

CreateFuture

# Gender Pay Gap report

2025

## Foreword

At CreateFuture, our commitment to fostering an inclusive and equitable workplace is at the heart of everything we do. As we continue to grow and evolve as a company, we recognise that addressing the gender pay gap is not just a regulatory requirement, but a critical aspect of building a business where talent is recognised, nurtured, and rewarded regardless of gender.

Over the past 12 months, we have built on the work we have already done and continued to place a considerable focus on how we can reduce our gender pay gap. I am proud to report that because of these efforts, we are seeing tangible results with more women at all levels across the business having less pay disparity, as well as the visible increase of female representation in our leadership team.

While we celebrate this progress, we remain transparent about the work still ahead. This year, we have seen a sustained bonus pay gap, largely driven by our sales performance-based bonuses, and whilst we are going in the right direction, we know that we still have some distance to go until our

gender pay gap is more reflective of where we want to be.

However, we are encouraged by the fact that the number of women receiving bonuses has more than tripled over the last year. We are actively reviewing our internal and external practices and processes, such as promotion, success ratings, and hiring to ensure we are addressing diversity and pay disparity in an impactful and sustainable way.

Thank you for being part of this journey as we continue to shape a more inclusive future for CreateFuture.



**Euan Andrews**  
**CEO CreateFuture**

# How we report

Our Gender Pay Gap report provides a clear view of how pay is distributed across CreateFuture, showing how females' pay compares to that of males. It's important to note that this report doesn't reflect the pay for identical roles but rather the overall pay picture across the company.

This report covers the period from April 2024 to April 2025. For data related to a specific point in time, we've used the snapshot date of 5 April 2025. This is our third year of reporting on our gender pay gap. The figures are based on HMRC records, which are currently based on binary gender categories (male and female). As part of our commitment to fostering an inclusive environment, we encourage all employees to update their demographic data on our people system to reflect their gender identity. Looking ahead, we would like to integrate this self-identified information into representation reporting to provide a more comprehensive view of our journey if we have the data to do so.

## GENDER PAY GAP

A measure of the difference between men's and women's average earnings across CreateFuture.

## EQUAL PAY

Pay between men and women for doing comparable work. Under the Equality Act 2010, it has been illegal in the UK to pay a man and a woman different amounts for performing equal work or work of equal value (unless there is a relevant and significant reason why).



# Our figures

These figures show the number of males and females in each quartile compared to last year and indicate where there have been increases since the last report.

## Pay Quartile

	MALE %	FEMALE %
<b>Lower</b> Hourly Pay Quarter	<b>57%</b>	<b>43%</b>
<b>Lower Middle</b> Hourly Pay Quarter	<b>71%</b>	<b>29%</b>
<b>Upper Middle</b> Hourly Pay	<b>77%</b>	<b>23%</b>
<b>Upper</b> Hourly Pay Quarter	<b>79%</b>	<b>21%</b>



MEAN & MEDIAN



Mean hourly rate

1.89% reduction



Median hourly rate

0.94% increase

BONUS PAY



Bonus total Male



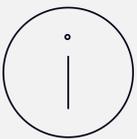
Bonus total Female



Bonus median pay gap



Bonus mean pay gap



*Our bonus gender pay gaps have continued primarily due to the majority of bonuses being awarded within our Client Services and Bid teams, where males are currently the majority.*

## Explaining the figures

As well as a continued increase in the female representation in our leadership team at CreateFuture, a reduction in our median gender pay shows us that we have less pay disparity between men and women in similar roles across the business. Females' average pay relative to their male counterparts has improved at all levels in the business, showing progress at both ends of the payscale.

Whilst we have seen noticeable improvements in how many females have received bonuses

between April 2024 and April 2025, with this figure more than tripling, we are still seeing a larger number of men receiving bonuses. Our bonus pay structure continues to apply to teams where there is a larger percentage of males in the role, which has led to the average bonus for a male being more than that of their female counterparts. We continue to review both internal and external hiring practices to address diversity across the business.

## Steps we've taken



Invested in Mercer, which has enabled us to benchmark all salary bands, complete company-wide salary analysis, and take positive action to rectify any disparities.



Created temporary promotion adjustments to make the promotion more accessible and less clunky.



