

TRINITY COLLEGE LONDON

GENDER PAY GAP REPORT – Snapshot Date 5 April 2025

About gender pay gap reporting

This report sets out the mandatory gender pay gap information for Trinity College London, calculated in line with statutory requirements on the snapshot date of 5th April 2025. Only UK employees are considered for the purposes of reporting.

Statutory gender pay gap reporting requires gender to be reported in a binary way, identifying the pay gap between males and females. These requirements do not differentiate pay data for colleagues with other gender identities, such as those who are non-binary, genderqueer or intersex. Trinity actively supports colleagues of all gender identities.

The data in this report shows the difference between the average male pay and the average female pay as a percentage of the male pay. For example, average male pay of £100 per hour and average female pay of £80 per hour would indicate a gender pay gap of 20 per cent.

Gender pay gap calculations do not consider factors such as different roles, responsibilities, performance or levels of seniority. The gender pay gap within the organisation therefore reflects the distribution of males and females across seniority levels and role types. This differs from equal pay analysis, which compares pay for the same or equivalent work. A gender pay gap is therefore not necessarily an indication of an equal pay issue.

Providing equality of opportunity, valuing diversity and promoting a culture of inclusion are central to Trinity's values and our mission that "*effective communicative and performance skills are life enhancing, know no bounds and should be within reach of us all.*" We strive to reflect the diversity of the regional, national, and international communities that we serve and to be a place where people can be themselves regardless of background or identity. Our pay and reward strategy is gender-neutral and based on objective criteria.

Snapshot: gender pay gap as of 5 April 2025

The table below shows the median and mean pay calculations based on hourly pay:

Hourly Pay	
Median	Mean
11.0%	14.1%
 2.4% points improvement on 2024	 1.7% points increase on 2024
<i>Calculated by ordering individual rates of pay from lowest to highest and selecting the value for the middle employee.</i>	<i>Calculated by adding all the individual pay rates and dividing by the total number of individuals.</i>

Our median gender pay gap shows continued improvement over the 2024 snapshot. The small increase to the mean gender pay gap is not considered statistically significant and can be influenced by movements at the upper and lower ends of the pay distribution. External hiring, internal progression

and the payment of bonuses during the snapshot period - which did not occur in the previous reporting year - all contribute to these fluctuations.

Snapshot: gender bonus gap as of 5 April 2025

In the 2025 snapshot year, bonus payments were made to eligible UK employees based on company and individual performance, resulting in the following gender bonus gap:

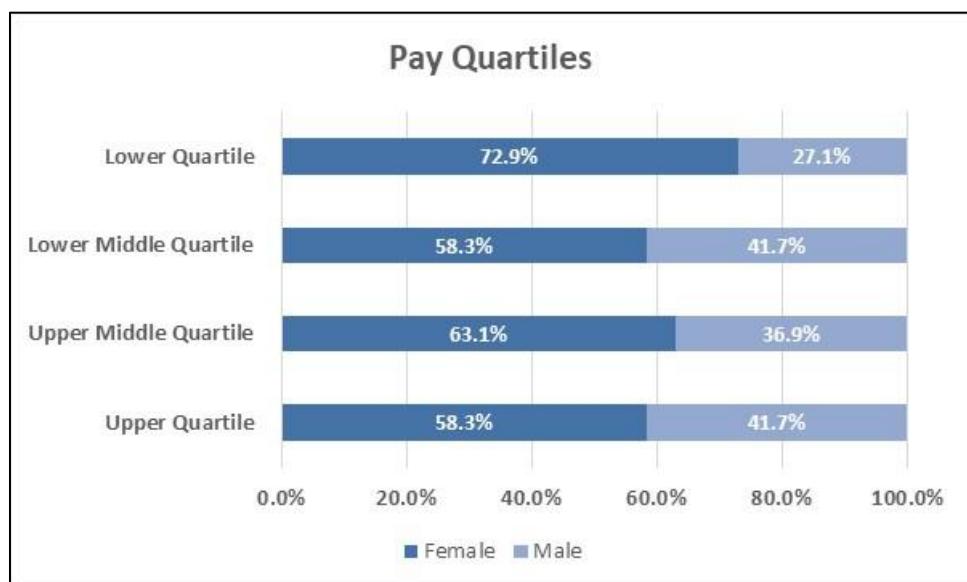
Bonus Pay	
Median	Mean
13.8%	42.5%
Reduced from 100% gap in the 2024 snapshot	Reduced from 100% gap in the 2024 snapshot
% of males receiving a bonus: 80.2%	
% of females receiving a bonus: 79.6%	

Both the median and mean bonus pay gaps represent a significant reduction from the 100% gap reported in the 2024 snapshot, when no non-contractual or discretionary bonuses were paid.

The proportion of employees receiving a bonus was broadly consistent by gender, with 80.2% of males and 79.6% of females receiving a bonus. Analysis of the performance ratings that informed these awards shows that women were rated more favourably than men. However, a slightly smaller proportion of women received a bonus overall. This small difference reflects the application of the bonus plan rules, which apply consistently to all employees and include a qualifying employment start date.

