



LTE GROUP PAY GAP REPORT

2025



Learning | Training | Employment

WELCOME



LTE Group is one of the UK's largest further education providers.

Our mission is to create better futures together through learning, skills and work.

Over the last five years, we've reached more than 250,000 learners across further education, higher education, apprenticeships, online professional development and prison education, supporting them to achieve their ambitions and improve their employment prospects. We've also invested £200m in our facilities, reduced our carbon output by 54%, and improved pay and conditions for 2,500 colleagues.

Looking forward, it's an exciting time for the Group, as we have recently developed our strategy to 2030, 'Destination 30', shaped by over 1,600 colleague interactions. Our aim is to be the leaders in empowering people and places to thrive. We're committed to reaching this goal as 'One Group', with the values of innovation, excellence, ethics and sustainability guiding our decision making, our priorities, and how we use our skills and resources.

We have engaged with Inclusive Employers to support our EDI Strategy and to help deliver our new Group Strategy. By setting clear goals to promote EDI throughout the Group, we aim to boost awareness and integrate these principles into our policies and practices, ultimately benefitting both our colleagues and learners.

As part of this work and our ongoing commitment to transparency and continuous improvement, we will further review and enhance this report during 2025/26 to ensure it reflects best practice and evolving expectations.

What Factors Influence our Gender Pay Gap?

Our gender pay gap is mainly influenced by structural factors, including:

- The distribution of men and women across different roles and pay levels
- A higher proportion of women working part-time or reduced hours
- Differences in progression and career pathways over time
- The impact of one-off payments and the timing of pay awards.

Latest Performance on Gender Pay

This year we have reported an increase in our gender pay gap to 6.9%. Whilst this is a 0.2% increase from last year, we are encouraged that we have maintained a stable position. This is a positive step towards closing the mean gender pay gap in the organisation.

Our workforce gender split is consistent with previous years, with 63% of our workforce being female (a 1% increase on the previous year). However, there has been a reduction to 67% of our Executive team being female, from 71% in the previous year. This is due to an organisational restructure in the size and operating model of our Executive team.

We are encouraged by areas of positive movement and by strong female representation across the organisation, including at senior levels. We continue to invest in learning and development, inclusive leadership and flexible working to support progression and retention across the Group.

It's pleasing to see that we are reporting a lower gender pay gap than our benchmark both in educational establishments and across the wider public sector. We have continued to work hard to ensure we retain a stable position in the mean gender pay gap this year and a more stable approach to pay awards.

We recognise that progress can vary from year to year, particularly in a large organisation operating in the education sector, but our focus remains on long-term, sustainable improvement.

We also voluntarily report our ethnicity and disability pay gaps as part of our commitment to transparency. This underlines our commitment to being a diverse and inclusive organisation for all colleagues.

What are we doing next?

Our focus is on addressing the underlying causes of the gender pay gap. Key actions include:

- Supporting fair progression and development opportunities for all colleagues
- Embedding inclusive recruitment, promotion and talent management practices
- Promoting flexible working to support different career paths and life stages
- Aligning our work on gender pay with a wider Equality, Diversity and Inclusion Strategy.

We are continuing to invest in colleagues' learning and development, with dedicated learning opportunities ranging from mandatory training to more holistic themes and focused people management essential skills. Training, including mandatory training modules relating to EDI for all colleagues, have been developed and delivered with EDI principles embedded in their content. This is great progress and underlines our commitment to providing ongoing support for our colleagues' development and wellbeing.

Our Accountability

This report has been reviewed and approved by the Board. Gender pay gap reporting is not a one off exercise; it is part of our ongoing responsibility to our colleagues and communities. We remain committed to understanding our data, being transparent about our challenges and taking meaningful action to support equality of opportunity across LTE Group.

ALISON CLOSE

Chief Financial Officer and Deputy CEO

PHILIP JOHNSON

Chair

OUR COLLEAGUE DEMOGRAPHIC AT A GLANCE

Understanding our workforce demographics provides important context for interpreting our pay gap data and informs our ongoing equality initiatives.

LTE Group comprises several business units, subsidiaries, wholly owned entities and strategic partnerships.

This report provides an annual snapshot of the difference in average earnings between men and women across ALL our organisations. This includes The Manchester College, UCEN Manchester, Novus, Novus Cambria, Novus Gower, Novus Transforming Lives, Total People, MOL, Group Professional Services and Group Functions. These requirements support transparency, accountability and progress towards reducing gender-based disparities in the workplace.

