



Gender Pay Gap Report

April 2025





Welcome to our **Gender Pay Gap Report**

At MWW, we are proud to share our annual Gender Pay Gap Report, based on the statutory snapshot date of 5 April 2025, reaffirming our ongoing commitment to openness, fairness, and inclusion in the workplace.

For more than six decades, our organisation has championed opportunities for a workforce that is both diverse and highly skilled. We firmly believe that ability is not defined by gender, and we remain committed to providing equal opportunities for everyone across our business.

Our approach to pay is rooted in fairness. Our pay structures are designed to ensure colleagues are paid fairly and consistently, regardless of gender or ethnicity. Any gender pay gap within our organisation does not reflect unequal pay for equal work.

Key points

As with previous years, the gender pay gap at MWW is primarily influenced by the distribution of men and women across different roles and levels, with a lower proportion of women currently represented in senior and higher-paid positions, and a higher proportion in roles that are typically lower paid.

We continue to review and understand the factors contributing to this imbalance and remain focused on creating clear pathways for progression, development, and opportunity. Our aim is to foster a culture where diversity is valued, talent is nurtured, and every colleague is supported to reach their full potential.

		2025	2024	2023	2022	2021	2020	2019
Gender Pay Gap %	Mean	2.68	4.74	3.35	7.44	10.30	15.95	15.99
	Median	1.61	0.16	-0.90	0.00	-2.10	-3.21	0
Bonus Pay Gap %	Mean	52.02	43.40	-39.93	50.39	56.63	26.28	72.80
	Median	12.92	50.57	-12.96	50.00	0	100	22.00
% employees receiving a bonus	Mean	9.20	11.85	14.56	11.26	38.31	32.31	10.92
	Median	10.74	12.19	8.62	9.56	8.50	7.14	6.74

Summary of Key Findings

MWW's workforce at the snapshot date of 5 April 2025 comprises 458 employees, with approximately 74% male and 26% female representation. This overall gender distribution remains broadly consistent with previous reporting years.

The mean gender pay gap in hourly pay is 2.68%, indicating that, on average, male employees earn slightly more per hour than female employees across the organisation. The mean pay gap has reduced significantly from 4.74% (2024) and represents a meaningful improvement year-on-year, demonstrating continued progress in narrowing the overall average hourly pay difference between men and women.

The median gender pay gap in hourly pay is 1.61%, meaning that at the midpoint of the pay distribution, male employees earn marginally more than their female colleagues. While this differs from the 0.16% in the previous year, the gap remains modest and reflects the impact of role distribution rather than unequal pay practices.

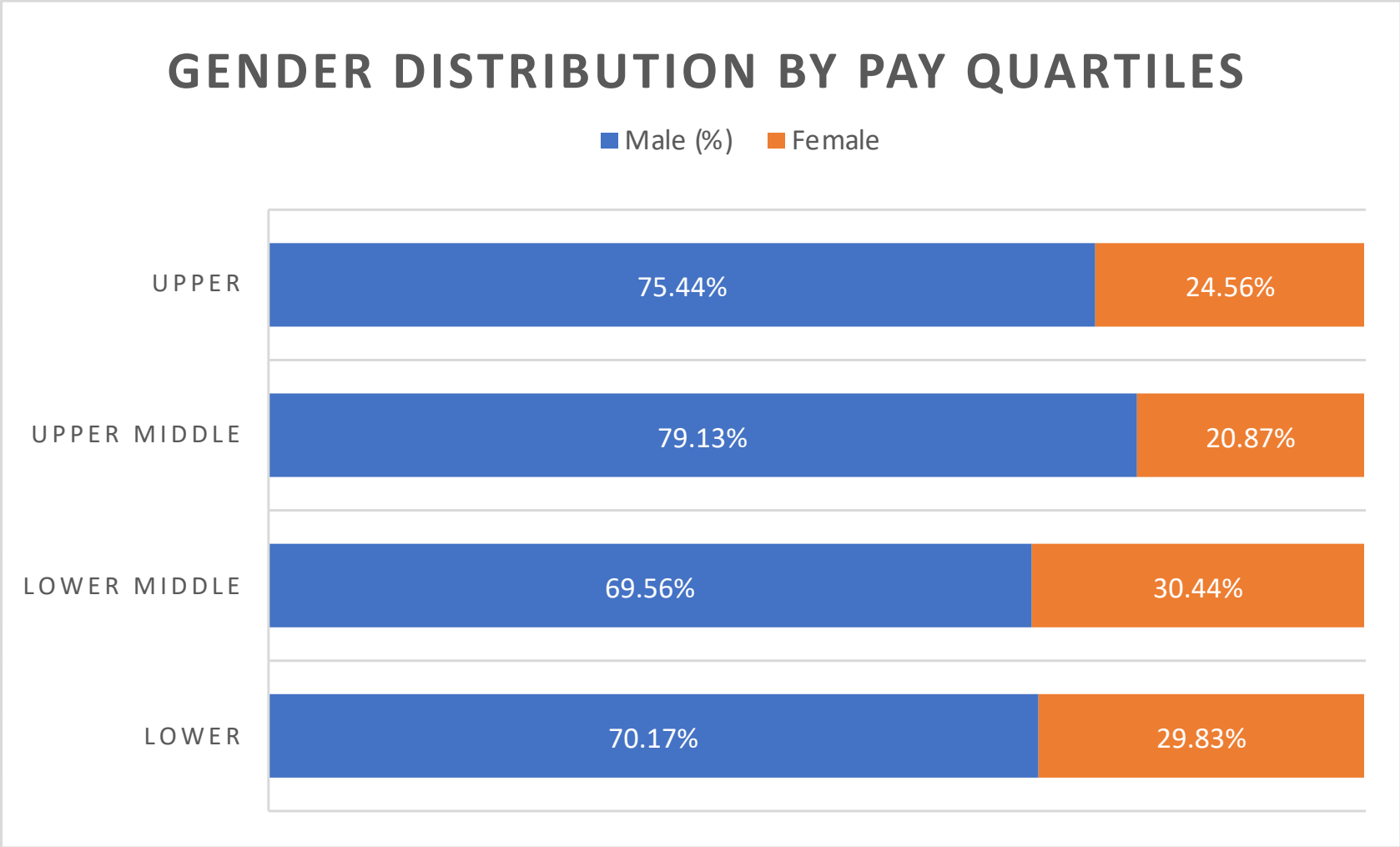
The mean bonus pay gap is 52.02%, and the median bonus pay gap is 12.92%, indicating that, on average, bonus payments received by men were higher than those received by women during the reporting period. This shift reflects the distribution of bonus-eligible roles within the organisation.

