



GENDER PAY GAP Report 2026 #PurplePeople

(Data Set April 2025)



Gender Pay Gap

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Nationally, the ONS reports that the gender pay gap continues to narrow gradually, with the gap among all employees falling from 14.2% in 2023 to 13.1% in 2024, and the full time gap reducing from 7.5% to 7.0%. These national patterns highlight that differences in pay are largely

shaped by how men and women are represented across different roles and levels, rather than by unequal pay for the same job.

When we look at our wider Group, the early picture is encouraging. The spread of roles across the Group shows a more balanced representation of women at different levels than is visible in the LCG only data. This suggests a broader and more positive story across the organisation, particularly around progression and access to opportunities.

The following pages explore this Group level view in more detail, setting out how our wider structure, shared recruitment approach, and broader range of roles contribute to a more representative and balanced workforce across the Group.



2025

18.1%

11.9%

2024

12.9%

11.5%

2023

15.1%

14.7%

2022

47%

22.2%

2021

18%

12%

Mean Pay Gap

Median Pay Gap



Group Wide Position

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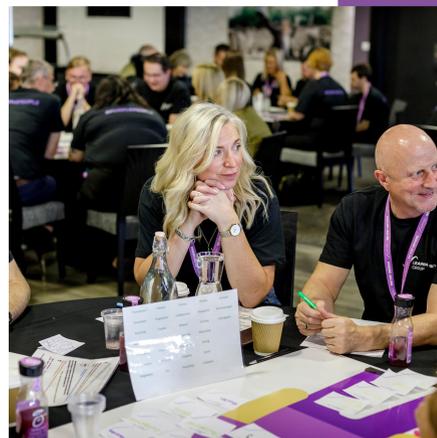
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When looking at the whole Group, the picture that emerges is notably stronger than the statutory LCG position alone. The Group's median hourly pay gap is 6.21%, almost half our statutory reporting figure, meaning women earn 93.8p for every £1 earned by men across the Group. This narrower gap demonstrates a more balanced distribution of earnings and reflects improvements in the types of roles women occupy across the wider organisation.

The Group's mean hourly pay gap of 11.17% further reinforces this more positive trend. While a mean gap of this size still shows that there are some differences in the types of jobs that men and women hold, it remains significantly lower than LCG's standalone mean gap. Taken together, these numbers suggest that across the Group there is a better spread of women across mid and higher paying roles, and fewer structural imbalances than those still present in LCG's single entity profile.



MEDIAN HOURLY PAY GAP:

6.21%

(STRONGER THAN LCG ALONE)

MEDIAN HOURLY PAY GAP:

11.17%

WOMAN IN THE HIGHEST PAID QUARTER

54.50%

BONUS PARTICIPATION:

83.63%

OF WOMEN

78.91%

OF MEN

MEDIAN BONUS GAP

-13.64%

(WOMEN'S MEDIAN BONUSES HIGHER)

MEAN BONUS GAP

-81.54%

(WOMEN'S MEAN BONUSES HIGHER)

What stands out most is that the Group level gaps align more closely with what we would expect from an organisation with a stronger gender balance at senior levels, as well as greater consistency in role structures across entities that have matured at different times. It also indicates that the Group benefits from a wider range of role types and salary bands, meaning representation patterns at one site can offset imbalances in another, giving a more complete and accurate reflection of gender representation across the business.

This means that while statutory LCG reporting shows areas where more work is needed, the Group's overall position gives a clearer indication of the progress the business has made in improving representation and parity across higher paid posts. It also highlights that our long term work on recruitment and visible progression pathways through our career map is having a meaningful impact when viewed at the organisational level rather than in isolation.

Quartiles



Upper quartile (highest paid roles): Women now represent 52.2%, down from 54.1% last year. This small reduction at senior pay levels is a key driver of the higher mean and median gaps, as progress at the top tends to compress gaps most effectively.

Upper middle quartile: Women's representation decreased notably from 71.1% to 63.3%, the largest year on year movement. This suggests fewer women in roles immediately below the top quartile, which can affect the future pipeline into higher paid posts.

Lower middle quartile: Women's share fell from 77.6% to 73.2% — a positive direction of travel, reducing the concentration of women in lower paid roles, but still high in absolute terms.

Lower quartile (lowest paid roles): Women's representation decreased from 71.3% to 69.1%. This is another positive movement, though the overall concentration remains material. Continued focus here should help narrow future gaps.

