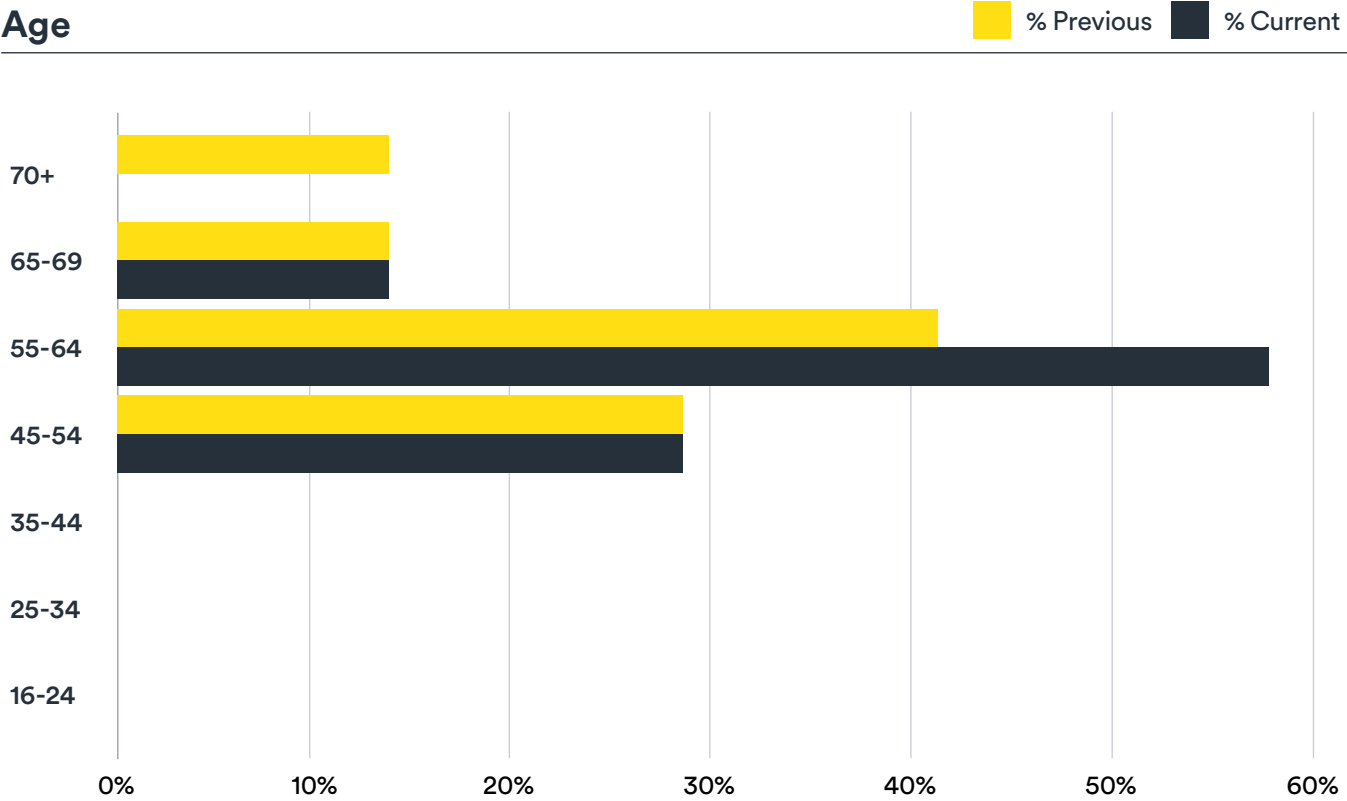


Sexual orientation: senior leadership



4. The Group Board

Group Board members have diverse backgrounds; however, fluctuations can be larger due to the smaller number of members. The information below is for the seven non-executive directors (ie the Group Board members who are not also employed as executive directors).



