INSPIRE NORTH



GENDER & ETHNICITY PAY REPORT

2025

INTRODUCTION
FROM RUTH KETTLE, CHIEF EXECUTIVE

Following the successful amalgamation of Inspire North, Community Links, and Foundation, I am proud to present our first Gender and Ethnicity Pay Gap Report as a unified organisation.

While only Community Links was previously required to report on gender pay data, we have always believed transparency is the right thing to do. That's why, even before the amalgamation, we chose to report pay gap data across all three organisations despite not being legally required to do so.

In that same spirit of openness and accountability, we are now voluntarily reporting on our ethnicity pay gap. This reflects our ongoing commitment to equality, diversity, and inclusion, and our belief meaningful change begins with honest self-reflection and data-driven action.

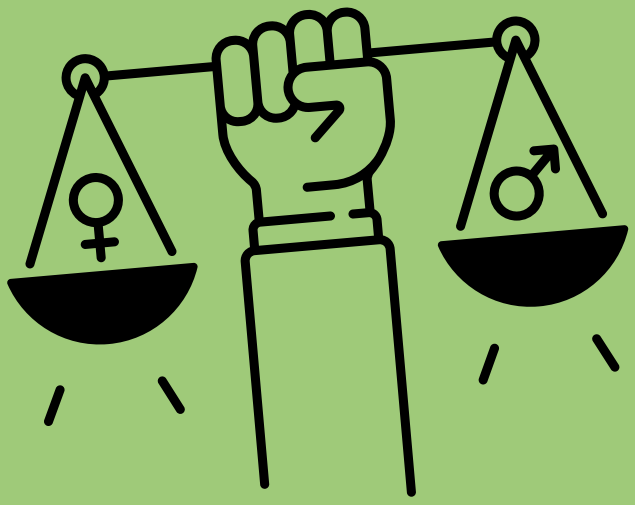
We are also firmly committed to being an anti-racist organisation. This means actively identifying and addressing inequalities wherever they exist, and ensuring our policies, practices, and culture support fairness and equity for all. Publishing this data is one of the ways we hold ourselves accountable and continue to learn and improve.

I would like to thank our Employee Networks, Anti-Racism Steering Group, and all colleagues for their continued support and commitment. Your contributions play a vital role in helping us build a more inclusive and equitable organisation.

Together, we have a real opportunity to make meaningful progress ensuring our organisation continues to be a supportive, respectful, and rewarding place to work for everyone.

Declaration:
I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.





UNDERSTANDING THE PAY GAP

Before we explore the data, it's helpful to define what a pay gap is.

A pay gap is the average difference in pay between two groups such as men and women, or white and ethnic minority colleagues expressed as a percentage of the reference group's average pay.

It's important to note a pay gap is not the same as unequal pay, which refers to paying people differently for the same work and is unlawful under the Equal Pay Act 1970. We are fully compliant with this legislation.

According to the Office for National Statistics (ONS), the UK gender pay gap for full-time employees was 7.0% in April 2024, down from 7.7% the year before.

While there is no legal requirement to report on ethnicity pay gaps, and no consistent national benchmark, we choose to report ours voluntarily as part of our commitment to transparency, equity, and inclusion.

GENDER PAY REPORTING AND OUR COMMITMENT TO INCLUSION...

Current gender pay gap reporting regulations require organisations to report pay data using a binary gender framework, which means the data currently reflects only men and women.

However, we recognise and respect gender is not binary, and many of our colleagues identify outside of this framework. As part of our ongoing commitment to inclusion, we want to reaffirm our support for all colleagues, including those who are trans, non-binary, and gender diverse.

WHAT WE'RE REQUIRED TO REPORT...

By law, UK organisations with 250 or more employees must report on:

- The **average (mean)** gender pay gap
- The **middle (median)** gender pay gap
- The **mean and median bonus pay gap**
- The **proportion of men and women receiving a bonus**
- The **proportion of men and women in each pay quartile**

HOW WE CALCULATE THE PAY GAP...