Snapshot: gender pay quartiles as of 5 April 2025

The following table shows the distribution of pay by gender across pay quartiles:



Pay quartiles are prepared by ordering the population by hourly pay, from lowest to highest, and then dividing it into four equal groups (lower quartile, lower middle quartile, upper middle quartile and upper quartile, also referred to as Q1, Q2, Q3 and Q4) to show how the distribution of males and females varies according to each quartile. There is a total of 84 employees in each quartile, except for the lower quartile which has 85 employees.

Female representation is now at its strongest level in the upper and upper-middle pay quartiles since gender pay gap reporting began. The Executive Leadership Team includes more women than men, and women accounted for 89% of all hires into the upper quartile in the year to April 2025.

Representation in the lower and lower-middle quartiles has remained relatively stable, reflecting low turnover and continued female predominance in entry-level recruitment. With limited overall headcount growth, changes in quartile composition are gradual and most evident where senior hiring or progression occurs.

What the data tells us

The data demonstrates continued progress in narrowing Trinity's gender pay gap. Improvements in both mean and median measures reflect the combined impact of targeted initiatives and positive hiring trends:

Recruitment and attraction

While the proportion of female applicants declined from 55% in the year to April 2024 to 44% in the year to April 2025, the quality of female applications remained high. Women accounted for 59% of all hires during the reporting period, indicating that our selection processes continue to support strong female candidates through to appointment.

Flexible working

Hybrid working arrangements enable over 60% of UK employees to work from home on a regular basis, and 16.2% work part-time. Flexible working continues to support employment and career progression for individuals with caring or other life commitments.

During the reporting year, 6.8% of the UK workforce requested flexible working arrangements, and all requests were approved. Females accounted for 70% of applications, although there has been a noticeable increase in applications from males compared with previous years.

We continue to promote flexible working options throughout the year to ensure employees remain aware of the opportunities available.

Supporting internal progression

Women represented 50% of all internal moves, including promotions and lateral moves, during the reporting period, reinforcing our commitment to career development and progression across the organisation.

Digging Deeper into the data

Detailed analysis by business unit indicates that Trinity's overall gender pay gap is primarily influenced by the distribution of men and women across roles and seniority levels, rather than by systemic pay inequality.

In SELT Operations, which represents 30% of the UK workforce, the median gender pay gap has reduced by around half since the previous snapshot. This improvement reflects a higher proportion of women progressing into senior roles. A significant proportion of roles in this area are part-time or flexible, which continues to influence the overall pay gap.

In Trinity Examinations, pay varies widely due to the breadth of technical, specialist and leadership

roles. When executive-level roles are excluded, the median gender pay gap reduces to 8.6%, illustrating the impact of a small number of senior positions.

Trinity's commitment to closing the gender pay gap

We recognise that, while progress has been made, our gender pay gap remains significant. We remain committed to creating an inclusive workplace and to taking action to reduce gender-related pay differences across the employee lifecycle.

Our focus areas include:

- **Attracting and recruiting a diverse workforce:** We continue to monitor our recruitment channels to support strong representation of women among both applicants and appointments, and to promote flexible working options and a broad range of career opportunities through our website and recruitment materials. Alongside this, recent activity has focused on improving the representation of non-majority ethnic groups within our applicant pool, recognising the intersection between gender and ethnicity. This work is an important part of ensuring that our workforce reflects the diversity of the communities we serve.
- **Creating an inclusive culture:** We continue to support the development of employee-led peer networks, which play an important role in fostering inclusion and providing insight into the experiences of different groups across Trinity. Our Women at Trinity network has grown to over 40 members, and our Balancing Act network for working parents and carers now includes more than 30 members. Together, these networks provide valuable feedback to inform policy development, identify barriers to progression and promote a culture in which everyone can thrive. We also encourage the formation of additional networks that reflect the diversity of our workforce and support under-represented groups.
- **Manager Capability:** In January 2025, we launched the Trinity Manager Academy, supported by our *Leading for Impact* competency model, to provide a continuous learning pathway for people managers. Around 60% of participants are female. The Academy is supported by our Manager Hub, which brings together people policies and procedures in one place, enabling managers to access clear, up-to-date guidance and apply it consistently when leading and supporting their teams. Recognising the critical role managers play in shaping culture and embedding our values, the programme places a strong emphasis on building inclusive teams, developing trust and fostering open communication. A key objective is to build confidence and capability across our management community, enabling leaders to create fair, inclusive and high-performing teams.
- **Improving data transparency:** We operate a voluntary approach to EDI data disclosure and have continued to see improvements in the proportion of colleagues choosing to self-declare information across a range of characteristics, including gender, ethnicity, sexual orientation and caring responsibilities. Over 65% of employees now self-declare, up from 61% in the previous reporting period, giving us a clearer and more robust understanding of the composition of our workforce. We continue to analyse key people processes, such as performance and salary reviews, to identify any emerging patterns or trends that may be linked to gender, enabling us to take informed and targeted action to promote fairness and equity across all stages of the employee lifecycle.

Through these actions, Trinity remains fully committed to delivering positive change, not just in closing the gender pay gap. We are committed to supporting all our employees to achieve their full potential.

As Chief Executive, I can confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations.

Erez Tocker
Chief Executive Officer
Trinity College London