This annual report outlines our gender pay figures, the distribution of colleagues across pay quartiles and the proportion of colleagues receiving bonuses. It should be noted that any non consolidated payments linked to any agreed pay award will be included in the bonus criteria as defined by the Government guidance when calculating our bonus pay gap. It also highlights the actions we are taking to understand and address the underlying causes of any gaps.

While the gender pay gap is distinct from equal pay - which ensures men and women are paid the same for equal work - both are important indicators of fairness, inclusion and opportunity.

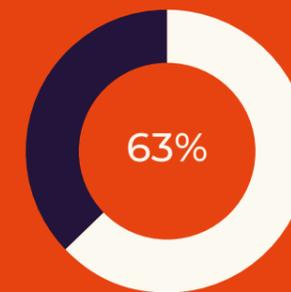
Our commitment is to create a workplace where everyone can thrive, regardless of gender. This report forms part of our wider Equality, Diversity and Inclusion Strategy and supports our ambition to ensure equitable progression, development and representation at all levels.

For consistency, the parameters of the report include:

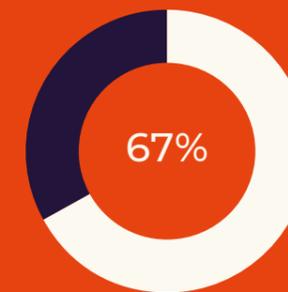
- A snapshot date of 31 March 2025 which is in line with the legal requirement for reporting gender pay gap figures
- Bonus gap figures calculated using a 12-month period from April 2024 – March 2025
- Both ethnicity and disability data that is self-declared by colleagues. The percentages are calculated using only the data that has been provided by colleagues.

As a UK employer with more than 250 employees, we are required to publish this data in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Please note, the data reported to fulfil our legal requirements will differ from this report as stated on the Government website. Under our legal duty, we are only required to report on the data that meets the legal criteria for The Manchester College, UCEN Manchester, Novus, Group Professional Services and Group Functions.

Of the employees in the organisation over the 12 months before the snapshot date:



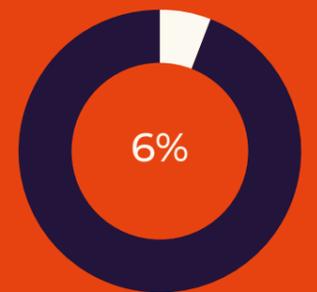
Our female colleagues represent 63% of our overall workforce.



67% of our Executive team are female.



Colleagues from other ethnic groups combined represent 20%.



Colleagues that consider themselves to have a disability represent 6%.



FACTORS INFLUENCING THE GENDER PAY GAP

Our gender pay reporting has increased by less than 1% in 2025 across the reported mean and median gaps. The gender pay gap is still significantly lower than nationally reported benchmarking for public sector and educational establishments, which is reported at 14.3% for educational establishments and 12.8% for public sector. Our workforce profile has changed over the last 12 months and this has impacted the reported gap. For example, in 2025, the proportion of men in upper quartile roles increased from 40% to 44%, which contributed to the rise in the mean gender pay gap. This shift was primarily due to recruitment in senior management positions.

In terms of our bonus gap, we do not have a culture of bonuses and our Pay Strategy is to pay consolidated payments. However, a negotiated non-consolidated payment (as agreed with our Unions) for the 2024 pay award was reached and this has been captured in our reporting for the bonus gap (due to the timing of when the payment was made). This payment was made following the additional one-off funding from the Department of Education. Therefore, the gender bonus gap is not comparable to last year given nearly half of our colleagues received a one-off pay award.



OUR ONGOING FOCUS

Throughout 2025, we continued to build on our foundations to develop an inclusive environment for all colleagues. For 2026, we have expanded this by:

- Launching our new LTE Group strategy and values, defining our vision, leading on seven strategic goals, and emphasising a talented and diverse workforce to represent the communities and places we serve
- **Working in partnership with Inclusive Employers**, one of the UK's leading experts in workplace inclusion, offering strategic support, practical tools and evidence-based insight to build truly inclusive cultures. Our self-assessment with Inclusive Employers will form the basis of our revised Equality, Diversity and Inclusion Strategy
- Develop our approach to the new legal requirement to publish our **Gender Equality action plan** under the Employment Rights Act 2025
- Continue to launch **learning opportunities** that embed equality, diversity and inclusion skills, behaviours and practices that continue to challenge unconscious bias and stereotypes
- Continue to review and develop our **employee experience** to better understand colleague experiences throughout all stages of their careers.

