



# Our colleagues

Pay Gap Report 2025

# Accountability and commitment

**At One Manchester, we're building an inclusive, values-led culture where every colleague can thrive and deliver great service to our customers. Our HEART values guide how we work, shaping our behaviours and keeping us focused on accountability, openness and doing the right thing.**

We want our workforce to reflect the diversity of the customers and communities we serve. That means creating an environment where everyone has the opportunity to grow and progress, feels safe being themselves, and knows they are valued and supported.

We fully support Gender Pay Gap reporting as an important step towards pay equity and transparency. Promoting equality, diversity and inclusion (EDI) is central to who we are as an organisation. Through our EDI Strategy and Action Plan, we also go further by voluntarily reporting on additional protected characteristics, including ethnicity, age and sexual orientation, to better understand and address our pay gaps.

This report sets out our pay gap data across a number of protected characteristics, including gender and ethnicity, across all roles within One Manchester.

This report has been approved by our Senior Leadership Team.



Age



Sexual  
Orientation



Ethnicity



Religion or  
Belief



Disability



Marital Status



Gender





## Since the last report, we've:

- Developed and published our Equality, Diversity and Inclusion (EDI) Strategy and action plan.
- Introduced enhanced Equality Impact Assessment consultation methods for new policies and projects, ensuring a broader range of perspectives across protected and non-protected characteristics.
- Maintained our cultural and EDI calendar, celebrating key events internally and externally to educate and support colleagues, while increasing our visibility in the communities we serve.
- Delivered people management training covering recruitment, discipline, grievance, absence, performance and unconscious bias, strengthening managers' confidence and capability.
- Continued to support mentoring programmes including Housing Diversity Network (HDN), Graduate Aspiration Programme (GAP), the BOOST Mentoring Programme, and Pride in Leadership, helping to develop colleagues and support progression into more senior roles.
- Embedded regular performance and development conversations through our performance management framework, ensuring every colleague has clear objectives aligned to our value of accountability.
- Continued to integrate our HEART values and behaviours across the organisation, from induction through to people-focused training and day-to-day conduct.
- Renewed our Disability Confident membership.
- Further embedded our flexible and agile working approach, supporting greater flexibility for colleagues.
- Continued to benchmark pay for new roles to ensure fairness and competitiveness.
- Continued to use authentic colleague photography across our website and publications to reflect the diversity of our workforce.



# Understanding the data

## Mean

The mean is our average pay, calculated by adding up all of our hourly rates of pay and dividing by the number of colleagues within that group.

## Median

The median shows the middle value within a specific group, calculated by organising all of the hourly rates of pay in order, then selecting the middle number.

## Pay quartile breakdown

For pay quartiles, we've listed the salary of every colleague in order and then split the list into four equal parts to show our pay quartiles. Salaries increase from quartile 1 to quartile 4.

## Methodology

Our gender pay gap calculations follow UK Government methodology, using mean and median hourly pay.

For other characteristics (including ethnicity and disability), we apply a consistent internal approach using

mean and median hourly pay based on colleagues who have disclosed their data. Colleagues who have not disclosed are excluded from these calculations.

Pay gaps are expressed as the difference in average hourly pay between groups. A positive value indicates that the first group listed earns more on average, while a negative value indicates the opposite.

## What the +/- values mean

Positive and negative values reflect the order in which groups are presented. A positive figure means the first group earns more than the second; a negative figure means the opposite.

## Unknown/Not Disclosed

Some individuals disclose some protected characteristics and not others. This means there are different totals for the responses in each characteristic.

### Interpreting small sample sizes

Small data groups/cohorts can produce volatile year-on-year movements and should be interpreted with caution.



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Pay Gap

# Gender

Our gender pay gap remains in favour of female colleagues, with women on average earning a higher hourly rate than male colleagues. Representation in the upper pay quartile has also increased, with women now making up 46% (up from 43% last year).