To help make sense of the data, here's a quick explanation of the two key measures we use:

Median Pay Gap
The median is the middle point in a list of hourly pay rates. We line up all employees from lowest to highest paid separately for each group (e.g. men and women, or white and ethnic minority colleagues) and take the middle value for each.

The median pay gap is the percentage difference between those two middle values.

Mean Pay Gap
The mean is the average. We add up the hourly pay of everyone in each group and divide by the number of people in that group.

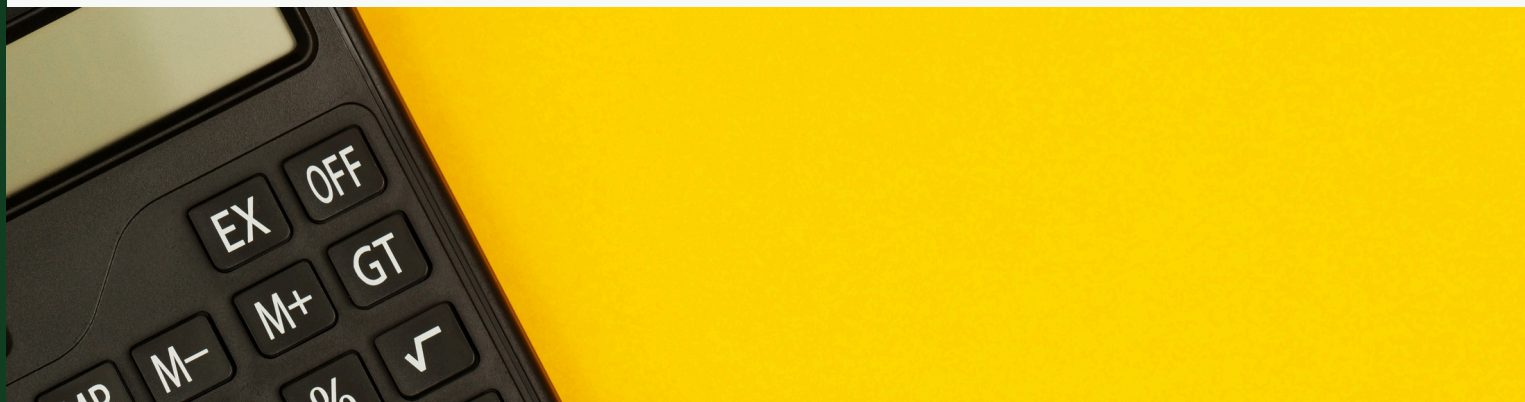
The mean pay gap is the percentage difference between those two averages.

These measures help us understand how pay is distributed across the organisation and where we may need to take action to ensure fairness.

Pay Quartiles
Here's how we calculate them:

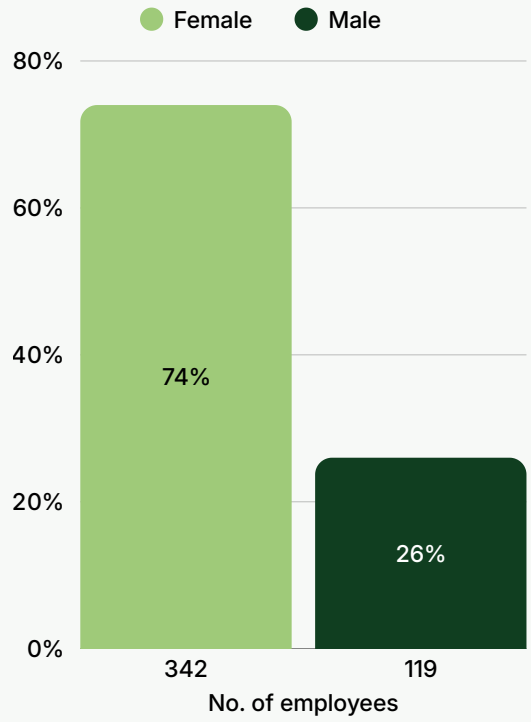
- Sort all employees by hourly pay, from lowest to highest
- Divide them into four equal groups (called quartiles)
- Measure the gender or ethnicity split within each group

This helps us understand how different groups are represented across the pay scale from the lowest paid to the highest paid and identify any patterns or gaps in progression.



