

GENDER PAY GAP REPORT 2025



A MESSAGE FROM OUR CEO

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At Aureos, we remain firmly committed to closing our gender pay gap and building a more inclusive and representative organisation. Our ambition is clear we aim to be a leading business, recognised for excellence, resilience, growth and sustainability and achieving that ambition depends on creating an environment where talent can thrive, regardless of background.

Over the past year, we have taken important steps to strengthen that foundation. Female representation across Aureos has increased to 16.43%, with encouraging movement in our middle and upper pay quartiles. These shifts show that our work to improve attraction, development and progression is beginning to make a real difference.

Our colleagues have played a central role in this progress. Their commitment to inclusive leadership, clearer career pathways and better support through key life stages is helping us build a culture where people feel valued and able to succeed.

We know there is more to do. Addressing the structural drivers of our gender pay gap will take sustained focus, and we are determined to accelerate our progress. Strengthening leadership accountability, broadening our early-career pipeline and opening clearer routes into senior roles will remain central to our approach.

As we look ahead, our commitment to inclusion is integral to the organisation we are becoming. By continuing to invest in our people and broaden access to opportunity, we will ensure Aureos grows as a place where colleagues from all backgrounds can contribute, develop and thrive.

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Darren James,
Chief Executive

WHY OUR GENDER PAY GAP EXISTS

Our gender pay gap is shaped by the structure of our workforce and the types of roles that make up the majority of our operations. **Aureos has a large on-site, operational workforce where roles are currently held almost entirely by men.** These positions form a significant proportion of our headcount and sit within defined pay bands, which naturally influences our overall results. Alongside this, women represent 16.43% of our organisation, and we have seen encouraging movement in our middle and upper pay quartiles this year, showing that our efforts to broaden representation are beginning to make an impact.

Female representation across Aureos has increased to 16.43%, with the strongest movement in our middle and upper pay quartiles.

Women remain more represented in junior and early-career roles, while men continue to hold most senior, specialist and higher-paid positions. This is reflected in our quartile data, where female representation is 31% in the lowest quartile, compared with 14% in Q2, 7% in Q3 and 11% in the highest quartile. These patterns reflect “underrepresentation in leadership, specialist and technical roles” and a “higher concentration of women in junior and early-career positions.”

Bonus outcomes follow a similar trend. Women were slightly more likely to receive a bonus this year, but bonus values are linked to seniority and business performance. Because men remain more represented in senior roles, average bonus payments are higher for men. As the report states, “bonus values are higher in senior roles, where men remain heavily-represented.”

OUR 2025 GENDER PAY GAP RESULTS

Hourly Pay Gap

Mean gender pay gap:

21.46% 

Median gender pay gap:

28.67% 

Interpretation

The mean gap has reduced by 1.89 percentage points since the August 2024 interim review, supported by stronger female pay growth and increased representation.

The median gap increased slightly (+0.7 ppts), reflecting shifts in workforce distribution across pay bands rather than changes to pay structures.

Bonus Pay Gap

Mean gender pay gap:

46.42% 

Median gender pay gap:

46.00% 

Bonus receipt

- Women: 13.04%
- Men: 12.67%

Women were therefore slightly more likely to receive a bonus, although bonus values remain higher in senior roles, where men continue to be more heavily represented.

Workforce Representation

Men:

83.57% 

Women:

16.43%  (up from 14.94% in 2024)

Female headcount increased by 26% year-on-year, compared with 12.5% for men.

Pay Quartiles

Quartile	Male	Female	Positive Movements vs 2024
Q1 (Lowest)	69%	31%	34% → 31%
Q2	86%	14%	10% → 14%
Q3	93%	7%	6% → 7%
Q4 (Highest)	89%	11%	9% → 11%

These shifts reflect improved attraction of women into the business and a gradual broadening of representation across pay bands.

ACTIONS TAKEN IN 2024-2025

Over the past year, we have taken targeted steps that are beginning to shift the shape of our organisation. Strengthening early-career pathways, widening access to development and improving the experience of women at key career stages have supported an increase in female representation to 16.43%, with clear movement in our middle and upper pay quartiles.

We expanded visible role-modelling through STEM outreach and our Female Mentoring Programme, and strengthened internal progression through our Grow, Perform, Succeed framework. We also enhanced life-stage support, including flexible-leave options, menopause awareness and more open wellbeing conversations.

Alongside this, we strengthened our EDI governance to provide clearer oversight and accountability. Together, these actions have contributed to the early progress reflected in this year's data and provide a strong foundation for continued improvement.

OUR STRATEGIC PILLARS FOR CONTINUING TO CLOSE THE GENDER PAY GAP

We are focusing on a small number of clear, long-term priorities that will help us broaden representation, strengthen progression and ensure fairness across Aureos.

1 LEADERSHIP, CULTURE & INCLUSION

Creating a workplace where diverse talent can thrive through inclusive leadership, everyday behaviours and a culture that supports all colleagues.

2 RECRUITMENT & ATTRACTION

Building a broader, more diverse pipeline by using inclusive attraction methods and strengthening our employer brand to appeal to a wider range of talent.

3 PROGRESSION & CAREER DEVELOPMENT

Ensuring fair access to development and advancement through transparent criteria, consistent progression frameworks and stronger talent reviews.

4 PAY, REWARD & RECOGNITION

Maintaining fairness in reward systems through regular reviews, clear bonus structures and consistent, inclusive recognition processes.

5 FLEXIBLE WORKING & LIFE-STAGE SUPPORT

Supporting colleagues through key life and career stages with flexible working, parental support and enhanced wellbeing measures.

6 SKILLS & FUTURE WORKFORCE PLANNING

Developing the technical and digital capability needed for future growth and aligning workforce planning with our long-term strategy.

7 TRANSPARENCY & EXTERNAL REPUTATION

Maintaining clear reporting, building trusted partnerships and strengthening Aureos' reputation as a responsible employer.

OUR ONGOING COMMITMENT

This report reflects the progress we have made over the past year and the work still ahead as we continue to build a more balanced and inclusive Aureos. The improvements in our representation data show that our early actions are beginning to make a meaningful difference, particularly in widening access to technical and mid-level roles.

Looking forward, our strategic priorities give us a clear framework for continuing to close the gender pay gap in a way that supports Aureos' transformation and long-term growth. By strengthening leadership capability, enhancing career pathways, supporting colleagues through key life stages and deepening accountability, we will continue creating the conditions where all talent can thrive.

We recognise that closing the gender pay gap is a multi-year journey. But with clear priorities, strong governance and the commitment of our people and leaders, we are well positioned to build on our progress and deliver meaningful, sustainable change as Aureos continues to grow.

Statutory Declaration

I confirm that the gender pay gap data contained in this report is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Darren James,
Chief Executive Officer

Methodology

All calculations follow the Government Gender Pay Gap reporting guidelines (Gov.uk) and ACAS Managing Gender Pay Gap Reporting (March 2021).

DEFINITIONS

Equal Pay

When men and women performing equal work receive equal pay, as set out in the Equality Act 2010.

Gender Pay Gap

The difference between men's and women's average earnings across the organisation, expressed as a percentage of men's earnings.

Mean Gender Pay Gap

The difference between the mean (simple average) hourly pay rate for all men and all women, expressed as a percentage of men's earnings.

Median Gender Pay Gap

The difference between the median (middle) hourly pay rate for all men and all women when ordered from lowest to highest, expressed as a percentage of men's earnings.