42.9%
of the Group Board has a disability, up from 28.6%



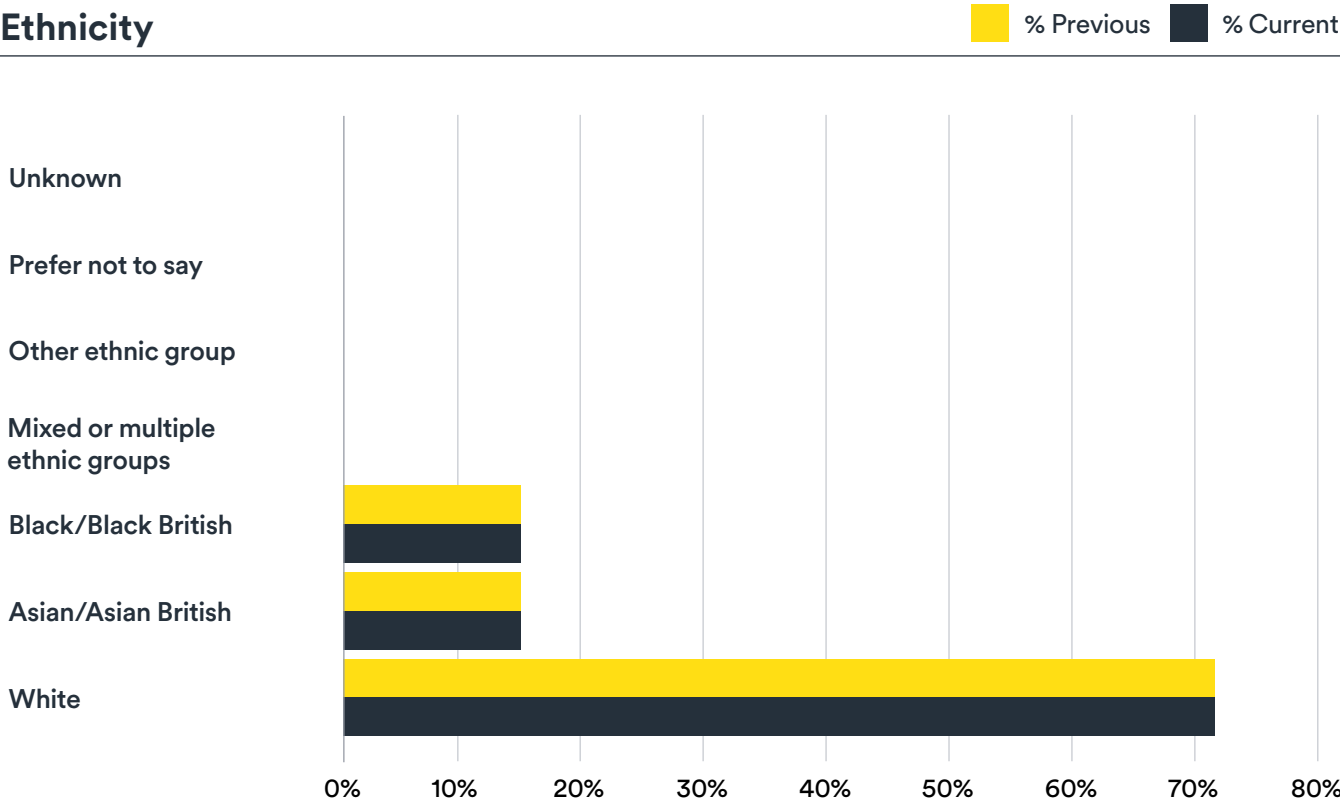
71.4%
of the Group Board is predominantly white

The Group Board is older compared to our workforce and there is no member in the three youngest brackets. There is also no member in the oldest bracket. There has been an increase of board members with a disability, up from 28.6% to 42.9%.

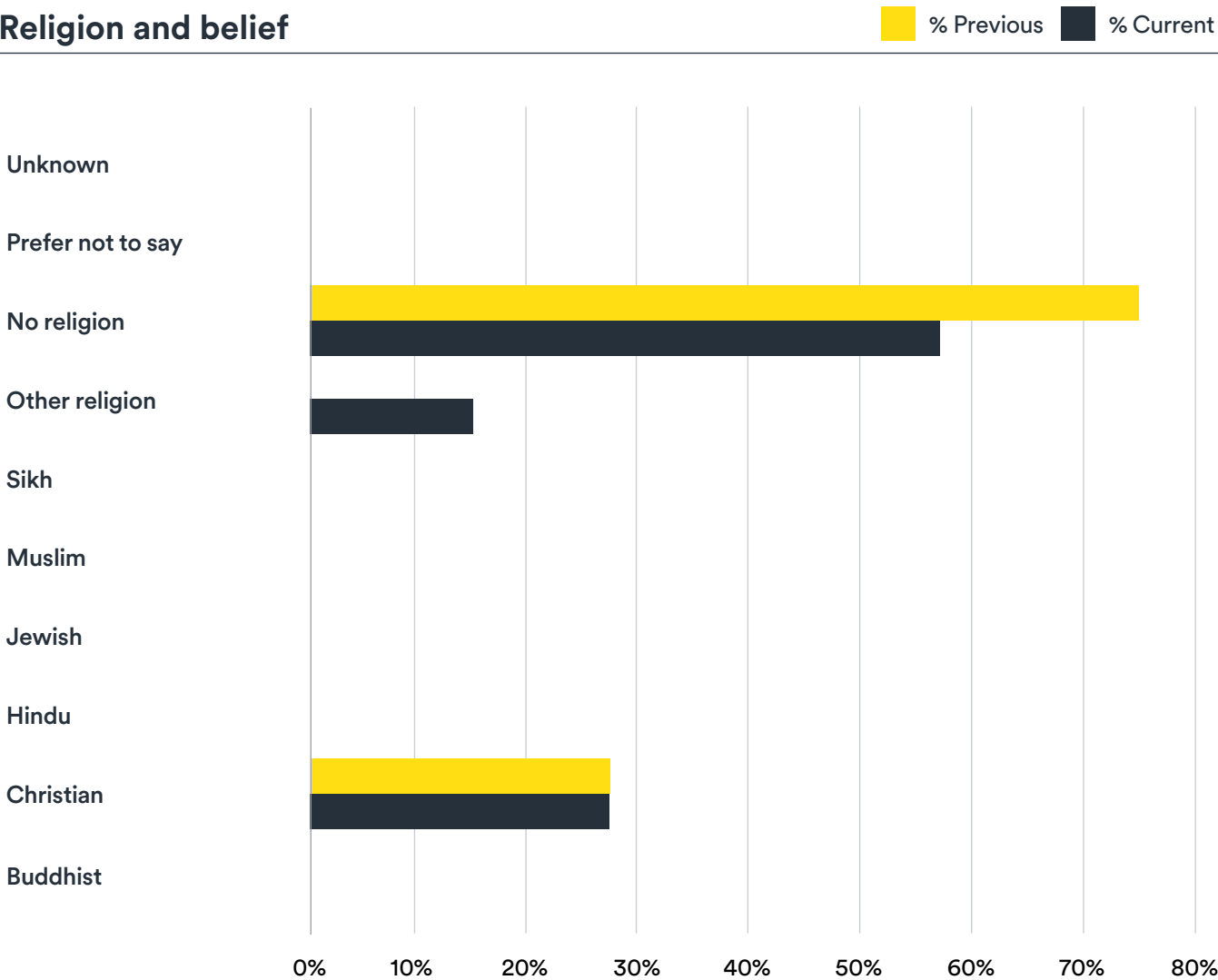
The Group Board ethnicity has stayed the same and is predominantly White at 71.4%, which is significantly higher than the workforce.

