

The image shows a multi-story office building at dusk or night. The building's facade is composed of a grid of large glass windows. Through the windows, the interior of the office is visible, showing desks, computers, and people working. The interior lights are on, creating a warm glow that contrasts with the cool blue tones of the twilight sky. The overall scene is a modern, professional office environment.

interpath

# Gender Pay Report

2024

# Foreword from Mark Raddan, CEO

As I complete my first year as Interpath's Group CEO, I am pleased to present our 2024 UK Gender Pay Gap Report. I am particularly proud to see that we have made continued progress in substantially narrowing our gender pay gap, which is testament to many of the activities we've introduced to drive positive and meaningful change across the firm since its inception.

Over the past 12 months, our Chief People Officer, Caroline Chamberlain, has further developed our global people strategy, which places our people at the heart of our business, and which strives to foster a collaborative and inclusive environment, enabling everyone to flourish and develop long-lasting and meaningful careers.

We know that there is still plenty more we need to do but, with changing attitudes and approaches to diversity and inclusion being seen around the world, we remain resolute in our commitment to building an inclusive culture across Interpath, and to exhibiting and rewarding behaviours and running programmes which underpin and support this aim. As we continue our growth and international expansion, we will also continue to seek out and attract the best talent in the markets in which we operate and will strive to support the career growth of colleagues across the firm.

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 orange ink that reads "Mark".

# A message from our Chief People Officer, Caroline Chamberlain

I am delighted to present Interpath's third Gender Pay Report showing continued improvements across key measures, notably our median pay gap.

The last 12 months at Interpath have presented an exciting opportunity to shape and develop our People Strategy working alongside our CEO and the Board, as well as with colleagues from across the business and our external Inclusion Board advisory group. A key pillar of our plan is to 'Attract, Develop and Retain' a diverse range of talent and so it has been particularly pleasing to see so many exceptional women choosing to join Interpath, as well as those who continue to develop their careers and progress within the firm.

Supporting and developing our female colleagues remains a critical part of our plans and I am proud to have expanded and further developed a range of programmes which underpin this aim. This includes working closely with Interpath Women's Network on key policy matters and enhancements, expanding our employee network groups to include two new networks for Neurodiversity and Parents & Carers, and launching a second cohort of our Inclusive Leadership programme. The next two improvements will centre on Career Coaching and management training at more junior levels to instil Inclusion as a topic throughout the firm. Alongside our Leadership Team, I remain deeply committed to continuing to analyse and address our Gender Pay Gap, and I look forward to continuing to work with our teams to ensure our female colleagues thrive.



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

*Caroline*

# 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, 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 can be seen in 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.

Notwithstanding the above, we are pleased to see that our reported data shows year-on-year improvements in all metrics.

Since the launch of our business, it has been our determined ambition to ensure that female talent thrives at all levels, and that we support the growth and promotion of female leaders. In this report, we shine a spotlight on some the activities we have implemented to help us achieve this aim.

We remain committed to continuing to narrow the gender pay gap across our business.

As in previous years, 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.

A photograph of three business professionals in a modern office setting. A woman with dark curly hair, wearing a grey blazer, stands on the left holding a coffee cup. Two men, one in a dark suit and red tie, and another in a maroon sweater, stand in the center and right, looking at a smartphone held by the man in the suit. They are on a staircase with a glass railing, and large windows are visible in the background.

## We're making **progress.**

In 2022, our mean pay gap was 58%. In 2023, this reduced to 52.6%. In 2024 we have further reduced this to 47.7%.

Our median pay has also reduced from 37.1% in 2023 to 27.8% in 2024.

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 26.4% in 2023 to 21.5% in 2024.

86.6% of women received a bonus vs 78.3% of men. This compares to 81.9% of women and 79.8% of men last year.



# Attract, Develop, Retain

We recognise that to truly succeed as a business, it's critical to have 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 Global People Strategy puts people at the heart of our business and we continue to adhere to the mantra of 'know your people'. The more we know, the more we can address our collective and individual needs.

