

interpath

# Gender Pay Report

2024





# Foreword from Mark Raddan, CEO

At Interpath, we understand that our people lie at the very heart of our business and so it is our mission to foster a collaborative and inclusive environment which enables people to flourish and develop long-lasting and meaningful careers.

As a passionate advocate for improving diversity, I've been our ExCom sponsor for our Inclusion Strategy since the start of our journey. During the last year and since our first report, we have continued to attract and promote female talent across all grades, including the recruitment of seven new female Managing Directors, our most senior grade. We have also continued to develop and embed processes and targeted programmes to ensure our female talent thrives at all levels at Interpath.

As incoming CEO, I am now proud to be assuming ultimate accountability for our continued progress.

There is still plenty more we need to do, and I am therefore delighted to be joined by our new Chief People Officer, Caroline Chamberlain, who is leading the development of our people strategy and vision for 2030. This will place inclusion and career growth at the heart of our people priorities. Together, we are committed to improving the gender balance across our senior grades and in turn reducing our Gender Pay Gap.

I confirm that Interpath's pay gap data has been collected and presented within this report in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Mark Raddan**  
**CEO**

A handwritten signature in gold ink that reads "Mark".

# A message from our Chief People Officer, Caroline Chamberlain

I am delighted to have joined Interpath as Chief People Officer at such an exciting time in our journey. Key to our plan is to attract, develop and retain a diverse range of talent and so I am particularly excited to be able to shape our People Strategy to support our vision for 2030.

I've already had the opportunity to meet many of the talented females at all grades within the firm, and I am excited to be working alongside them.

Supporting and developing our female talent is a critical part of our plan and we already have a range of programmes in place to support this. As we enter the next phase of our journey, I will be helping to build on these foundations to ensure that Interpath is a place where our female colleagues are inspired to establish long-term careers and reach their full potential. In doing so, we will continue to analyse and address our Gender Pay Gap. Some of the ways in which we are doing so are illustrated in this, our second, report and I am proud to be assuming responsibility for our continued progress.



**Caroline Chamberlain**  
**Chief People Officer**



# Overview

*The gender pay review is distinct from equal pay, which is about ensuring that men and women receive the same remuneration for carrying out work of equal value. We are an equal pay employer.*

In this Gender Pay Report (GPR), we set out and review the gender pay differences for all UK Interpath employees, including our cohort of Managing Directors, based on guidance provided by the UK Government.

Like many businesses, our organisation currently comprises a higher proportion of men at senior levels than women, which significantly impacts our data. Consequently, the salary of the average male employee at Interpath is higher than that of the average female.

This imbalance in seniority of our men and women also impacts the relative differences in bonus payments.

Since day one, it has been our determined ambition to grow and promote female leaders across our business. In this report, we share the activities we have introduced which have the aim of developing our female talent and establishing more female leaders in Interpath.

We are committed to narrowing the gender pay gap across our business.

To help us fully understand our gender pay differences, we have reviewed our pay and bonus data below MD level. We have included this data in our report.



An aerial photograph of a deep blue lake nestled between steep, rocky mountains. The mountains are covered in green vegetation and patches of white rock. In the upper right corner, a small cluster of buildings with blue roofs is visible, situated on a rocky outcrop. A narrow road or path winds through the landscape.

## We're making progress.

In 2022, our mean pay gap was 58%. In 2023, this reduced to 52.6%.

Our median pay has reduced slightly from 37.2% in 2022 to 37.1% in 2023.

Our most senior population, Managing Director, are predominately male. To help us understand the gender pay differences in our company, we have provided additional analysis with the MDs removed.

Data excluding MDs shows us we have reduced the median gap in pay from 30% in 2022 to 26.4% in 2023.



An aerial photograph of a scenic lakeside area. The water is a deep, clear blue-green, transitioning to a lighter turquoise near the shore. A wide, light-colored sandy beach runs along the water's edge. To the right of the beach, there is a dense line of green trees, with one prominent tree showing bright yellow autumn foliage. Further right, a paved road with a concrete curb runs parallel to the shoreline. The overall scene is bright and natural, suggesting a peaceful outdoor environment.

# Attract, Develop, Retain

We recognise that to truly succeed as a business, we need diverse voices, perspectives and experiences at all levels. The way to do this is through attracting the best people, developing our colleagues to help them flourish and creating an environment where they chose to establish their long-term careers.

Our people related initiatives have the intention of 'know your people'. The more we know, the more we can address our collective and individual needs.

