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Business Support



# Nugent Pay Gap Report - 2025

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## 1. Introduction

At Nugent, we are committed to creating an equitable, diverse and inclusive workplace where every colleague is valued and supported to thrive. The publication of our annual Pay Gap Report forms part of our responsibility to identify, understand and dismantle structural inequalities that influence pay, progression and representation. This aligns directly with our Equity, Diversity and Inclusion (EDI) Strategic Framework 2025–2030, which emphasises:

- A shift from *equality* to *equity*, recognising that different colleagues may require different levels of support to achieve fair outcomes.
- The importance of cultural humility and continuous learning.
- Embedding intersectionality, acknowledging that individuals experience overlapping forms of discrimination based on gender, disability, ethnicity and other characteristics.

While the Equality Act 2010 mandates gender pay gap reporting, Nugent voluntarily reports on disability and ethnicity pay gaps as part of our principles of transparency, accountability and social justice.

This report presents findings for 2025 and provides an analysis of gender, disability and ethnicity pay gaps, representation across quartiles, and thematic insights aligned with the EDI priorities. It includes both the mean (average) and median (middle) pay gaps, together with representation across pay quartiles and comparisons with 2024 where applicable.

## 2. Executive Summary



The executive summary highlights Nugent's commitment to fostering a fair and inclusive workplace by monitoring pay gaps and taking evidence-based action to address inequalities.

- **Gender Pay Gap:** A reduction in the mean pay gap to 8% from 8.3% in 2024, indicating progress year-on-year. However, the median pay gap has increased to 5% from 2.5%, suggesting ongoing challenges. Female representation in upper quartile remains strong, alongside a slight increase in male representation.
- **Disability Pay Gap:** The mean disability pay gap has decreased significantly to 4% from 7.35% the previous year, and the median pay gap for disabled colleagues has shifted from 0% to -5%. Despite these improvements, disabled colleague representation remains low at all organisational levels.
- **Ethnicity (EDI):** Reporting this year has shifted and we now use disaggregated ethnicity categories (Asian, Black, Mixed, Other, White), which provide a more accurate and inclusive basis for ethnicity pay gap reporting. This approach compares minority ethnic colleagues with White colleagues while enabling more detailed tracking across groups. The shift from BAME to an EDI/ethnicity framework aligns with national guidance and supports clearer identification of inequalities.

These findings highlight the importance of continued analysis and targeted interventions to ensure pay equity and inclusion for all colleagues.

## 3. Summary

### Gender

- Mean Pay Gap: **8%** (was **8.3%** in 2024)  **0.3 percentage points**
- Median Pay Gap: **5%** (was **2.5%** in 2024)  **2.5 percentage points**

- Female representation across upper roles remains strong, though male representation increased slightly.

### Disability

- Mean Disability Pay Gap: **4%** (was **7.35%** in 2024) **↓ 3.35 percentage points**
- Median Disability Pay Gap: **-5%** (was **0%** in 2024) **↓ 5 percentage points**
- Representation of disabled colleagues remains low across all levels.

### EDI (Ethnicity)

- Mean EDI Pay Gap: **11%**  
(2024 used a different structure, reporting a **6.9%** gap for BAME; this year's EDI gap incorporates a broader category)
- Median EDI Pay Gap: **5%** (was **1%**) **↑ 4 percentage points**
- EDI colleagues remain underrepresented overall, though visibility in upper quartiles has improved.

## 4. Gender Pay Gap Analysis

### 4.1 Pay Analysis

#### Pay Gaps

Year	Mean Gap	Median Gap
2024	8.3%	2.5%
2025	8%	5%

- Mean gap shows a small improvement.
- Median gap has increased, suggesting a shift in mid-range earnings.

#### Representation by Quartile (2024 → 2025)

Quartile	2024 Female	2025 Female	Change
Lower	81.7%	84.7%	<b>↑ +3.0%</b>
Lower Middle	79.8%	74.1%	<b>↓ -5.7%</b>

Upper Middle	78.9%	81.5%	↑ 2.6%
Upper	73.2%	72%	↓ -1.2%
<b>Quartile</b>	<b>2024 Male</b>	<b>2025 Male</b>	<b>Change</b>
Lower	18.3%	15.9%	↓ -2.4%
Lower Middle	20.2%	25.4%	↑ +5.2%
Upper Middle	21.1%	18%	↓ -3.1%
Upper	26.8%	28.6%	↑ +1.8%

### Summary:

- Higher concentration of women in the lower quartile.
- Slight increase in male representation at the higher quartile.