Lower Quarter



Lower Middle Quarter



Upper Middle Quarter



Upper Quarter



Men

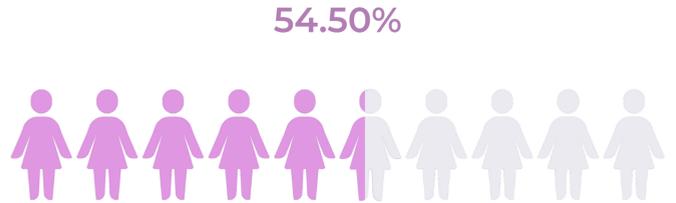
Women

Group Reporting

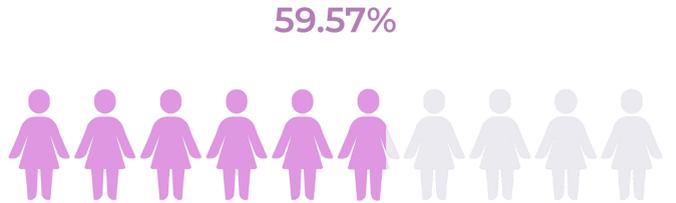
To Group Level, women are represented consistently across all pay levels, with 54.50% in the upper quartile, rising to around 65% in both lower quartiles. This creates a smoother and more balanced distribution compared with the LCG only profile. Strong representation in the upper middle quartile (59.57%) is particularly positive, as this level often provides the pipeline into higher paid senior roles.

Unlike the statutory LCG data — where representation drops more noticeably at the top of the structure — the Group wide distribution shows women progressing more evenly into higher paid roles. This pattern helps explain why Group-level pay gaps are smaller overall and reflects the positive impact of consistent role frameworks, development pathways, and recruitment practices across all four entities.

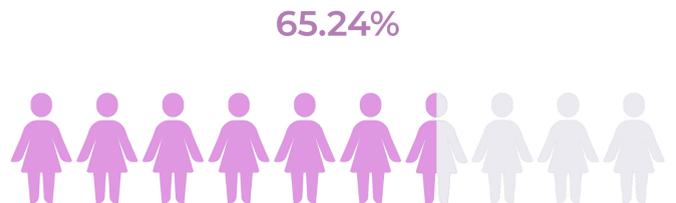
Women make up:



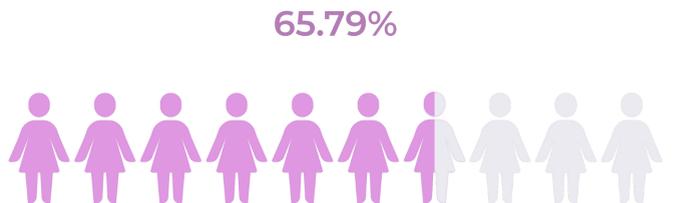
Of the upper quartile



Of the upper-middle quartile



Of the lower-middle quartile



Of the lower quartile



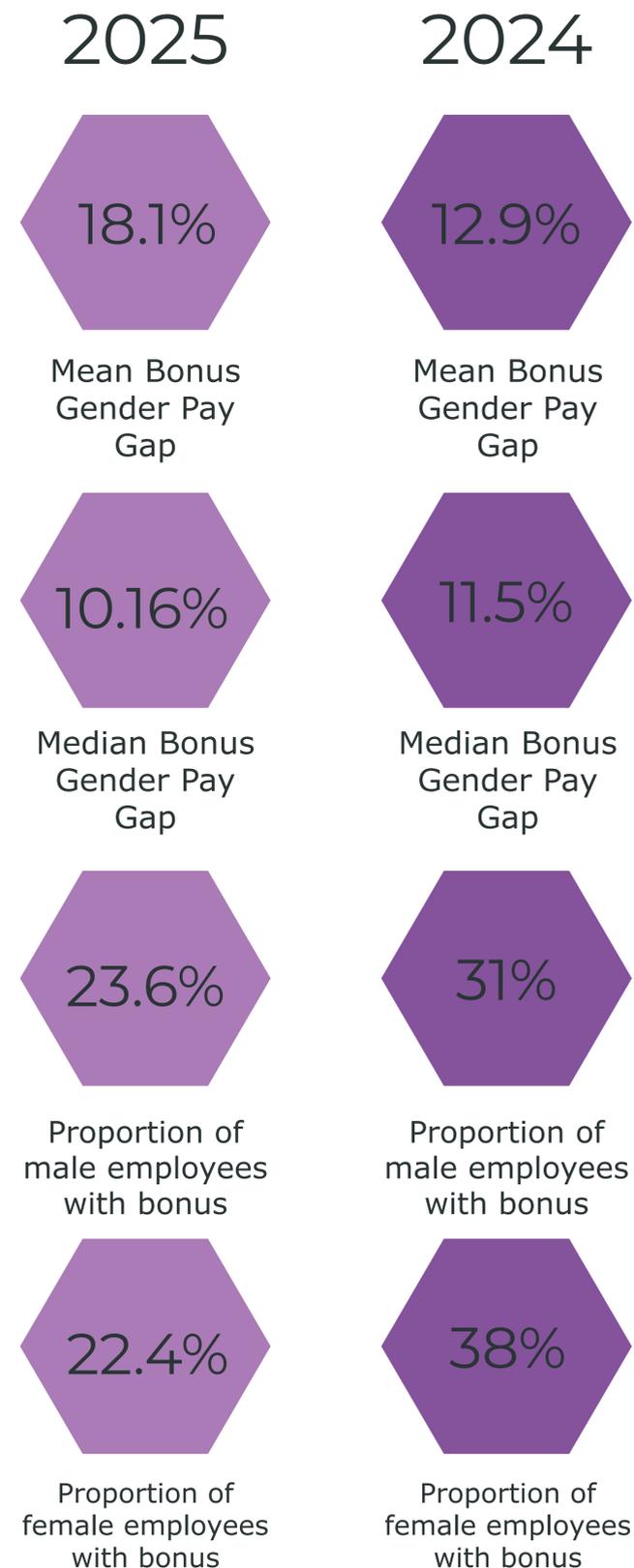
When we look across the wider Group, the picture is more positive. Bonus participation is significantly higher for both men and women across all four entities, and women are not only accessing bonus schemes at similar or higher rates but also receiving higher median and mean bonus payments overall.