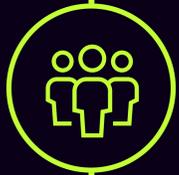
Introduced a new Internal Recruitment Process to support individual progression rather than hiring externally.



Reviewed our Competency Frameworks, placing equal importance on CORE and Technical competencies.



Amended self-advocacy journals to make them more flexible and accessible to all.



Introduction of Blind Scorecards and Washups in hiring practices to further equitable hiring.



Launched Limitless Leadership to cover topics such as unconscious bias and commercial awareness.



Continued to complete regular equal pay auditing.

## Next steps

01

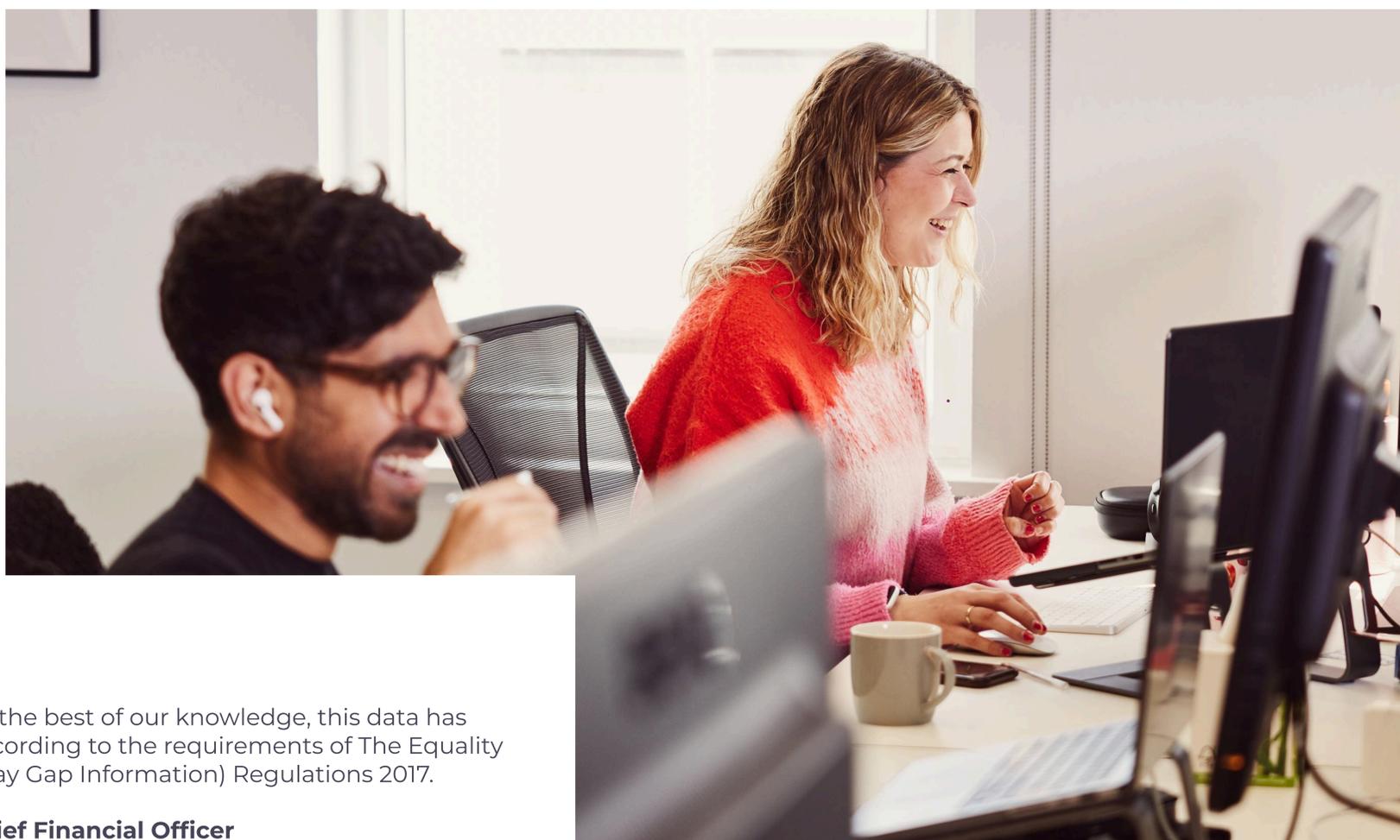
Review Progression and Promotion Processes to make them more accessible and less susceptible to Bias