WHAT IS OUR GENDER PAY GAP?

We're pleased to report our gender pay gap remains low, reflecting our ongoing commitment to fairness and equity in pay.



Median
1.2%

Mean
-2.6%

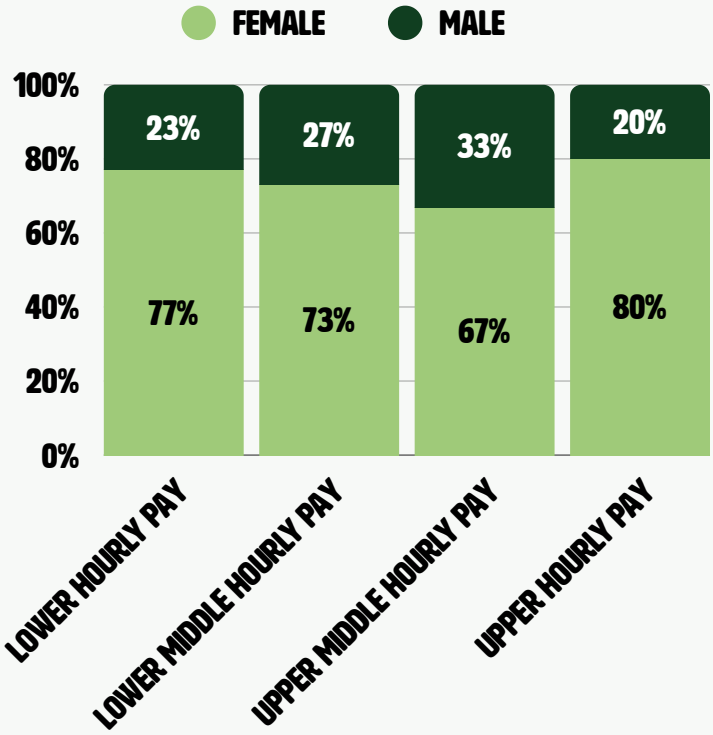
The median hourly rate is £14.95 for women vs. £15.13 for men.

The mean hourly rate is £17.30 for women vs. £16.93 for men.

These figures show pay is broadly balanced between men and women. We will continue to monitor and review our practices to ensure equity is maintained.

Gender Representation Across Pay Quartiles

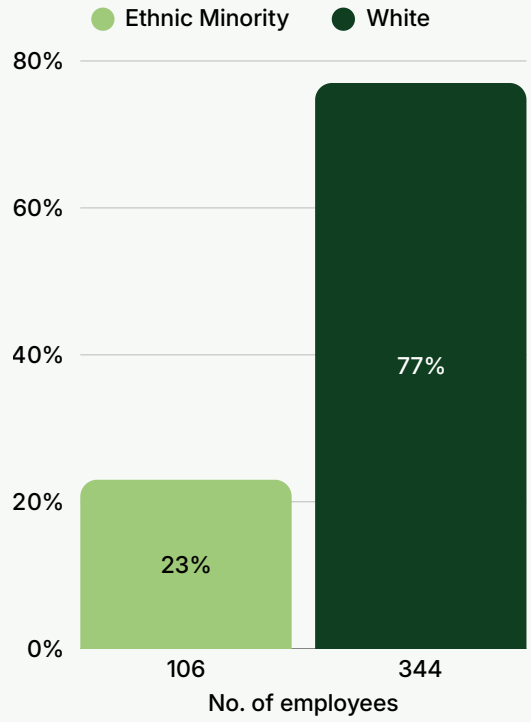
We're pleased to see balanced gender representation across all pay quartiles, reflecting our commitment to fair and inclusive pay practices at every level.



We do not pay bonuses to any employees. therefore, during the 2024 reporting period, no bonus payments were made, and the bonus-related figures are reported as zero in line with statutory requirements.

WHAT IS OUR ETHNICITY PAY GAP?

We're proud to share our first ethnicity pay gap data as a unified organisation, reflecting our commitment to transparency, inclusion, and anti-racism.