I confirm that the data reported is accurate and in accordance with the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Signed,

JOHN THORNHILL

CEO

OUR 2025 STATUTORY NUMBERS

Gender Pay Gap

Our mean gender pay gap this year is 6.9% and our median gender pay gap this year is 3.3%. This slight increase in the mean gender pay gap reflects recent changes in senior management recruitment, but our overall gap remains well below national averages, indicating continued progress towards pay equity.

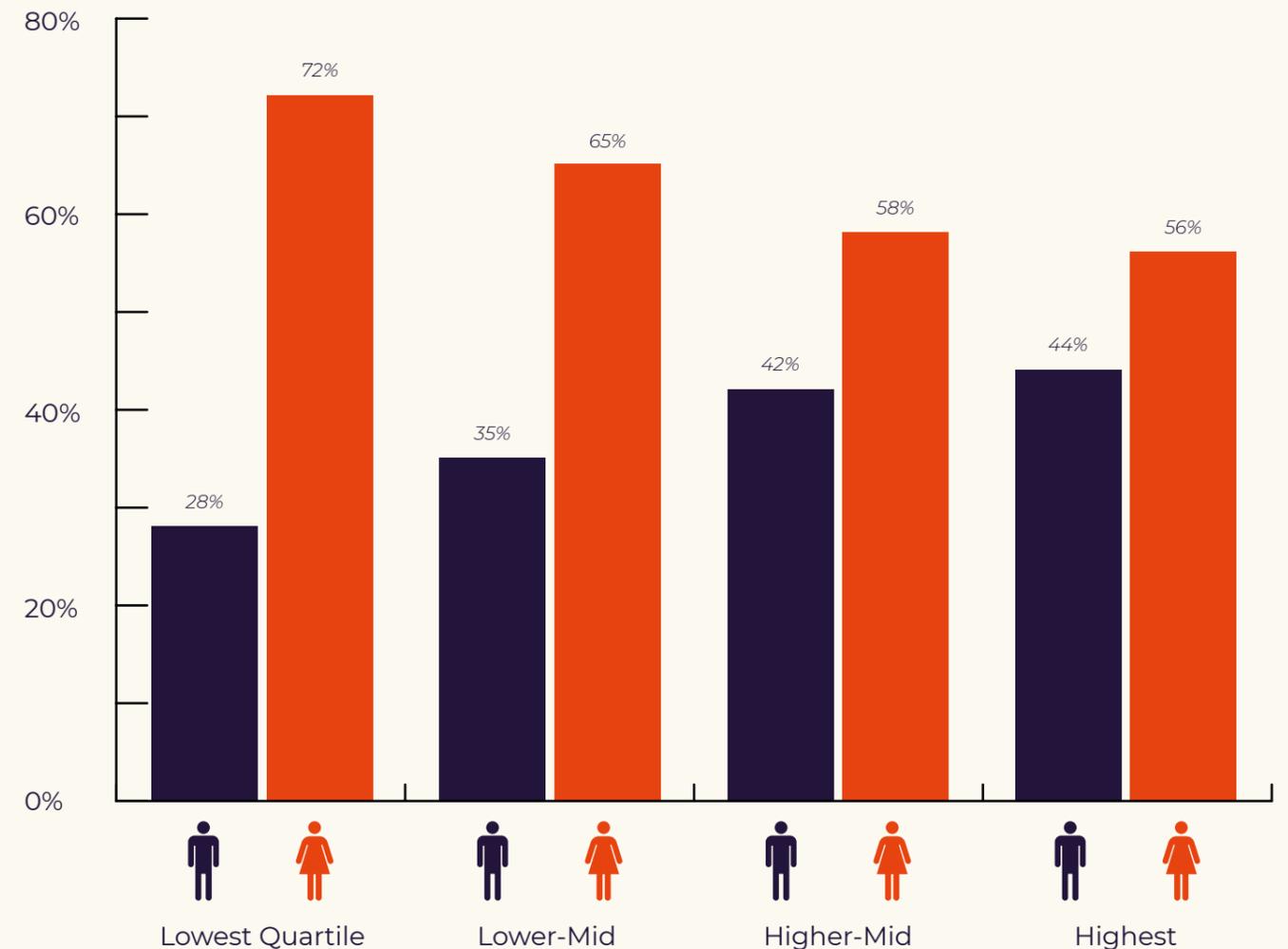
	2025	2024	Movement
Mean Gender Pay Gap	6.9%	6.7%	▲ +0.2%
Median Gender Pay Gap	3.3%	3.3%	= 0.0%

