

# Publica Group (Support) Limited

Snapshot Date: 5<sup>th</sup> April 2025

Date Published: 30<sup>th</sup> March 2026

## Gender Pay Gap Reporting

### Introduction

This report has been prepared in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2018 and Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2018.

Employers with 250 or more relevant employees or more as at a 'snapshot date' are required to publish gender pay gap information by 5<sup>th</sup> April 2026. The snapshot date for private sector employers is 5<sup>th</sup> April 2025 for this report and will be 5<sup>th</sup> April of each year for reports in subsequent years.

Publishing is required by 5<sup>th</sup> April 2026.

The regulations require that organisations publish the following information on the:

- [Gender pay gap data page on the Gov.uk website](#) and
- [Publica Group website](#)

This report covers all employees of Publica Group (Support) Ltd, including all permanent, fixed term employees and casual contracts, as set out in the ACAS Guidance, Managing Gender Pay Reporting.

The Employment Rights Act 2025 introduces a new requirement for employers with 250+ employees to publish a gender pay gap and menopause action plan. The action plan must show how the employer is taking action to address gender pay gaps and to provide menopause support.

Voluntary reporting starts in 2026 with mandatory reporting in 2027. Publica Group (Support) Ltd has chosen to voluntarily publish a gender pay gap and menopause action plan in this gender pay gap report.

There are six calculations to carry out as listed below.

- **Mean gender pay gap:** the percentage pay difference between the average mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
- **Median gender pay gap:** the percentage pay difference between the average median hourly rate of pay of male full pay relevant employees and that of female full-pay relevant employees.
- **Mean bonus gender pay gap:** The percentage difference between the average mean bonus pay paid to male relevant employees and that paid to female relevant employees.

- **Median bonus gender pay gap:** The percentage difference between the average median bonus pay paid to male relevant employees and that paid to female relevant employees.
- **The proportion by gender receiving a bonus:** - The proportions of male and female relevant employees who were paid bonus pay during the relevant period
- **The quartile pay bands:** The proportions of male and female full pay relevant employees in the lower, Lower middle, upper middle and upper quartile pay bands

Publica is committed to the principle of equal opportunities and equal treatment for all its employees. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their gender. Publica operates a comprehensive job evaluation scheme to ensure that rates of pay are fair and based solely on the work being done and the pay framework was agreed in consultation with the recognised Trade Unions.

Publica is confident that its gender pay gap is not because they pay men and women differently for the same or equivalent work. Instead, the gender pay gap is because men and women are attracted to different roles and these roles have different salaries.

Please note that Publica does not pay bonuses.

The issue of equal pay and the gender pay gap are often confused. While the former concerns pay differences between individuals or groups performing the same or similar work, the gender pay gap is concerned with differences in the average earnings of men and women, regardless of their role or seniority. It is, therefore, a broader measure capturing not simply any equal pay issues within an organisation but also any pay inequalities resulting from differences in the sorts of jobs performed by men and women and the gender composition of the workforce by seniority.

## Definition of pay

In accordance with the regulations, pay includes basic pay, paid leave, allowances, shift premiums and bonus pay. It **does not** include overtime, expenses, the value of any salary sacrifice schemes (the reduction of salary is included), benefits in kind, redundancy, and severance payments.

The data set out in this report has been calculated using the standard methodologies and guidance of the Gender Pay Gap regulations.

## Company's workforce by gender

There has been a considerable drop in the number employees at Publica following a decision to insource a number of services back into partner Councils. In April 2024 Publica employed 186 male and 421 Female employees, this is now, as shown below 121 male and 282 female employees.



30.02% of our workforce are male

**121 Employees**



69.98% of our workforce are female

**282 Employees**

## Mean gender pay gap

The mean gender pay gap for Publica is 16.39%

### Comparison with other organisations

	Publica	2024 whole economy	Ministry of Housing, Communities and Local Government 2024-25
Mean Gender Pay Gap	16.39%	11.3%	10%

The **ONS Annual Survey of Hours and Earnings (ASHE)** October 2023 report states that the **whole economy Mean Gender Pay Gap is 11.3%** and for the sector ONS admin occupations Government and Related Organisations the Mean Gender Pay Gap is 10%

The Mean Gender Pay Gap for Publica at 16.39% which is above that for the whole economy and significantly above that for organisations in the same sector. However there has been some improvement with the mean gender pay gap improving over recent years.

Publica is confident that men and women are paid equally for doing equivalent jobs across the organisation.

