

 MARCH 2026

# Gender Pay Gap Review

2024 - 2025

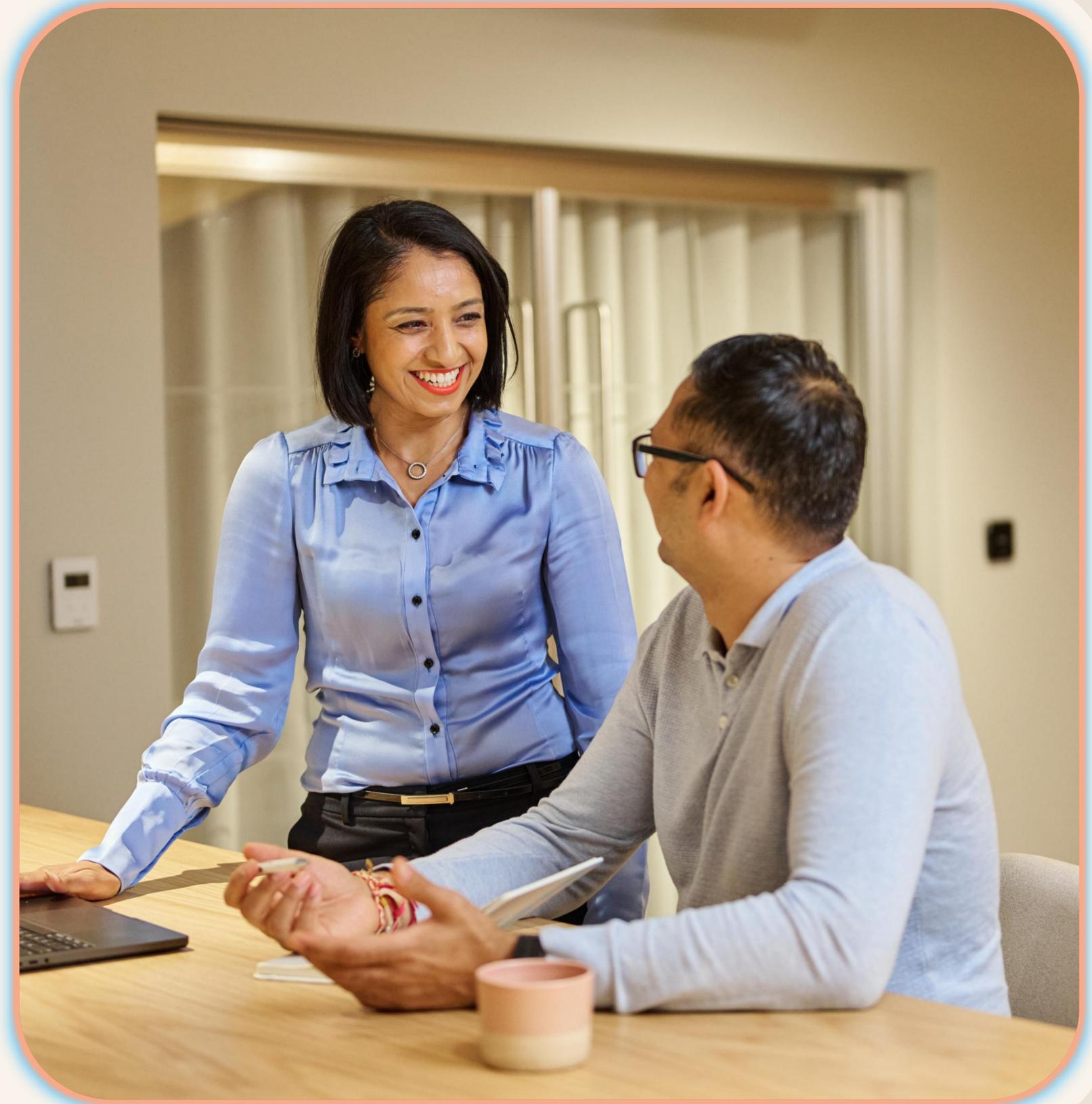


**At Corndel, we're committed to creating a workplace where everyone, regardless of gender, has the same opportunities to succeed and progress.**

This report sets out our latest gender pay gap figures, explores the factors behind them and outlines the actions we're taking to drive meaningful change.

The gender pay gap is a challenge faced by organisations across the UK. While we are proud of the progress we are making, there is still work to do.

Through inclusive hiring practices and family-friendly policies, we are taking proactive steps to close the gap and build a fairer, more equitable workplace where all colleagues can meet their potential.



# What is the gender pay gap?

The gender pay gap is the difference in average earnings between men and women across an organisation.

It is not the same as equal pay, which ensures men and women receive the same salary for the same work.

Instead, the gender pay gap reflects broader workforce trends, including representation at different levels and in different roles.

## Why does the gender pay gap exist?

The gender pay gap is influenced by a combination of factors, including the distribution of men and women across different role types and seniority levels in the organisation, historical career progression differences, and even differences in working patterns.

