

## Make UK's Gender Pay Gap report 2025

Foreword – Stephen Phipson CBE, Chief Executive, Make UK

Make UK is backing manufacturing - helping our sector to engineer a digital, global, and green future.

*With over 125 years of experience, Make UK is the main voice for the Manufacturing sector. Make UK helps inform Government policy and is a trusted provider of essential services for world leading manufacturing companies across the country. Everything we do is designed to inspire British manufacturers to compete, innovate and grow.*

*Make UK enjoys and values a talented and diverse workforce, offers attractive salaries and related benefits and works hard to stimulate applications from all sections of the community.*

Make UK has colleagues based at locations in England and Wales: including London, Bristol, Leamington Spa, Birmingham, Gateshead, and a significant number of home-based and flexibly working staff.

Our staff work in a wide range of different roles as the services we provide include but are not limited to: HR & Legal, Health & Safety, Learning & Development and Apprenticeship training. Make Defence, Make Venues and UK Steel are also an integral part of providing practical support to help our customers thrive.

Make UK is committed to encouraging equality, diversity and inclusion among our workforce. Diversity, Equality and Inclusion has continually featured more strongly in Make UK's values, policy and campaigning work.

Our aim is for our workforce to be truly representative of all sections of society and our customers, and for each employee to feel respected and able to give their best.

We use our results from this written statement to assess:

- The levels of gender equality in our workplace.
- The balance of male and female employees at different levels.
- The impact the measures we are taking have on our results
- To be seen as an employer of choice when attracting staff in a competitive market

I, Stephen Phipson CEO, confirm that the information in this statement is accurate.

Signed:



Date: 1 February 2026

## Make UK's gender pay gap 2025

Our results display a **mean** gender pay gap of 13.01% and a **median** gender pay gap of 6.98%.

Gender split across workforce:

Male: 52%

Female 48%

Executive Team gender split:

Male: 63%

Female: 37%

The **mean** and **median** gender pay gap has reduced significantly for the snapshot period of 2025. This can be attributed to:

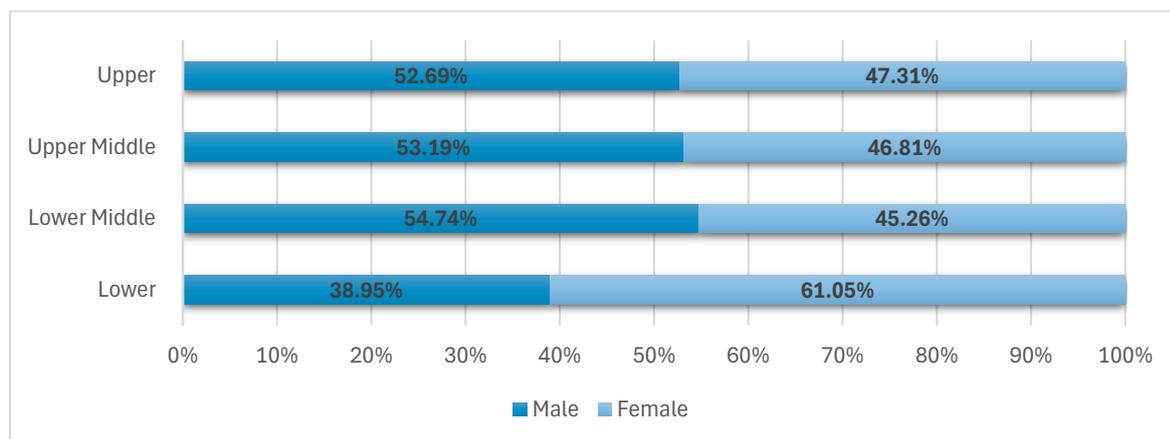
- More women in the Executive team, and:
- Compared to 2024 more women and less men in the upper quartile, and upper middle quartile.
- More men in the lower quartile compared to 2024 and a decrease in the number of women.

Although the median gender bonus gap has increased the proportion of females receiving a bonus is higher than males.

### Snapshot data as of 5 April 2025

|  | 2025   | 2024   |
|--|--------|--------|
| Mean gender pay gap:                             | 13.01% | 32%    |
| Median gender pay gap:                           | 6.98%  | 20%    |
| Mean gender bonus gap:                           | 39.88% | 29.42% |
| Median gender bonus gap:                         | 19.33% | 0.31%  |
| Proportion of males receiving a bonus payment:   | 16.29% | 32%    |
| Proportion of females receiving a bonus payment: | 18.93% | 38%    |

## Pay quartiles across the number of male and female employees (%)



Generally, we have a higher percentage of males across the top 3 quartiles compared to females. The lower quartile sees more women than men. Although we saw more males in the top 3 in the previous year, there has been a shift in 2025 as the percentage of males as decreased and females increased.

### Understanding the Gender Pay Gap

The pay variances across Make UK reflect the wide range of roles and business areas our colleagues work within, ranging from professional services (Employment Lawyers, HR & HS Consultants, Sales, Membership & Policy Directorate staff) through to Education (Teaching, Assessor & Compliance staff) and Hospitality (Event, Food & Beverage Services and Housekeeping staff) supporting our three hospitality conferencing and venue locations.

Notably, the majority of our Technical teaching staff based at our dedicated training centre in Aston are predominantly male.

Other trends affecting Make UK as business are that in general, the hospitality sector usually attracts more female job applicants due to the flexibility of part time working and shift patterns. Our pay quartile figures reflect this trend.

The rates of pay can also be affected by geographical variations. This could affect the gender pay gap subject to the proportion of male and female working at its different locations.

### Measures to close the gender pay gap

#### Supporting flexible working

Make UK have over a number of years continued to welcome a variety of working patterns with a range of part time working patterns, including flexible hours and home-based working subject to the needs of the business. The majority of our professional services staff are based at home serving the region where they live.

#### Reviewing pay and benefits

Make UK carries out pay benchmarking exercises and benefit audits at regular intervals. Last year we reviewed our job grades across the business and this year we are analysing if there has been any noticeable 'wage drift'.

We are confident that our gender pay gap is not a result of paying men and women differently for the same or equivalent work. Rather, it is the result of the roles in which men and women undertake within the organisation and the salaries that these roles attract. We fundamentally believe that anyone has an equal opportunity to achieve.

**Family leave/pay above the statutory minimum**

Make UK's family leave and pay arrangements are above the statutory minimum.

**Taking more focussed action**

Upon publication of this report, Make UK promotes discussion of this report with its National Staff Forum Representatives.

**Mentoring & Coaching**

Both mentoring and coaching are part of approach to supporting management training and development plans. Our annual appraisals provide the opportunity to identify critical training needs with their line manager.

**Supporting wider campaigns that promotes and champions diversity**

As an organisation we will support and champion external campaigns such as International Women's Day through our various channels, including social media, to act as a voice for change and to be leader in championing equality in the workplace.