

15 October 2025

## LINCOLN COLLEGE GROUP GENDER PAY GAP REPORT – MARCH 2025

### INTRODUCTION

- 1.1 This report presents the College's Gender Pay Gap (GPG) data as at 31 March 2025, in line with statutory reporting requirements. It highlights the differences in average earnings between male and female employees across Lincoln College and its subsidiary companies and provides additional analysis of average starting salaries.
- 1.2 The overall mean pay gap is 14.7% and the median gap is 17.3%, both showing that men on average earn more than women across the organisation (women earn approximately 83p for every £1 earned by men in 2025 when comparing median hourly pay).
- 1.3 This compares to a current UK median GPG of 13.1% (13.8% mean) and 17.2% (12.5% mean) for the Education Sector.
- 1.4 Whilst good progress has been made overall, the data highlights continuing disparities i.e. women are disproportionately represented in lower pay bands and underrepresented in higher pay bands.
- 1.5 This paper sets out the background, key findings and recommendations to ensure compliance, to improve equity and prepare for forthcoming legislative changes.

### RECOMMENDATIONS

- 2.1 For GLT and the wider leadership team to note, champion and support:
  - a. The targeted action plan already in place to address the pay gap (linked in 3.2).
  - b. The intention to continue to monitor recruitment, starting salary and internal pay progression practices to ensure fairness and transparency (noting the 8.1% gap, see annex B).
  - c. The intention as per the People Plan and the GPG Action Plan to implement measures to encourage greater female representation in senior roles to help close the gap in the upper quartiles.
  - d. Preparation that is underway for forthcoming legislative changes i.e. the requirement to publish an Equality and Menopause Action Plan (anticipated in 2027).

### TIMING

- 3.1 The gender pay gap figures are based on the snapshot date of 31 March 2025 (statutory publication deadline is 31 March 2026).
- 3.2 The [Gender Pay Gap Action Plan](#) covers the period March 2024 – 31 March 2028.

### BACKGROUND

- 4.1 As at 31 March 2025, the college's workforce totalled 781 employees (56% female, 44% male).
- 4.2 The College's Equality Diversity and Inclusion (EDI) 4-year objective in relation to gender pay is to reduce the gender pay gap (median) from 21.4% to 18% by March 2028.

- 4.3 The March 2025 data achieves this target, recognising that there is still work to do to close this gap further.
- 4.4 In terms of explaining the decrease in the College's gender pay gap, there are no significant structural changes within the workforce to note i.e. shifts in quartile composition or distribution. However, recent increases to the National Living Wage (9.8% in April 2024) have had a proportionally greater positive impact on staff in the lower pay quartiles where women are more highly represented. This uplift has therefore contributed to a narrowing of the overall pay gap by increasing the average pay of female staff at a faster rate than that of male staff.
- 4.5 In addition, the College remains committed to addressing these inequalities with transparent pay policies and practices which are essential for addressing and reducing the gender pay gap. By openly communicating how pay is determined including clear criteria for progression, bonuses and allowances/honorariums the College and its subsidiary companies can demonstrate fairness, build trust and encourage accountability at all levels.
- 4.6 Transparency helps identify and challenge any unintended biases in pay structures or recruitment practices ensuring that all staff regardless of gender are rewarded equitably for their contributions.

## **SUMMARY**

- 5.1 Key findings (detailed in annex A and B) include:
- a. Mean hourly pay gap (all employees): 14.7%.
  - b. Median hourly pay gap (all employees): 17.3%.
  - c. Quartile distribution (all employees): Females are over-represented in the lowest quartile (69%) and under-represented in the highest quartile (43%).
  - d. Starting salaries: An overall GPG of 8.1% for new starters (Sept 2024 – Aug 2025).
  - e. Bonuses: Parity exists where bonuses are paid, only a small number of employees receive them (more women received a bonus).
  - f. Lincoln College: Mean GPG 9.6%, median GPG 6.3%, with the highest upper mean quartile gap at 11.6% (5.1% median).
  - g. LCCSS: Mean GPG 14.5%, median 7.1%, with the highest upper mean quartile gap at 19.5% (16.6% median).
- 5.2 The College's pay gap reflects broader systemic factors rather than unequal pay for equal work. Addressing this issue is complex, as it is shaped by a combination of social, cultural and economic influences.
- 5.3 Factors such as career pathways, part time working patterns, breaks in employment and the concentration of men and women in different sectors/roles all contribute to the gap. As a result, reducing the disparity requires long term, multi-faceted approaches rather than a single solution (as outlined in the action plan).

