



Gender Pay Gap Report

2025



Our commitment

Ten months into my role as CEO at WRAP, I've been listening, learning, and spotting opportunities to make a real difference. One area where we can go further is closing our gender pay gap — and I'm determined that we turn intention into action.

Our 2025 data shows that while our mean pay gap is 14.39% and our median 12.11%, we have strong foundations to build on. Women make up over 72% of our workforce, including 59% in our upper pay quartile. At the same time, we see opportunities to support career growth across all levels, ensuring every colleague has the chance to thrive.

We've already taken important steps — strengthening our reward framework, embedding inclusive recruitment, and expanding family-friendly and flexible working policies. Now it's about accelerating our efforts, using data, accountability, and focus to create meaningful change.

Fairness and equity aren't just values on paper — they're central to our performance, our credibility, and the impact we deliver. I'm excited about the progress we can make together in the years ahead.

Catherine David – Chief Executive Officer at WRAP



WRAP Gender Pay Gap Report 2025

WRAP is a global environmental action NGO transforming our product and food systems to create Circular Living. We examine sustainability challenges through the lens of people's day-to-day lives. We transform the systems that provide the products we consume. We catalyse action from policy makers, businesses, NGOs and citizens to make it happen. Established in the UK in 2000, we now work in more than 40 countries around the world, employing approximately 290 people.

In recognition of the strength and richness of equality and diversity, we're committed to treating our employees, customers, partners, and the communities we serve fairly and with dignity and respect. We're investing in and doing more to continue making WRAP the diverse and inclusive organisation it aspires to be. Placing at 46 out of the top 100 Most Inclusive UK Employers 2024 run by The National Centre for Diversity demonstrates our commitment and progress in this area.

Although current reporting guidelines require us to segment the population by males and females, we recognise that gender identity is not binary, and some individuals may identify differently. To meet reporting responsibilities, the data used in this report is legal sex data. We encourage all employees to share their diversity data with us, which includes ethnicity, disability status, sexual orientation and gender identity. By sharing diversity data our employees are helping us collect accurate data which offers insights into the representation and diversity at WRAP.

Gender pay gap reporting

Gender pay gap (GPG) data sets out the difference between the average pay of all women compared to the average pay of all men within the organisation, regardless of level or type of work carried out. This means that the representation of men and women within the workforce will have an impact on the GPG. A positive figure indicates a pay gap in favour of men and a negative figure indicates a gap in favour of women.

The GPG is different to equal pay. Equal pay compares pay differences between men and women who carry out the same jobs, similar jobs or work of equal value.

This is our second year of externally reporting our GPG results, however we have been analysing our GPG data over a number of years to ensure we understand trends and can take impactful action as needed.

Methodology

In 2017, the Government introduced legislation that made it statutory for all organisations with 250 or more employees to report annually on their gender pay gap. In order to comply with government legislation, the gender pay gap must be calculated as the difference between average hourly earnings of men and women as a proportion of male's average hourly earnings. It is a measure across all jobs in the UK, not of the difference in pay between men and women for doing the same job. The regulations require annual gender pay gap reporting including:

- mean and median gender pay gap
- the proportions of men and women in each pay quartile
- the mean and median gender bonus gap, and,
- the proportion of men and women who received bonuses

The data used to calculate the WRAP gender pay gap is as of 5 April 2025.

The **mean** shows the difference between the average hourly earnings of men and women by taking the total pay of women and dividing this by the number of women, and the same for men.

The **median** is found by lining up all employees' pay in two lines, one for women, one for men, in order of pay from highest to lowest. The median gender pay gap then compares the pay difference between the men and the women in the middle of the respective lines.

Our Gender Pay Gap

At WRAP, our reward framework values a job role for its responsibility, accountability and market value. Salary awards are based on performance of both the individual and the organisation, and on the economy and affordability. WRAP is an equal pay employer – men and women performing equal work receive equal pay.

We do have a Gender Pay Gap, one that we've been working hard to reduce, year on year.

Our **Mean Pay Gap** is **14.39%** in **2025** (versus 10.39% in 2024) and our **Median Pay Gap** is **12.11%** in **2025** (versus 10.63% in 2024).

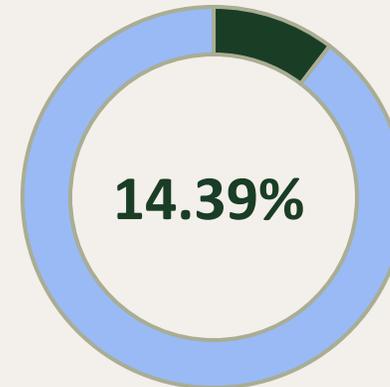
The majority of WRAP employees are women, which at the time of reporting was made up of 72.1% women and 27.9% men. The pay gap now illustrates that on average (median) men are paid 12.1% higher than women within WRAP, compared to 10.63% in July 2024.

At the time of reporting, WRAP had a median gender pay gap 1 percentage point lower than the UK average.

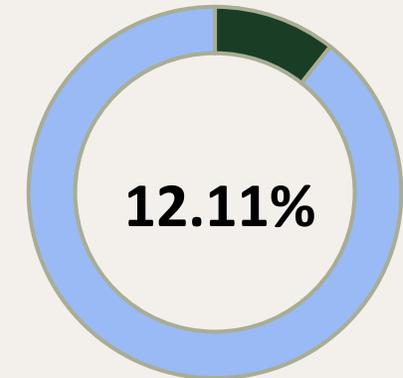
The figures in this report are based on a snapshot of data on 5 April 2025.