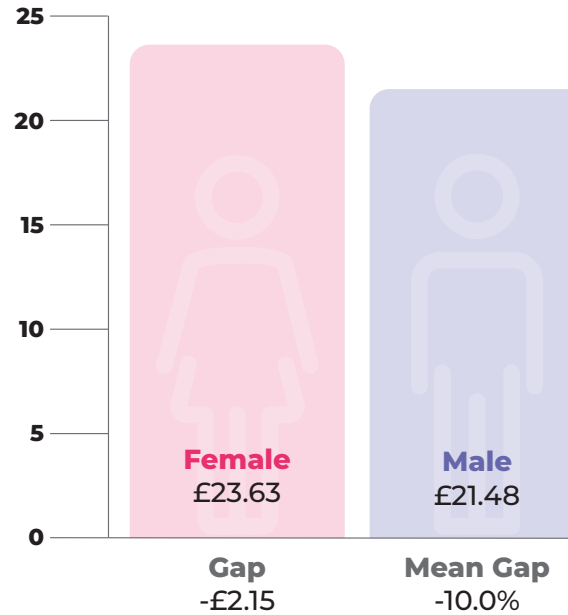
## The mean pay gap

Average hourly pay is **£23.63** for Female colleagues and **£21.48** for Male colleagues. The mean gap is broadly unchanged from last year (-10.1%; -£2.11), but wider than in 2022/23 (-7.9%; -£1.54). Pay has increased for both groups over this period, with female pay rising slightly faster. This sustained difference reflects stronger pay growth among Female colleagues over time.

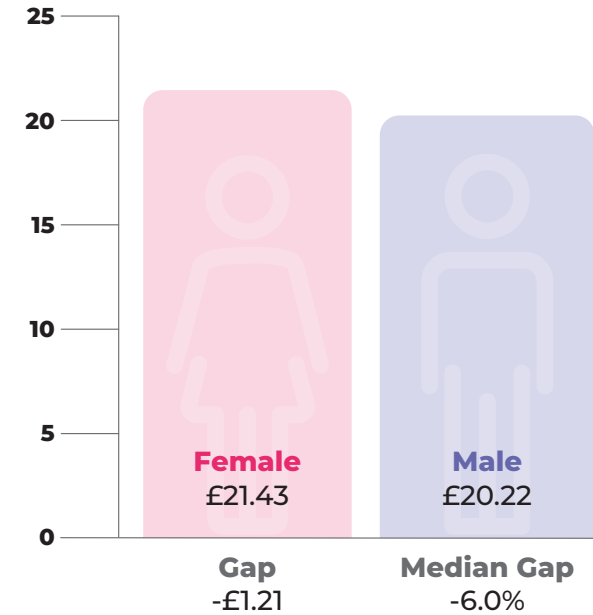
## The median pay gap

Median hourly pay is **£21.43** for Female colleagues and **£20.22** for Male colleagues. The median gap has widened slightly in favour of Female colleagues, from -5.5% (-£1.08) last year to -6.0% (-£1.21) this year, and more notably from -0.5% (-£0.09) in 2022/23. Both groups have seen steady increases in pay, with faster growth among Female colleagues contributing to the widening gap.

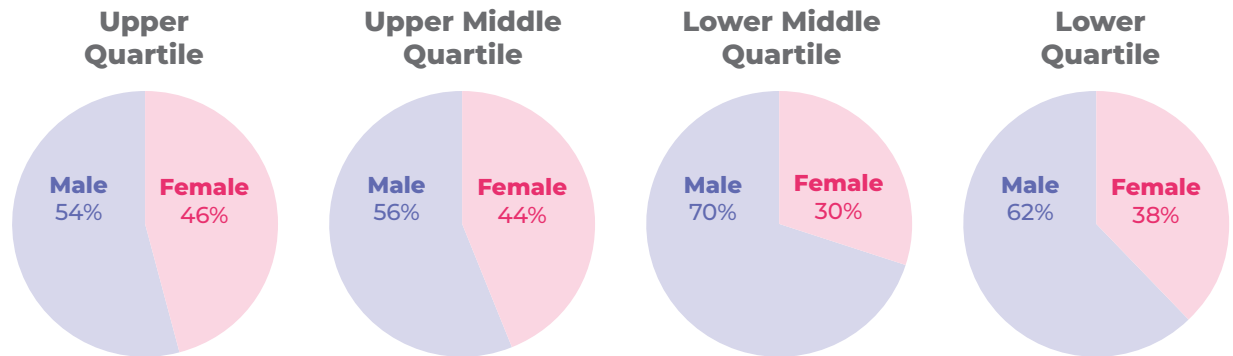
### Mean Average Hourly Pay Gap



### Median Average Hourly Pay Gap



### Pay Quartiles



Colleagues  
**506**

Gender Split  
Male **308**  
Female **198**

Mean Pay Gap  
**-10.0%**

Median Pay Gap  
**-6.0%**



# Pay Gap

# Ethnicity

We have seen further improvement in our ethnicity pay gap indicators this year, although a gap remains. Ethnically Diverse colleagues now make up **24%** of the workforce, and representation in the highest pay quartile has increased to **19%** (up from **15%** last year).