We continue to review these factors to ensure that everyone has the opportunity to progress and develop within Corndel. The following pages of this report set out our latest figures and the steps we are taking to drive change.

# How is the Gender Pay Gap measured?

To ensure consistency across all UK organisations, the gender pay gap is measured in two key ways:

## Median pay gap

If we lined up all male and female employees from highest to lowest earners, the median gap compares the earnings of the middle man and the middle woman.

This provides a clear picture of typical pay difference.

## Mean pay gap

This calculates the average hourly pay for men and women and compares the two figures.

It can be influenced by the presence of particularly high or low earners.



# What is the gender pay gap?

## Upper quartile

**60.8% women**

In the highest-paid roles, women's representation has increased about 10% year-on-year.

Women now make up 60.8% of the population, up from 55.1% in 2024.

## Upper middle quartile

**64% women**

In the upper middle quartile, women's representation has slightly decreased to 64% (from 68.4% in 2024).

## Lower middle quartile

**72.8% women**

In the lower middle quartile, women now make up 72.8% of the population.

This is an increase from 67.4% last year.

## Lower quartile

**70.4% women**

In the lowest-paid roles, women now make up 70.4% of the population.

This is an increase from 67.4% last year.

Corndel has grown rapidly in the past three years. In the past year, 154 new employees have joined the business and 68% of these were female. Women now make up 67% of the total workforce at Corndel, compared to 64.5% last year.

As a result, the representation of women increased in three out of four pay quartiles this year. The upper quartile saw the biggest rise (increasing by 5.7%), closely followed by a 5.4% increase in the lower middle quartile.

This reflects continued progression of women into higher-paid roles, as well as the overall growth in female representation across Corndel.

### What we're doing

We will continue to focus on progression, leadership development, and equitable opportunities to ensure all employees can grow and succeed, regardless of gender.

# Hourly pay

Details of how median and mean hourly pay differs between women and men.

## 8.5%

### Women's median pay vs men's

Median hourly pay reduced slightly for both men and women reflecting Corndel's growth and the introduction of more early career and lower paid roles.

Last year the median pay gap was 4.8%.

Women's median hourly pay fell further than men's due to increased representation in the lower quartiles as our employee population has expanded.

## 8.3%

### Women's mean pay vs men's

The mean (average) pay gap has narrowed, reducing from 9.1% in 2024 and 10.4% in 2023. The mean and median are now closer.

This suggests growing consistency in pay levels across Corndel and fewer high or low outliers influencing the average.

## What does this mean for us?

Corndel has grown rapidly, bringing many new members onto the team across a broad range of roles. This has shifted the balance of the distribution of pay, particularly at the early career levels.

The figures reflect changes in the composition of the team and the maturing of our pay structure, rather than changes to pay policy.

As we continue to evolve, we remain focused on fair progression and pay structures, and a strong representation of women at all levels to support long-term improvement across both measures.

# Bonus pay

93.9% of women and 91.2% of men received a bonus in 2024-2025.

£1 = £1

## Women's median bonus vs men's

A similar proportion of women and men received a bonus this year, and the median bonus amount remains equal for both groups.

Women and men continue to receive the same median bonus pay, meaning that for every £1 a man earns in bonuses, a woman also earns £1.

This reflects our standardised company-wide bonus, and the fact only a small number of our workforce receive performance-related bonuses, primarily those on our Executive team and in the Business Development team.

## Average payment

The average (mean) bonus gap has widened this year, with women earning 71% less in bonuses than men (compared to 64.3% less last year).

This is due to one-off share-related payments issued to a small number of senior and founding executives, following Corndel's sale to Galileo Global Education Group in late 2024. These exceptional payments temporarily skew this year's figures.

If these one-off payments are removed, the underlying mean bonus difference is 43.51%, which is an improvement on last year.

## What we're doing

We continue to increase women's representation in senior and bonus-eligible roles, and welcomed more women into leadership roles this year.

Our focus remains on developing our talent pipeline, ensuring transparent recruitment and widening access to roles where performance-related bonuses are available.

**Corndel's success has always been shaped by the incredible people who choose to work here, and I feel genuinely proud of what we've achieved together this year.**

Our latest Gender Pay Gap results show real steps forward — from stronger female representation across much of our organisation, to growing consistency in our pay and bonus practices. These improvements reflect the evolution of our business and our commitment to bringing the best talent into the business and supporting our team to develop in their roles.

It really matters to me that Corndel offers an environment where every team member feels valued, can grow and has access to opportunities to progress. As we continue to evolve, people remain at our heart. Ensuring fairness, transparency and inclusion isn't just about reporting — it's about enabling people to be at their best and helping them build successful, fulfilling careers at Corndel.

There is still more for us to do, and I am committed to building on these positive changes. As we look ahead, we will continue investing in the things that make the biggest difference — clearer development pathways, transparent pay structures, balanced representation in senior roles, and recruitment and progression practices that open doors for everyone. We'll keep listening to our people and using data to help us make thoughtful, fair decisions.



**Amanda Blackmore**  
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