Group Board members stating no religion has dropped from 71.4% to 57.1%, however this is also significantly higher than the workforce (28.9%) and the proportion of Christians on the Board is lower than the workforce at 28.6% versus 38.5%.

The Group Board has a slightly higher proportion of female members than the workforce (57.1% versus 53.1%) and a higher proportion versus the senior leadership (36.1%). There is no diversity in terms of sexual orientation with all members identifying as heterosexual.

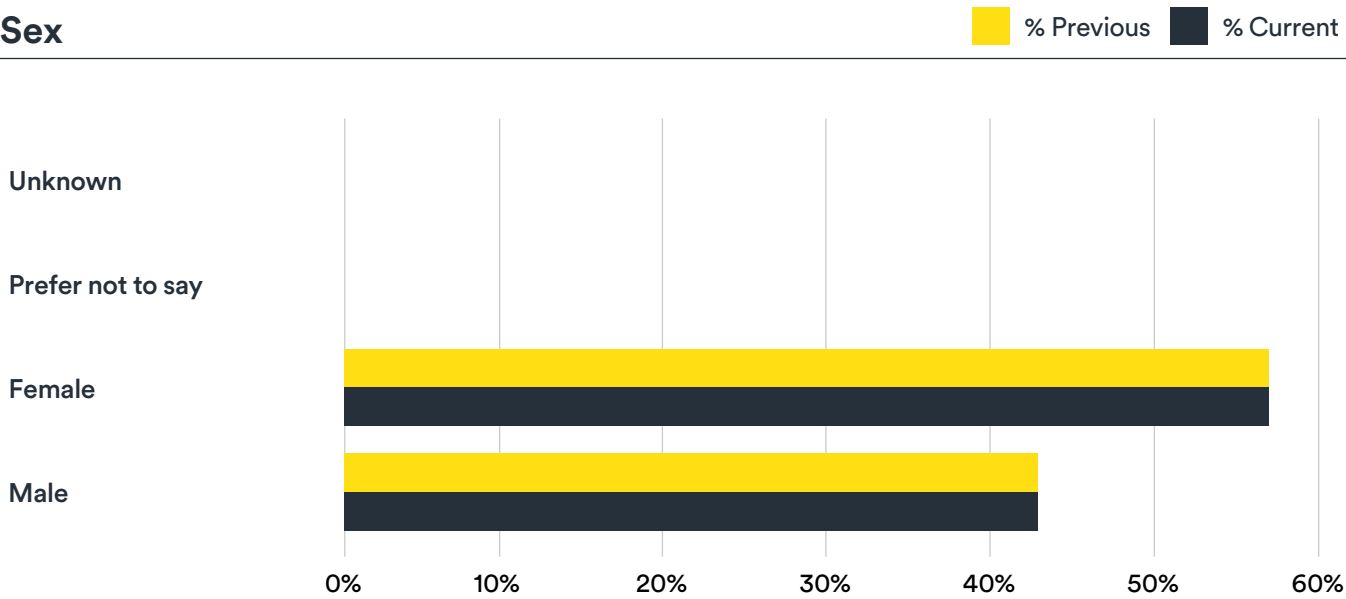


Religion and belief

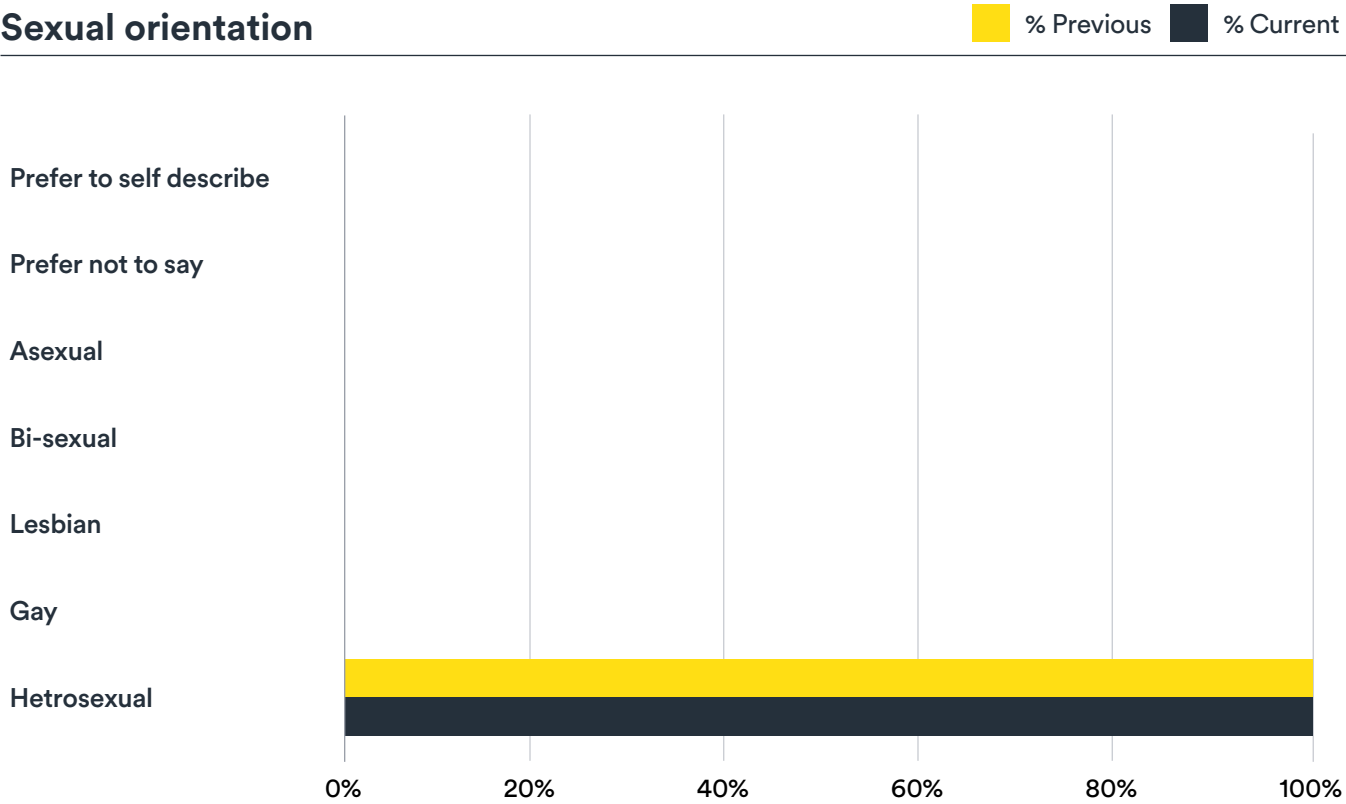


57.1%
of Group Board members state they have no religion, which is significantly higher than the rest of the workforce (28.9%)

Sex



Sexual orientation



4. Recruitment

Joiners