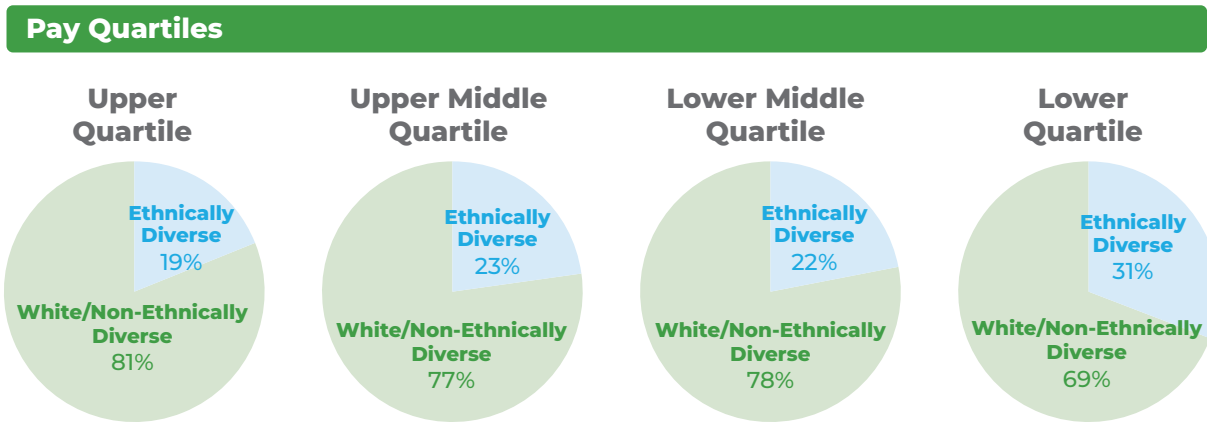
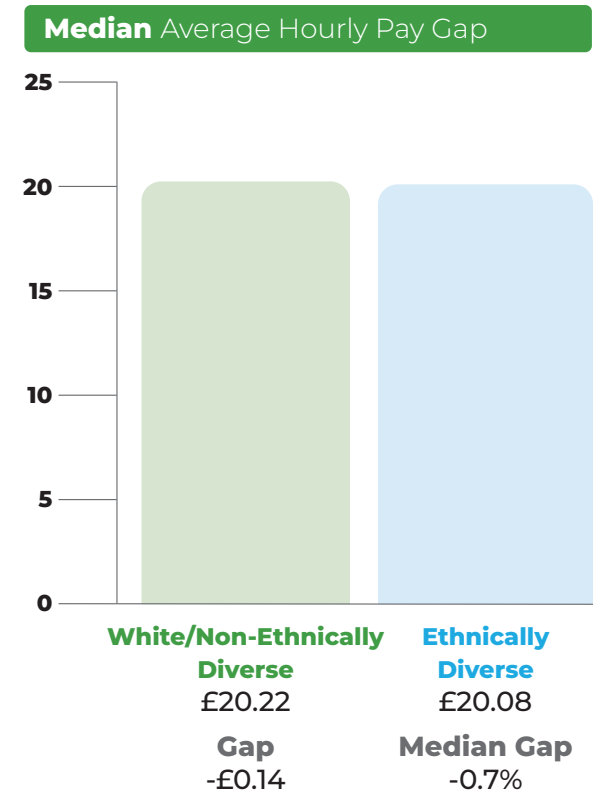
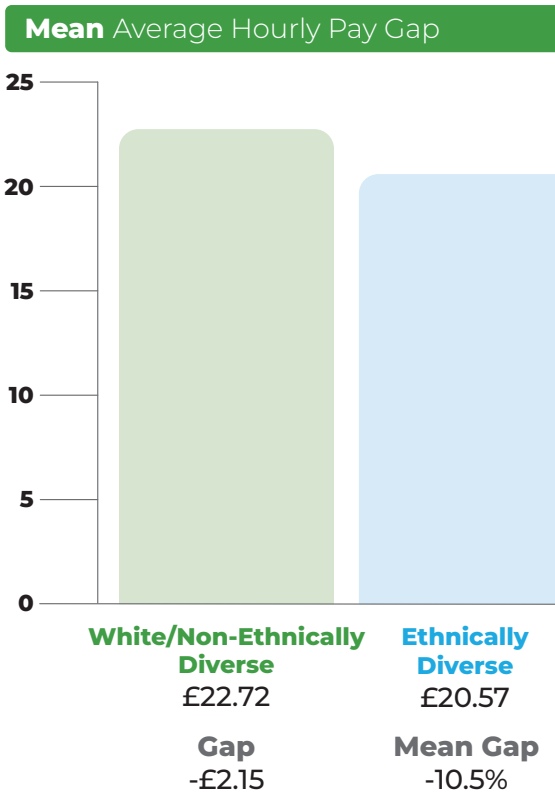
### The mean pay gap