## **FINANCIAL IMPLICATIONS**

- 6.1 There are no immediate financial implications at this point in time, however implementation of the action plan may require future investment in:
- a. Career progression programmes and leadership development for women.
  - b. Pay review process and recruitment monitoring.
  - c. Awareness and support initiatives e.g. menopause support and inclusive recruitment.

- 6.2 These measures are expected to deliver long term benefits in employee retention, attraction of talent and compliance with regulatory requirements.

#### **INFRASTRUCTURE, IT, HEALTH AND SAFETY**

- 7.1 N/A

#### **CLIMATE CHANGE AND SUSTAINABILITY**

- 8.1 N/A

#### **INTERNAL AND EXTERNAL COMMUNICATIONS CONSIDERATIONS**

- 9.1 This statutory report must be published on the Government portal and the College's website.
- 9.2 Engagement with GLT, SLT and Ops and the College's Trade Union Representatives is key to building momentum and demonstrating a commitment to closing the gap.

#### **RISKS**

- 10.1 Risks of non-compliance include:
- a. Legal and Reputational Risk:  
Potential employment tribunal/ACAS conciliation claims and damage to the College's employer brand.  
Equal pay is our legal and moral obligation.
  - b. Talent and Engagement Risk:  
Lower morale and reduced leadership diversity.
  - c. Financial and Strategic Risk:  
Inefficient pay, higher recruitment costs and misalignment with the Lincoln College Group Code and our priority desire to be regionally recognised as an employer of choice.

**Claire O'Hara**  
**(Head of People Services)**

#### **Annex:**

- A Gender Pay Gap Data – 31 March 2025
- B Starting Salaries of Males and Females – September 2024 – August 2025
- C Useful Notes

## GENDER PAY GAP DATA – 31 MARCH 2025

Table 1: Gender Profiles					
	Female HC	Female (%)	Male HC	Male (%)	Total
All	438	56%	343	44%	781
Lincoln College	219	49%	228	51%	447
Lincoln College Corporate Support Solutions	208	66%	107	34%	315
Deans	3	75%	1	25%	4
The Drill	3	43%	4	57%	7
The Old Bakery	2	50%	2	50%	4
Human Alchemy	3	75%	1	25%	4

Table 2: Mean GPG for Hourly Pay			
	Female	Male	GPG
All	£15.50	£18.17	14.69%
Lincoln College	£17.84	£19.74	9.63%
Lincoln College Corporate Support Solutions	£12.93	£15.12	14.48%

Table 3: Median GPG for Hourly Pay			
	Female	Male	GPG
All	£14.59	£17.65	17.34%
Lincoln College	£18.15	£19.37	6.30%
Lincoln College Corporate Support Solutions	£11.83	£12.74	7.14%

Table 4: Number (Headcount) of Men and Women in Each Hourly Pay Quarter												
	Q1 - Lower (0-25%)			Q2 - Lower Middle (25-50%)			Q3 - Upper Middle (50-75%)			Q4 - Upper (75-100%)		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
All	130	59	189	115	74	189	92	97	189	81	108	189
Lincoln College	70	39	109	50	60	110	44	66	110	48	61	109
Lincoln College Corporate Support Solutions	58	17	75	49	26	75	45	30	75	44	31	75

Table 5: Percentage (Headcount) of Men and Women in Each Hourly Pay Quarter												
	Q1 - Lower (0-25%)			Q2 - Lower Middle (25-50%)			Q3 - Upper Middle (50-75%)			Q4 - Upper (75-100%)		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
All	69%	31%	100%	61%	39%	100%	49%	51%	100%	43%	57%	100%
Lincoln College	64%	36%	100%	45%	55%	100%	40%	60%	100%	44%	56%	100%
Lincoln College Corporate Support Solutions	77%	23%	100%	65%	35%	100%	60%	40%	100%	59%	41%	100%

Table 6: Lincoln College (All) - Quartile Mean GPG			
Quartile and Hourly Rate	Female	Male	Difference
Q1: Lower Hourly Pay	£10.62	£10.95	3.0%
Q2: Lower Middle Hourly Pay	£13.77	£13.55	-1.6%
Q3: Upper Middle Hourly Pay	£17.37	£17.87	2.8%
Q4: Upper Hourly Pay	£22.65	£24.92	9.1%

Table 7: Lincoln College - Quartile Mean GPG			
Quartile and Hourly Rate	Female	Male	Difference
Q1: Lower Hourly Pay	£13.08	£12.85	-1.9%
Q2: Lower Middle Hourly Pay	£16.77	£17.00	1.4%
Q3: Upper Middle Hourly Pay	£19.56	£19.50	-0.3%
Q4: Upper Hourly Pay	£23.42	£26.48	11.6%

