

OS Gender Pay Gap Report 2025

Snapshot date: 5 April 2025



Introduction from Hazel Hendley, Chief People Officer

This year's report shows a mixed but important picture. The mean gap has reduced, reflecting the progress made in increasing representation in our senior roles. I'm incredibly proud of this important shift, and of the talented women who are making a real impact in our leadership.

At the same time, our median gap has increased to 6.3%, reminding us that progress isn't yet consistent across all levels. The data continues to show us that the biggest driver of the gap is the distribution of men and women across different roles and levels, particularly at more senior levels. This is why continuing our focus on representation remains such an important part of our work.

We've taken important steps this year to strengthen our talent and leadership development pathways, expanding mentoring and development support, and continue to evolve our policies to better support women at different life stages. These measures are not just about improving representation, but about creating the conditions in which women can build fulfilling, long-term careers.

As ever, I'm proud of the commitment we have across OS to improving gender representation, and the many people who are actively supporting this progress. We know there is more to do, and we remain focused on creating lasting change that addresses the underlying drivers of the gap and makes OS a place where everyone can thrive.

Gender pay gap reporting explained

The gender pay gap shows the difference between the average hourly rate of pay of women and men in an organisation, expressed as a percentage of the average male earnings. It is important to note that this is different from equal pay, which is the requirement to pay women and men the same for the same, or similar, work.

As an employer with more than 250 employees, Ordnance Survey reports its gender pay gap under The Equalities Act 2010 (Gender Pay Gap Information) Regulations 2017.

We publish a number of calculations following the methodology as set out by the regulations.

- The **median** is the figure at the mid-point when the hourly earnings of women and men are listed from lowest to highest. The median pay gap is the difference between the mid-point in the range for all women and the mid-point in the range for all men.
- The **mean** is calculated by adding up the hourly earnings of all men, and the hourly earnings of all women and dividing each figure by the number of men, and the number of women. The mean pay gap is the difference between the two.
- We also publish **the median and the mean gap for bonuses** along with the proportion of men and women who receive a bonus.
- And to provide context to these calculations, we publish the **gender distribution by hourly pay** across OS in four equal quartiles.

The gap – Hourly pay

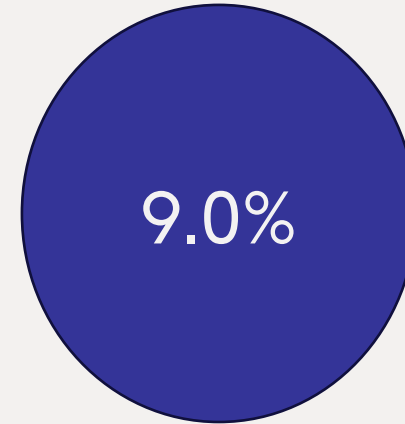
ONS (reported 23 Oct 25) Gender pay Gap = 12.8%

Women's **mean hourly rate** is 9.0% less

- Mean pay per hour for men: £24.55
- Mean pay per hour for women: £22.33
- Difference in pay: £2.21ph

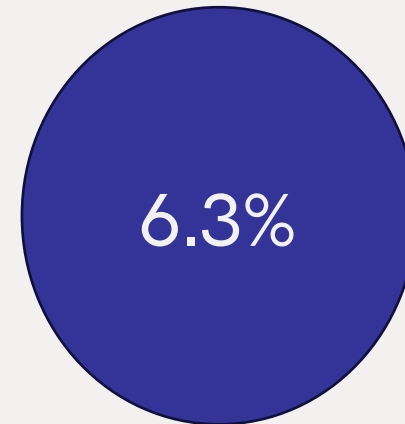
Women's **median hourly rate** is 6.3% less

- Median pay per hour for men: £21.85
- Median pay per hour for women: £20.47
- Difference in pay: £1.38ph



Mean

(10% in 2024)