We saw a significant increase of 66% in applications with a total 24,927 applications in 2024-2025. This resulted in 610 new starters during the year, which is in line with the previous year (618).

35.9% of new starters were aged 25 - 34 years which is higher than last year (31.7%) and the next highest group was 35 - 44 years which was 24.6% of all new starters (lower than last year 26.5%).

7.2% of new starters declared a disability which is higher than last year (4.4%), 81% said they were not disabled which is the same as last year. We saw a drop in the number of new starters whose disability status is 'unknown' (10.7%) or 'prefer not to say' (0.8%).



66%

Increase in applications to join L&Q

610

new starters during the year, which is in line with 2023 - 4 (618)





35.9%

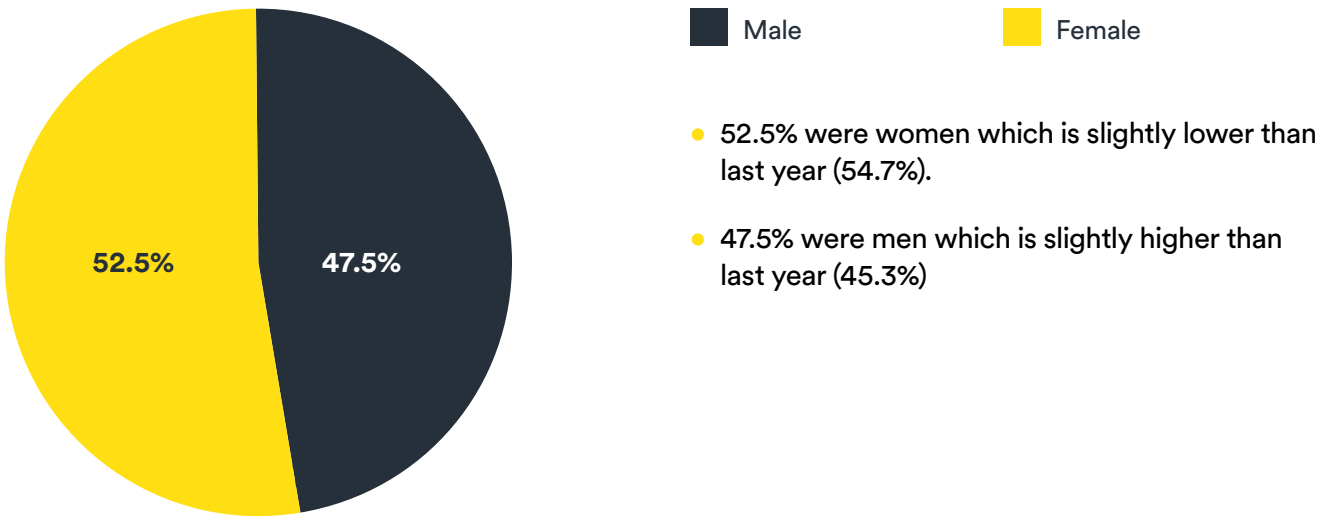
of new starters were aged 25-34 years old