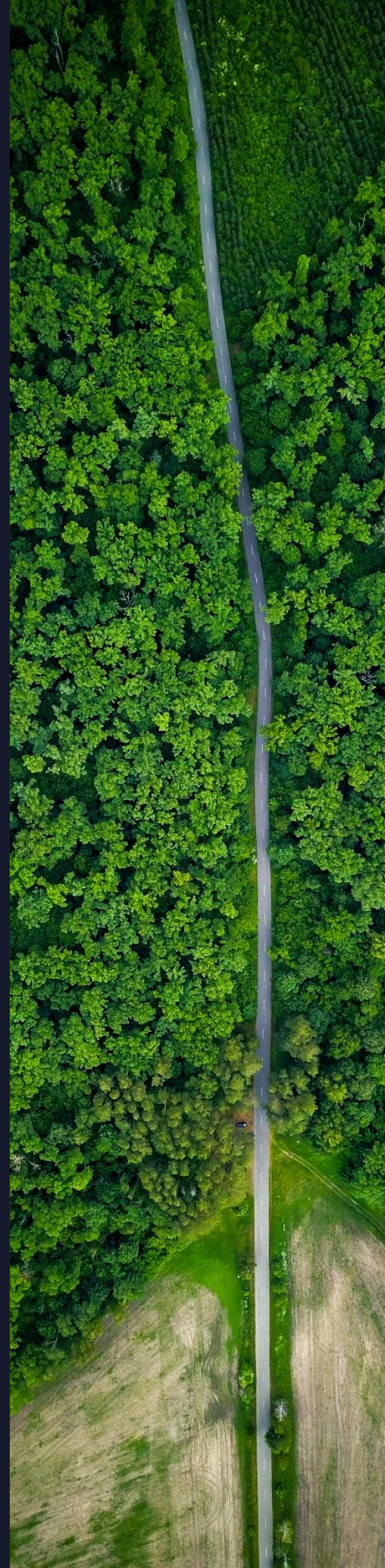


## Attract

- We actively seek out the best **female talent** in the market through a combination of our own networks, working with executive search companies who understand that we require diverse shortlists of candidates, and attending female networking events. We do not work with suppliers who do not support our ambition to develop a more diverse pipeline of candidates.
- We offer **competitive family friendly policies** including 26 weeks paid maternity and shared parental leave, flexible working arrangements and a range of support for employees who have caring responsibilities.

## Retain

- All **maternity returners** have access to a coach to help them transition both before their leave and back to work, giving them help and support to balance their careers and their family responsibilities.
- We have proactive and engaged **employee networks** who are passionate about helping us change and adapt to ensure we continue to foster an inclusive working environment. **Interpath Women's Network (IWN)** regularly hosts events which provoke conversation and new ways of thinking. Our programme of events for International Women's Day 2024 was our most comprehensive to date.
- Our **Wellbeing** benefits not only include specialised Menopause support, but we regularly host events and initiatives to help our employees understand and manage their own wellbeing.





## Develop:

- Our **Performance Management** process ensures that all our people, across all grades, receive regular, meaningful feedback, and have better conversations about their performance and career aspirations. Information gathered from these conversations help us identify what interventions and support are required to help drive progression of female colleagues.
- Our **promotion** process for Managing Director and Director candidates has been reviewed to ensure that panel interviews are based on an evidence-based 'contribution' framework, thereby ensuring that bias is reduced.
- Additionally, all promotion panels for Director and Managing Director candidates have both female and male representation to ensure fairness and consistency.
- We have piloted an **Inclusive Leadership** programme for our senior MDs across the UK. Each participant has engaged in individual and group coaching, focused on challenging unconscious bias and has subsequently developed firmwide goals on Inclusion.
- More generally, all our MDs are expected to include personal goals to ensure their contribution to **Inclusion** at Interpath.
- We are developing a Firmwide training programme for our Performance Managers to ensure a **consistent employee experience** for all our staff.





# 2023 Gender Pay

## All Employees

The gender pay gap is the difference in average gross hourly earnings between relevant women and relevant men. It is based on salaries paid directly to employees before income tax and NI contributions are deducted. The bonus pay gap is the difference in bonuses awarded to relevant male and relevant female employees.

### Mean Pay Gap

The mean pay gap is the difference between the average hourly earnings of relevant men and relevant women

2023	52.6%
------	-------

### Median Pay Gap

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of relevant men and relevant women.

2023	37.1%
------	-------

### Mean Bonus Gap

The mean pay gap is the difference between the average bonus awarded to relevant men and relevant women

2023	70.8%
------	-------

### Median Bonus Gap

The median pay gap is the difference between the midpoints in the ranges of bonuses awarded to relevant men and relevant women.

2023	78%
------	-----



# 2023 Gender Pay

## Excluding Managing Directors

We have included our data which do not include Managing Directors (our senior employees). These numbers are being presented by Interpath to ensure full transparency in our gender pay reporting.