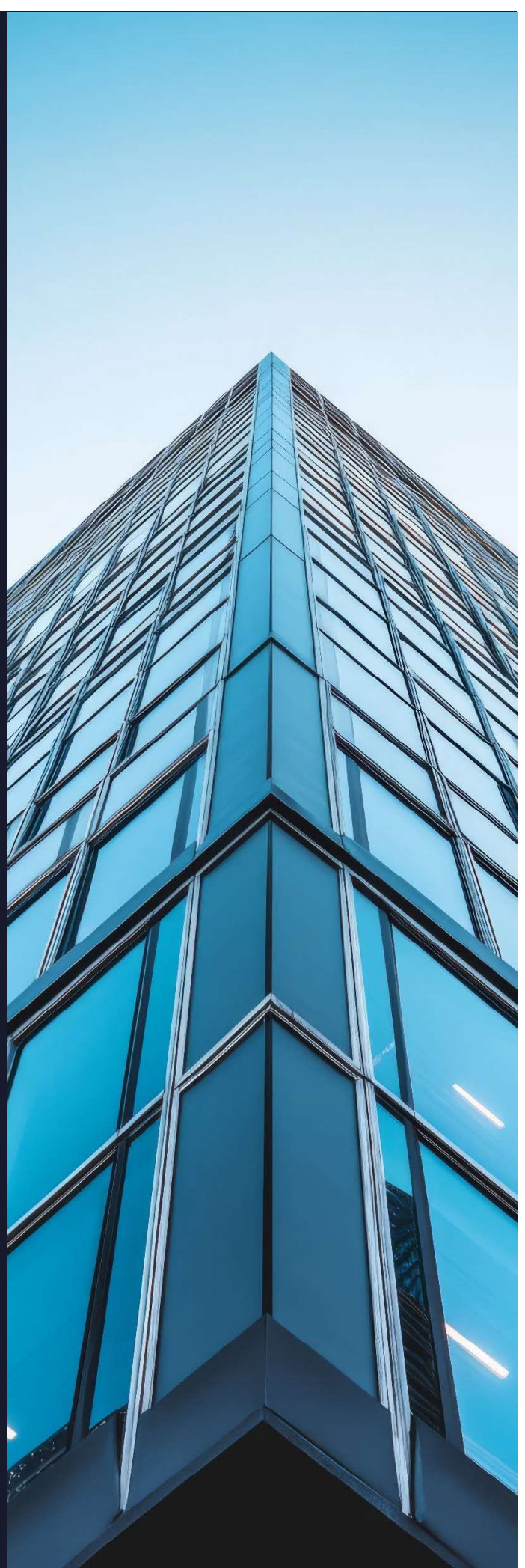
## Attract

- 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.
- We have worked with Interpath's Women's Network (IWN) to survey understanding of and attitudes towards **family-related policies** at Interpath. Following this exercise, we have worked with IWN to implement some of the recommended enhancements to our policies (notably Paternity, Parental Loss and Emergency leave) as well as making a commitment to continuing to evaluate and explore further recommendations.



## Retain

- Recognising the impact that expanding a family has on our employees regardless of their parental role, our offering of **support and coaching** for maternity leavers has been expanded to include all parents to support them with balancing their careers and 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. **IWN** host a programme of events designed to provoke conversation and educate. Recent events include an opportunity to understand the gender pensions gap featuring a leading external speaker.
- Additionally, in 2024 IWN incubated a new employee Network Group which has since expanded to form a separate **Parents and Carers Network**, sponsored by Louise Smith, Managing Director, and led by Tom Kelly, Director.
- Our **Wellbeing** benefits include a range of events and initiatives to help our employees understand and manage their own wellbeing addressing each of mental, physical and financial health.



