



Gender pay report
2025





At Norse Group, we combine national scale and capability with deep local insight and the values of the public sector to deliver the spaces and services our communities need to thrive.

Our people are central to achieving this purpose, and we are committed to creating an inclusive workplace where everyone feels respected, valued and able to contribute fully.

This commitment underpins our approach to equality, diversity and inclusion and forms an important part of our wider social impact agenda.

Katie Marrison

Norse Group Chief People Officer



We are pleased to publish our Gender Pay Report for 2025. This report uses totals data across the Group and compares our 2025 position with the previous reporting year, 2024.

A gender pay gap is the difference between the average earnings of men and women across an organisation, regardless of role or seniority. It is distinct from equal pay, which relates to men and women being paid the same for the same work or work of equal value. Our gender pay gap is driven by the distribution of men and women across different roles and levels within the organisation.

On 5 April 2025, Norse Group employed 7,913 people, compared with 8,352 employees on 5 April 2024. Our workforce continues to be predominantly female, particularly in operational and frontline roles, which are more heavily represented in the lower and lower-middle pay quartiles.

In 2025, the Group's mean gender pay gap based on hourly pay was 12.0 per cent. This represents an improvement of 0.8 percentage points compared with 2024, when the mean gender pay gap was 12.8 per cent. The median gender pay gap for 2025 was 5.4 per cent, a reduction of 1.2 percentage points from 6.6 per cent in 2024. These year-on-year reductions demonstrate continued progress in narrowing the gender pay gap across the organisation.

As in previous years, bonus payments are not widespread across the Group and are concentrated in specific roles and areas of the business. As a result, bonus-related gender pay gap figures can fluctuate year on year, particularly when assessed using totals data. We continue to monitor bonus arrangements to ensure they are applied fairly, transparently and consistently, and that eligibility criteria do not disadvantage any group.



Analysis of pay quartiles shows that women remain over-represented in the lower and lower-middle quartiles, while men are more prevalent in the upper quartile. While progress has been made in increasing female representation in senior and leadership roles, we recognise that sustained and focused action is required to achieve a more balanced representation at the highest levels of the organisation.



Reducing the gender pay gap is not only a statutory requirement but also a key part of our commitment to social value and positive community impact. We recognise that fair access to opportunity, progression and reward supports stronger communities, improves economic participation and contributes to better outcomes for the people we serve.

Norse Group remains committed to taking meaningful and sustained action to reduce the gender pay gap and address the structural factors that contribute to it. Our approach focuses on improving access to opportunity, progression and reward, recognising that this not only supports fairness within our workforce but also contributes to our wider social impact and the strength of the communities we serve.

Inclusive recruitment continues to be a key priority. We are embedding fair and consistent recruitment practices across the Group to ensure equality of opportunity at every stage of the recruitment process. This includes the continued use of gender-neutral language in job advertising, alongside guidance and training for hiring managers to minimise the risk of bias and reinforce inclusive decision-making. Enhanced recruitment and workforce data enables us to monitor gender representation throughout the recruitment lifecycle, from application through to appointment, allowing us to identify and address areas of imbalance.

Supporting progression and development remains central to addressing the gender pay gap. We are focused on strengthening talent pipelines by supporting women across the organisation to develop and progress into senior and leadership roles.

Creating an inclusive and supportive working environment is fundamental

to enabling colleagues to thrive. We continue to invest in wellbeing initiatives, recognising that sustained participation and progression at work are closely linked to wellbeing, flexibility and support at key life stages.