Gender Bonus Gap

	2025	2024	2023
Mean Gender Bonus Gap	18.5%	15.3%	23.5%
Median Gender Bonus Gap	15.2%	29.5%	25.3%

	2025	2024	2023
Proportion of men receiving bonus	56.7%	7.1%	87.5%
Proportion of women receiving bonus	48.4%	4.8%	82.7%

Gender Hourly Pay Quartiles



Ethnicity Pay Gap

	2025	2024	Movement
Mean Ethnicity Pay Gap	5.3%	5.6%	▼ -0.3%
Median Ethnicity Pay Gap	0.9%	0.0%	▲ 0.9%

Colleagues who are not white British are under-represented in the Upper Quartile, leading to an increase in the Ethnicity Pay Gap compared to last year.

	2025	2024
Mean Ethnicity Bonus Gap	42.1%	52%
Median Ethnicity Bonus Gap	9.5%	36.8%

The 2025 reporting mean is higher than the median because it includes the Executive contribution payments and due to the demographics of our Executive team this has weighted the overall mean.

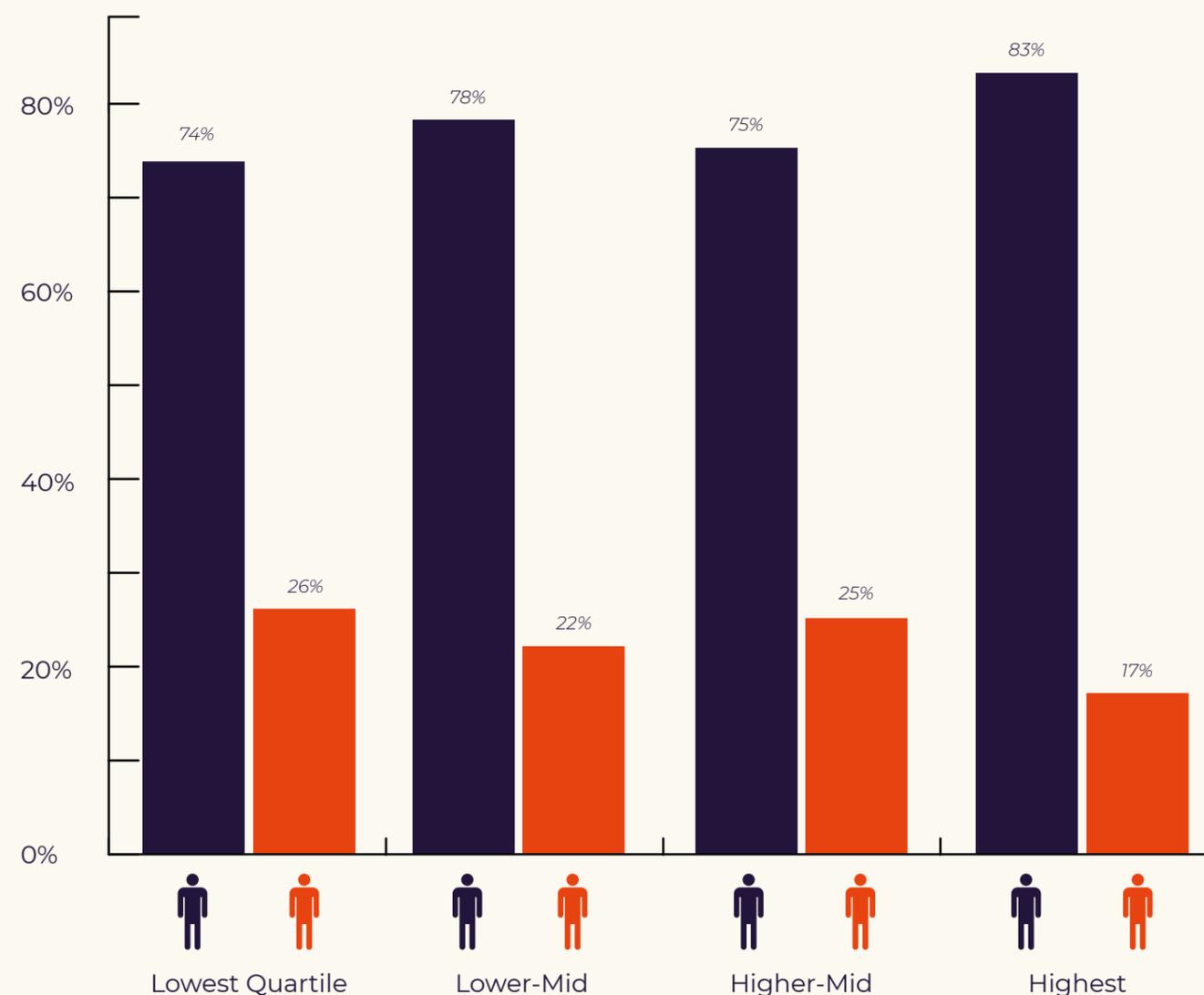
The median is reflected of the non consolidated payment that was awarded to the majority of colleagues in this reporting year.