Table 8: Lincoln College Corporate Support Solutions - Quartile Mean GPG			
Quartile and Hourly Rate	Female	Male	Difference
Q1: Lower Hourly Pay	£9.48	£9.84	3.6%
Q2: Lower Middle Hourly Pay	£11.69	£11.73	0.4%
Q3: Upper Middle Hourly Pay	£13.16	£12.86	-2.3%
Q4: Upper Hourly Pay	£17.96	£22.31	19.5%

Table 9: Lincoln College (All) - Quartile Median GPG			
Quartile and Hourly Rate	Female	Male	Difference
Q1: Lower Hourly Pay	£11.40	£11.60	1.7%
Q2: Lower Middle Hourly Pay	£13.78	£13.25	-4.0%
Q3: Upper Middle Hourly Pay	£17.21	£18.26	5.7%
Q4: Upper Hourly Pay	£20.55	£20.55	0.0%

Table 10: Lincoln College - Quartile Median GPG			
Quartile and Hourly Rate	Female	Male	Difference
Q1: Lower Hourly Pay	£13.42	£12.95	-3.7%
Q2: Lower Middle Hourly Pay	£16.23	£17.19	5.6%
Q3: Upper Middle Hourly Pay	£19.37	£19.37	0.0%
Q4: Upper Hourly Pay	£21.08	£22.21	5.1%

Table 11: Lincoln College Corporate Support Solutions - Quartile Median GPG			
Quartile and Hourly Rate	Female	Male	Difference
Q1: Lower Hourly Pay	£9.67	£9.93	2.6%
Q2: Lower Middle Hourly Pay	£11.67	£11.83	1.3%
Q3: Upper Middle Hourly Pay	£12.95	£12.95	0.0%
Q4: Upper Hourly Pay	£15.83	£18.98	16.6%

Table 12: Numbers: Bonus Pay						
	Female (HC)	Male (HC)	Female (%)	Male (%)	% All Females	% All Males
Lincoln College: All	7	1	88%	13%	1.60%	0.29%
Lincoln College	1	0	100%	0%	0.46%	0.00%
Corporate Support Solutions	6	1	86%	14%	2.88%	0.93%

Table 13: Bonus Pay Gap: Mean			
	Female	Male	GPG
All	£500	£500	-
Lincoln College	£500	£0.00	-

Lincoln College Corporate Support Solutions	£500	£500	-
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<b>Table 14: Bonus Pay Gap: Median</b>			
	<b>Female</b>	<b>Male</b>	<b>GPG</b>
All	£500	£500	-
Lincoln College	£500	£0.00	-
Lincoln College Corporate Support Solutions	£500	£500	-

<b>Table 15: Mean GPG 2021 - 2025</b>					
<b>Mean</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
UK	14.7%	13.4%	13.2%	13.8%	-
Education Sector	17.7%	20.4%	14.2%	12.5%	-
Lincoln College (All)	15.7%	15.9%	15.9%	15.4%	14.7%
Lincoln College	12.4%	10.7%	9.1%	8.4%	9.6%
Lincoln College Corporate Support Solutions	13.1%	13.5%	16.2%	16.2%	14.5%
Deans	1.8%	17.2%	-14.6%	9.7%	-10.3%
The Drill	-	-	5.5%	-18.9%	-24.8%
The Old Bakery	-	-	29.5%	20.5%	25.4%
Human Alchemy	-	-	-	-	-34.4%

<b>Table 16: Median GPG 2021 - 2025</b>					
<b>Median</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
UK	15.1%	14.4%	14.2%	13.1%	-
Education Sector	24.9%	15.0%	20.1%	17.2%	-
Lincoln College (All)	18.4%	20.2%	21.4%	19.2%	17.3%
Lincoln College	16.3%	11.2%	5.7%	5.2%	6.3%
Lincoln College Corporate Support Solutions	0.0%	0.0%	11.2%	8.7%	7.2%
Deans	-9.2%	14.2%	-14.6%	5.5%	-15.4%
The Drill	-	-	8.9%	-11.5%	-14.9%
The Old Bakery	-	-	41.3%	28.1%	25.4%
Human Alchemy	-	-	-	-	-34.02%