In total, 9.20% of male employees and 10.74% of female employees received a bonus in the 12 months to the snapshot date. While bonus eligibility remains limited overall, a slightly higher proportion of women received a bonus compared to men in this reporting year.

Pay quartile analysis shows that women make up 29.83% of the lower quartile, 30.44% of the lower-middle quartile, 20.87% of the upper-middle quartile, and 24.56% of the upper quartile. This highlights continued under-representation of women in higher-paid roles, particularly within the upper-middle and upper pay quartiles.



Overall, the data shows that MWW continues to maintain a relatively low gender pay gap, driven primarily by workforce structure rather than unequal pay. While progress has been made in narrowing hourly pay differences, the organisation recognises that further action is needed to support progression into senior and higher-paid roles and to ensure equitable access to bonus opportunities.



Understanding the Gender Pay Gap

The gender pay gap shows the difference in average earnings between men and women across an organisation. It does not measure whether individuals are paid equally for doing the same job. Instead, it reflects the overall distribution of roles, levels of seniority, and working patterns within the workforce.

This is different from equal pay, which focuses on ensuring that men and women receive the same pay for the same or similar work. At MWW, equal pay is supported through consistent pay structures and role-based pay, helping to ensure fairness at an individual level.

The gender pay gap highlights broader, structural factors, such as the types of roles men and women typically hold, the proportion of women in senior or higher-paid positions, and access to progression and development opportunities. While these factors do not indicate unequal pay, they help explain why differences in average earnings can exist.

Both equal pay and gender pay gap reporting are important. Together, they provide a fuller picture of fairness at work—ensuring people are paid fairly for the work they do, while also identifying where further action is needed to support progression, representation, and long-term equality



How We Measure the Gap

To evaluate our gender pay gap, MWW reviews the average hourly earnings of male and female employees as at 5 April 2025, in line with statutory Gender Pay Gap reporting requirements.

We calculate both the mean (average) and median (midpoint) hourly pay rates for men and women.

The mean gender pay gap shows the percentage difference between the average hourly pay of men and women across the organisation. A positive figure indicates that men earn more on average, while a negative figure indicates that women earn more on average.

The median gender pay gap compares the middle hourly pay rate for men and women. A positive median gap means men earn more at the midpoint of the pay distribution, while a negative figure means women earn more at that point.

We also assess bonus payments, calculating both mean and median bonus pay gaps, and track the proportion of male and female employees who received a bonus in the 12 months leading up to the snapshot date.

This approach provides a clear and balanced view of pay outcomes across the organisation and helps us understand how workforce structure, role distribution, and progression opportunities influence our gender pay gap. It supports our ongoing commitment to fairness, transparency, and equality in the workplace.



Our Future Gender Pay Gap Initiatives and Targets

We recognise that closing the gender pay gap is an ongoing journey that requires sustained focus, clear accountability and long-term commitment. Building on the progress already made, MWW will continue to take practical action to reduce our gender pay gap, strengthen our talent pipeline and improve representation at all levels of the organisation.

Leadership Development and Talent Pipeline

We will continue to increase participation by women and under-represented groups in leadership and development programmes, ensuring that colleagues have access to the support, visibility and opportunities needed to progress.

We will also focus on increasing female representation in senior leadership roles through targeted development, succession planning and internal progression opportunities.

Pay and Reward Review

We will continue to carry out annual pay audits to ensure that pay decisions remain fair, transparent and free from gender bias.

Our target is to reduce the mean gender pay gap to below 2%, subject to changes in workforce structure.

Data Monitoring and Reporting

We will monitor gender pay gap metrics on an annual basis and share internal updates to track progress year on year and maintain transparency.



We will also use employee engagement and communication channels to raise awareness of our gender pay gap actions, progress and future priorities across the workforce.

Inclusive Recruitment and Progression

We will aim to ensure that recruitment panels for management and senior roles are gender balanced wherever practicable.

We will continue to increase the number of female applicants for management roles through inclusive job design, targeted outreach and the use of gender-neutral language in job advertising.

Communication and Accountability

We will provide annual updates to the Board on gender pay gap performance, key risks and progress against our stated actions and targets.

We will also strengthen leadership accountability by linking senior leaders' performance objectives to equality, diversity and inclusion outcomes.

These initiatives reflect MWW's commitment to creating a fair, inclusive and rewarding workplace. While we recognise that meaningful change takes time, we remain focused on practical actions that support progression, representation and long-term equality across our organisation.