Percentage of colleagues receiving bonus	2025	2024
White British	49.5%	6.1%
Other ethnic groups combined	60.4%	4.2%

The ethnicity pay gap is lower this year because colleagues from different ethnic backgrounds are more evenly represented across pay levels, particularly with increased representation in the upper mid and upper quartiles, which has helped narrow the difference in average hourly pay.

The median ethnicity bonus gap has reduced because colleagues from minority ethnic groups received the same non consolidated bonus as white British colleagues, narrowing the difference in typical bonus amounts between the two groups. In the prior year 2024, this was higher because of the one-off bonus payments to a small number of senior colleagues.

Ethnicity Pay Quartiles



- British white colleague population
- Other ethnic groups combined population

Disability Pay Gap

	2025	2024	Movement
Mean Disability Pay Gap	3.7%	5.7%	▼ -2.0%
Median Disability Pay Gap	-2.8%	-0.9%	▼ -1.9%

The mean disability pay gap is negative because, on average, colleagues who have declared a disability earn slightly more per hour than colleagues who have not, resulting in a higher mean hourly rate for the disabled group.

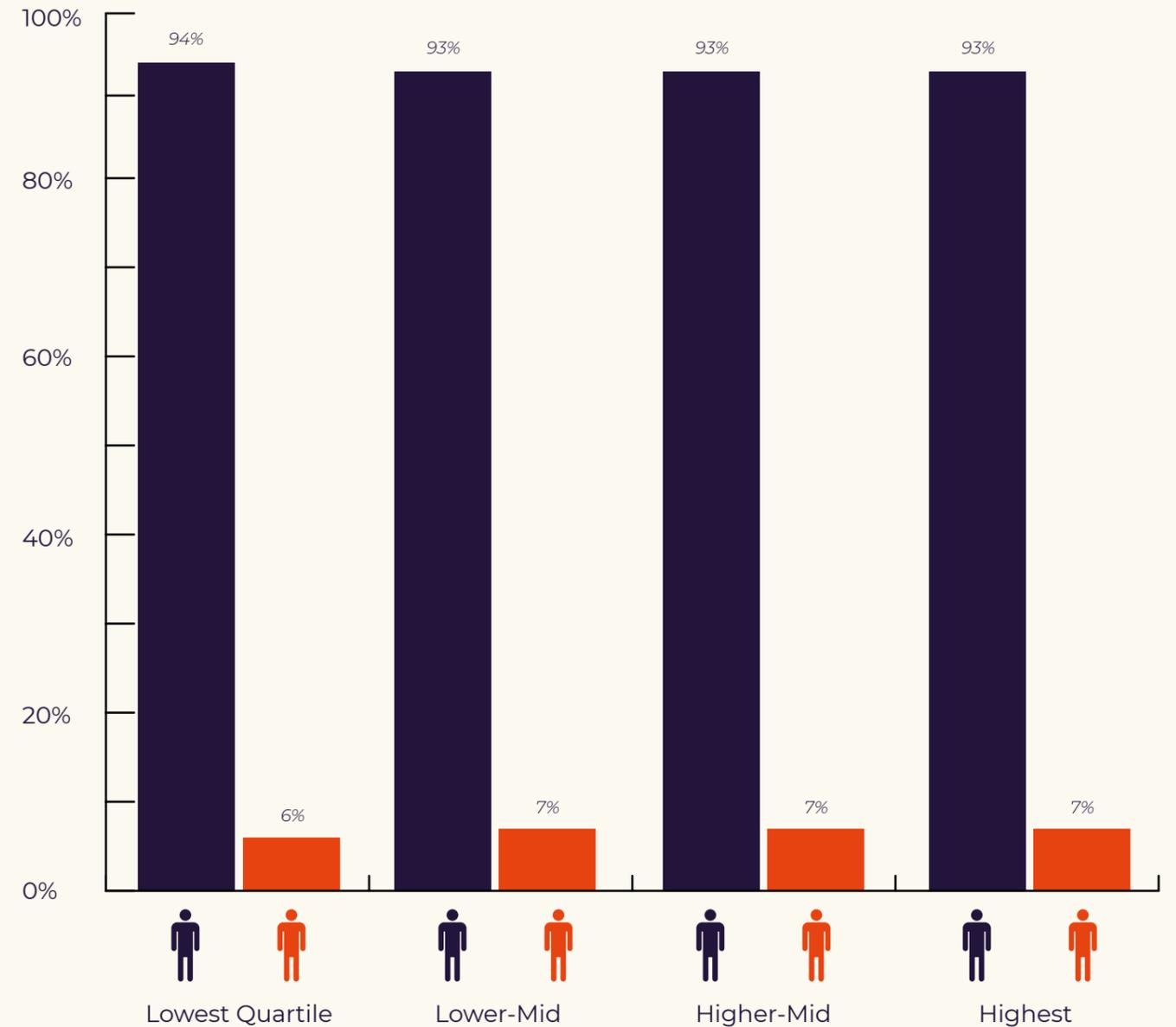
The median disability pay gap is negative because the median hourly pay of colleagues who have declared a disability is higher than that of colleagues who have not, meaning the midpoint earner in the disabled group is paid more than the midpoint earner in the non disabled group. This is a positive position.