Median
4.2%

Mean
7.4%

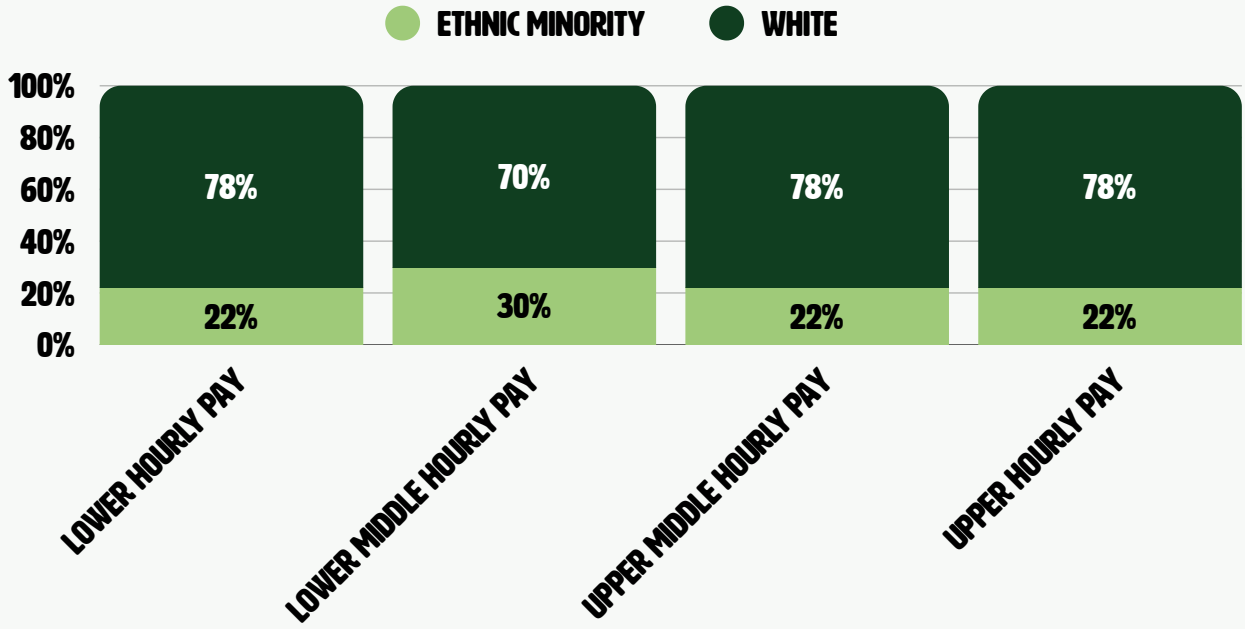
The median hourly rate is £14.63 for ethnic minority colleagues vs. £15.27 for white colleagues.

The mean hourly rate is £16.30 for ethnic minority colleagues vs. £17.60 for white colleagues.

While these figures show there is more work to do, they provide a valuable starting point. We are committed to understanding the reasons behind these gaps and taking meaningful action to ensure fair and equitable pay for all.

Ethnic Representation Across Pay Quartiles

Ethnic minority representation across our pay quartiles shows encouraging consistency, with a fairly balanced presence from entry-level through to senior roles. Nevertheless, we remain committed to strengthening this further through our inclusive policies and development opportunities.



OUR COMMITMENT MOVING FORWARD

We are proud to be an actively anti-racist organisation, committed to creating a workplace where everyone can bring their whole selves to work, feel a genuine sense of belonging, and have the opportunity to grow and thrive.

Although there is currently no legal requirement to report on ethnicity pay gaps, we believe doing so is a vital part of our commitment to transparency, inclusion, and anti-racism.

By combining data from Community Links, Foundation, and Inspire North, we now have a clearer and more complete picture of where we stand as a single, unified organisation. We will continue to use benchmarking, data analysis, and regular employee feedback to guide our anti-racism journey and strengthen our equality practices.

As we build on this foundation, we'll use what we learn to shape our next steps ensuring our values are reflected not just in words, but in action.

Donna Gooby
Director of People and Culture

