

GENDER PAY GAP REPORT 2025

Reporting year: 2025 (snapshot date: 5 April 2025)

Liaison Group's statutory Gender Pay Gap data, in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Workforce profile (full-pay relevant employees):

Males (full paid)

145

Females (full paid)

209

Total Employees

354

Gender pay gap – hourly pay:

Mean gender pay gap

13.50%

Median gender pay gap

31.85%

Gender bonus gap:

Mean gender bonus gap

54.54%

Median gender bonus gap

82.40%

Proportion of employees receiving a bonus:

Male

40.69%

Female

37.91%

Pay quartiles by gender

For reporting purposes, employees are divided into four equal-sized groups based on hourly pay.

BAND A
Male

26.97%

Female

73.03%

BAND B
Male

23.86%

Female

73.49%

BAND C
Male

47.73%

Female

52.27%

BAND D
Male

65.17%

Female

34.83%

Statement of accuracy

I confirm that the information contained on this page is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Signed:



Andrew Armitage, Group CEO

Date: March 2026



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Ensuring Role Parity and Equal Pay

Liaison Group is committed to equal pay for equal work. Our gender pay gap figures do not arise from paying men and women differently for the same or equivalent roles. They reflect the distribution of men and women across different roles and levels within the organisation.

To ensure role parity and fairness, we have the following core controls in place:

Equal pay for equal work

Men and women are paid the same for:

- the same or broadly similar roles
- roles rated as equivalent under job evaluation
- roles assessed as being of equal value

Pay governance and controls

- Regular pay and benefits audits to check for inconsistencies
- Job evaluation and role clarity to ensure comparable roles are aligned
- Formal salary benchmarking against external market data
- Structured pay decision-making to ensure consistency across comparable roles

Recruitment, progression and reward

- Transparent recruitment processes with clear role requirements
- Structured approaches to pay, bonus and reward decisions
- Annual reviews of pay and reward structures to ensure fairness

Liaison Group will continue to apply these controls to ensure that pay decisions are fair, consistent and based on role, responsibility and experience, regardless of gender.