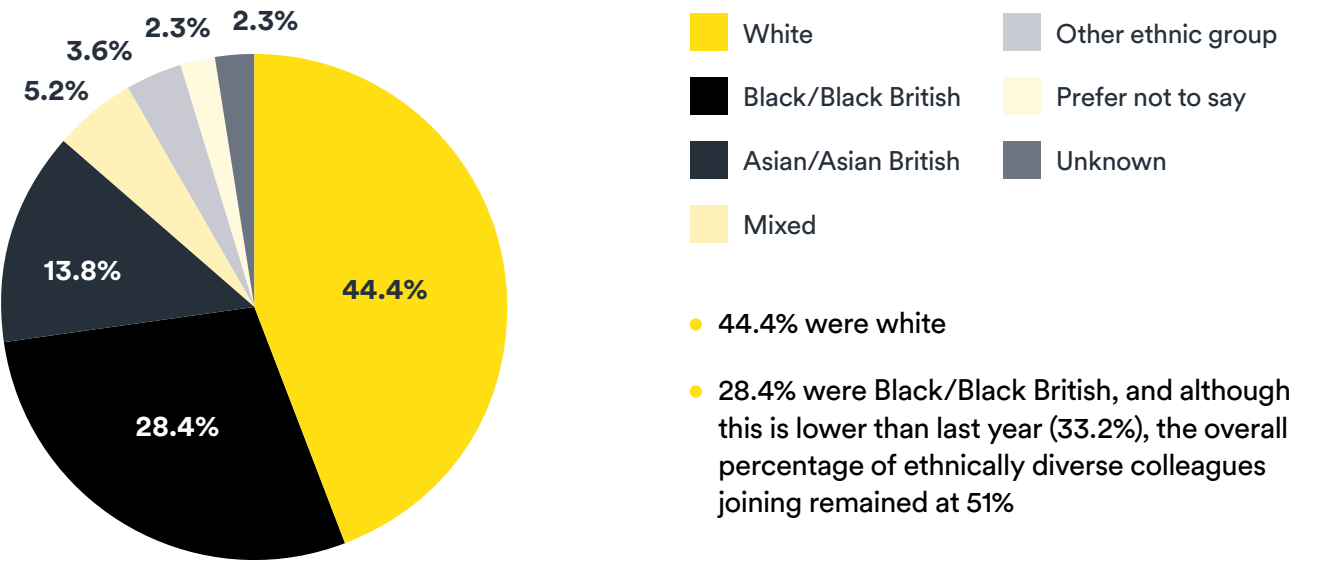
7.2%

of new starters declared a disability

Sex



Ethnicity



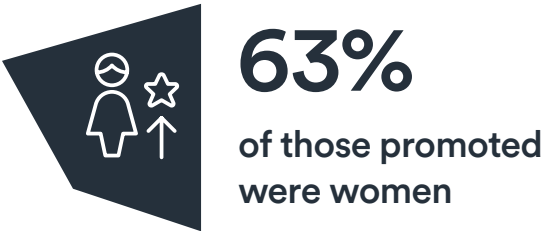
We saw a decline in colleagues with Christian beliefs join us (39.2% v 45.6%); conversely, we saw an increase in colleagues with no religion (32% v 29%) and small increases in joiners with Hindu, Muslim or Sikh faith. 88.5% of new starters were heterosexual (slightly up from 87.1%).

Recruitment

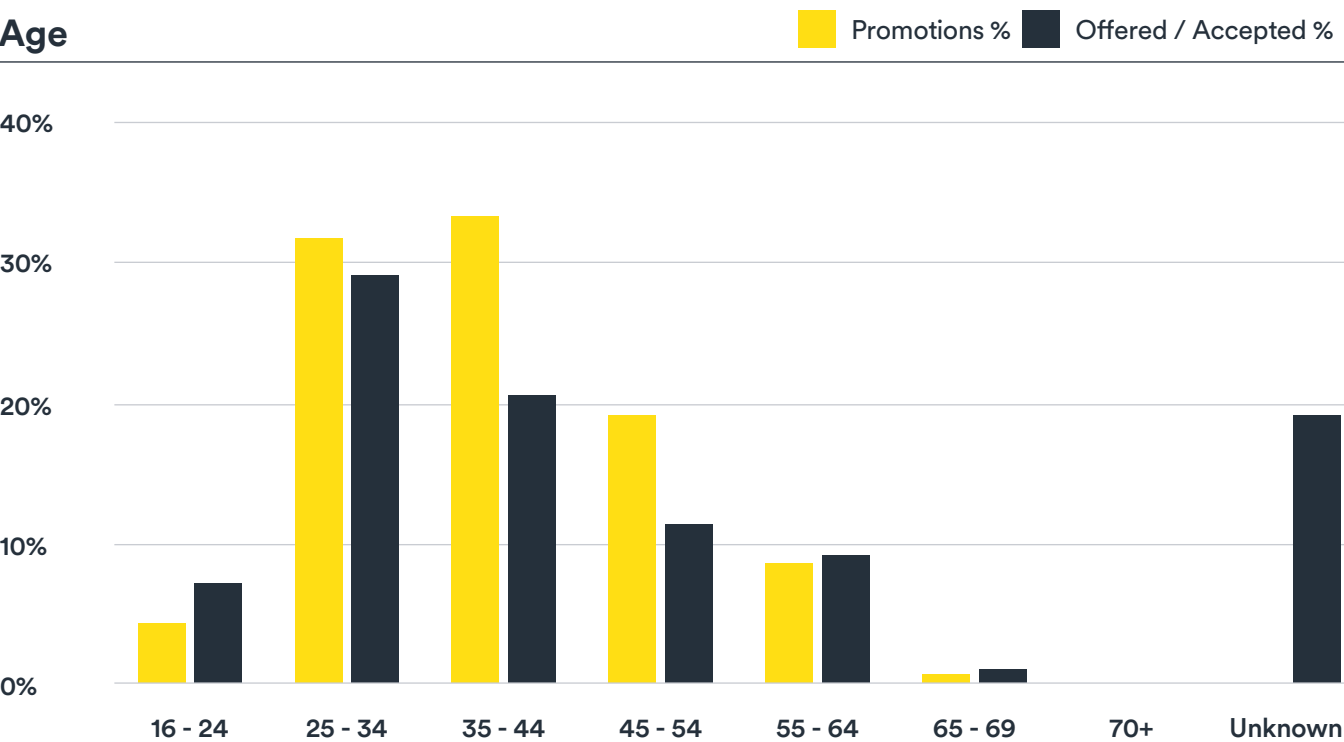
Promotions

The following data refers to internal promotions over 2024/25:

