



# Gender Pay Report

2024

United in Purpose



# A fairer future, together

**At Norse Group, we believe that creating an inclusive, fair and equitable workplace is more than a commitment – it's a core part of who we are. Our colleagues are the heart of our organisation, and ensuring that every individual has the opportunity to succeed and feel valued sits firmly within our purpose.**

Our annual Gender Pay Gap Report is a chance to reflect on where we are, recognise the progress we've made, and set out the steps we're taking to continue that journey. It is both a measure of transparency and a marker of accountability – helping us ensure our actions match our ambitions.

This year's data shows a mean gender pay gap of 12.8% and a median gap of 6.6% in hourly pay. While these figures show that there is still work to do, the smaller median gap suggests more equity across the majority of roles – and that our efforts are moving us in the right direction.

Importantly, when compared to last year's data – where our mean gender pay gap was 15.2% – we've seen a positive reduction. That progress is encouraging, but we know still there's more to do.

Bonus pay, however, presents a slightly different perspective. The mean gender bonus gap stands at 52.4%, with the median at 48.1%. Fewer women (3.0%) received bonuses compared to men (7.2%). These figures show we need to focus more sharply, and they reinforce our commitment to meaningful, measurable change.



Katie Marrison,  
Norse Group Chief People Officer

# Our actions:

**Committed to change**

We are taking considered, deliberate steps to continue closing the gap – not just in pay, but in opportunity, recognition and progression.

## Here's how we're doing that:

### 1. Creating pathways to leadership

We're broadening access to leadership development opportunities. These programmes focus on building skills, strengthening confidence and opening doors to senior roles – helping to create a more balanced pipeline of future leaders.

### 2. Reviewing our bonus framework

We are re-evaluating our bonus process. Our aim is to make recognition and reward equitable and reflective of impact and contribution.

### 3. Strengthening inclusive recruitment

We're continuing to develop recruitment practices that attract a diverse range of talent. By using inclusive language, diverse interview panels and skills-based assessment methods, we are working to level the playing field from the outset.

### 5. Monitoring progress year-on-year

Our commitment doesn't end with publishing this report. We will continue to review our data, learn from it, and act on it – making improvements each year and holding ourselves to account.

### 6. Raising awareness and understanding

We are investing in regular learning opportunities to build awareness of unconscious bias and how it can affect decision-making at all levels. We're also encouraging open conversations and creating space for colleagues to share their views and experiences.



# Looking ahead

While progress is being made, we know this work is ongoing. The journey towards equity is not a quick fix – but it is a priority.

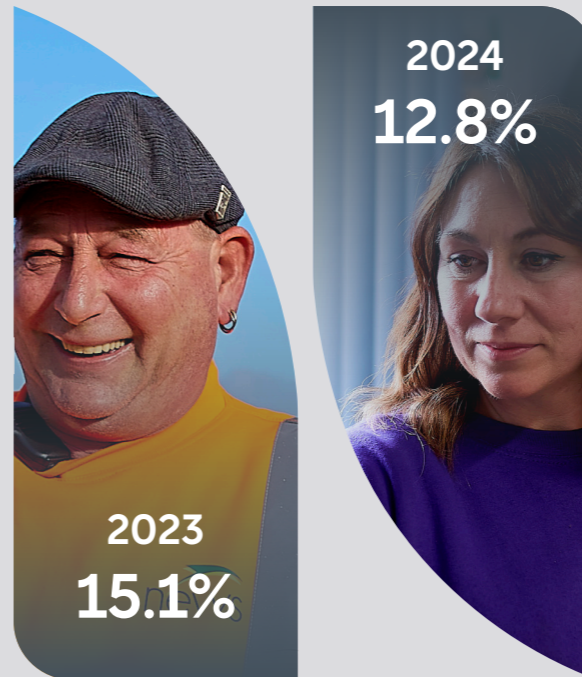
We will continue to take action that reflects our values: We Care Completely, We Collaborate Proactively, We Act with Integrity, We Pursue Better, and We Make It Happen. By creating opportunities, removing barriers, and building a culture where everyone is seen, heard and supported, we are committed to a fairer future for all.

This is about more than numbers. It's about people – and the belief that everyone, regardless of gender, should have the same chance to thrive.