## 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.
- We have launched a transparent **Competency Framework** and a new online **learning platform, InterLearn**, tools which both ensure that our promotion process at all levels is evidence based. This process is continuously monitored, including ensuring that panel interviews are evidence-based, thereby reducing the risk of bias.
- Additionally, all promotion panels for Director and Managing Director candidates have both female and male representation to ensure fairness and consistency.
- We launched a second cohort of our **Inclusive Leadership** programme (which was piloted in 2024) for our senior MDs. Each participant engages in individuals and group coaching, designed to focus on self-reflection and challenging unconscious bias. Participants subsequently help to develop firmwide goals on Inclusion.
- More generally, all our MDs are expected to include personal goals to ensure their contribution to **Inclusion** at Interpath and in 2024 all MDs undertook a personal assessment (iPsych) to support their own Personal Development Plan.
- We continue to develop our Firmwide training programme for our Career Coaches to ensure a **consistent employee experience** on performance management and career growth for all our people.



# 2024 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

2024	47.7%
------	-------

### 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.

2024	27.8%
------	-------

### Mean Bonus Gap

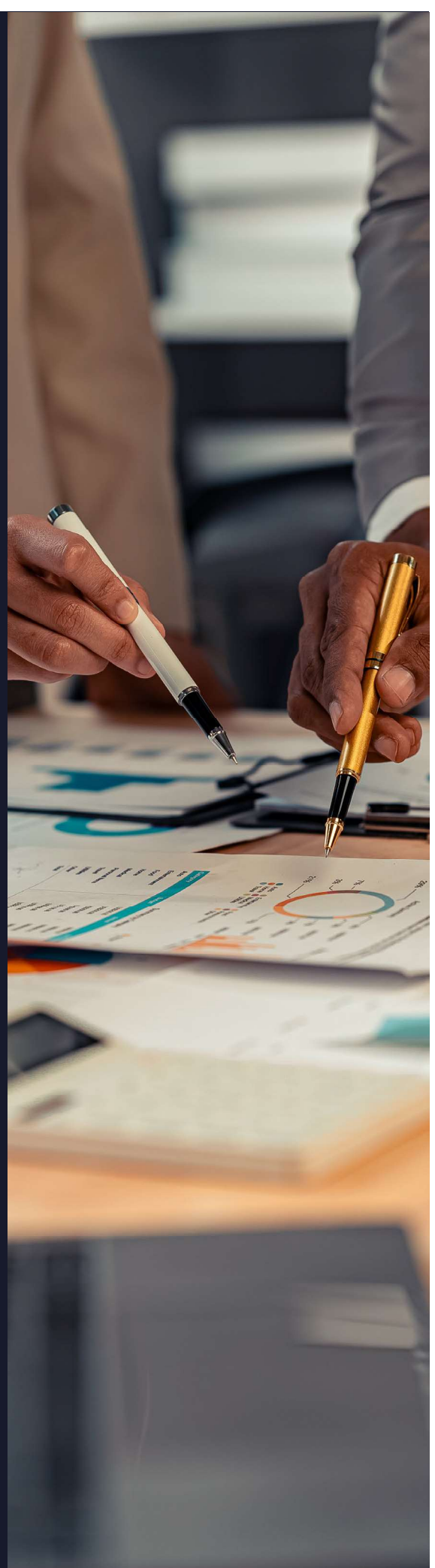
The mean pay gap is the difference between the average bonus awarded to relevant men and relevant women

2024	54.4%
------	-------

### 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.

2024	64.1%
------	-------



# 2024 Gender Pay

## Excluding Managing Directors

We have included our data which do not include Managing Directors, as our most 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