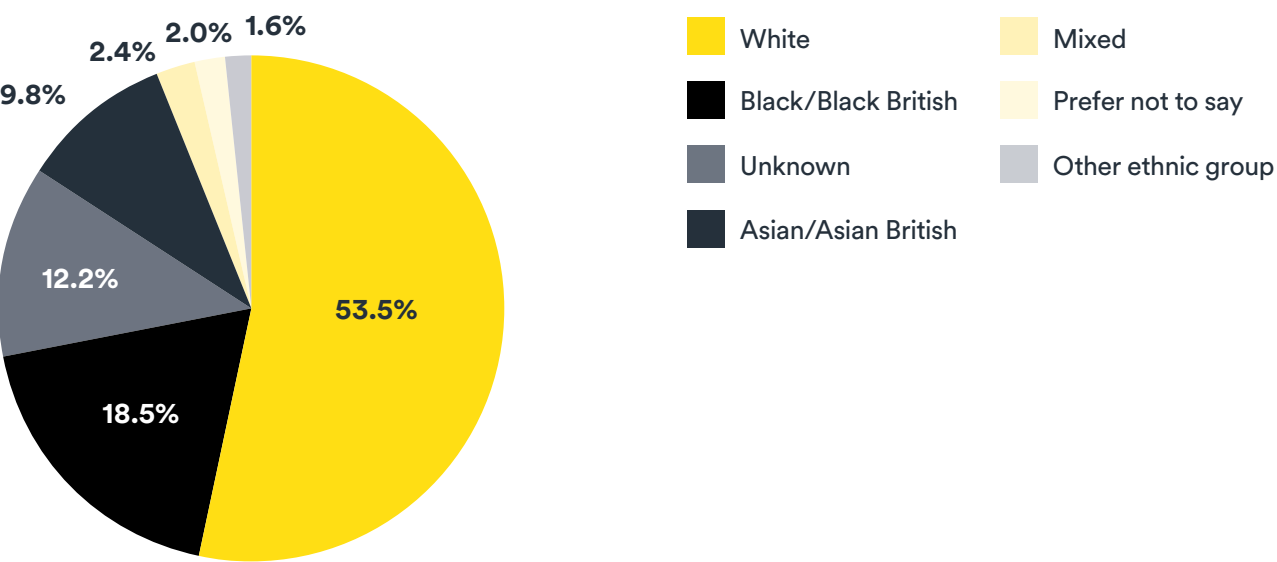
- 254 colleagues were promoted (253 in the previous year)
- 37% were men, slightly lower than last year (40.4%)
- 63% were women, higher than last year (59.6%)
- 66.1% were aged 25–44 which is the same as last year
- 4.7% declared a disability, 77.6% said they were not disabled, and the remainder were unknown/prefer not to say
- 86.6% were heterosexual
- 3.2% were gay or lesbian (previous year 2.4%).



Age



Ethnicity



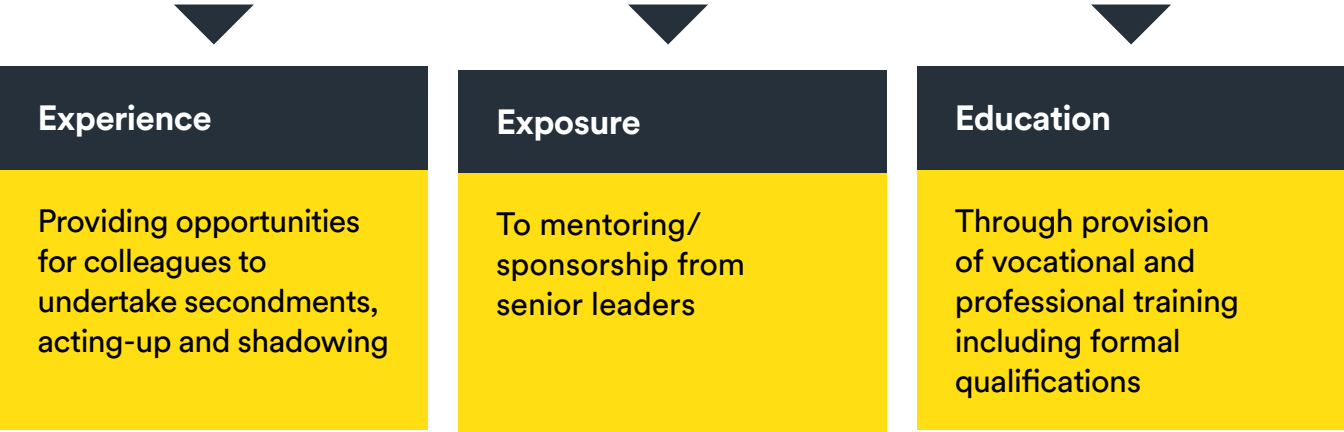
EDI actions 2024/25 and future plans

We continue to monitor, track, and measure the impact of our key equity initiatives, such as:

The Recruitment Advocate Scheme, which was introduced in January 2025, providing valuable input on candidate selection, ensuring fairness, promoting diversity, and offering unique perspectives to help us find the best talent. By actively engaging in recruitment activities, our Recruitment Advocates will help us build stronger, more inclusive teams that align with our values and goals. Feedback from the organisation has been overwhelmingly positive and further cohorts are being recruited during 2025/26.

In collaboration with the Resident Involvement team, we are working to enhance opportunities for residents to actively participate in decision-making processes. This partnership also extends to the Service Equity project, which aims to embed fairness and inclusion across services. Using insights from the 2023/24 EDI report, we are reviewing our current position and engaging with stakeholders to drive incremental improvements in diversity representation across the organisation.