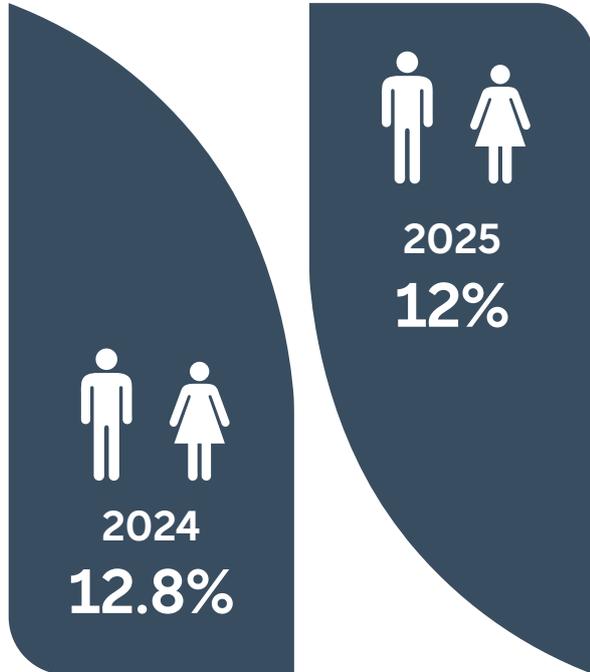
Leadership accountability remains critical to delivering lasting change. Equality, diversity, inclusion and belonging expectations are embedded within leadership practice, supported through governance structures and engagement forums that enable challenge, learning and continuous improvement. Our leaders play a key role in shaping culture and ensuring inclusive behaviours are consistently demonstrated across the organisation.

We will continue to review our gender pay gap data annually and report transparently in line with statutory requirements. Progress against our commitments will be monitored, and our actions will continue to evolve to ensure we focus on the areas where we can make the greatest impact. Through this sustained approach, we aim to reduce our gender pay gap while strengthening our contribution to social value and creating a fairer, more inclusive workplace for all colleagues.

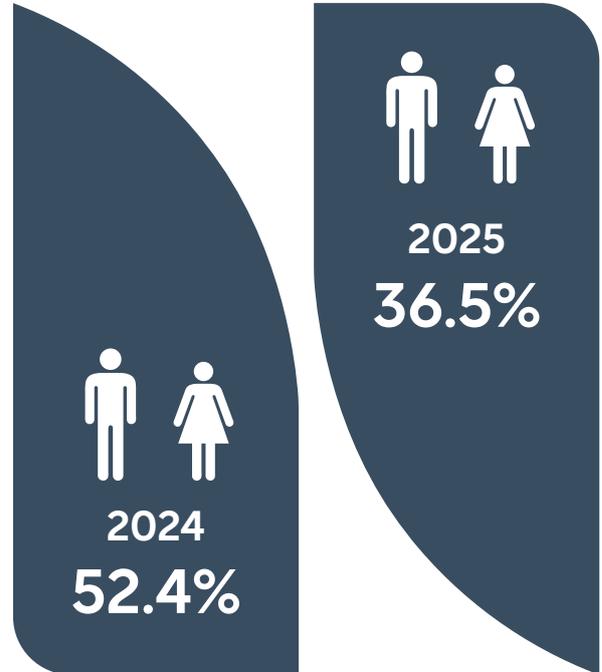
Through this continued commitment, we aim not only to reduce our gender pay gap but to strengthen our contribution to social impact by creating a fairer, more inclusive workplace that reflects and supports the communities we serve.