Disability Bonus Gap

Statistic	2025	2024	2023
Mean Disability Bonus Gap	39.6%	93.3%	15.0%
Median Disability Bonus Gap	-4.6%	78.9%	-5.6%

Percentage of colleagues receiving bonus	2025	2024	2023
Not Considered Disabled	51.2%	4.7%	77.5%
Considered Disabled	54.2%	3.1%	76.9%

Pay Quartile 2024



- Percentage declared not disabled
- Percentage declared disabled

Appendix

UNDERSTANDING THE GAPS

What is a pay gap?

A pay gap shows the difference in average earnings between women and men or white British and colleagues from other ethnic groups in terms of the pay they receive.

What is equal pay?

A pay gap is not the same as equal pay. It has been unlawful to pay women and men or white British and colleagues from other ethnic groups differently for the same work after the Equal Pay Act 1970 was introduced, and more recently the Equality Act 2010.

What is a mean pay gap?

The mean pay gap is the difference in the average hourly pay for women compared to men within an organisation.

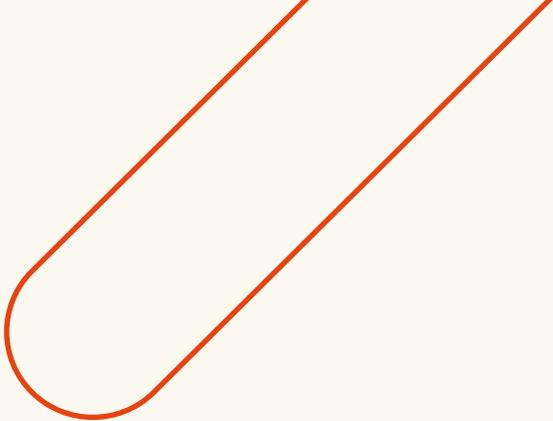
What is a median pay gap

For example, if all the men and women from one organisation lined up in two separate lines in order of salary, the median gender pay gap is the difference in salary between the woman in the middle of her line and the man in the middle of his line.

What is a pay quartile?

Pay quartiles show the percentage of men and women or WB and OEG colleagues in four equal sized groups based on their hourly pay. Pay quarters give an indication of women's representation at different levels of the organisation.





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The Manchester College is committed to equality of opportunity, non-discriminatory practices and supporting individual learners. This information is also available in a range of formats, such as large print, on request.

www.ltegroup.co.uk