### Mean Pay Gap

The mean pay gap is the difference between the average hourly earnings of relevant men and relevant women

2023	23.1%
------	-------

### Median Pay Gap

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of relevant men and relevant women

2023	26.4%
------	-------

### Mean Bonus Gap

The mean pay gap is the difference between the average bonus awarded to relevant men and relevant women

2023	43.1%
------	-------

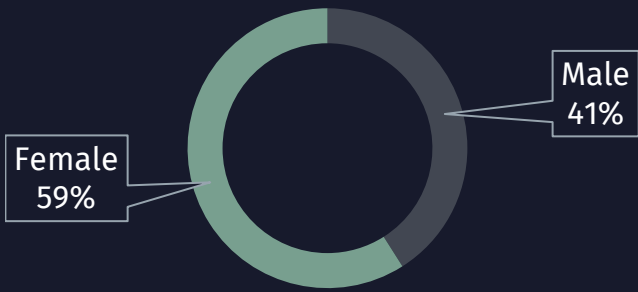
### Median Bonus Gap

The median pay gap is the difference between the midpoints in the ranges of bonuses awarded to relevant men and relevant women

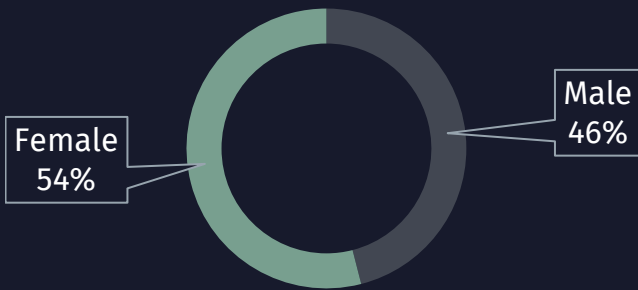
2023	70%
------	-----



## Q1 Lower



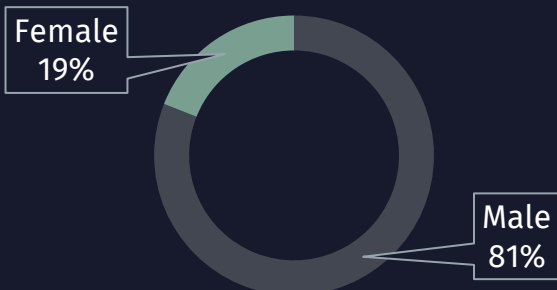
## Q2 Lower Middle



## Q3 Upper Middle



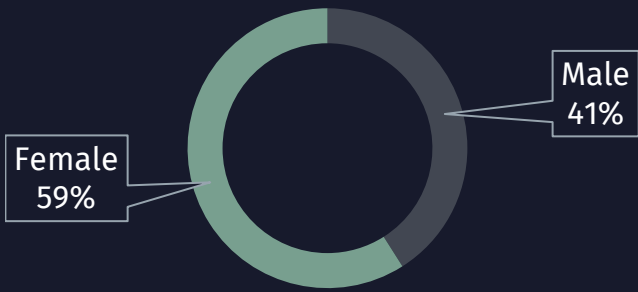
## Q4 Upper



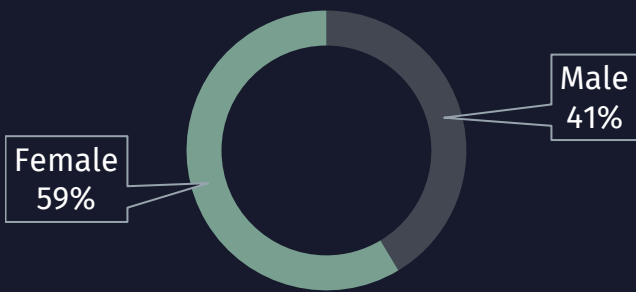
**% of All Male and  
All Female in each  
Pay Quartile  
2023**



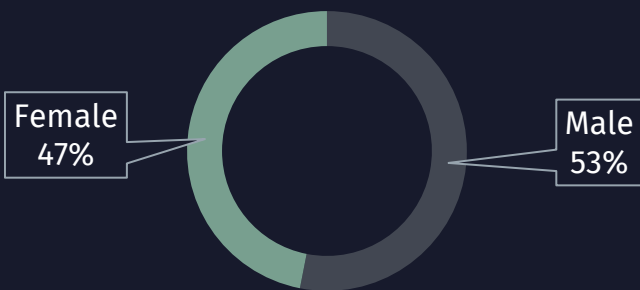
### Q1 Lower



### Q2 Lower Middle



### Q3 Upper Middle



### Q4 Upper



**% of Male and Female Employees in each Pay Quartile**  
**2023 – Excludes MDs**