## STARTING SALARIES OF MALES &amp; FEMALES – 1 SEPTEMBER 2024 – 30 AUGUST 2025

Gender	Average Starting Salary
Male	£31,569
Female	£28,998

Post	Female Average FT Starting Pay	Male Average FT Starting Pay	GPG %
Business Account Manager	£25,349	£30,728	17.5%
Lecturer	£32,609	£35,022	6.9%
Administrative Assistant	£23,545	£24,890	5.4%
Support	£26,012	£27,415	5.1%
Progress Coach	£25,780	£26,880	4.1%
Technician	£24,372	£24,995	2.5%
Instructor/Assessor	£27,866	£27,729	-0.5%
Estates & Facilities	£23,287	£23,145	-0.6%
Management Support	£60,889	£55,000	-10.7%
Catering	£23,105	£0	-
Clinic Supervisor	£26,109	£0	-
Curriculum Lead	£43,522	£0	-
Lead	£32,653	£0	-
Practitioner	£41,500	£0	-

Grade	Female Average FT Starting Pay	Male Average FT Starting Pay	GPG %
LCCSS Support 7/8	£30,728	£34,419	10.7%
Spot Salary	£53,100	£59,336	10.5%
LC Support Staff 5/6	£25,497	£26,884	5.2%
Lecturer 1-4	£33,966	£35,545	4.4%
LCCSS Support 5/6	£26,714	£27,913	4.3%
LCCSS Support 4	£24,245	£24,620	1.5%
LCCSS Support 4/5	£24,863	£24,995	0.5%
LC Support 6	£27,729	£27,866	0.5%
Lecturer 1-5	£34,104	£34,270	0.5%
LCCSS Support Grade 2/3	£23,091	£23,145	0.2%
LCCSS Support Grade 8	£32,127	£32,127	0.0%
LCCSS Support Grade 2	£23,287	£23,091	-0.8%
LCCSS Support Grade 3	£23,578	£23,145	-1.9%
LCCSS Support Grade 5	£26,109	£25,349	-3.0%
Curriculum Lead Scale 1 - 3	£43,522	£0	-
Graduate Lecturer	£25,915	£0	-
LC Support PO1	£36,846	£0	-

LC Support Staff 4/5	£26,150	£0	-
LC Support Staff 5	£0	£24,258	-
LCCSS NMW 18 to 20	£0	£19,554	-
LCCSS NMW 21 and over	£0	£22,308	-
LCCSS Support Staff 10	£40,110	£0	-
LCCSS Support Staff 3/4	£24,995	£0	-
LCCSS Support Staff 6	£0	£26,452	-
LCCSS Support Staff 7	£0	£30,281	-
LCCSS Support Staff 9	£35,567	£0	-
Lecturer 1-6	£0	£39,684	-
Management Scale 0-3	£36,927	£0	-
Management Scale 3-5	£42,377	£0	-
Lecturer 1-7	£41,500	£0	-

## USEFUL NOTES

### Pay Gap vs Equal Pay

A pay gap is a measure of the difference between the average earnings between two groups.

For gender this means between male and female employees (irrespective of roles or seniority). Equal pay is our legal obligation as an employer to give equal pay for equal work.

Our pay gap is not a result of equal pay issues, as we have a gender-neutral approach to pay across all levels of the organisation.

We regularly monitor this as equal pay is our legal and moral obligation.

### Mean and Median Explained

The mean pay gap is the difference in the arithmetic average hourly pay for one group compared to the other, within our organisation (men compared to women).

The median represents the middle point of a population. If you lined up all our women and all our men in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rate for the middle woman compared to that of the middle man.

The mean and median are important metrics and need to be looked at together. However, the mean can be skewed by fewer individuals earning more in the upper ranges.

The median is usually seen as the best measure for GPG reporting because it avoids distortions from outliers and shows the gap for the typical employee.

### Reminder of the Legislative Requirements

Gender pay gap legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish on an annual basis gender pay gap data.

This must be based on figures taken on 31 March each year and published by the following year i.e. 31 March 2024 to be published by 31 March 2025.

The specific information we are required to publish needs to include:

- Mean and median gender pay gap (based on an hourly rate of pay on 31 March).
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 31 March 2025).
- Proportion of men and women receiving a bonus payment.
- Proportion of men and women in each quartile pay band (looking at the proportion in 4 pay bands when we divide our workforce into four equal parts).

The gender pay gap is expressed as a percentage of male earnings (e.g. women earn x % less than men).

## **Expected Legislative Changes**

The proposal (Employment Rights Bill) is to enforce the publication of an overall equality action plan for employers with 250+ employees.

The plans will also cover matters relating to gender equality and should cover actions employers are taking to support employees during the menopause.

Reporting around the menopause is a new requirement.

A menopause action plan outlines the steps that an employer takes to support employees going through menopause. Such plan might include aspects such as education and awareness, supportive policies, wellbeing support, workplace adjustments, line manager support, actions around communication and culture.

Anticipated in 2027.