2025 Hourly Pay Gap

Mean

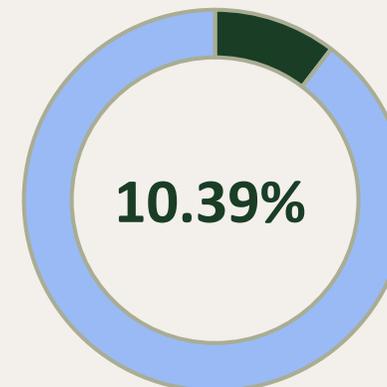


Median

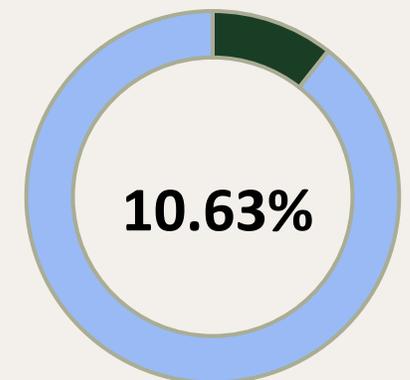


2024 Hourly Pay Gap

Mean

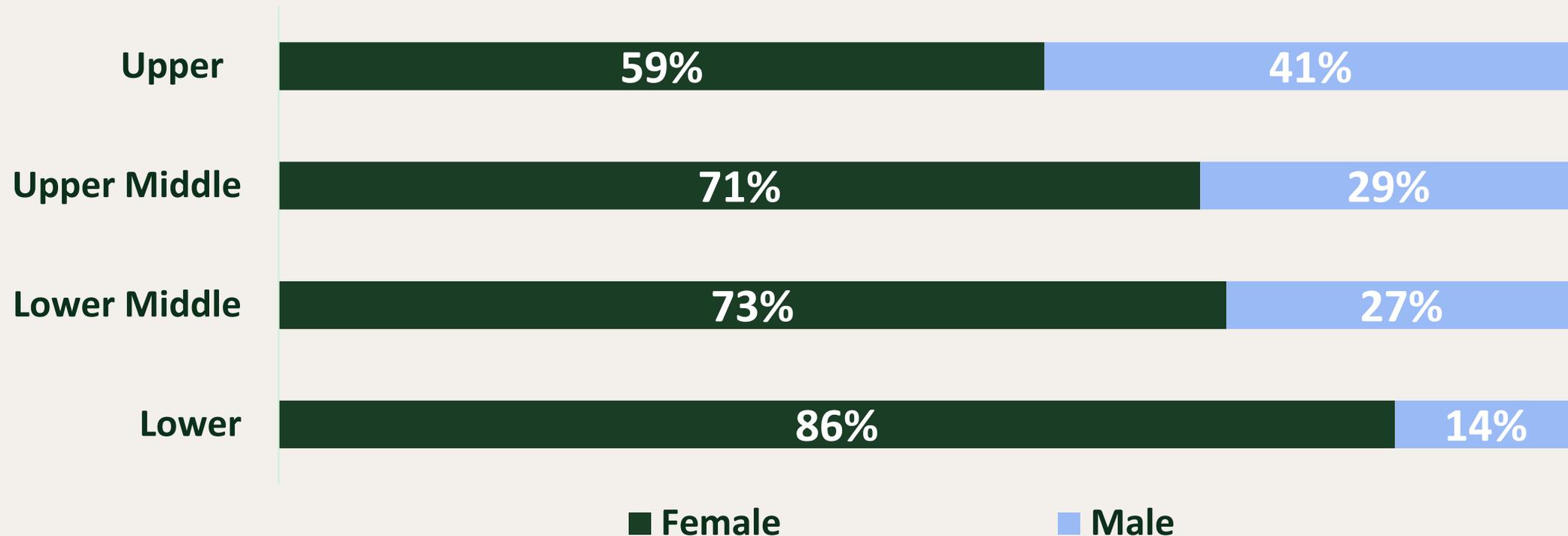


Median



Hourly Pay Quartiles

The proportion of men and women employees are split into quartile bands based on their Hourly pay



The percentage of women in the upper quartile has remained stable at 59% but the percentage of women in the lower quartile has increased considerably from 75% to 86%. This year's data also shows the percentage of men in the lower quartile reducing from 25% to just 14%, whilst in the upper quartile the percentage of men remains at 41%.

Closing the gap

The steps we have been taking to reduce our gender pay gap include;

- The introduction of a comprehensive reward framework, with a transparent pay structure and policies
- Providing Inclusive Recruitment training for recruiting managers, focussing on all aspects of diversity, including gender bias
- A dedicated Recruitment Partner, enabling further focus on inclusive recruitment practices
- Enhancement of our family friendly leave policy
- Promotion of flexible working practices in job adverts

With a view to reducing the gap further still, we will continue to;

- Monitor the proportion of women/men applying for positions at various levels, with a particular focus on attraction and then measuring the 'conversion rate' at each stage of the recruitment process
- Promote our family-friendly and flexible working policies to support individuals to achieve a healthy work-life balance, including those who wish to blend family or caring responsibilities with work
- Review equal pay with our robust salary review and salary benchmarking processes
- Build on our career pathways and internal promotions.
- Support and develop our networks to enhance their role and impact in creating an inclusive workplace.