02

Commitment to annual salary benchmarking and Analysis alongside our Equal Pay Audits

03

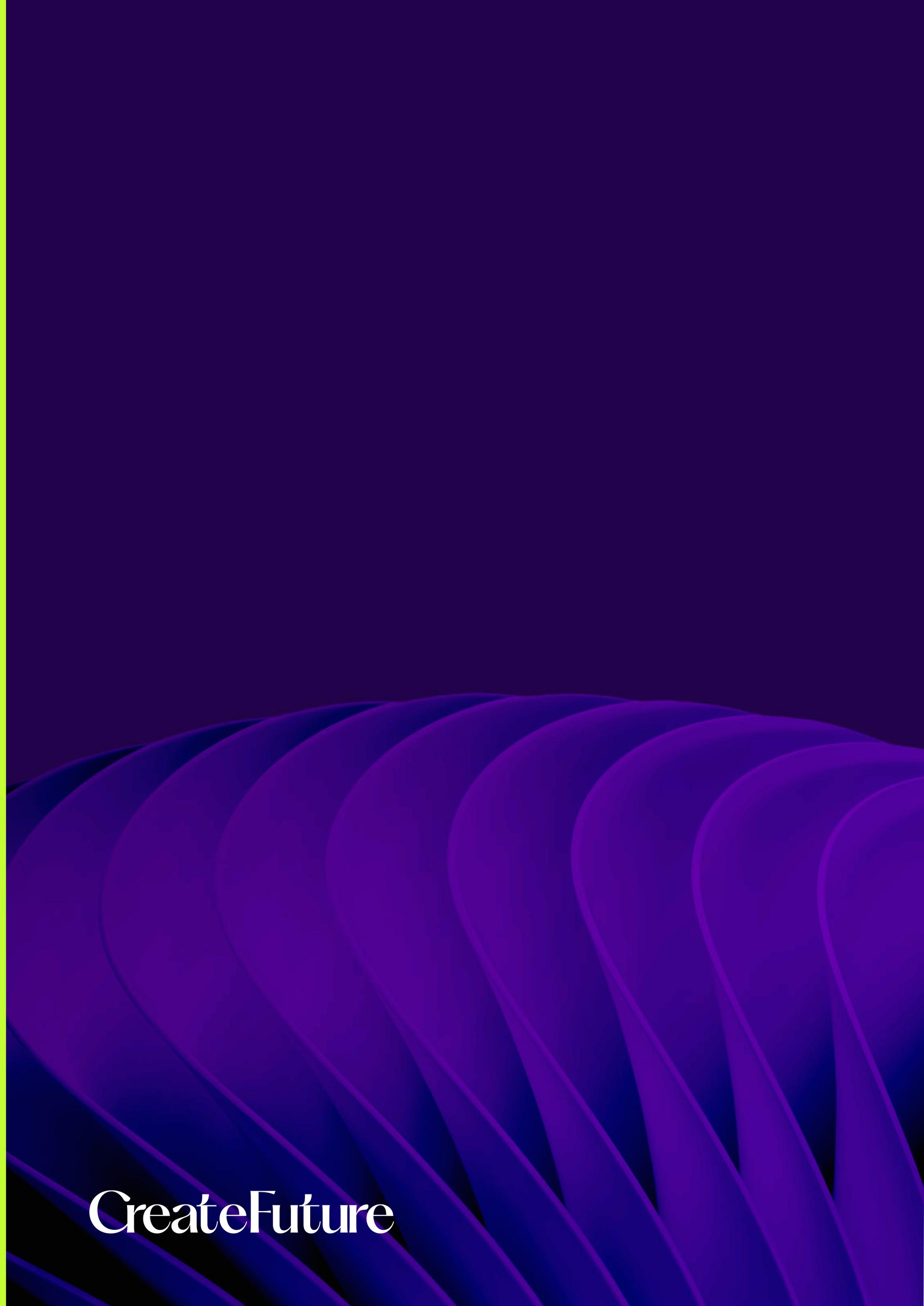
Continued Review of Parental Policies



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We declare that, to the best of our knowledge, this data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Colin McLellan, Chief Financial Officer**



CreateFuture