Average hourly pay is **£22.72** for White/Non-Ethnically Diverse colleagues and **£20.57** for Ethnically Diverse colleagues. The mean gap has reduced from **-11.4% (-£2.26)** last year and **-13.5% (-£2.46)** in 2022/23. This indicates a gradual narrowing of the gap over time.

### The median pay gap

Median hourly pay is **£20.22** for White/Non-Ethnically Diverse colleagues and **£20.08** for Ethnically Diverse colleagues. The median gap has reduced significantly from **-1.8% (-£0.35)** last year and **-4.5% (-£0.82)** in 2022/23. This shows a much closer alignment in typical pay between groups.

Figures are based on disclosed responses.



<b>White/Non-Ethnically Diverse</b>	<b>375</b>	<b>76%</b>	We had 15 colleagues in the 'Prefer Not To Say' category
<b>Ethnically Diverse</b>	<b>116</b>	<b>24%</b>	



# Age

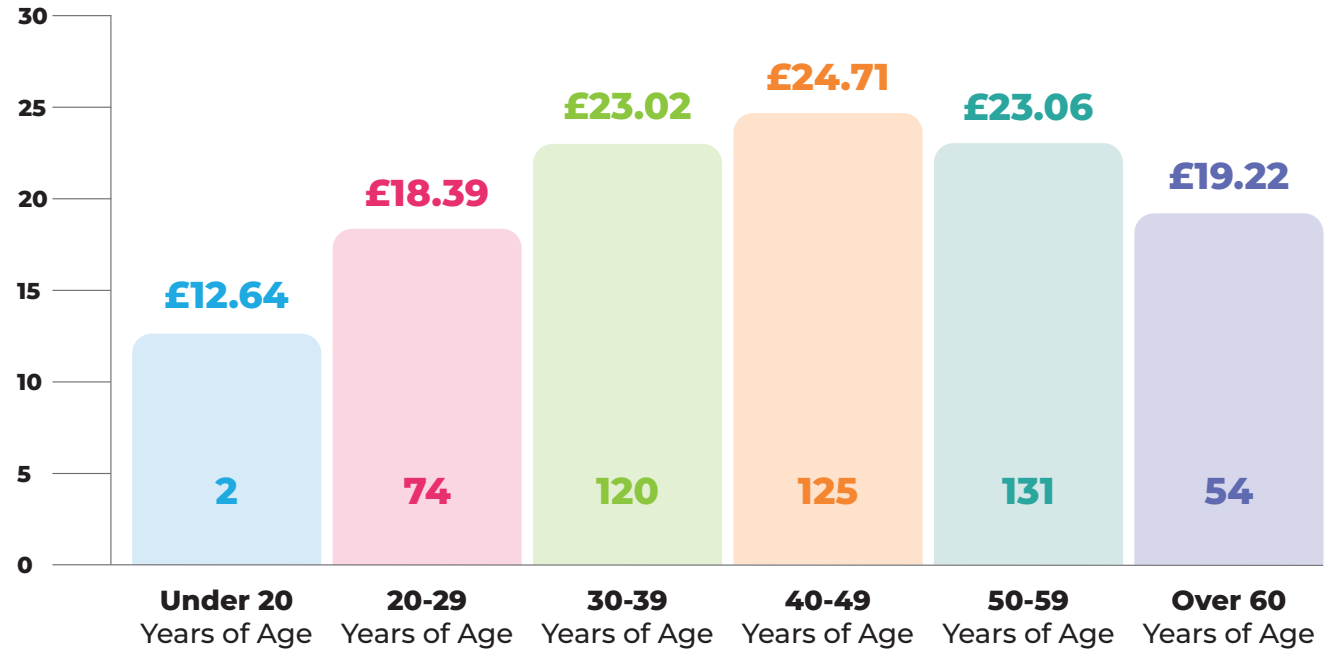
Pay has increased across most age groups, with the highest average hourly rate remaining in the 40–49 group (£24.71).

The largest year-on-year increase was in the 50–59 group (+7.4% to £23.06), while smaller decreases were seen in the 40–49 (-1.9%) and Over 60 (-0.8%) groups.