### Progress

The table below shows progress for the last 5 years.

Year	Publica mean gender pay gap	Change from previous year
<b>2025</b>	<b>16.39%</b>	<b>0.09</b>
2024	16.30%	-0.75
2023	17.05%	-0.39
2022	17.44%	-0.76%

Year	Publica mean gender pay gap	Change from previous year
2021	18.2%	-2.1%
2020	20.3%	+0.2%
2019	20.1%	-

## Median gender pay gap

The median gender pay gap is 19.72%

### Comparison with other organisations

	Publica	2024 whole economy	Ministry of Housing, Communities and Local Government 2024-25
Median Gender Pay Gap	19.34%	13.1%	9.5%

At 19.34% this is significantly higher than that reported for the whole economy and for the sector. This figure is marginally lower than last year. The median is more representative than the mean of typical pay differences, because it is less affected by a handful of considerably higher (or lower) salaries.

### Progress

There has been some progress against the Median Pay Gap with the gap reducing over the last 5 years.

Year	Publica Median Pay Gap	Change from previous year
2025	19.34%	-0.38
2024	19.72%	-0.86%
2023	20.58%	-1.77%

<b>Year</b>	<b>Publica Median Pay Gap</b>	<b>Change from previous year</b>
2022	22.35%	-0.85%
2021	23.2%	-0.1%
2020	23.3%	-2.4%
2019	25.7%	-

## **Full time and part time employees**

	<b>Male</b>	<b>Female</b>
<b>Total</b>	121	282
<b>Full time</b>	104	183
<b>Part time</b>	17	99

Whilst it is only necessary to report all full-time relevant employees together, the table above breaks the gender group into part- and full-time employees.

Part time employees are more greatly populated by females. This is influenced by the far higher proportion of women tending to seek a home life balance for family commitments compared to men so they tend to be attracted to part-time roles that can fit around childcare provision. This pattern can also be seen nationally when looking at figures from the Office for National Statistics.

## **Quartiles**

### What is a quartile?

A quartile is a pay bracket that represents a quarter of the organisations workforce; the quartiles are in ascending order by rates of pay. The chart below shows the split between male and female employees in each quartile from the lowest to the highest.

### Proportion of men and women in each quartile of the companies pay structure.

The table below shows our workforce divided into 4 equal-sized bands based on hourly pay rates. Band A includes the lowest paid 25% (lower Quartile) and Band D cover the highest paid 25% (the upper quartile).

Whilst females hold the higher percentage in the lower quartile and lower middle quartile, it is positive to note that females also have the higher percentage of upper middle quartile and at upper quartile, there is an almost equal split, demonstrating that Publica has a lot of females in senior positions within the organisation, but it is still not representative of our overall workforce split.

Band	Description	Males	Females
Lower Quartile	Includes all employees whose standard hourly rate places them <b>at or below the lower quartile</b>	25.74% (26)	74.26% (75)
Lower Middle Quartile	Includes all employees whose standard hourly rate places them above the lower quartile but <b>at or below the median</b>	19.8% (20)	80.2% (81)
Upper Middle Quartile	Includes all employees whose standard hourly rate places them <b>above the median but at or below the upper quartile</b>	23.76% (24)	76.24% (77)
Upper Quartile	Includes all employees whose standard hourly rate places them <b>above the upper quartile</b>	51% (51)	49% (49)
All bands	All employees	30.02%	69.98%

## Pay gap difference per quartile

Group	Males (£) per hour	Females (£) per hour	Pay gap %	Total Males	Females	Contribution to Pay Gap
All employees	20.64	17.23	16.39%	121	282	-
Lower Quartile	12.75	12.73	0.09%	26	75	-3.14%
Lower Middle Quartile	14.83	14.90	-0.45%	20	81	-8.87%
Upper Middle Quartile	18.32	18.09	1.29%	24	77	-6.33%
Upper Quartile	27.97	26.64	4.74%	51	49	34.73%

The impact of the distribution in each quartile on the GPG can be seen in table above with Band D having the biggest impact.

## GENDER PAY GAP AND MENOPAUSE ACTION PLAN 2026 /2027

The action plan will be monitored by the Publica Board. The aim of the action plan is to reduce the Gender Pay Gap and provide menopause support, year on year, through the implementation of actions identified.