2024	20%
------	-----

### 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

2024	21.5%
------	-------

### Mean Bonus Gap

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

2024	38.6%
------	-------

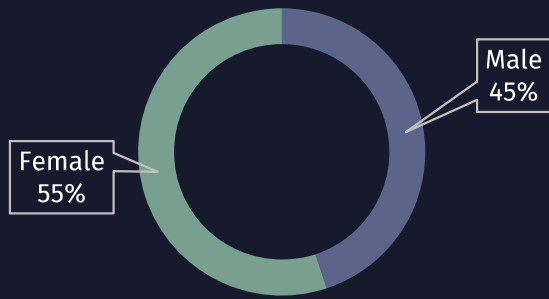
### Median Bonus Gap

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

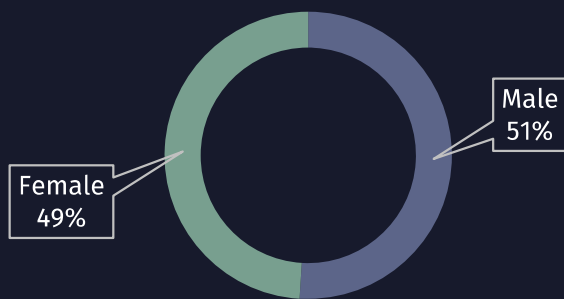
2024	53.3%
------	-------



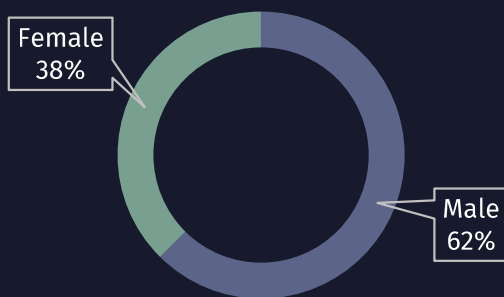
### Q1 Lower



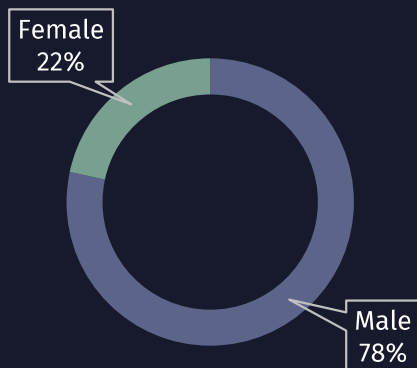
### Q2 Lower Middle



### Q3 Upper Middle

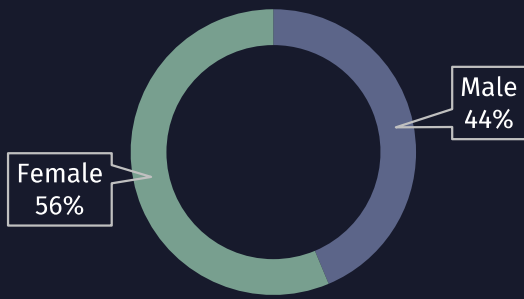


### Q4 Upper

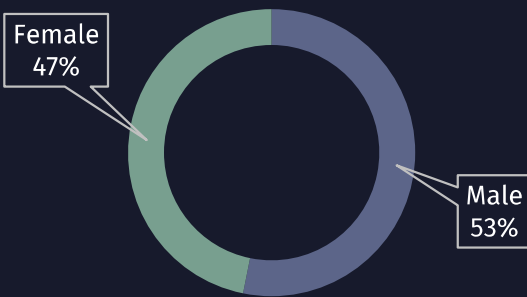


**% of All Male and  
All Female in each  
Pay Quartile  
2024**

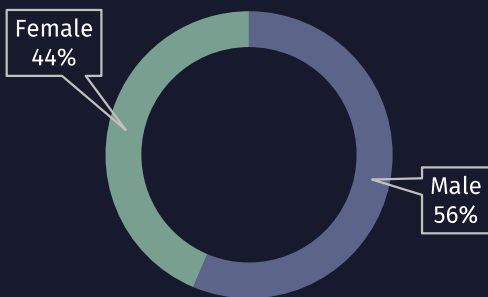
### Q1 Lower



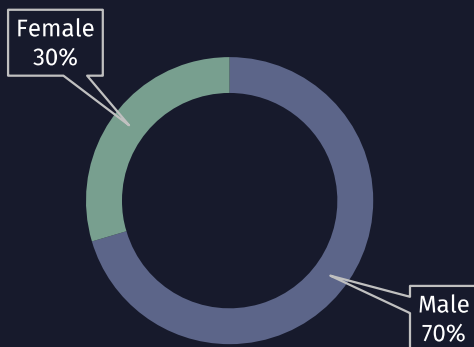
### Q2 Lower Middle



### Q3 Upper Middle



### Q4 Upper



**% of Male and  
Female Employees in  
each Pay Quartile  
2024 – Excludes  
MDs**