Compared to 2022/23, all age groups have seen increases, ranging from +2.9% (Under 20) to +20.3% (20–29).

This shows consistent pay growth across the workforce, with particularly strong progression in early career groups.

Average Hourly Rate by Age



<b>Under 20</b>	<b>2</b>	<b>0.4%</b>
<b>20-29</b>	<b>74</b>	<b>15%</b>
<b>30-39</b>	<b>120</b>	<b>24%</b>
<b>40-49</b>	<b>125</b>	<b>25%</b>
<b>50-59</b>	<b>131</b>	<b>26%</b>
<b>Over 60</b>	<b>54</b>	<b>11%</b>



## Pay Gap

# Disability

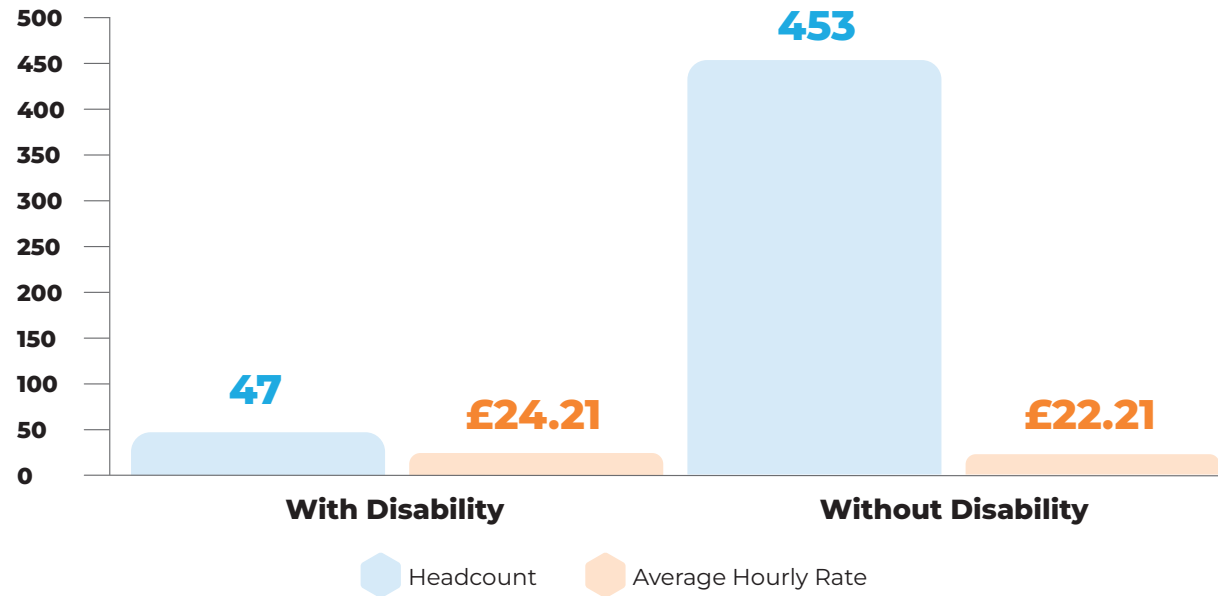
The disability pay gap has reversed this year, with colleagues who have a disability earning more on average.

The mean pay gap is **8.3% (£2.00)**, with average hourly pay of **£24.21** for colleagues with a disability compared to **£22.21** for those without.

This is a change from 2023/24 **(-0.4%)** and 2022/23 **(-1.3%)**, when disabled colleagues earned slightly less on average.

This shift reflects stronger pay growth among disabled colleagues, although the smaller group size should be considered when interpreting the data.

### Average Hourly Rate by Disability



<b>With Disability</b>	<b>47</b>	<b>9%</b>
<b>Without Disability</b>	<b>453</b>	<b>90%</b>
<b>Unknown/Not Disclosed</b>	<b>6</b>	<b>1%</b>

The graph includes only figures based on disclosed responses and excludes 'Unknown/Not Disclosed' data.

