



# Gender Pay Gap Report 2025



Under legislation that came into force in April 2017, UK employers who employ more than 250 employees are required to publish their gender pay gap at a snapshot date of 5 April. Gender pay gap reporting is part of the UK Government's strategy to reduce the gender pay gap in a generation.

Due to our size we are not legally required to publish our gender pay gap but ICAS has decided to voluntarily publish our gender pay gap and take a leading position in supporting the transparency of gender pay.

ICAS relies on 3rd party contractors. Where contractors provided support on 5 April, they have been included.



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## How is gender pay different to equal pay?

Equal pay legislation in the UK relates to an employee's job role, making it unlawful for an employer to pay individuals differently for performing the same or similar work or work of equal value. ICAS uses a process of job evaluation, carried out by an independent third-party provider, to ensure we meet the requirements of equal pay legislation.

We are confident that men and women at ICAS continue to be paid equally for doing work that is either the same or of a similar value.

## What is the gender pay gap?

The gender pay gap is defined as the difference between the average earnings of men and women in the organisation on the annual 'snapshot date' of 5 April, expressed relative to men's earnings.

The figures provided in the charts below are based on the hourly rates of pay at 5 April 2025. The figures show our Year-on-Year progress in closing the gender pay gap since the legislation was introduced in 2017.

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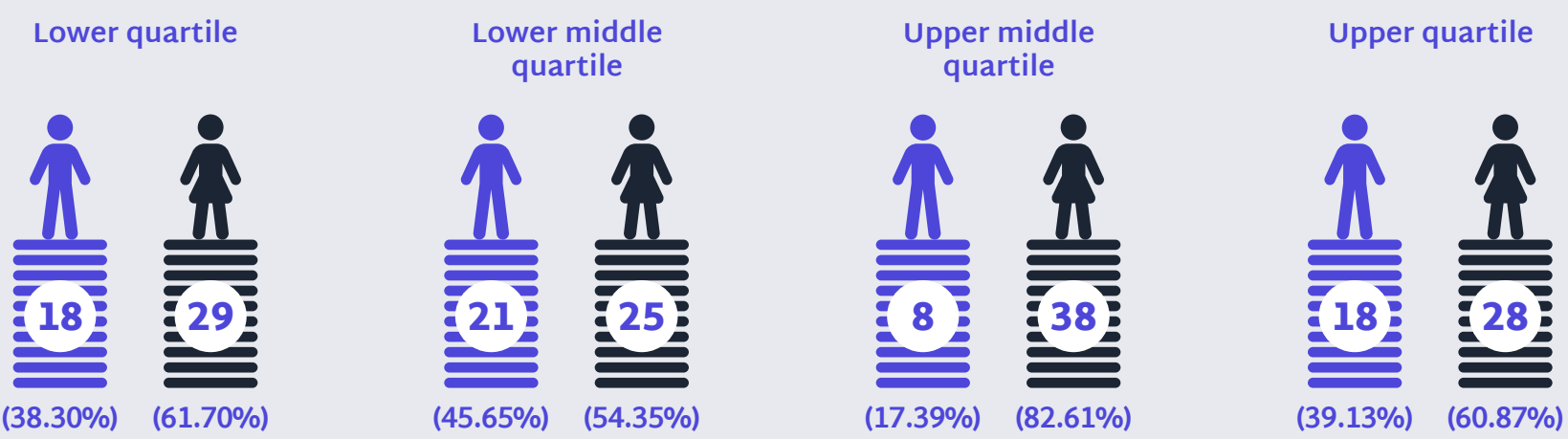
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# The gender pay gap at ICAS

|                | 2017  | 2018  | 2019  | 2020  | 2021  | 2022  | 2023 | 2024 | 2025    | Change from previous year | Overall change |
|----------------|-------|-------|-------|-------|-------|-------|------|------|---------|---------------------------|----------------|
| Mean pay gap   | 34.2% | 31.4% | 21.8% | 18.4% | 17.0% | 13.9% | 9.5% | 7.5% | 4.3%    | -3.2 pp                   | -29.9 pp       |
| Median pay gap | 36.6% | 26.6% | 25.5% | 13.3% | 19.2% | 9.3%  | 2.1% | 2.2% | -15.02% | -17.2 pp                  | -51.62 pp      |



| Group                 | Mean Pay Males | Mean Pay Females | Pay Gap (mean) | Pay Gap (median) | Percentage of Males | Percentage of Females | Contribution to Pay Gap |
|-----------------------|----------------|------------------|----------------|------------------|---------------------|-----------------------|-------------------------|
| Lower quartile        | 16.35          | 16.61            | -1.59%         | -0.77%           | 38.30%              | 61.70%                | 1.73%                   |
| Lower middle quartile | 23.13          | 23.06            | 0.31%          | 3.24%            | 45.65%              | 54.35%                | 9.01%                   |
| Upper middle quartile | 29.03          | 29.70            | -2.31%         | -1.61%           | 17.39%              | 82.61%                | -19.69%                 |
| Upper quartile        | 50.74          | 43.46            | 14.34%         | -1.44%           | 39.13%              | 60.87%                | 13.20%                  |



## Understanding the gap – factors affecting our 2025 gender pay gap

The pay gap has shown a continual improvement since reporting started. Whilst the contribution to the pay gap within the lower middle quartile has increased from -4.39% in 2024, a shift in the upper middle quartile has supported a reduction in the gap in 2025 (from -2.55% in 2024). The proportion of women in the upper quartiles has continued to increase, with women forming 72% of colleagues at these levels in 2025.

ICAS reviews salaries annually at the beginning of each calendar year. 10 “out of cycle” salary increases in the year preceding the snapshot period contributed to a shift in the mean rate of pay. 8 increases were awarded through role changes and 3 were a result of job evaluation processes. 78% of these increases were applied to roles held by women. All 3 job evaluation increases impacting the 2025 mean pay snapshot were applied to roles held by women.

The largest contribution to the gap remains in the upper quartile, with our former Chief Executive’s salary having a significant impact on our mean gender pay gap and bonus gap. This is an impact expected to continue in the 2026 snapshot, and minimised thereafter with the appointment of our new CEO, Gail Boag, in January 2026, and our former CEO retiring in April 2026.





## Tackling the gap

ICAS places equality, diversity, and inclusion at the heart of all that we do. With our partner organisations, we are committed to building a diverse membership and workforce that is beneficial for all, and that enables our communities to learn, grow and advance together.

While we continue to move in the right direction, we recognise that further action is required to reduce the pay gap further. We continue to review our policies and practices annually, and we continue to engage a third-party for salary benchmarking and job evaluation.

We are confident that we have a fair and consistent approach to recruitment and pay and are committed to appointing the best candidate for all roles regardless of their gender or other demographics.

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# Declaration

We confirm that ICAS's gender pay gap calculations are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Gail Boag, CEO



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