The Norse Group Gender Pay Figures

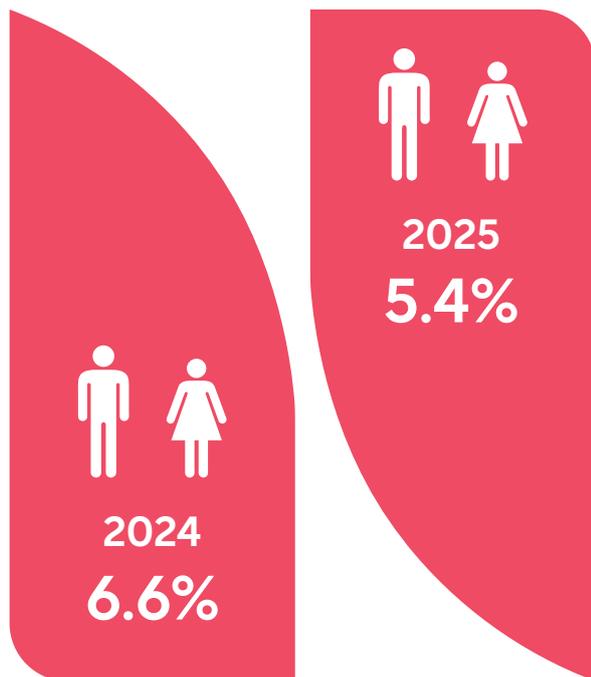
Mean gender pay gap



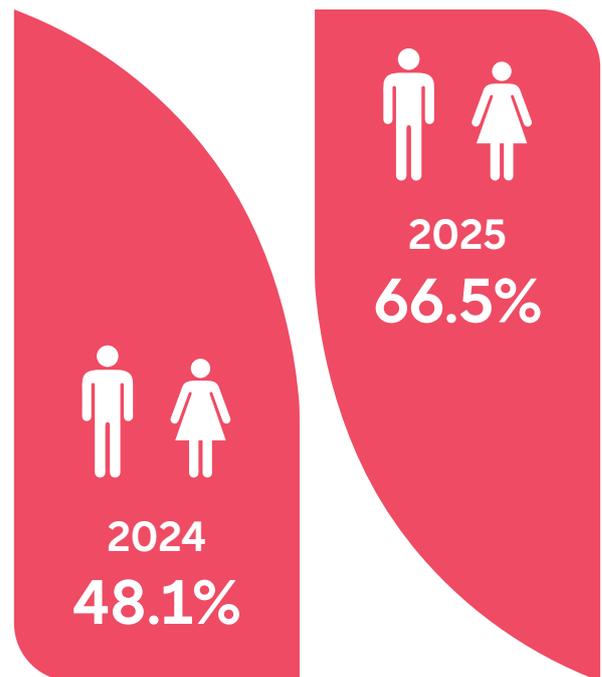
Mean gender bonus gap



Median gender pay gap



Median gender bonus gap



Gender Pay Gap 2025

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	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)
Totals	7913	12%	5.4%	36.5%	66.5%	0.4%	5.3%	68.6%	31.4%	67.7%	32.3%	56.4%	43.6%	46.1%	53.9%
Norse Care Services	1,974	-1.1%	-2.3%	-16.7%	0.0%	0.2%	0.3%	82.8%	17.2%	82.2%	17.8%	85.8%	14.2%	87.6%	12.4%
Norse Main	1,254	15.1%	9.7%	-100.0%	-100.0%	0.1%	0.0%	66.6%	33.4%	72.6%	27.4%	50.5%	49.5%	38.0%	62.0%
Norse Eastern	1,084	15.5%	13.2%	100.0%	100.0%	0.0%	0.1%	67.9%	32.1%	87.8%	12.2%	46.5%	53.5%	16.6%	83.4%
Norse South West	825	15.3%	5.8%	100.0%	100.0%	0.0%	0.2%	75.4%	24.6%	79.1%	20.9%	75.2%	24.8%	48.5%	51.5%
Medway Norse	650	4.8%	7.0%	-25.3%	-7.8%	0.7%	14.1%	68.1%	31.9%	30.7%	69.3%	7.4%	92.6%	22.2%	77.8%
Barnsley Norse	452	1.3%	0.5%	0.0%	0.0%	0.0%	0.0%	86.7%	13.3%	91.2%	8.8%	85.0%	15.0%	64.6%	35.4%
Newport Norse	340	26.7%	16.3%	0.0%	0.0%	0.0%	0.0%	82.4%	17.6%	82.4%	17.6%	74.1%	25.9%	27.1%	72.9%
Norse Transport	268	1.5%	0.0%	-100.0%	-100.0%	0.4%	0.0%	46.3%	53.7%	46.3%	53.7%	55.2%	44.8%	59.7%	40.3%

Female
 Male