# Sexual Orientation

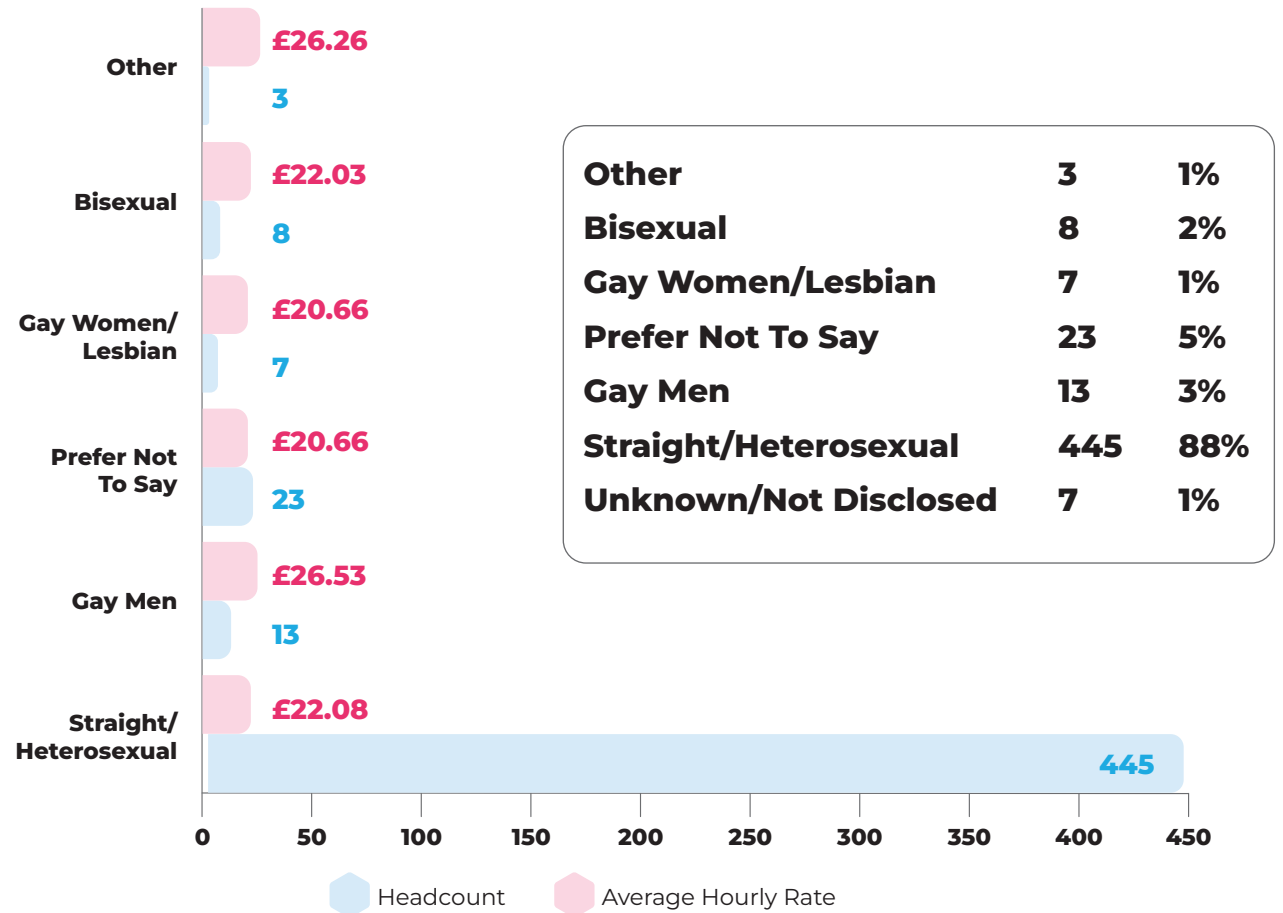
Pay has increased for most sexual orientation groups, with Gay Men continuing to have the highest average hourly pay (£26.53).

Average hourly pay ranges from £20.66 (Gay Women/Lesbian and Prefer Not To Say) to £26.53 (Gay Men), with Straight/Heterosexual colleagues at £22.08.

Year-on-year increases were seen across most groups, particularly in the Other (+47.0%) and Bisexual (+16.3%) categories. Small decreases were seen in the Gay Women/Lesbian (-2.0%) and Prefer Not To Say (-5.3%) categories.

This reflects overall upward pay movement, though smaller group sizes in some categories may lead to greater fluctuation.

Average Hourly Rate by Sexual Orientation



The graph includes only figures based on disclosed responses and excludes 'Unknown/Not Disclosed' data.