### Top 10 Highest Salaries (comparison)

Group	2024	2025
Female	13	7 in top 10
Male	7	3 in top 10

The structure changed this year to focus on the **top 10**, but women continue to hold most of the highest-paid roles.

### 4.2 CEO Salary Multiples

Metric	2024	2025
CEO to average (Female)	5.28	5.15
CEO to average (Male)	5.41	4.89
CEO to lowest paid	5.96	5.41

Pay ratios have narrowed slightly.

## 5. Disability Pay Gap Analysis

### 5.1 Pay Analysis

#### Pay Gaps

Year	Mean Gap	Median Gap
2024	7.35%	0%
2025	4%	-5%

Significant improvement in the **mean** gap.  
The **median** now favours disabled colleagues slightly.

#### Representation by Quartile (comparison)

2024 saw -2% disabled representation overall.  
2025 figures show continued underrepresentation:

Quartile	2024 Disabled	2025 Disabled	Change
Lower	1%	6.8%	↑ Increase
Lower Middle	1%	3.4%	↑ Increase
Upper Middle	0%	3.4%	↑ Increase
Upper	1%	5.1%	↑ Increase

There has been improvement, though numbers remain proportionally small.

#### Top Salaries (comparison)

Group	2024	2025
Disabled	1 in top 20	1 in top 10
Non Disabled	7 in top 20	7 in top 10

### 5.2 CEO Salary Multiples

Metric	2024	2025
CEO to average	5.14	5.15

CEO to lowest paid	5.96	5.41
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## 6. Ethnicity (EDI) Pay Gap Analysis

Terminology update: In 2024 Nugent reported ethnicity as BAME (Black, Asian and Minority Ethnic). In 2025 we adopted a broader EDI ethnicity framework, reporting across a wider range of self-identified ethnic categories. The figures are not strictly like-for-like, though directional trends remain informative.

### 6.1 Pay Analysis

#### Pay Gaps

Year	Mean Gap	Median Gap
2024 (BAME)	6.9%	1%
2025 (EDI)	11%	5%

While the groups differ, there is a clear **increase** in the pay gap affecting minority ethnic colleagues.

#### Representation by Quartile (comparison)

2025 shows stronger EDI presence in upper roles:

Quartile	2024 BAME	2025 EDI	Change
Lower	1%	6.3%	↑ Increase
Lower Middle	2%	3.8%	↑ Increase
Upper Middle	3%	18.9%	↑ Significant Increase
Upper	3%	17.7%	↑ Significant Increase

Despite improvement, overall representation remains below organisational averages.

## Top Salaries (comparison)

Group	2024	2025
EDI/BAME	2 in top 20	1 in top 10
Non EDI	Not Reported	8 in top 10

## 6.2 CEO Salary Multiples

Metric	2024 (BAME)	2025 (EDI)
CEO to average	5.41	5.41
CEO to lowest paid	5.96	5.41

## 7. Summary and Next Steps

Nugent has made progress in reducing gender and disability mean pay gaps, narrowing salary multiples, and improving representation for underrepresented groups in higher-paid roles. However, key inequalities remain – particularly in widening median gaps and the overall underrepresentation of disabled and minority ethnic colleagues.

In 2026 we will:

- Strengthen diversity within recruitment and outreach.
- Expand targeted development pathways for underrepresented groups.
- Improve pay and progression transparency, especially in middle quartiles.
- Continue maturing the quality and consistency of EDI data collection.
- Use colleague forums and colleague networks to shape future actions and challenge barriers.

The 2025–2030 EDI Strategy provides a clear and ambitious roadmap, and this revised Pay Gap Report aligns with that vision, ensuring our actions in 2026 and beyond are targeted, transparent and transformative.