## The Norse Group Gender Pay Figures



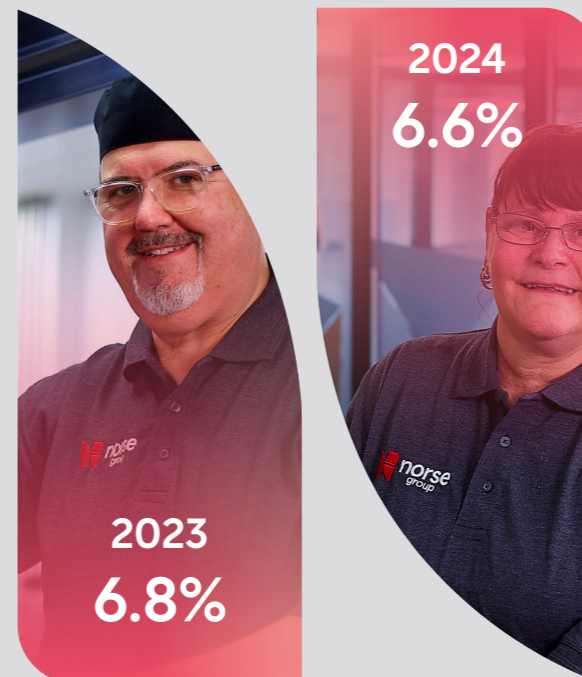
Mean gender pay gap



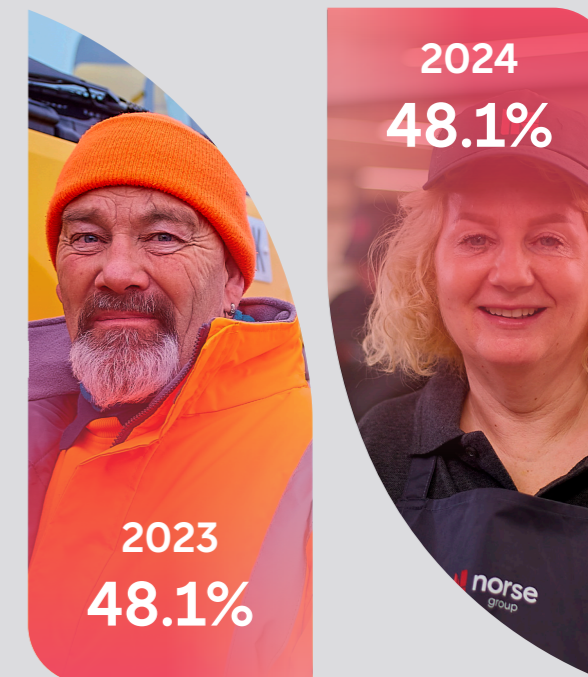
Mean gender bonus gap



Median gender pay gap



Median gender bonus gap



# Gender Pay Gap 2024

Company	Total Number of Employees	Mean Gender Pay Gap Hourly Pay	Median Gender Pay Gap Hourly Pay	Mean Gender Pay Gap Bonus Pay	Median Gender Pay Gap Bonus Pay
Totals	8,352	12.8%	6.6%	52.4%	48.1%
Norse Care Services	1,966	-1.4%	-0.8%	13.7%	0.0%
Norse Eastern	1,311	15.7%	14.7%	37.0%	3.9%
Norse Main	1,208	15.6%	9.3%	40.9%	36.1%
Norse South West	874	15.0%	6.6%	59.5%	59.1%
Medway Norse	684	5.9%	6.9%	-51.9%	-5.2%
Barnsley Norse	501	1.5%	1.2%	-42.5%	3.6%
Newport Norse	326	25.8%	16.6%	37.2%	28.5%
Norse Transport	301	1.6%	0.0%	100.0%	100.0%

Bonus Proportion % (F)	Bonus Proportion % (M)	Lower Quartile % (F)	Lower Quartile % (M)	Low Mid Quartile % (F)	Low Mid Quartile % (M)	Up Mid Quartile % (F)	Up Mid Quartile % (M)	Upper Quartile % (F)	Upper Quartile % (M)
3.0%	7.2%	68.1%	31.9%	68.1%	31.9%	55.1%	44.9%	46.3%	53.7%
4.9%	4.4%	84.6%	15.4%	87.0%	13.0%	85.1%	14.9%	90.0%	10.0%
1.2%	0.8%	68.9%	31.1%	86.6%	13.4%	53.0%	47.0%	23.2%	76.8%
2.5%	3.2%	70.9%	29.1%	61.9%	38.1%	49.7%	50.3%	36.8%	63.2%
1.6%	4.9%	65.3%	34.7%	81.3%	18.7%	67.0%	33.0%	51.8%	48.2%
1.1%	15.5%	70.8%	29.2%	38.0%	62.0%	7.6%	92.4%	21.6%	78.4%
0.4%	1.0%	84.9%	15.1%	91.2%	8.8%	83.2%	16.8%	61.6%	38.4%
0.5%	4.9%	80.5%	19.5%	84.1%	15.9%	72.8%	27.2%	24.7%	75.3%
0.0%	0.7%	42.1%	57.9%	54.7%	45.3%	53.3%	46.7%	61.3%	38.7%

Female  
Male

