



ACTIVATE
LEARNING

ACTIVATE LEARNING GENDER PAY GAP 2025





THE GENDER PAY GAP 2025

At Activate Learning, we remain committed to fostering an inclusive and equitable workplace where everyone has the opportunity to thrive.

As part of this commitment, we continue to report on our gender pay gap to ensure transparency and drive meaningful progress.

We therefore present our 2025 gender pay gap results, highlighting key trends, areas of improvement, and the actions we are taking to close the gap and support gender equity across our organisation.

I can confirm that the information in this report is accurate as of March 2026.

Louise Basu, Chief People Officer



OUR PEOPLE

Our headcount was **2341** on the snapshot date of 31st March 2025.

Female
69%

Male
31%

Trans/Non-
Binary/Other
0.3%

Currently, gender pay gap data must be reported in a binary way.

This means that the data only accounts for women and men and doesn't take into account non-binary or other identities.



THE GENDER PAY GAP



THE GENDER PAY GAP

The mean pay gap is the difference between average hourly pay earnings of men and women.

2023
11.90%

2024
12.95%

2025
9.58%

We are proud to see a reduction in our Mean Pay Gap from last year.

However, we know that a 9.58% gap is still too high, and we are committed to reducing this in 2026.

THE GENDER PAY GAP

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of women and men.

2023
14%

2024
17.08%

2025
16.22%

We are proud to see a reduction in our Median Pay Gap from last year.

However, we know that a 16.22% gap is still too high, and we are committed to reducing this in 2026.

THE GENDER BONUS PAY GAP



BONUS PAY

Percentage of women/men who received a bonus in the 12 months preceding the snapshot date of 5 April 2025.

Female

3.28%

Male

3.17%

We paid bonuses to 76 people in the 12 months preceding the snapshot date. 53 women, and 23 men.

THE BONUS PAY GAP

78%

The mean bonus pay gap is the difference between average hourly bonus pay earnings of men and women

0%

The median bonus pay gap is the difference in the midpoints between bonus pay of men and women.

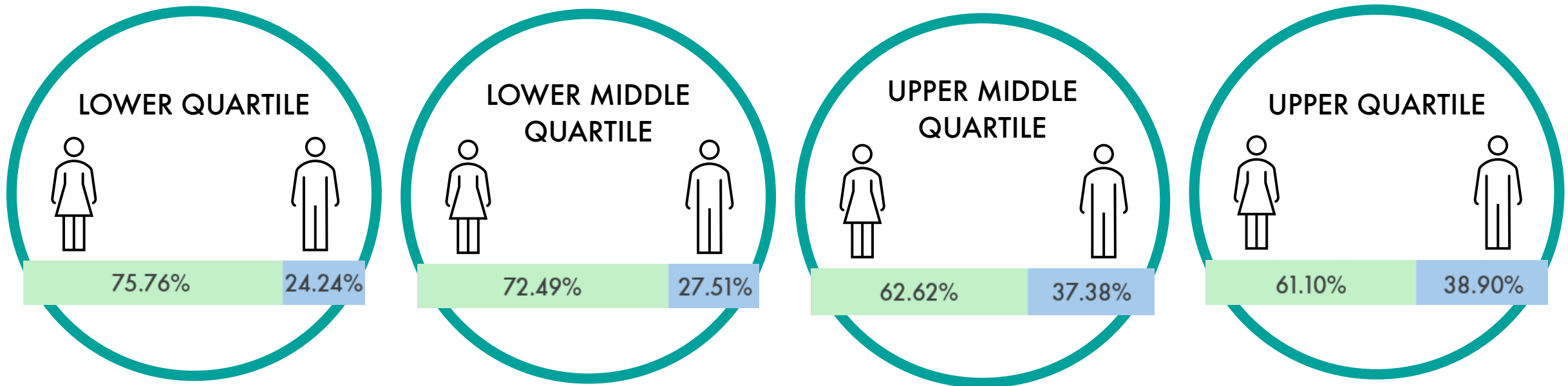
The average bonus payment to women was £737. The average bonus payment to men was £3442.

QUARTILES



GENDER DEMOGRAPHICS

These charts show the distribution by gender by hourly rate of pay and group the data into four equal quartiles.



The charts show that Activate Learning has a higher percentage of women in all quartiles due to a greater number of women in the organisation overall. The percentage of women in the organisation overall on the snapshot date was 69%

GENDER DEMOGRAPHICS

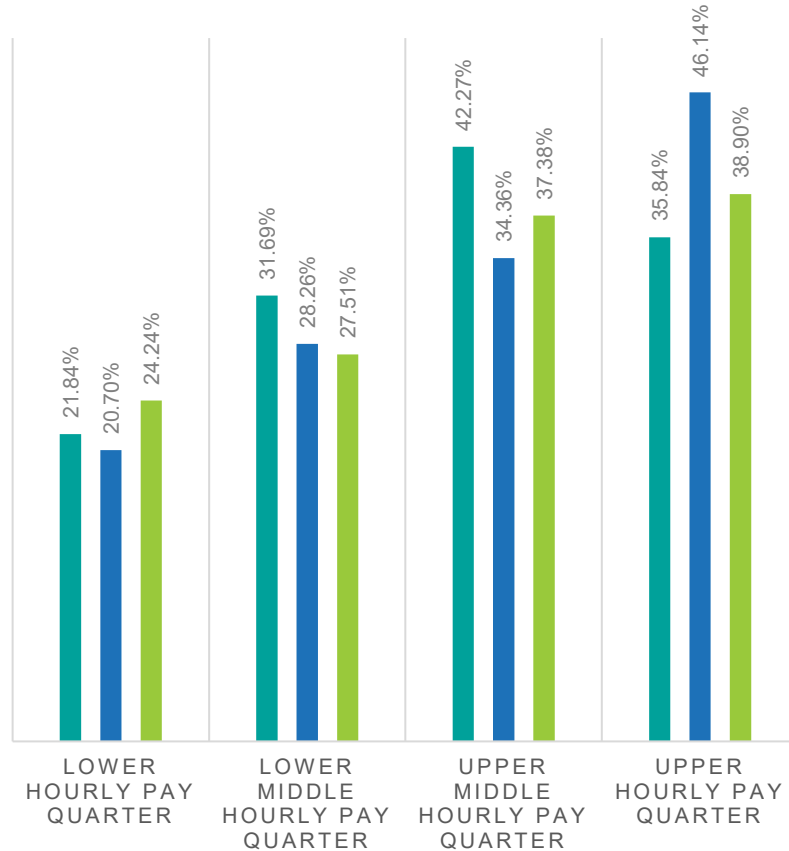
WOMEN

■ 2023 ■ 2024 ■ 2025



MEN

■ 2023 ■ 2024 ■ 2025



These graphs show how the breakdown of the quartiles has changed over the past three years. They show that in the last year, the percentage of women in the lowest hourly pay quartile has dropped, and has increased in the upper hourly pay quartile.