Area	Objective	Actions	Monitoring	Accountability	Timeline	Progress
Recruitment and Retention	Identify any barriers to females applying for roles	Introduce equality data monitoring through the new Applicant Tracker to understand whether there are roles which are not attracting female applicants	Data to be reviewed quarterly to identify any trends / additional actions required. This could include: <ol style="list-style-type: none"> <li>1. Reviewing adverts, job descriptions, assessment &amp; selection process which may discourage female applicants</li> <li>2. Utilise ATS for assessing whether adverts are gender bias and amend as required</li> </ol>	Assistant Director, Workforce Strategy & Transformation  Recruitment Manager	April 2026	Monitor quarterly
		Introduce applicant feedback	Each questionnaire will be reviewed and	Recruitment Manager	September 2026	Monitor quarterly

		questionnaire through the new Applicant Tracker System and seek feedback from applicants on process	action take as required			
	Ensure pay and grading processes are fair and transparent	Continue with annual pay levelling and review of salaries to ensure equal pay.	Implementation at start of financial year	Assistant Director, Workforce Strategy & Transformation Senior HRBP	May / June 2026	Delivered annually
	Encourage applications from those seeking part time hours or flexibility in their working hours, subject to business need	Continue to promote agile and flexible working arrangements as part of the recruitment process	Part of standard job advert	Recruitment Manager and Hiring Manager	Ongoing	Ongoing
	Undertake an analysis of our workforce data to highlight any service areas which are not attracting a female workforce	Analysis payroll and employee data. Understand any reasons for underrepresentation and any barriers.	Work with recruitment to encourage female applications as and when vacancies arise	Assistant Director, Workforce Strategy & Transformation Recruitment Manager	June 2026	Annually
Leadership & Development	Support and develop women at all ages within the workforce as they develop their careers	Implement new leadership pathways for those seeking promotion and development	Monitor uptake in developmental training.	Head of Talent & Development	April 2026	Monitor quarterly

			Monitor internal promotions			
	Publicise apprenticeship opportunities widely	Encourage uptake	Monitor female / male uptake	Head of Talent & Development	Ongoing	Monitor annually through annual levy report
	Rollout the new mentoring programmes	Encourage female applications to be mentors and to be mentored	Monitor female / male uptake	Head of Talent & Development	April 2026	Monitor quarterly
Health & wellbeing	Promote inclusion and support for individuals with neurological difference, fostering a diverse and innovative work environment	Launch neuro-diversity champions and any supporting initiatives.	Encourage females to not mask or suppress neurodivergent traits so support can be provided.  Encourage applications for roles from individuals with neurological differences	Head of Talent & Development	September 2026	6-monthly feedback from new network
	Promote an inclusive and supportive workplace culture for employees experiencing the menopause	Promote and develop our menopause workplace pledge as a menopause-positive employer	Further promote and develop our menopause champions, menopause and information hub ensuring employees know how to access this support	Head of Talent & Development  Internal Communications Specialist	Ongoing	Monitor 6-monthly comms

		Continue to offer menopause awareness training	<p>Setup a male only menopause awareness course</p> <p>Ensure all managers attend menopause training</p> <p>Introduce Ihasco menopause awareness course as a mandatory course for all employees</p>	Head of Talent & Development	<p>April 2026 – Annual Training Brochure</p> <p>April 2026 - Ihasco</p>	Monitor quarterly
		Promote menopause awareness through internal communications	<p>Share employee own stories on menopause – make it normal to openly talk about menopause.</p> <p>Communicate how to access our information hub and what support is available.</p> <p>Communicate who our menopause champions are to ensure employees know who they can talk to</p>	Internal Communications Specialist	Ongoing	Monitor quarterly

		<p>Ensure a consistent approach to menopause across the company</p>	<p>Promote our menopause policy and support.</p> <p>Ensure managers are trained.</p> <p>Ensure managers understand what reasonable adjustments can be made.</p> <p>Utilise absence data to identify any employees who may require additional support with menopausal symptoms</p>			
	<p>Continue to recognise our employees with a variety of staff benefits</p>	<p>Promote our employee benefits schemes</p> <p>Develop and expand employee recognition and work with the employee forum to develop new ideas for</p>	<p>Updating the staff portal</p> <p>Promote scheme awareness through internal comms</p> <p>Work with employee forum on employee recognition</p>	<p>Senior HRBP</p> <p>Internal Communications Specialist</p>	<p>Ongoing</p>	<p>Monitor 6-monthly comms</p>

		employee recognition				
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**Signed**

**Date: 30 March 2026**

**Frank Wilson**

**Managing Director**

**Publica Group (Support) Limited**