# Marital Status

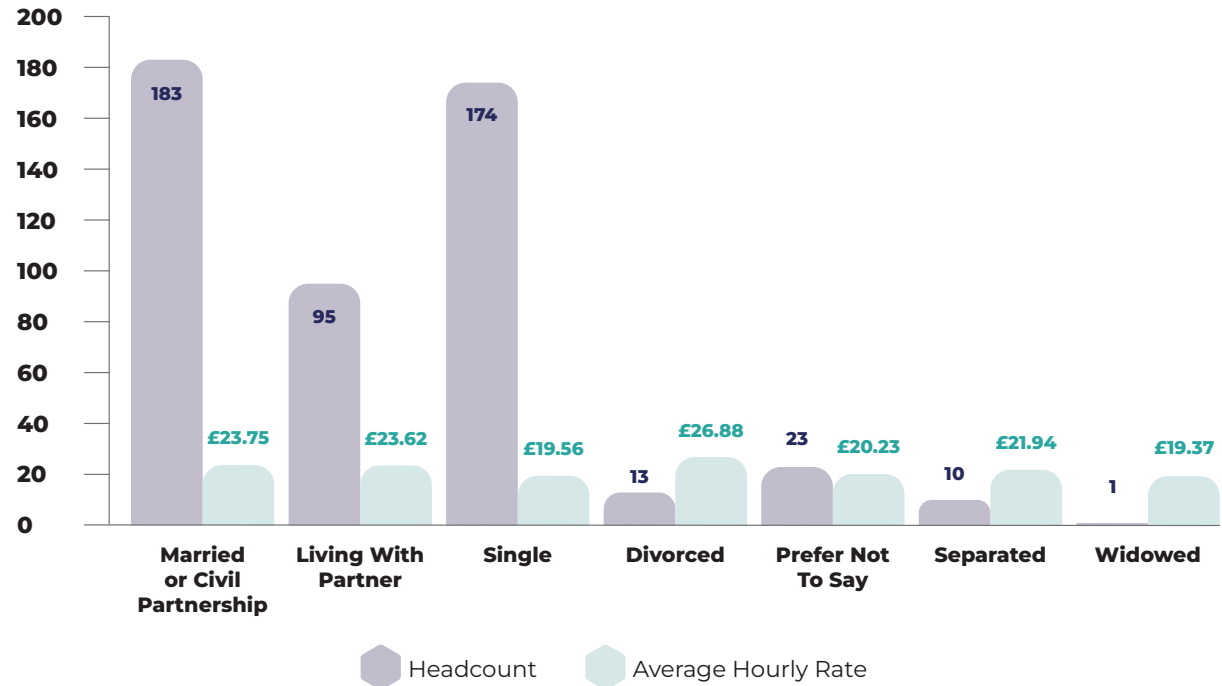
Pay has increased across all marital status groups, with Divorced colleagues continuing to have the highest average hourly pay (**£26.88**).

Average hourly pay ranges from **£19.37** (Widowed) and **£19.56** (Single) to **£26.88** (Divorced).

The largest increases were seen in the Prefer Not To Say (+12.5%), Separated (+5.8%) and Single (+3.9%) categories.

This shows consistent growth across groups, although some categories have small headcounts which can influence averages.

Average Hourly Rate by Marital Status



<b>Married or Civil Partnership</b>	<b>183</b>	<b>36.2%</b>
<b>Living With Partner</b>	<b>95</b>	<b>18.8%</b>
<b>Single</b>	<b>174</b>	<b>34.4%</b>
<b>Divorced</b>	<b>13</b>	<b>2.6%</b>
<b>Prefer Not To Say</b>	<b>23</b>	<b>4.5%</b>
<b>Separated</b>	<b>10</b>	<b>2%</b>
<b>Widowed</b>	<b>1</b>	<b>0.2%</b>
<b>Unknown/Not Disclosed</b>	<b>7</b>	<b>1.4%</b>

The graph includes only figures based on disclosed responses and excludes 'Unknown/Not Disclosed' data.

Figures may not sum to 100% due to rounding.



Pay Gap

# Religion or Belief

Pay trends vary across religion and belief groups, with some strong increases across the board.