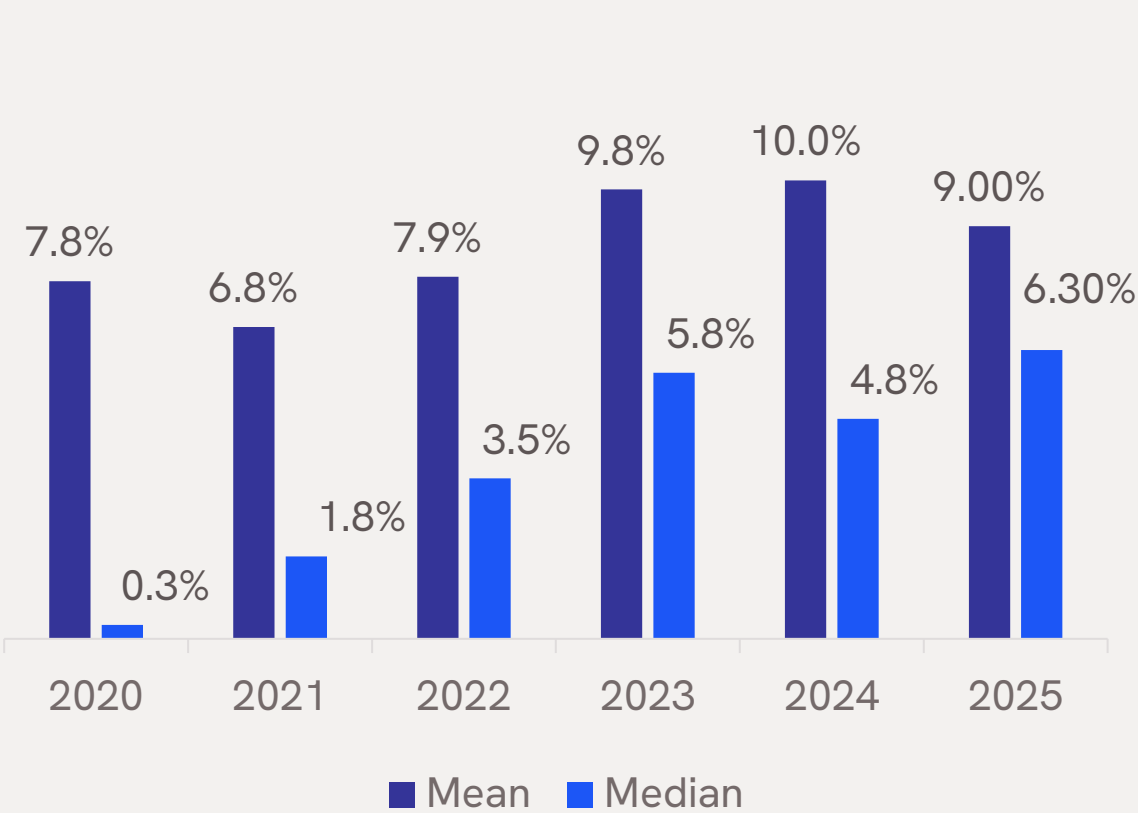


Median

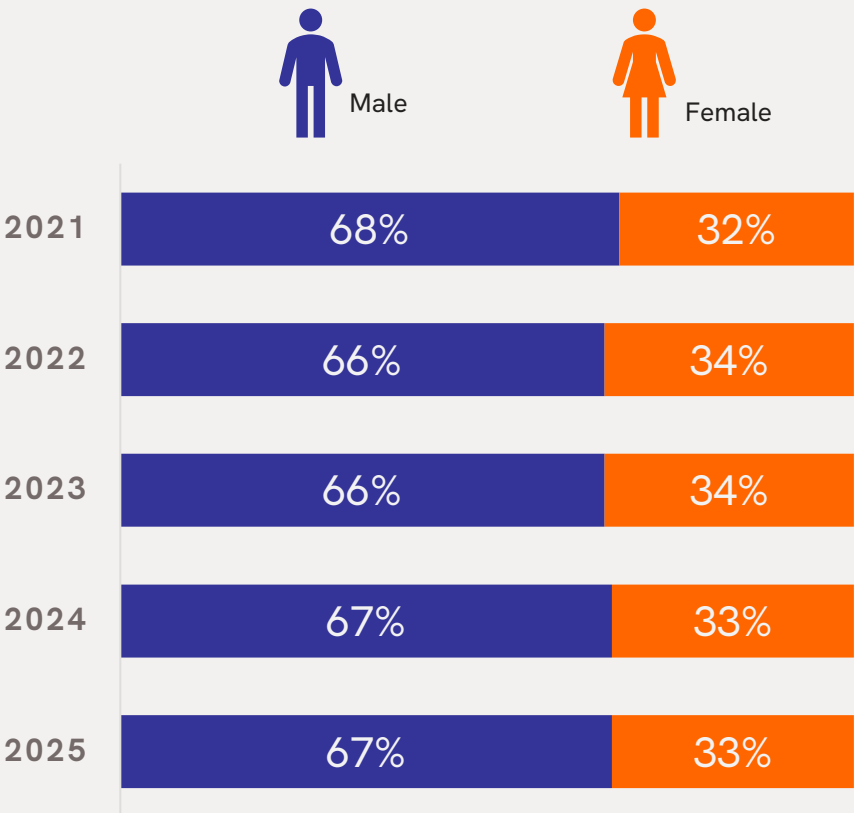
(4.8% in 2024)