This suggests that, at Group level, the more positive bonus outcomes for women may reflect both better access to bonus eligible roles and the fact that more women are achieving higher bonus awards, and we will carry out further analysis to understand this in more detail. The contrast between LCG and the Group reinforces the value of looking beyond statutory reporting to understand the broader experience of our workforce.

Gender Bonus Gap

Bonus participation at LCG this year was broadly similar for men and women, with 22.4% of women and 23.6% of men receiving a bonus. This is a reduction compared with last year, when 38% of women and 31% of men received bonus payments. The lower participation this year may reflect changes in eligibility, scheme availability, or performance against company targets.

Despite this decline, the median bonus gap improved, moving from 11.5% last year to around 10.2% this year. The mean bonus gap shifted noticeably, with women's average bonus being higher (+80.28%) than men's. Because mean averages can be influenced by a small number of higher value awards, this swing is likely driven by a limited number of larger bonuses rather than a widespread change across the workforce.



Our action plan to close the gap

At Learning Curve Group, we remain committed to reducing our gender pay gap and creating a workplace where everyone has equal opportunity to progress, develop and thrive. Last year we committed to taking a more detailed look at gender representation across the whole Group, not just within LCG, and the insights gained this year have already helped to shape our next steps.

Our plan focuses on practical, meaningful actions that support fairness at every stage of an employee's journey with us:

Promote an inclusive culture

We will continue to build an inclusive environment across all four entities, championing behaviours that reflect our values and supporting managers in having confident, open conversations about development and career opportunities. Understand and challenge gendered patterns in roles
We will keep reviewing areas where certain

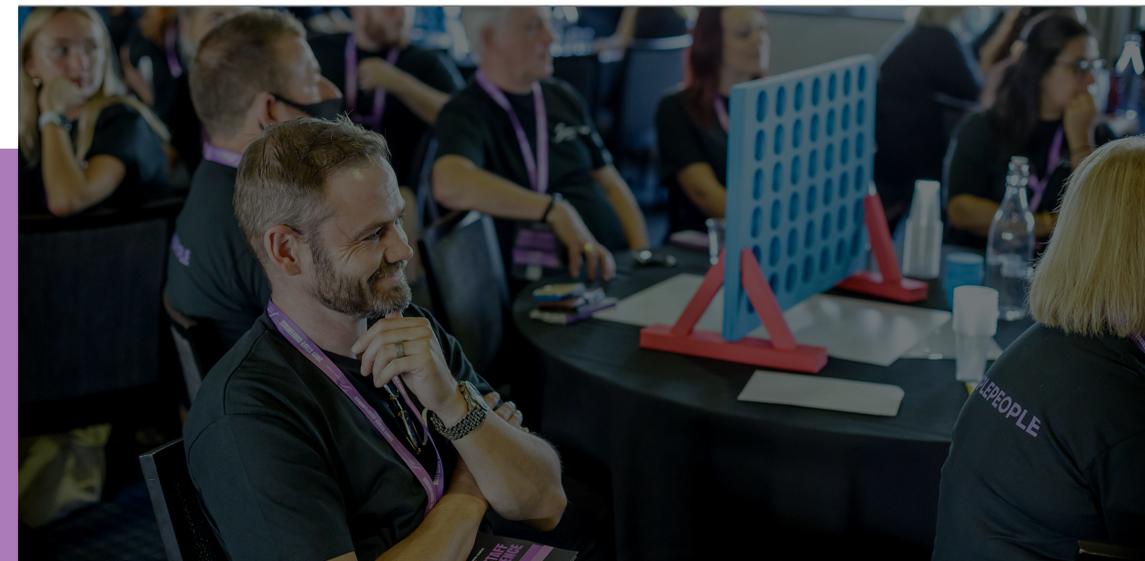
roles still attract more men or more women, drawing on our career map, succession planning conversations and talent reviews to ensure development opportunities are visible and accessible to everyone.