We will launch the 3Es programme to facilitate the development/advancement of underrepresented colleagues within our middle and senior grades. This comprises:



We are expanding the reporting for diversity across the organisation and implementing actions to address gaps. These include:

- Reviewing and amending the language for role profiles, challenging our recruitment partners to support us in attracting diverse talent
- Working with departments to develop succession plans to address gaps and improve the diversity of the workforce
- Providing heat maps of diversity information for each directorate.

For third time, we are active participants in the BOOST mentoring programme which is an initiative of Greater Manchester Housing Providers (including national organisations such as L&Q and Riverside with a presence in Greater Manchester). This is a reciprocal mentoring programme where mentoring is provided to ethnically diverse colleagues, with the pool of mentors comprising Executives or Directors from the participating organisations. Participant organisations also share best practice on EDI activity, and each organisation commits to deliver and report upon one or more initiatives each year that will further its inclusion journey.





Part 2

Fair Pay

Introduction

We are committed to ensuring all colleagues are paid fairly for their work. As of April 2023, Trafford Housing Trust employees were fully integrated into L&Q, and so this is our second report including all employees.

We are required to report on the gender pay gap based on a snapshot of 5 April each year for any company within the group that has more than 250 employees. This means we separately report on London & Quadrant Housing Trust (LQHT) and London & Quadrant Living (LQL).

In the financial year 2024-2025, a total of 72 LQHT colleagues transferred to PRS Co Ltd, a group subsidiary. This is below the 250-employee reporting threshold and therefore not included in this report.

Although it is not a requirement to report on these, L&Q has voluntarily published figures showing pay gaps for ethnicity and disability since 2018. There are some limitations with data in relation to disability and ethnicity, where colleagues have not declared their disability status (18%) or ethnicity (13.5%).

Since 2022, for additional transparency, we have also publicised our CEO (Chief Executive Officer) pay ratio. This compares the pay of our CEO to that of all colleagues employed by L&Q.

Part 2 of this report will outline the groups:



Gender pay gap



Ethnicity pay gap



Disability pay gap



CEO pay ratio

We have not published pay data for sexual orientation; our rationale is based on the structure of the organisation and the small number of LGB+ colleagues involved, where sharing this information has a high probability of making the sexual orientation of our senior leaders known. We will not publish sensitive information about individual colleagues; however, we can report there is a small positive pay gap in favour of LGB+ colleagues.



6. Gender pay gap

The current year and previous two years’ data (as at the 5 April annual ‘snapshot’ date) are shown below:

Pay gap

	LQHT mean	LQHT median	LQL mean	LQL median
2023	11.09%	6.41%	12.72%	4.97%
2024	11.55%	9.86%	14.47%	4.55%

2025

LQHT mean	8.94%
LQHT median	6.30%
LQL mean	17.76%
LQL median	19.95%



Percentage of women by quartile of the workforce

LQHT	Lower	Lower mid	Upper mid	Upper
2023	56.68%	49.52%	54.69%	39.47%
2024	55.68%	53.37%	54.56%	38.20%

2025

Lower	53.50%
Lower mid	54.23%
Upper mid	56.16%
Upper	40.22%

LQL	Lower	Lower mid	Upper mid	Upper
2023	91.30%	76.09%	75.00%	68.48%
2024	88.75%	77.78%	75.31%	67.90%

2025

Lower	83.33%
Lower mid	82.93%
Upper mid	56.10%
Upper	56.10%

Bonus pay gap

	LQHT mean	LQHT median	LQL mean	LQL median
2023	-43.17%	0.00%	15.84%	40.00%
2024	-36.93%	0%	7.11%	24.33%

2025

LQHT mean	-31.25%
LQHT median	9.09%
LQL mean	-7.19%
LQL median	11.11%

Percentage of colleagues by sex receiving a bonus

	LQHT men	LQHT women	LQL men	LQL women
2023	30.40%	33.73%	14.43%	18.56%
2024	25.23%	32.37%	35.87%	20.85%

2025

LQHT men	28.77%
LQHT women	33.55%
LQL men	43.14%
LQL women	38.66%

- Mean pay gap at L&Q is the lowest it's ever been, median is coming down from last year but both are only a few percentage points
- Percentage of women in the upper quartile of pay is the highest it's ever been, but also the percentage of women in the upper mid quartile is almost the highest as well (was 56.7% in the first year we ran it); and the percentage of women in the bottom quartile is the lowest it's been since 2019
- The mean bonus pay gap is negative, ie it's more favourable to women than men due to a significant number of women occupying high-earning sales roles. The median bonus pay gap arises from the difference between the median bonus for men (£220) and women (£200). However, it is important to note that the male median of £220 was marginal; had two slightly lower bonuses been paid to men, their median would have aligned with that of women at £200, resulting in a 0% median bonus pay gap.

Reporting a gender pay gap does not mean that an employer is automatically in breach of equal pay legislation. At L&Q we carefully evaluate roles to ensure that colleagues receive the same rates of pay for work of the same value.