OS Gender pay gap at a glance

Hourly Pay Gap



Gender distribution



Understanding the gap – for publication

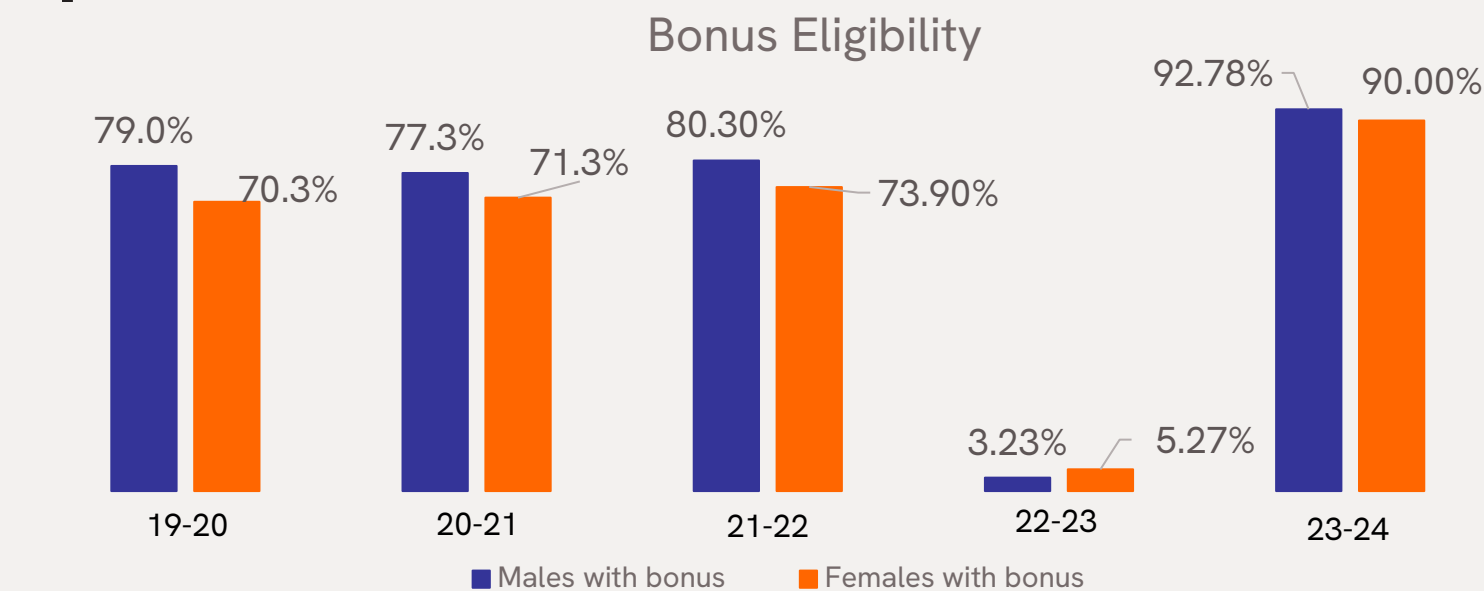
- OS' mean gap is reduced to 9.0% in 2025 because we have improved the number women in Executive and Senior Leadership roles. At Senior Leadership level, we have increased representation from 15% of roles held by women in 2024, to 31% of roles held by women in 2025.
- Median is more representative as it is less affected by a small number of considerably higher or lower salaries, but it still doesn't consider one of the most significant factors in determining a gender pay gap: higher rates of pay of a majority male Executive Leadership team.
- All new joiners are enrolled into OS salary sacrifice pension scheme, which allows for pension contributions before PAYE tax and NI is deducted. The hourly rate of pay reference for Gender Pay calculations is after any salary sacrifice payments are made. 72% of OS' female employees are members of the salary sacrifice scheme, compared to 58% of male employees.

Understanding the gap - bonus

The highest contributors to OS' mean bonus gap are those in the upper quartile of pay. Fewer women hold roles compared to men in this quartile.

Payments in this report relate to the 23-24 financial year and were principally Delivering Success paid in June 2024.

The bonus gap this year is lower than last year, and since 2021.



Mean Bonus Gap = 12.9%

In £ terms:

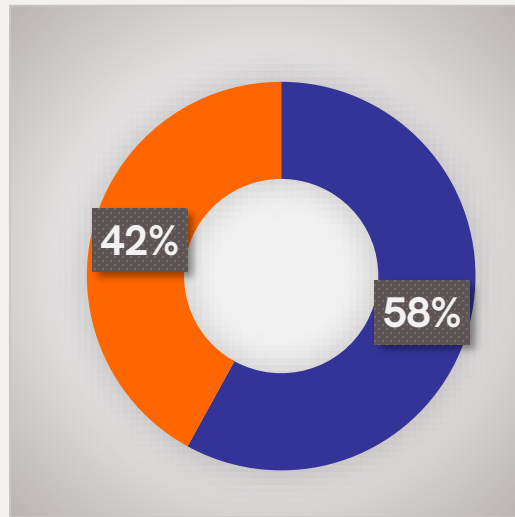
male annual bonus £2,920
female annual bonus £2,543
= absolute difference of £377