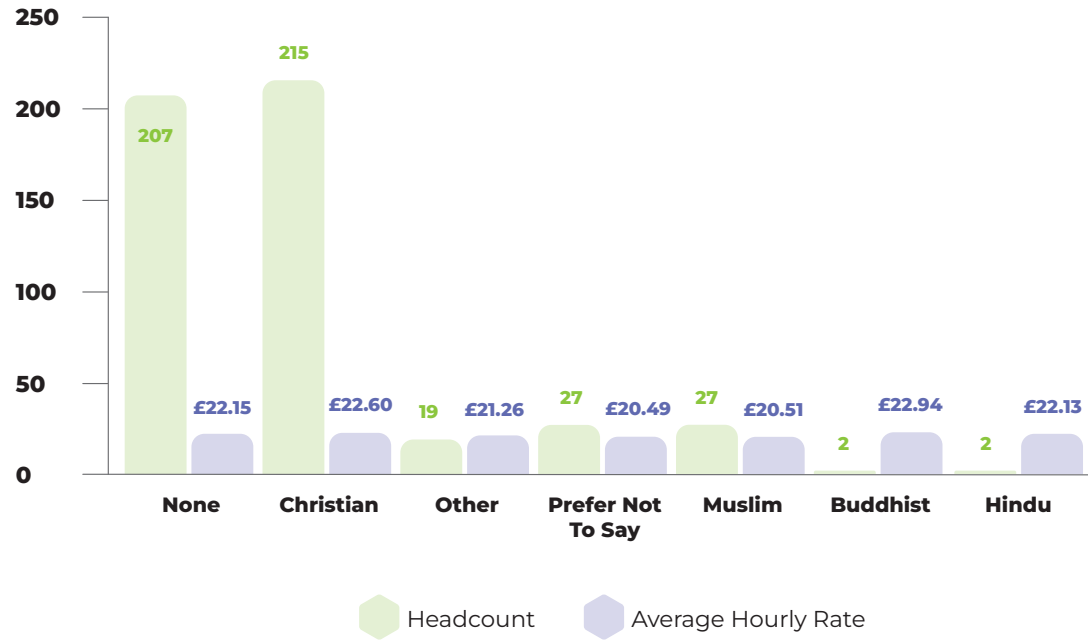
Colleagues who are Buddhist have the highest average hourly pay (£22.94), moving up from second place in the previous two years. Their pay increased by 3.1% (+£0.70) year on year, and by 9.2% compared to 2022/23.

The largest increase was seen among colleagues in the Other category, where average pay rose by 14.3% (+£2.66) to £21.26. Colleagues who are Muslim also saw strong growth, with pay increasing by 7.2% (+£1.38) compared to last year and by 23.3% (+£3.88) since 2022/23.

Colleagues who are Hindu saw a small decrease of 3.2% (-£0.72) compared to last year, although their pay remains slightly higher than in 2022/23 (+1.7%). Pay also decreased for colleagues in the Prefer Not To Say category (-2.7%; -£0.56) year on year.

As some groups have small numbers of colleagues, figures can be more sensitive to change and should be interpreted with caution.

Average Hourly Rate by Religion or Belief



<b>None</b>	<b>207</b>	<b>41.2%</b>
<b>Christian</b>	<b>215</b>	<b>42.8%</b>
<b>Other</b>	<b>19</b>	<b>3.8%</b>
<b>Prefer Not To Say</b>	<b>23</b>	<b>4.6%</b>
<b>Muslim</b>	<b>27</b>	<b>5.4%</b>
<b>Buddhist</b>	<b>2</b>	<b>0.4%</b>
<b>Hindu</b>	<b>2</b>	<b>0.4%</b>
<b>Unknown/Not Disclosed</b>	<b>7</b>	<b>1.4%</b>

The graph includes only figures based on disclosed responses and excludes 'Unknown/Not Disclosed' data.

# What we're working on to continue to drive equality

We're encouraged by the progress we've made in narrowing our pay gaps. The steps we've taken over the past year are making a difference, and we're committed to building on that momentum.

## Closing our pay gaps remains our goal. To support our ongoing commitment and drive for equality, we will:

- Continue to closely monitor our pay gap data and use it to inform action.
- Strengthen our recruitment and selection approach, focusing on values and behaviours while delivering an excellent, inclusive candidate experience.
- Take part in the third year of the BOOST Mentoring Programme, supporting the development and progression of colleagues from ethnic minority backgrounds into more senior roles.
- Maintain our Disability Confident self-assessment and identify practical actions to better support disabled colleagues.

- Review our induction and onboarding processes to ensure they are inclusive, remove barriers and meet the needs of a diverse workforce.
- Provide clear career pathway guidance to support colleague development and progression.
- Further develop managers' interpersonal skills, with a focus on performance management, colleague support, EDI and wellbeing.
- Review our core HR policies and procedures to ensure our HEART values are fully embedded.
- Continue using authentic colleague photography across our websites and publications to reflect the diversity of our teams.
- Work collaboratively with our internal colleague panels, including INC. Group, EDI Working Group and Colleague Voice Forum.
- Celebrate and promote diversity through initiatives such as our annual Culture Day.

We know meaningful change takes consistent action. We're committed to creating an organisation where everyone has equal opportunity to thrive.



**Nicole Kershaw,**  
Chief Executive