7. Ethnicity pay gap data

Pay gap

	LQHT mean	LQHT median	LQL mean	LQL median
2023	7.11%	2.80%	0.07%	-3.46%
2024	8.88%	4.70%	-3.37%	-7.89%

2025

LQHT mean	10.21%
LQHT median	5.46%
LQL mean	7.20%
LQL median	-3.32%



Ethnic minority colleagues by quartile

LQHT				
	Lower	Lower mid	Upper mid	Upper
2023	33.94%	32.21%	32.93%	31.53%
2024	36.45%	34.04%	34.33%	30.84%

2025

Lower	40.94
Lower mid	35.39%
Upper mid	37.32%
Upper	30.68%

LQL				
	Lower	Lower mid	Upper mid	Upper
2023	27.17%	53.26%	45.65%	45.65%
2024	26.25%	54.32%	49.38%	56.79%

2025

Lower	54.76%
Lower mid	39.02%
Upper mid	60.98%
Upper	46.34%

Bonus pay gap

	LQHT mean	LQHT median	LQL mean	LQL median
2023	8.68%	0.00%	-4.63%	0.00%
2024	7.44%	0.00%	-7.11%	9.20%

2025

LQHT mean	-14.91%
LQHT median	-25.00%
LQL mean	6.37%
LQL median	0.00%

Percentage of colleagues by ethnicity receiving a bonus

	LQHT ethnic minority	LQHT white	LQL ethnic minority	LQL white
2023	32.84%	31.24%	17.03%	17.82%
2024	26.37%	31.31%	22.82%	26.63%

2025

LQHT ethnic minority	26.31%
LQHT white	36.02%
LQL ethnic minority	41.18%
LQL white	43.48%



Bonuses

are being paid to more white colleagues than ethnic minority colleagues proportionally, but ethnic minority colleagues are receiving higher payments - this applies when only looking at values awards too.

8. Disability pay gap

Pay gap

	LQHT mean	LQHT median	LQL mean	LQL median
2023	3.88%	0.00%	-13.34%	-4.31%
2024	1.11%	3.54%	-12.04%	-4.69%

2025

LQHT mean	2.58%
LQHT median	2.03%
LQL mean	-
LQL median	-

Bonus pay gap

	LQHT mean	LQHT median	LQL mean	LQL median
2023	67.68%	20.00%	-17.01%	0.00%
2024	73.52%	0.00%	30.88%	-37.50%

2024

LQHT mean	66.07%
LQHT median	0.00%
LQL mean	-
LQL median	-

Percentage of colleagues receiving a bonus

	LQHT disabled	LQHT not disabled	LQL disabled	LQL not disabled
2023	24.68%	32.55%	20.83%	14.29%
2024	26.22%	28.16%	34.78%	22.88%

2025

LQHT disabled	29.41%
LQHT not disabled	31.10%
LQL disabled	-
LQL not disabled	-



9. Chief Executive pay ratio

This compares the pay of our CEO to that of all our colleagues employed by L&Q. Although not a legal requirement for L&Q to report as it currently only applies to listed companies, we have followed the same methodology set out by the Government, which requires us to calculate the total remuneration of all employees within the financial year and then rank these in order from the lowest to highest.

From this list, the remuneration of employees at the 25th, 50th, and 75th percentiles can be identified and is compared to the CEO salary for that year.

Quartile	Ratio
Lower	12.16256
Median	9.970906
Upper	7.17111

The CEO pay ratio figure has improved slightly this year – against the median it is now 9.97:1 (compared to 10.42:1 and 10.91:1 in 2024 and 2023 respectively).

Due to the limited number of organisations currently reporting, there is limited benchmarking information published regarding CEO to median pay ratios. L&Q’s CEO pay ratio compares favourably with that of the ratio of the median FTSE 350 CEO to the median UK worker, which was 87:1 in 2024.





Gender pay gap reporting definitions.

Employers with more than 250 employees are required to publish the information below. Groups of employers must publish for each entity containing over 250 employees but do not have to publish for the combined group.

All data is based on a snapshot date of 5 April 2025

Definitions

- Ordinary pay – basic pay plus allowances less salary sacrifice – further detail below
- Relevant pay period – the pay period that includes the snapshot date of 5 April.
As we pay monthly, this is April's pay
- Bonus payments – broad definition, includes commission but specifically excludes overtime payments, PILON, redundancy or similar.
- Relevant employees – colleagues employed on 5 April
- Full pay relevant employees – excludes colleagues employed on 5 April who are paid less than full pay in April because of leave – sickness, maternity leave outside of full pay, career break, unpaid leave, or left during the pay period
- Relevant bonus period – all bonuses paid in the 12-month period ending on 5 April. For us this is the financial year April 2024/25
- The regulations do not define the terms “men” and “women” and state that employee's self-identification. If an employee does not identify as either gender they can be excluded from the calculations.

Definition of ordinary pay

- Basic pay
- Any salary sacrifice should be excluded from calculation – so those in a salary sacrifice pension scheme have their personal pension contributions excluded, while those in a normal pension scheme are included
- Specifically excludes overtime and therefore any hours worked by flexible hours workers.
- Includes allowances for on call as this does not directly relate to additional work
- Includes bonus payments received in the pay period
- Excludes “payments that only reimburse expenditure” – so expenses and mileage claims excluded. Car allowances are payment towards maintenance of a vehicle, so is included
- Excludes any payment relating to another pay period (for example any back pay received).

Mean and median gender pay gap

- Based on ordinary pay received by full pay relevant employees in the relevant pay period
- It is permissible to include payments received after April, if they were specifically relating to work carried out in April. Some colleagues missed the April pay increase for administrative reasons; in these instances, the April figures have been updated to incorporate the back pay missed
- The figure is the difference in average pay of men and women, expressed as a percentage of average men's pay. A positive number indicates that average pay of men is higher, a negative figure indicates that women's pay is higher.

Mean and median gender bonus pay gap

- Based on all bonuses received relevant bonus period (see below)
- Averages are of bonuses received by all men and women who were paid bonus pay
Those who did not receive a payment are excluded from the calculations
- No provision made for FTE, only the amount received is taken into consideration.



For more information

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