Median Bonus Gap = 3.5%

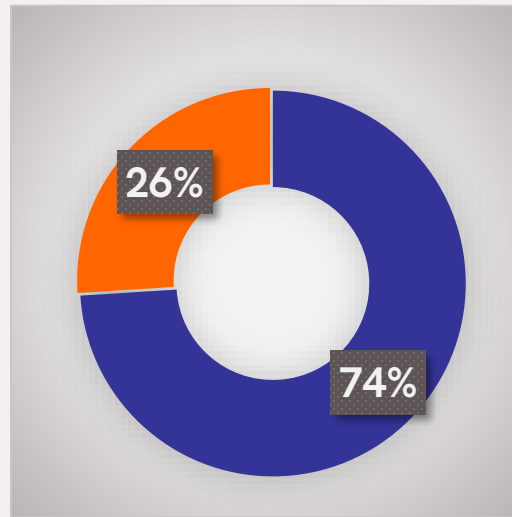
In £ terms:

male annual bonus £2,274
female annual bonus £2,194
= absolute difference of £80

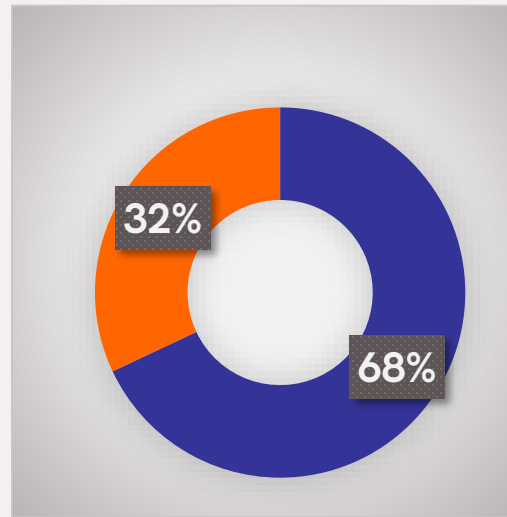
Gender distribution by hourly pay quartile



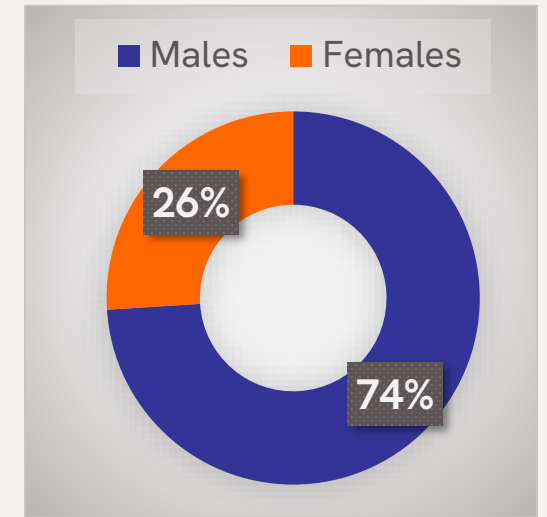
Lower Quartile



Lower Middle
Quartile



Upper Middle
Quartile



Upper Quartile

What are we focusing on

→ Development and engagement

- Building on the rise in women in senior roles (from 15% to 31% at Senior Leadership level this year), we continued to support alumni from our talent programmes with ELT mentoring and strategic action learning to prepare for roles in future.
- Our **active** Women's Development Network remains a key focal point of peer support, development, mentoring, and accountability.
- Engagement and partnerships with external bodies like Women in Geospatial and the RGS is supporting role-modelling and access to broader professional networks for our female employees.

→ Culture and experience

- Continuing to ensure our policies and practices support both genders, this year we have improved partner leave, refreshed our lifestyle break approach, and introduced measures including neonatal leave and time-off for baby loss, so female employees are fully supported when they need it without feeling like their career is jeopardised.
- We are refreshing our leadership framework and supporting development, giving greater visibility to inclusion, allyship, and the value of diversity.
- We have committed to the Real Living Wage and introduced increases in April 2025 which benefit roles in OS' lower quartile where proportionality more women work than men.

A message from Philippa Hird, Senior Independent Non-Executive Director & Chair, Remuneration Committee

Over the past year, we have continued to take important steps to ensure that OS is a place where women thrive. The significant increase in the number of women at senior levels is a hopeful signal of change. The progress already made, and the continued efforts through networks, development, and allyship reflect the collective effort across the organisation on this important work.

The gender pay gap remains below the national average. We take assurance that the actions being taken are working and continue to focus on ensuring that changes to our employee proposition support all employees to do their best work. I want to acknowledge and celebrate the many talent women across OS who are strengthening our organisation and our sector in so many ways. We have more to do, but I remain confident in the commitment across OS to continue to create sustainable progress.