Strengthen recruitment and access to opportunities

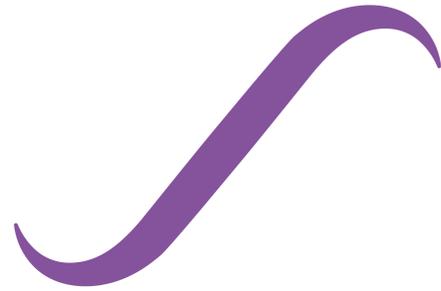
We will continue using standardised recruitment processes across the Group to ensure fairness and consistency. This includes gender-neutral job adverts, structured interview questions, and supportive candidate briefings. We will also monitor how people move through the recruitment process to identify where improvements can be made.

Listen, learn and respond

We will continue to use stay and exit interviews, Keep in Touch meetings, and wider engagement activity to understand the real experiences of our workforce. These insights will feed directly into our action planning.



Closing

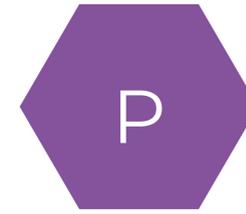


In line with the national trend of gradual improvement, our Group wide data shows a more balanced picture across pay levels, a smaller overall pay gap, and bonus outcomes that are generally more favourable for women. This broader view reflects the positive impact of the wider opportunities available across all four entities.

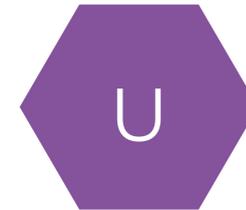
Within the statutory LCG scope, this year's results show a slight widening of both the mean and median hourly pay gaps, driven mainly by fewer women in the highest paid roles in this entity. This is partly offset by a reduction in the number of women in the lowest paid roles, and by an improvement in the median bonus gap. Bonus access also remains broadly even between men and women.

Comparing LCG with the wider Group, the opportunity is clear: we need to continue strengthening representation in the upper middle and upper quartiles, while maintaining progress in the lower pay bands to support long term balance across our structure.

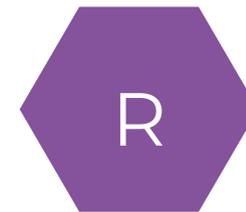
As we move forward, we remain committed to supporting improvements across all parts of the organisation. We will continue to analyse our data at a more granular level, look closely at progression routes, and identify the areas where change will make the biggest difference. This ongoing work will help us build a stronger, more representative pipeline for the future and ensure that the actions we take genuinely support fairness and opportunity for everyone.



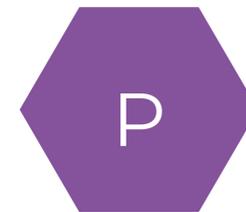
Promote - we will continue to promote an inclusive culture across the group. We have guidance in place on values and behaviours that are expected in the company which have been developed by our Purple People.



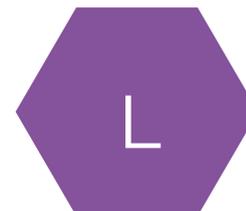
Undoing the 'gender norms' for roles that are usually considered a male/female role. We have created a new careers map and will identify talent through succession planning and training for the managers to hold positive career conversations.



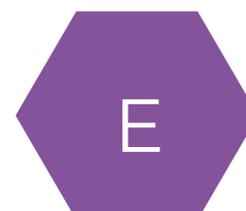
Review and assess our recruitment practices to ensure that there are gender neutral/non-stereotypical adverts, supporting flexible working where possible. Our talent partners will hold supportive briefs with prospective candidates and the same interview questions will be used for all candidates for the role.



Produce our annual EDI report which will have clear actions to improve our diversity. We will use stay and exit interviews to understand decisions about the company.



Liaise with all employees allowing for open and honest conversations: these will be done through our Keep in Touch meetings as well as CEO and Director live briefs.



Evaluate key performance indicators, monitoring the uptake and approval of flexible working and promotions across the group.



LEARNING CURVE
GROUP

www.learningcurvegroup.co.uk

hr@learningcurvegroup.co.uk

#PurplePeople