



Gender Pay Gap Report 2025



Introduction

With over a decade's experience developing high-performing talent, Grayce partners with some of the world's most ambitious organisations to help deliver change and transformation.

Our Accelerated Development Programme has enabled thousands of talented individuals to launch successful careers and, coupled with our proven delivery model, has seen Grayce support over 2000 projects across more than 100 organisations.

With this comes a responsibility to promote inclusive practices and ensure we are creating equal growth and development opportunities for all.

One way we ensure this is by recording and analysing key data to enhance the effectiveness of our talent management practices, including attraction and recruitment, development and performance management, and succession planning.

It is a legal requirement for UK employers with more than 250 employees to publish their Gender Pay Gap on the government website. This report shows data from our UK employees on the snapshot date of 5 April 2025.

Although our results well outperform national averages, and those of our peers, we are on a continuous mission to do better, and learning from our own people forms a key part of that mission.

Contributors

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To comply with the government's legal requirements, this report will include the following information:

- The mean and median gender pay gap
- The mean and median bonus gender pay gap
- The proportion of men and women receiving a bonus payment
- The proportion of men and women in each quartile of the pay structure

Pay & Bonus

Differentials: Women's vs. Men's

Hourly Rate of Pay

Mean:

-6.1%

Median:

-10.8%

Bonus Paid

Mean:

3.5%

Median:

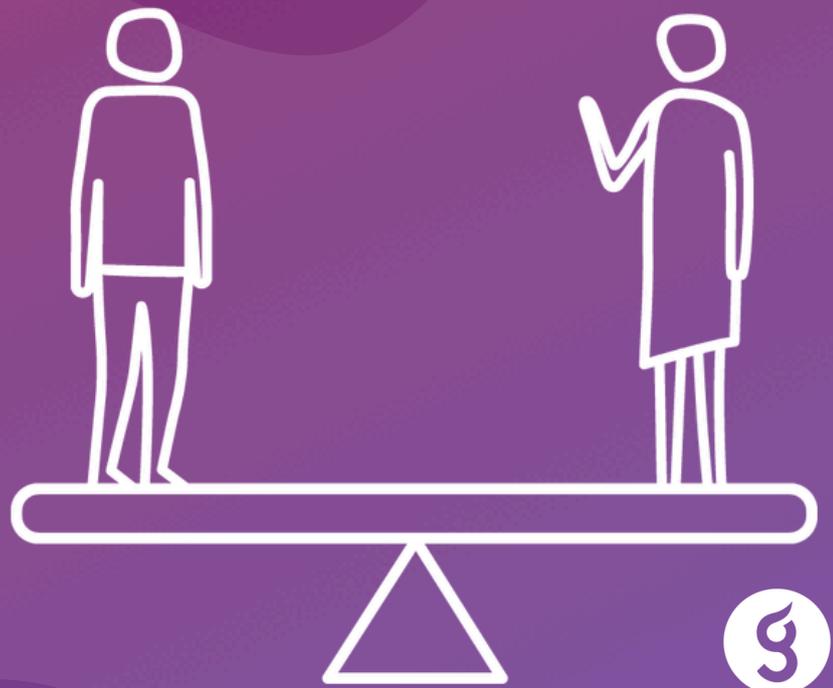
10.4%

The mean is the average hourly rate of pay (or bonus pay paid during the relevant period) for all Grayce employees.

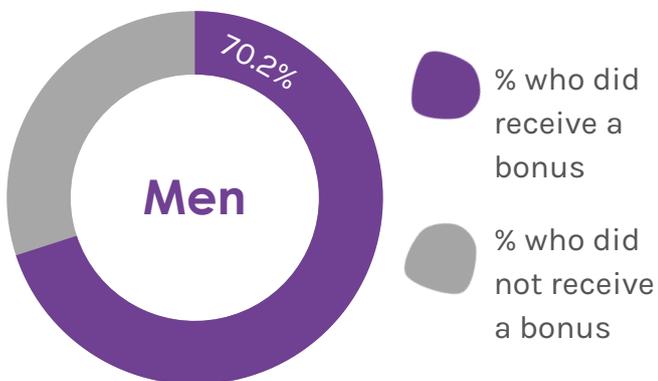
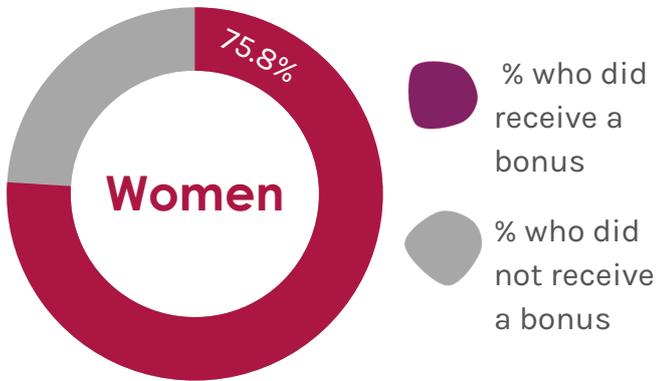
The median is the middle value when the hourly rates of pay of all Grayce employees (or bonus payments paid in the relevant period to all relevant staff) are listed in numerical order.

By identifying the wage of the middle earner, the median is a good representation of the 'typical' gender difference.

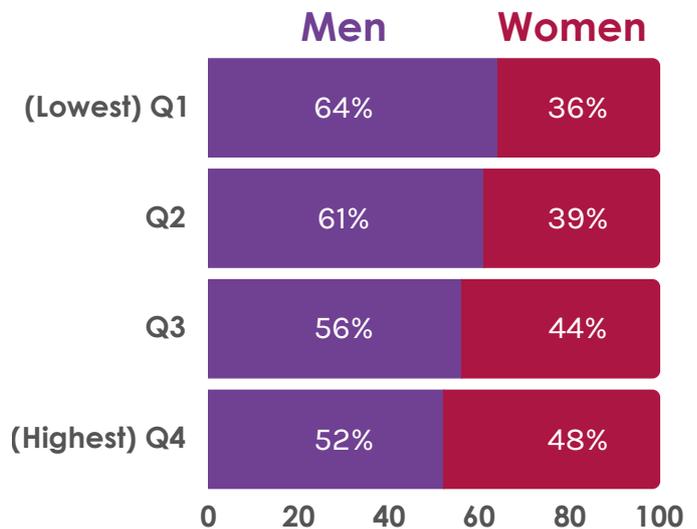
Grayce's results to the left of the page state that the women's median hourly pay at Grayce is 10.8% higher than the men's median hourly pay and Grayce's mean gender pay gap is -6.1% (i.e., 6.1% of female employees have higher pay than male employees) compared to the national average gender pay gap among all employees of 12.8% in 2025.



Percentage of Men & Women Receiving a Bonus Payment



Percentage of Men & Women in Each Quartile Band



Summary

We remain confident that men and women are paid equally for doing equivalent jobs across our business, both in HQ roles and as Analysts.

As we approached the beginning of 2026, we were delighted to see more women in the make up of our executive team and we indicate that this will follow with a greater parity at senior level as the year progresses.





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